

AGONA WEST MUNICIPAL ASSEMBLY



2026-2029 MEDIUM-TERM DEVELOPMENT PLAN

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

PREPARED BY THE MUNICIPAL PLANNING CO-ORDINATING UNIT

FINAL DRAFT

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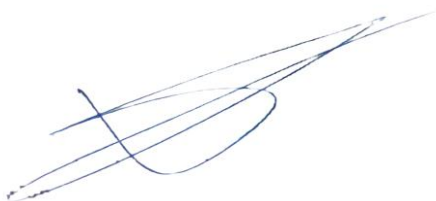
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FOREWORD

Sections 1, 10 and 11 of the National Development Planning (System) Act 1994 (Act 480) and Section 83 (1a & 1b) of the Local Governance Act 2016 (Act 936) empower District Assemblies to prepare Medium Term Development Plans in a participatory manner involving all stakeholders in consultation with the National Development Planning Commission (NDPC). This is in accordance with the Civil Service Law, 1993 (PNDC). Under these enactments, the Agona West Municipal Assembly (AWMA) was thus required to conduct a thorough performance review of the implementation of the Medium Term National Development Policy Framework (MTNDPF) called the Agenda for Jobs: Creating prosperity and equal opportunity for all (2022-2025), examine its vision, mission, objective and other relevant variables that impacted on the operations of the Assembly to serve as the basis for preparing the MTDP for a planning period of four years, 2026-2029.

In this breath, the Agona West Municipal Assembly has prepared a successor plan that takes inspiration from the Government's Medium-Term Vision themed Resetting-Ghana Agenda, which is to create jobs, ensure accountability, and promote shared prosperity. The Plan was prepared based on the 2026-2029 National Medium-Term Development Policy Framework (NMTDPF), which was the guideline issued by the National Development Planning Commission for the preparation of the 2026-2029 Medium-Term Development Plan.

The Plan is developed to provide a framework for the implementation of programmes and projects based on goals, objectives and strategies developed by the Assembly in line with the NMTDPF (2026-2029), Regional (ECOWAP), Continental (Agenda 2030), and Global (SDGs) to achieve the desired results over the plan period.



.....
Hon. Eric Gyamfi Odoom

Municipal Chief Executive

Agona West Municipal Assembly

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LIST OF ABBREVIATIONS AND ACRONYMS

AWMA	Agona West Municipal Assembly
BAC	Business Advisory Centre
BDT	Basic Design and Technology
BNI	Bureau of National Investigation
BRC	Business Resource Centre
CA	Central Administration
CHRAJ	Commission on Human Rights and Administrative Justice
CMAM	Community Management and Acute Malnutrition
CNC	Centre for National Culture
CSO	Council of School Officers
CWSA	Community Water and Sanitation Agency
DACF	District Assembly Common Fund
DOVVSU	Domestic Violence and Victims Support Unit
DSW	Department of Social Welfare
ECG	Electricity Company of Ghana
EHSU	Environmental Health and Sanitation Unit
FDA	Food and Drugs Authority
GDO	Gender Desk Officers
GES	Ghana Education Service
GFPD	Global Foundation for Peroxisomal Disorders
GHS	Ghana Health Service
GIFTS	The Girls Iron-Folate Tablet Supplementation
GNFS	Ghana National Fire Service
GOG	Government of Ghana
GPS	Global Positioning System
GP	Ghana Police
GSS	Ghana Statistical Service
GWCL	Ghana Water Company
GWC	Ghana Water Company Limited
HoDs	Heads of Departments
HR	Human Resource
HRMD	Human Resources Management Department
ICT	Information and Communication Technology
IDA	International Development Association
IDCS	International Data Collection System
IECs	Information, Education and Communications
IGF	Internal Generated Fund
ISD	Information Service Department
ISSER	Institute of Statistical, Social and Economic Research
LEAP	Livelihood Empowerment Against Poverty

LED	Local Economic Development
LUSPA	Land Use and Spatial Planning Authority
MCD	Municipal Coordinating Director
MCE	Municipal Chief Executive
MFO	Microfinance Opportunities
M&E	Monitoring and Evaluation
MHD	Municipal Health Directorate
MLGRD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
MoFA	Ministry of Food and Agriculture
MP	Member of Parliament
MPCU	Municipal Planning Co-ordinating Unit
MSMEs	Ministry of Micro, Small and Medium Enterprises
MTDP	Medium Term Development Plan
NADMO	National Disaster Management Organisation
NBSSI	National Board for Small-Scale Industries
NCCE	National Commission for Civic Education
NDC	Nationally Determined Contributions
NHIA	National Health Insurance Authority
NHIS	National Health Insurance Scheme
NMTDPF	National Medium Term Development Policy Framework
NYA	National Youth Agency
PERD	Planting for Export and Rural Development
PFJ	Planting for Food and Jobs
PNDCL	Provisional National Defense Council Law
POCC	Potentials, Opportunities, Constraints and Challenges
PPE	Personal Protective Equipment
PTA	Parent Teacher Association
PU	Procurement Unit
PWD	Public Works Department
RFG	Responsiveness Factor Grant
RJF	Regional Jobs Fund
RPCU	Regional Planning Coordinating Unit
SDG	Sustainable Development Goal
SISOs	School Improvement Support Officers
SHEP	School Health Education Programme
SHS	Senior High Schools
SMCs	School Management Committees
SPR	School Participatory Rate
SWD	Social Welfare Department
TVET	Technical and Vocational Education and Training

UDG	Urban Development Grant
UNICEF	United Nations International Children's Emergency Fund
WAEC	West African Examinations Council
WIAD	Women in Agriculture Development
WSD	Water Safety Plan

EXECUTIVE SUMMARY

The Legal Basis of the Plan

Section 1, 10 and 11 of the National Development Planning (System) Act 1994 (Act 480) and Section 83 (1a & 1b) of the Local Governance Act, empowers the District Assembly to prepare Medium Term Development Plans in a participatory manner involving all stakeholders in consultation with the National Development Planning Commission (NDPC). This is in accordance with the Civil Service Law, 1993 (PNDC). Under these enactments, the Agona West Municipal Assembly (AWMA) was thus required to conduct a thorough performance review of the implementation of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2022-2025, examine its vision, mission, objective and other relevant variables that impacted on the operations of the Assembly to serve as the basis for preparing the MTDP for a planning period of four years, 2026-2029.

Background of the Agona West Municipal Assembly

The Agona West Municipal Assembly, with Agona Swedru as its capital, is one of the seven Municipalities in the Central Region of Ghana. Strategically located along the R62 highway and proximate to the N1 corridor, the Municipality serves as a vital hub linking Accra, Cape Coast, and the cocoa-growing hinterlands. This positioning confers significant economic advantages, enabling Agona West to function as a centre for trade, commerce, and agricultural distribution. Covering a land area of 361 km², the Municipality is home to 136,882 people (2021 PHC), with females constituting 52.1% and males 47.9%.

Agona West is predominantly urban, with 76.6% of residents living in urban settlements. This urban concentration has intensified demand for housing, transport, utilities, and social services, while also creating spatial pressures that require strategic planning and infrastructure investment. Household formation has grown rapidly, with 43,974 households recorded in 2021, and average household size declining to 3.1 persons. The shift towards smaller, nuclear households reflects changing socio-cultural dynamics and has implications for housing, service delivery, and social protection.

The Municipality's population is youthful, with over one-third under 15 years, presenting both opportunities and challenges. On one hand, the youthful structure offers strong future labour force potential; on the other, it creates rising demand for education, vocational training, and health services. Education outcomes show high enrolment and improved completion rates, yet disparities remain at kindergarten and primary levels, particularly for rural children and girls who face barriers such as household responsibilities and teenage pregnancy. Health indicators reveal progress, including declining maternal mortality and improved access to services, though some rural communities continue to face longer travel distances to facilities. Access to safe drinking water has expanded significantly, electricity coverage now reaches over 92% of communities, and sanitation services have improved, though improper liquid waste disposal and open defecation persist in some localities.

Urban development challenges are increasingly evident. Rapid expansion of Agona Swedru and adjoining settlements has intensified land pressure, resulting in unplanned physical development, overcrowding, and environmental degradation. Road networks are strained, while waste management and drainage systems lag behind population growth. Rising demand for housing and commercial space has outpaced infrastructure provision, creating risks of informal settlements,

housing inequities, and inadequate service delivery. These challenges underscore the need for integrated spatial planning, infrastructure upgrading, and urban renewal strategies to ensure sustainable growth.

The Municipality's physical characteristics also present vulnerabilities. Located within the low coastal plain physiographic region, Agona West experiences gentle undulations and shallow depressions that make it susceptible to flooding and stormwater challenges. Climate change impacts — including erratic rainfall, flooding, and rising temperatures — threaten agricultural productivity, infrastructure durability, and public health. At the same time, opportunities exist to build resilience through climate-smart agriculture, renewable energy expansion, improved drainage systems, and disaster risk reduction initiatives.

The Agona West Municipal Assembly operates within a dynamic socio-economic and spatial context marked by rapid urbanisation, youthful demographics, evolving occupational patterns, and increasing demands for health, education, and infrastructure. These trends reinforce the Assembly's mandate under the Local Governance Act, 2016 (Act 936) to promote inclusive growth, resilience, and alignment with national frameworks such as the NMTDPF and the Sustainable Development Goals (SDGs).

Process of developing the 2026-2029 Medium Term Development Plan and participation by Key Stakeholders.

Based on the guidelines from NDPC, a participatory approach was used by AWMA in the preparation of the MTDP. The Municipal Chief Executive, Municipal Coordinating Director, Heads of Departments, Assembly Members, Traditional Authorities and Trade Associations as well as NGOs, Zonal Councils and Civil Society, were involved in the preparation of the MTDP. Information was obtained from all the departments in the Municipality. The first stage in the process of putting together the 2026-2029 plan was to review the past 2022-2025 plan. The issues emerging from the review process were essential feedback in compiling the new 2026-2029 plan. This was followed by an update of the Municipal Profile, which essentially entailed data and information from community meetings, departmental inputs, the Assembly's own data collection exercises, the 2010 PHC, 2014 GSS report, and the 2021 PHC. The community aspirations, which were the basis for developing programmes and projects, were derived from extensive interfaces organised by the Assembly with members of the various communities.



Public Hearing and Stakeholder Issues

In line with the guidelines provided by the National Development Planning Commission, a validation meeting for the plan based on a series of Community Technical Interface (public hearings) in all six Zonal Councils. These public hearings involved representations from the Assembly, Assembly Members, Small Businesses, Transport Unions, the Traditional Authority, CBOAs, NGOs, Corporate Entities and Security Agencies. The essence of the exercise was to ensure community ownership of plans and to avoid a shopping list approach in plan preparation, the community representatives went through a prioritisation process facilitated by the Planning Team to ensure that real pertinent issues were considered as inputs to the plan. After the plans had been formulated, another meeting was held at the Swedru town Hall where the plan was adopted by the General Assembly.

The Strategic Inspiration of the MTDP

This Medium-Term Development Plan takes inspiration from the Government's Medium-Term Vision with a focus on resetting Ghana's development agenda, creating employment opportunities, strengthening accountability, and promoting shared prosperity. This vision reflects the Government's priorities, as well as Ghana's commitment to various international protocols and frameworks, including the Sustainable Development Goals, the African Union's Agenda 2063 and the Paris Climate Agreement. As such, the Government's medium-term policy is organised under five (5) broad dimensions; namely;

- i. Economic Development
- ii. Social Development
- iii. Environment and Human Settlements Development
- iv. Governance and Institutional Development, and
- v. International Relations

Development Agenda relevant to the MTDP 2026-2029

As per the functions of the Municipal Assembly, programmes, projects and activities in the current plan, four (4) of the five (5) dimensions of the 2026-2029 Medium-Term National Development Policy Framework (MTNDPF) have been selected, namely:

- i. Economic Development
- ii. Social Development
- iii. Environment and Human Settlements Development
- iv. Governance and Institutional Development

Based on these dimensions, four (4) development goals and their corresponding objectives were developed to guide the development of the Municipality in the next four (4) years. The municipal objectives were aligned with the national objectives to ensure that they find expression in the broader national development agenda. In the next four (4) years, the Assembly intends to achieve the following goals:

- i. Stimulate inclusive and resilient local economic development (Linked to SDGs 1, 2, 8, 12)
- ii. Promote social development and services (Linked to SDGs 3, 4, 5, 6, 10)

- iii. Build resilient, sustainable and well-managed built and natural environment (Linked to SDGs 7, 9, 11, 13, 15)
- iv. Strengthen municipal governance and resource mobilization (Linked to SDG 17)

Indicative budget and financial plan

The concept being initiated in the Municipality through stakeholder engagements is now Agona West beyond Common Fund. A concept that greatly emphasises the need for the Assembly to generate substantial amounts of its own Internally Generated Funds (IGF), with the District Assembly Common Fund (DACF) being supplementary, which is in line with the existing policy of financial decentralisation. Against this background, the proportion of projected IGF figures for the plan period is 11.88% of the total cost as against 17.41% for the DACF indicating clearly the Assembly's commitment to enhancing the IGF. It is also realised from the projections that the total cost of the Development Plan is estimated at GHC 596,237,751.19. Strategies to enhance IGF include: introduce a software which would automate the billing system, develop an efficient system for update of revenue data, vigorous enforcement of Assembly's bye laws on rate and fee paying, introduction of on street parking, introduction of vehicle clamping, privatisation of billboard fee collection, restructuring the penalty system for unauthorised structures, rotation of revenue collectors and expenditure controls through the GIFMIS System.

Donor support is to be solicited through proposal writing and annual donor conferences to solicit funding from social responsibility mandate of institutions.

Organization of the 2022-2025 MTDP

The Agona West Medium-Term Development Plan (2026-2029) is structured into eight chapters:

Chapter One: General Introduction

Chapter Two: Situational Analysis of the Agona West Municipality

Chapter Three: Key Development Priorities

Chapter Four: Development Goals, Objectives, and Strategies

Chapter Five: Composite Development Programmes

Chapter Six: Annual Action Plans

Chapter Seven: Monitoring and Evaluation Arrangements

Chapter Eight: Development Communication Strategy

CHAPTER ONE: GENERAL INTRODUCTION

1.0 Introduction

This chapter provides the background for the Agona West Municipal Assembly. It covers the vision and mission statements, core values, functions of the Assembly, organogram, and the structure of the plan of the Assembly. These key components of the Assembly guide the Assembly's decision-making process and allocation of resources.

1.1 Vision Statement

To become a well-developed Municipal Assembly that provides and facilitates excellent services to its people to ensure improvement in the quality of life of its people.

1.2 Mission Statement

The Agona West Municipal Assembly exists to facilitate the improvement in the quality of life of its people in close collaboration with the public sector, private sector, civil society, and other development partners in the Municipality through:

- i. Mobilisation of resources
- ii. Reduction of unemployment
- iii. Provisions of basic socio-economic development within the context of good governance and
- iv. Provisions of adequate environmental facilities

1.3 Functions of Agona West Municipal Assembly

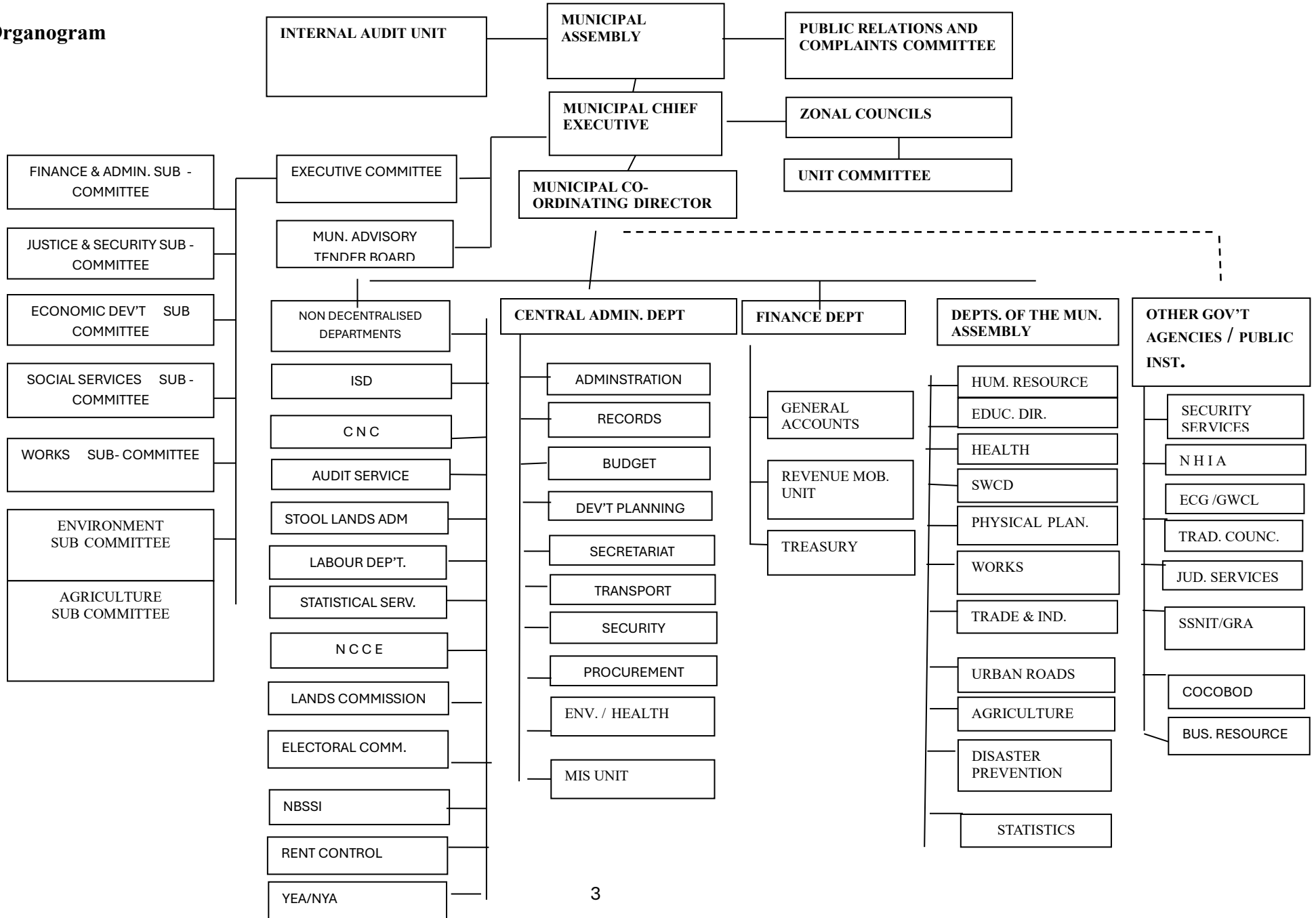
- i. Be responsible for the overall development of the Municipality and ensure the preparation and submission to the Central Government for approval, the development plan and budget for the Municipality.
- ii. Formulate programmes and strategies for the effective mobilisation of human, physical, financial and other resources of the Municipality.
- iii. Promote and support productive activity and social development in the Municipality and remove obstacles to initiatives and development.
- iv. Be responsible for the development, improvement and management of human settlements and the environment in the Municipality.
- v. Initiate programmes for the development of basic infrastructure and provide Municipal works and services in the Municipality.
- vi. In co-operation with appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the Municipality.
- vii. Ensure ready access to the courts and public tribunals in the Municipality for the promotion of justice.
- viii. Initiate, sponsor or carry out such studies as may be necessary for the discharge of any of the functions conferred by the Local Governance Act, 2016 (Act 936) or any other enactment and
- ix. Perform such other functions as may be referred to by the Government

1.4 Core Values

The Municipal Assembly has core values that guide the behaviours of staff and community. These core values ensure that staff are people-oriented, integrity-focused, and committed to achieve organizational goals, mission, and vision. The values also strive for excellence, transparency, accountability and good leadership.

- a) People-Oriented Approach:
 - Treat people with respect and dignity.
 - Welcome diversity and diverse opinions.
 - Help colleagues with capacity building.
 - Recognize and reward accomplishments.
 - Foster teamwork and collaboration.
- b) Integrity in the Performance of Duties
 - Be honest, forthright and trustworthy.
 - Use straight talk, no hidden agenda.
 - Respect ethics, law and regulation.
- c) Commitment to Achieving Organizational Goals, Mission and Vision
 - Honour commitment to the people's representative and the community as a whole.
 - Accept personal responsibility to meet commitments and be accountable.
- d) Quest for Excellence in the Discharge of Duties
 - Improve performance continually.
 - Stress quality, productivity, growth, best practice and measurement.
 - Always strive to be the best.
- e) Selflessness Approach to Work
 - Employees shall make decisions solely in terms of public interest and not for any financial or other material benefit for themselves, their families, or their friends.
- f) Transparency in Decisions
 - Employees shall be open as possible about all decisions and restrict access to information only when the wider public interest clearly demands that the information should be released.
- g) Accountability on Resources Allocated
 - Employees shall be responsible to the government and the public for their decisions and must submit themselves to whatever security as appropriate to their office.
- h) Good Leadership
 - Employees shall strive to excel in all their endeavours, be an example to others and encourage others to follow in their professional footsteps.

1.5 Organogram



1.6 Structure of the Plan

The plan is structured into eight (8) chapters which include:

Chapter One: General Introduction

Chapter Two: Situational Analysis of the Agona West Municipality

Chapter Three: Key Development Priorities

Chapter Four: Development Goals, Objectives, and Strategies

Chapter Five: Composite Development Programmes

Chapter Six: Annual Action Plans

Chapter Seven: Monitoring and Evaluation Arrangements

Chapter Eight: Development Communication Strategy

CHAPTER TWO: SITUATIONAL ANALYSIS OF AGONA WEST MUNICIPALITY

2.0. Introduction

This chapter profiles the Municipality by providing the existing conditions of the Municipality that have been diagnosed through various analytical approaches. The existing conditions cut across the various sectors, which include but are not limited to economic, social, political, environmental, infrastructural, spatial, financial, and institutional. It starts with reviewing the performance of the erstwhile Medium-Term Development Plan spanning 2022-2025, where the development outcomes and financial performance are critically examined. This is followed by the various sectoral issues, where data were obtained from various decentralised and non-decentralised departments, parastatal, and through community action planning.

2.1 Performance Review

Table 1 depicts the measurement of indicators developed to assess the performance of the 2022-2025 development plan. It also covers the challenges faced with implementing the plan, as well as the lessons learnt.

Table 1: Performance Review (2022-2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-Term Target	Cumulative Achievement		Remarks
				Year	Data	
				Year	Data	
Economics Development	Percentage change in yield of selected staple crops (%)	Maize = 24% Cassava =16.5% Plantain =17.7% Coconut = 25% Oil palm = 16.4%	Maize = 24% Cassava =16.5% Plantain =17.7% Coconut = 25% Oil palm = 16.4%	2024	59.1% 6.3% 57% -0.6% 11.1%	Maize and plantain exhibited very strong growth in yields, indicating significant improvements in production performance from one year to the next. Cassava and oil palm recorded moderate yield increases, reflecting stable but incremental productivity gains. Coconut experienced a marginal decline, pointing to stagnation within perennial

						crop productivity and possible constraints linked to tree age, management practices, or climate effects.
	Percentage change on yield per unit area (Mt/Ha)	23%	35%	2024	49%	Target exceeded
	Percentage change in output of livestock production	Cattle = 38% Sheep = 4.7% Goat = 4.6% Pig = -(15.7%) Poultry =2.5 %	Cattle = 38% Sheep = 4.7% Goat = 4.6% Pig = 2% Poultry =2.5 %	2024	0.6% 1.3% 19.6% 14.9% 9.9%	Significant improvement in livestock production
	Change in no of jobs created					
	Agriculture	-	27	2024	57	Creation of jobs is significantly low. Also, data issues may affect accuracy of situation
	Industry	-	30		24	
	Service	-	274		107	
Social Development	HIV/AIDS prevalence rate (% of adult)	3.8	1.60%	2025	1.70%	HIV/AIDS prevalence declined substantially, indicating improved prevention and care services. However, target was not achieved.
	Maternal mortality ratio	47.9/100,000	0/100,000	2024	38.2/100,00 live births %	Declined fairly. However, target was not achieved
	Under-five mortality ratio	0	0	2024	2.29%	Target not achieved
	Malaria case fatality in children	0	0	2024	0	Target achieved
	Net enrolment rate in Basic Schools	KG: 97.0 Primary: 100.3 JHS: 62.6	KG: 89.0% Primary: 101.5% JHS: 59.8%	2024	KG :72.3% Primary :86.13% JHS: 80.11%	Decreases at KG and primary levels. Target exceeded for JHS
	Completion rate in basic schools	JHS:99% Boys: 89.3% Girls: 90.5%	100%	2024	KG:117% Primary: 120% JHS: 128%	Targets exceeded

	BECE Performances (%)	100%	68%	2025	70%	Target exceeded
	% change in programmes, projects and activities mainstreamed and effectively implemented on gender, child, PWDs and other vulnerable issues	75%	At least 85%	2024	100%	Target achieved
Environment, Infrastructure and Human Settlement	Percent of population with sustainable water facilities District Urban Rural	70% 45% 25%	88% 80% 78%	2024	95% 95% 90%	Targets exceeded
	% of population with access to improved sanitation (flush toilets, KVIP, household latrine) District Urban Rural	20% 11% 9%	27.76% 21.3% 6.39%	2024	48.99% 26.32% 75.22%	Targets exceeded
	% of communities declared Open Defecation Free (ODF)	Less than 20%	100%	2024	80%	Target not achieved
	% of clean commercial areas/communities	At least 60%	At least 90%	2024	70%	Target not achieved
	% Change in no. of climate change activities mainstreamed into MTDP	80%	85%	2024	85%	Target achieved
	% of schools with access to safe drinking water	88%	100%	2024	95%	Target not achieved although there was an increase in performance as against 2021
	Percentage of road networks in good condition Total Urban Feeder	78.0% 81.3% 60.1%	85% 85% 70%	2024	63% 71% 58%	Targets not achieved. Length of Km increased for urban roads network which affected the % urban road network in good condition
	Percentage of communities covered by electricity District Rural Urban	85% 80% 90%	100% 35% 65%	2024	92% 85% 98%	Significant improvement achieved.
	% street named within the Municipality	25%	100%	2024	75%	Target not achieved
Governance, Corruption and Public Accountability	Percentage of Development Partner and NGO funds contribution to DMTDP	5%	9.80%	2024	40%	Target exceeded
	% of projects and programmes implemented successfully	87.42%	100%	2024	95%	Target not achieved although there was significant improvement from 2021

Emergency, Planning and Response (Including COVID-19 Recovery Plan)	Number Of Communities Affected by Disaster			2025		Target not achieved for bush fire
	i. Bush fire	0	0		2	
	ii. Floods	3	3		2	
	iii. Wind/Rainstorm	2	2		2	
Implementation, Coordination and Monitoring Evaluation	Percentage of annual action implemented	88.23%	100%	2024	96.05	Target not achieved but significant improvement from 2021

Source: (MPCU, 2025)

Challenges

1. Limited and untimely access to funds – Vertical Fiscal Imbalance
2. The district sub-structures lack logistics to operate to their full capacities.
3. Inadequate logistics especially vehicle challenged the monitoring of activities in locations other than Swedru.
4. Non-consultation of the Assembly by other development actors before implementing activities – breach of Local Governance Act, 2016 (Act 936)
5. Non-conformity to the plan i.e., implementation of activities outside the plan due to externalities
6. Issues of data availability and quality challenged monitoring and evaluation of planned activities.

Lessons Learnt

1. Over-emphasis on physical infrastructural development.
2. There is the need to augment efforts at social development.
3. There is the need to place emphasis on climate change and sustainability issues
4. Functionality of the sub-districts structures should be enhanced.
5. Mechanisms to check non-compliance to structure plans should be enhanced.
6. Much effort is needed to improve job creation, especially in the industry sector to stimulate the local economy.
7. Involve relevant stakeholders from project idealization to project evaluation.

2.2 Financial Performances (2022-2025)

The review of financial performance for the 2022–2025 MTDP shows a multi-source financing structure comprising GoG, IGF, DACF, DACF-RFG, UNICEF, GIZ, MAG, and GSCSP. The estimated cost for full implementation was GHS 147,632,982.67, while total receipts amounted to GHS 66,841,550.46, leaving a funding deficit of GHS 80,791,432.21 (54.7%). GSCSP accounted for the largest share of the estimated resource envelope but recorded the highest variance. This outcome was linked to non-approval of some proposed projects as well as disbursement volatility arising from the programme’s reliance on US dollar funding, which exposed the Assembly to exchange rate fluctuations. As a result, the deficit under GSCSP constituted a major driver of the overall funding gap.

Table 2: Financial Performance (2022-2025)

SOURCE OF FUNDS	TOTAL ESTIMATED COST OF PLAN (A)	TOTAL AMOUNT (B)	VARIANCE (C) = (A-B)
-----------------	----------------------------------	------------------	----------------------

GOG	25,867,942.53	25,888,084.55	(20,142.02)
IGF	10,039,670.65	7,783,631.50	2,256,039.15
DACF-RFG	6,077,145.07	1,841,676.00	4,235,469.07
UNICEF	157,500.00	87,500.00	70,000.00
GIZ	72,109.78	32,828.22	39,281.56
MAG	129,777.00	105,362.67	24,414.33
DACF	14,841,200.09	4,812,379.28	10,028,820.81
GSCSP	90,447,637.55	26,290,088.24	64,157,549.31
TOTAL	147,632,982.67	66,841,550.46	80,791,432.21

Source: Finance and Budget, 2025

It is important to situate the financing performance within the broader macroeconomic context during the plan preparation and implementation period. At the time the plan was developed, the COVID-19 pandemic and related geopolitical disruptions had distorted global markets, affecting supply chains, commodity prices, and exchange rates. These distortions contributed to significant cost escalations between budgeting and execution. High domestic inflation and rapid depreciation of the cedi amplified these effects, resulting in higher nominal costs for infrastructure, service delivery inputs, and contractor claims. Consequently, the variance between estimated and actual financing did not necessarily reflect poor MTDP implementation, but rather an exogenous shift in costing and value dynamics.

Despite the funding shortfall, several interventions were executed through prioritisation and expenditure controls. Revenue mobilisation reforms yielded moderate improvements in IGF. One key measure included periodic staff revenue mobilisation exercises where all departments participated in field collections, enhancing coverage and compliance. The Assembly also strengthened billing, ratepayer sensitisation, and enforcement collaboration with Zonal Councils. However, structural constraints persisted: between 2023 and part of 2024, property rate collection was ceded to the Ghana Revenue Authority, reducing the Assembly's direct receipts and affecting cash flow available to support MTDP implementation. Additional challenges included incomplete property data, logistics constraints, and slow valuation updates.

In a nutshell, financial performance reflects a constrained but adaptive implementation environment shaped by external shocks, financing volatility, and institutional reforms in local revenue administration. The gap between planned and actual financing underscores the need for greater predictability of external funds, realistic costing under macroeconomic uncertainty, and sustained improvements in IGF mobilisation to safeguard future plan performance.

2.3 Demographic Characteristics

2.3.1 Population Size, Growth Rate, Population Density

According to the 2021 Population and Housing Census, Agona West Municipality has a total population of 136,882, comprising 65,502 males (47.9%) and 71,380 females (52.1%). This represents an increase from 115,358 in 2010, resulting in an annual growth rate of approximately 1.6% over the 11-year period. The growth is largely attributed to natural increase and migration, particularly into Agona Swedru and its adjoining communities. The Municipality covers a land area

of 361 km², yielding a population density of approximately 379.6 persons per km². This reflects significant urban concentration and land pressure, especially within the Agona Swedru–Nyakrom corridor and other fast-growing settlements. The high population density in urbanised zones intensifies demand for housing, public services, transport, and utilities. There is an increased risk of unplanned physical development, overcrowding, and environmental degradation without strict spatial planning and development control. Strategic investment in infrastructure and service decentralisation is essential to ease urban congestion and promote balanced development across rural and peri-urban areas. Spatial planning must prioritise densification policies, infrastructure upgrading, and urban renewal strategies to support sustainable growth.

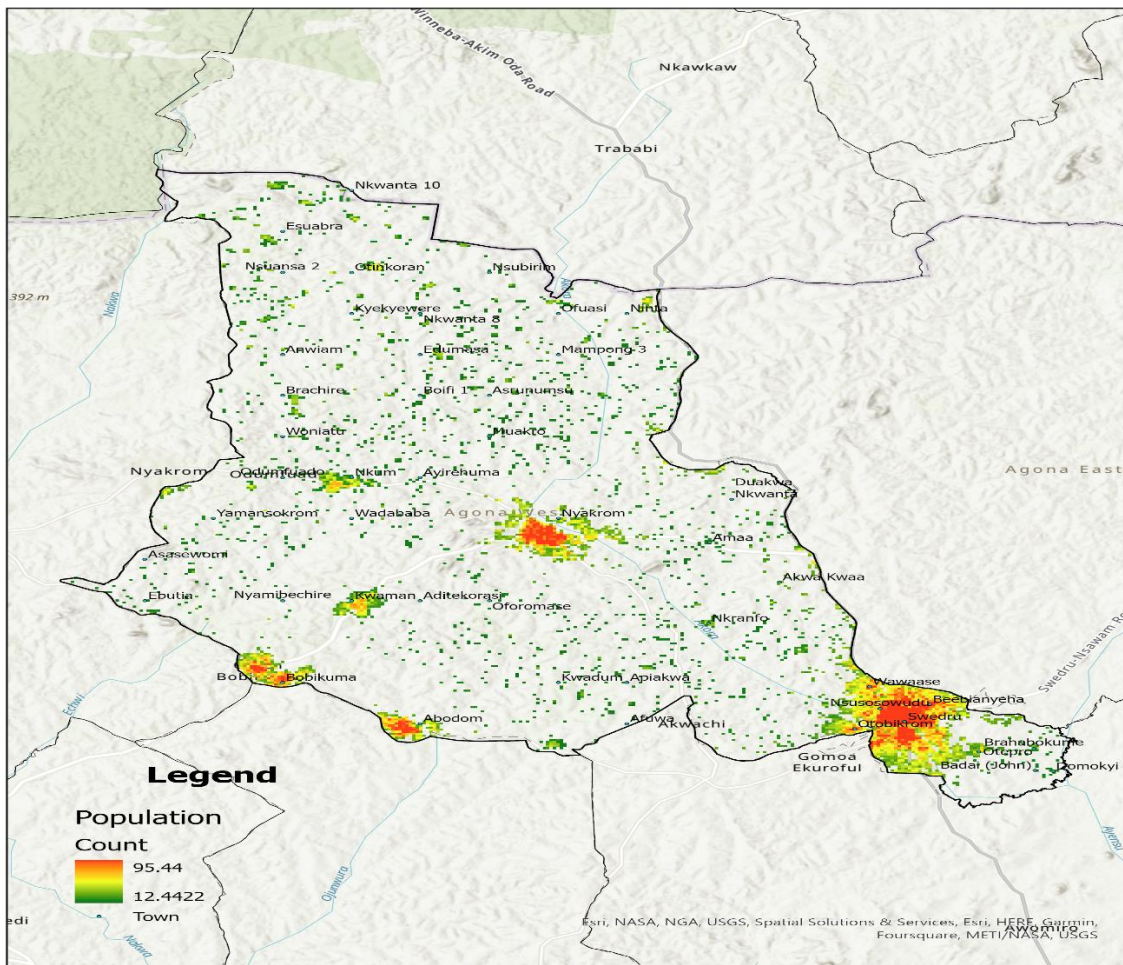


Figure 1: Population Distribution Map

2.3.2 Household Characteristics

As per the 2021 Population and Housing Census, Agona West Municipality recorded a total of 43,974 households, reflecting a significant increase from 29,478 households in 2010. This represents a growth of approximately 49.2% over the 11-year period, highlighting increasing household formation driven by population growth, migration, and changing family structures. The average household size declined slightly from 3.9 in 2010 to 3.1 in 2021, indicating the growing prevalence of nuclear and single-person households, particularly in urban localities. The total

household population is 134,680, out of which 64,564 are males (47.9%) and 70,116 are females (52.1%). A significant portion of households consists of 1-person (34.1%), followed by 2-person (16.6%) and 3-person (13.8%) households. Large households (6 or more persons) constitute less than 12%. The urban areas account for 34,279 households (78%), while the rural localities have 9,558 households (22%).

The declining household size and rising number of small households signal changing socio-cultural dynamics and housing preferences. Urban areas will continue to experience increased demand for housing units, utilities, and social services due to household fragmentation. There is a need for inclusive development planning that accommodates single-person and female-headed households, ensuring equitable access to affordable housing, livelihood support, and care services. Again, this has implications for integrated development planning in that the Assembly would have to identify and involve relevant stakeholders across the various sectors to address the dynamism of household characteristics through socio-spatial interventions.

2.3.3 Religious Composition

Religion plays a significant role in the social and cultural life of residents in Agona West Municipality. The 2021 Population and Housing Census indicates that religious affiliation in Agona West Municipality is overwhelmingly Christian, constituting 84.3% of the population. These include Pentecostal/Charismatic (40.8%); Protestant (Anglican, Methodist, Presbyterian, etc.) (19.0%); Other Christians (19.1%); and Catholic (5.4%). The remaining religious composition includes Islam (9.6%); Traditionalist (0.2%); and Others (1.2%). 4.7% are not affiliated with any religion. Also, Christianity dominates across all age and sex groups, with slight gender differences in adherence patterns—females generally outnumber males across all religious categories.

All other religious groups observe the taboos in the Municipality. These taboos, which are considered to have socio-economic and spiritual importance, include regulation on farming days, land use, water resources use and control and adhesion to some social norms. There are non-farming taboo days in every zonal council as shown in Table 3.

Table 3: Taboo Days in the Municipality

Zonal Council	Taboo Days						
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Swedru			✓				
Nyakrom			✓				
Otsenkorang		✓			✓		
Bobikuma		✓					
Nkum			✓				
Abodom		✓					

In terms of development planning, the strong religious presence offers an opportunity for collaboration with faith-based organizations in delivering social services such as education, health, and social welfare. Religious institutions serve as key stakeholders in community mobilization, peacebuilding, and behavioural change campaigns, particularly in areas like sanitation, health, and

education. They also play an important role in spatial and economic development as their establishments present threats to sustainable land use and stimulate economic activities respectively. As such, for the plan period, FBOs must be actively engaged to achieve sustainable development. Similarly, religious diversity should be considered in the planning and location of public events, facilities, and services to ensure cultural sensitivity and accessibility. Indeed, interfaith harmony and respect for religious minorities must be promoted through inclusive development strategies and representation in local governance processes.

2.3.4 Age and Sex Composition

The 2021 Population and Housing Census shows that Agona West Municipality has a total population of 136,882, made up of 65,502 males (47.9%) and 71,380 females (52.1%), with a sex ratio of 91.8%. The population is heavily skewed towards younger age groups. The youthful nature of the population is reflected in the dominance of the children group (0–14 cohort) and among the 15–19 (15,259), 20–24 (11,993), and 25–29 (10,646) cohorts in the working-age group. (See figure 2).

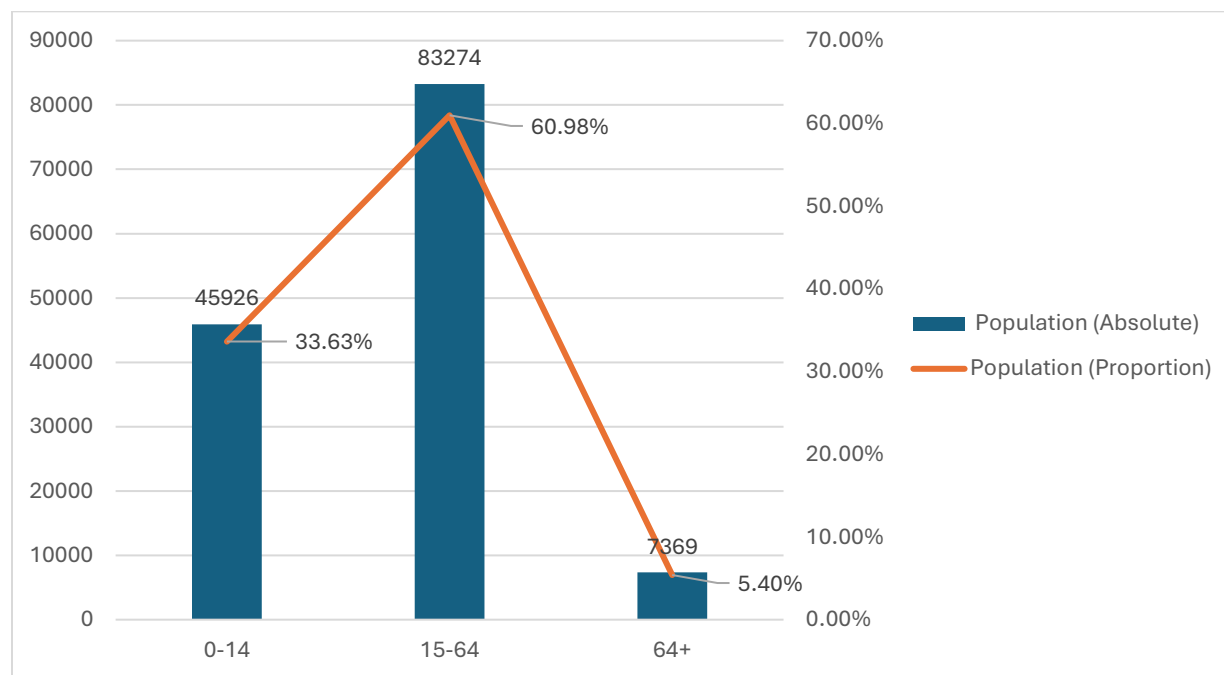


Figure 2: Age Distribution of Population

This results in an age dependency ratio of 48.69%, reflecting a significant reduction from the previous rate of 79.10% in 2014. Essentially, this means that for every 100 people, approximately 49 are considered dependents due to being either below 18 years old or above 60 years old.

In terms of development planning, the youthful population structure implies strong future labour force potential but also rising demand for investments in education, vocational training, and health services. The growing working-age population must be productively engaged through job creation, entrepreneurship, and skills development to reap the demographic dividend. The increasing number of elderly people (7,369) calls for inclusive planning in health care, social protection, and age-

friendly infrastructure. The gender imbalance in favour of females across all age categories requires gender-responsive approaches in economic empowerment, health, and education policies.

2.3.5 Occupation Distribution

Applying a location quotient analysis to determine concentrations of occupation reveals that Agona West has a concentration of service and sales workers (LQ1.2), professionals (LQ 1.17) and crafts and related trades workers (LQ1.04) as seen in figure 2. Skilled agricultural workers (LQ 0.91) and plant machine operators (0.67) still had a relatively lower concentrations in the Municipality from the previous years. Interestingly, managers, clerical support workers, and technicians and associate professionals that had higher LQs in previous years are now relatively lower in concentration in the municipality with LQ 0.8, LQ 0.95, and LQ 0.89 respectively. Other occupations recorded the lowest concentration with an LQ of 0.24.

It is important to note that the low LQ score of the agriculture sector does not undermine its importance as the sector still remains important for food security and a major supply of produce that feeds the major markets in the trade sub-sector. The employment by occupation clearly tows the line of the region as can be seen in Figure 1.

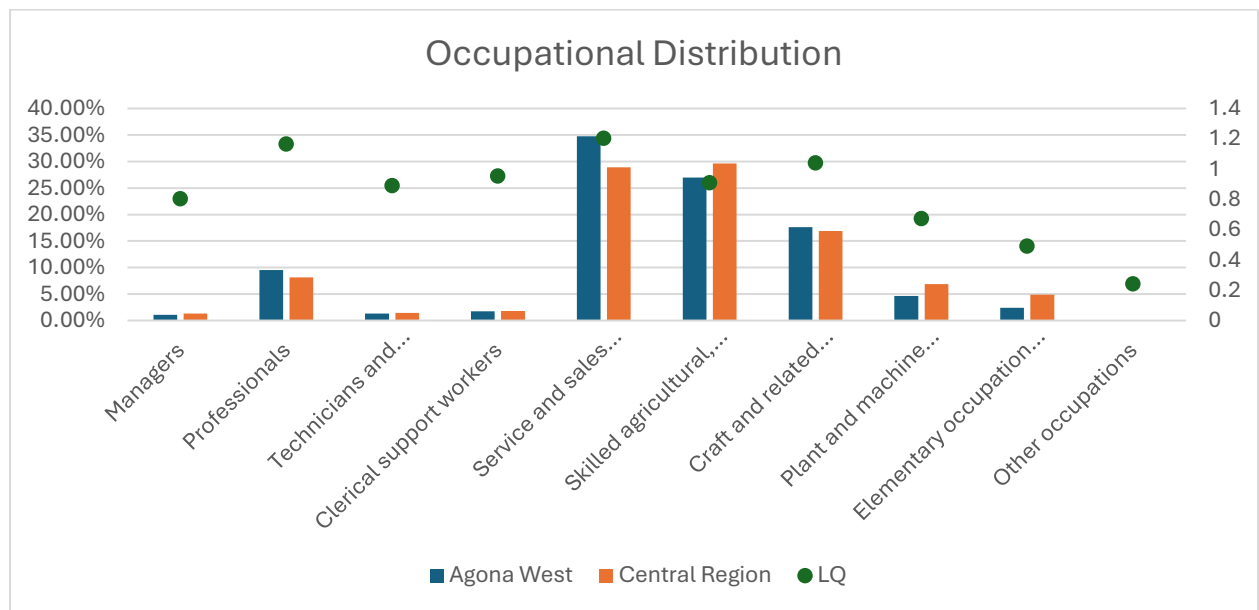


Figure 3: Occupational Distribution
Source: Author’s construct based on GSS (2021)

The location quotient (LQ) analysis provides valuable insights into the concentration of different occupations in Agona West Municipality compared to the broader region (Central Region):

High Concentration of Service and Sales Workers (LQ 1.2): The high LQ score for service and sales workers indicates that this occupational group is still more concentrated in Agona West compared to the broader region. The continued high concentration suggests a strong demand for service-related jobs, which could be driven by factors such as urbanization, and the growth of commercial activities in the Municipality.

High Concentration of Professionals (LQ 1.17): Similarly, the high LQ score for professionals indicates a continued higher concentration of skilled and specialized workers in Agona West. This could include individuals in fields such as finance, education, healthcare, and technology, among others. The presence of professionals highlights the significance of knowledge-based industries and specialized services in the local economy.

Moderate Concentration of Crafts and Related Trades Workers (LQ 1.04): The elevated Location Quotient (LQ) score for crafts and related trades workers signifies that this occupational category has experienced a notable increase in prominence within Agona West compared to previous periods. This rise in concentration may be attributed to several factors, including construction projects, local manufacturing endeavors, and the growing demand for specialized manual labor. Within this category, one can find workers engaged in various skilled manual trades, including construction and carpentry. The increased presence of crafts and related trades workers suggests that the Municipality is witnessing an upsurge in value-added activities. Local artisans and tradespeople play a pivotal role in the production of goods and the provision of services, contributing not only to economic growth but also to employment opportunities for the local workforce. This growth in the crafts and related trades sector serves as a driver for economic diversification in Agona West, reducing reliance on a single industry or sector and expanding the range of economic activities. Recognizing the importance of this occupation, it is imperative for the Assembly to actively support and foster its development. Such support may encompass training initiatives, providing access to resources, and creating a conducive environment for artisans and tradespeople to thrive. By nurturing this sector, the Municipality can harness its full potential and maximize its contributions to the overall economic development of Agona West.

Lower Concentration of Skilled Agricultural Workers (LQ 0.91) and Plant Machine Operators (LQ 0.67): The relatively lower LQ scores for skilled agricultural workers and plant machine operators continue to indicate that these occupational groups are less concentrated in Agona West compared to the broader region or country. This might be attributed to factors such as urbanization, a shift towards service-based industries, and mechanization in agriculture.

Shift in Managerial, Clerical, and Technician Roles: The decline in the concentration of managers, clerical support workers, and technicians and associate professionals (with LQs of 0.8, 0.95, and 0.89, respectively) could be indicative of changes in the economic landscape or employment opportunities in the Municipality. This shift may be influenced by factors such as business dynamics, technological advancements, and evolving workforce demands.

Other Occupations with the Lowest Concentration (LQ 0.24): The low LQ score for other occupations suggests that these occupational groups are relatively less concentrated in Agona West compared to the broader region or country. These groups may include less common or specialized job roles.

Importance of the Agricultural Sector: Despite the lower LQ score for skilled agricultural workers, it is crucial to reiterate that the agriculture sector remains vital for Agona West Municipality. The agricultural sector's contribution to food security and its supply of produce to the major markets in the trade sub-sector continues to be of great importance.

2.3.6 Urban-Rural Distribution

According to the 2021 Population and Housing Census, 104,874 persons, representing 76.6% of Agona West Municipality's total population, reside in urban areas, while 32,008 persons (23.4%)

live in rural communities. This confirms the Municipality's predominantly urban character, with most of the urban population concentrated in and around Agona Swedru. The urban population consists of 49,582 males (47.3%) and 55,292 females (52.7%), while the rural population comprises 15,920 males (49.7%) and 16,088 females (50.3%). The urbanised population places pressure on land, housing, transport, waste management, and social services in Agona Swedru and its environs. Rural areas may face underinvestment and slower development, reinforcing spatial inequality in access to infrastructure and opportunities. Urban-focused growth must be balanced with targeted rural development initiatives, especially in agriculture, rural roads, and basic services, to stem rural-urban migration and promote territorial equity. Planning strategies must consider managing urban expansion while improving connectivity and resilience in both urban and rural settlements.

2.3.7 Social and Ethnic Structure

The indigenous people of the Municipality are the Agonas. Over the years they have co-existed with other prominent minority migrants such as Ewutus, Gomoas, Ewes, Effutu, other Fantis, Ga-Dangme, Kwahus, Atakpames, Guans, Krobos, Atakwame (Beninese), Kotokoli, and several ethnic groupings of Northern Ghana origin. Despite the high number of different ethnic groups, the Municipality has a strong social integration. The groups intermarry and participate in shared cropping arrangements under the existing land tenure systems, especially the 'Abunu' and 'Abusa', which are commonly practised. This has promoted solid social bonds and economic ties between migrant tenants and their indigenous landlords. It also makes it easier for tenants to acquire land for farming.

2.3.8 Festivals and Funerals

Festivals are important in the social life of the people in Agona West Municipality. The 'Akwambo' festival is the most important traditional festival instituted for the spiritual reunion of the people. It is celebrated biennially between August and October. The various communities in the Municipality also have their respective times for celebrating festivals, which are held annually. As a social event, it is also an occasion for communities to plan their developmental activities, including strategies to mobilise funds for project implementation. Funeral rites provide solemn occasions for sober reflections. It has become an occasion that brings people in and out of the Municipality together. It is one single most important event that brings the youth home to mourn with their people. It also enables the youth visit their old parents. Trading in mourning cloth is quite brisk, particularly in Agona Swedru, the Municipal Capital.

2.3.9 Marriage and Inheritance

The Agonas practice the matrilineal inheritance system. Female children in the extended family under this system are considered important for the survival of the family as a unit. Inheritance is therefore passed on from brothers to their sisters' children (nephews and nieces). The female share of labour and contributions to the family income from agriculture is quite substantial.

2.3.10 Migration

In Agona West Municipality, 66.8% of the population were born within the Municipality with 19.3% of the population born outside the Municipality but born within the Region (Ghana Statistical Service, 2010 Population and Housing Census). As a result of urbanisation and increasing population, people from the outlined districts prefer siting most of their businesses in Agona Swedru, thereby boosting the macro-economy of the Municipality. There is demand for people with

technical skills, which has imparted positively on the development of the Municipality. Currently, due to the springing up of white-collar institutions, people with technical skills are also trooping into the Municipality, although the number is considerable. A large proportion of residents of the Municipality who complete tertiary institutions like Universities, Polytechnics among others, are moving out in search of employment in areas like Accra, Takoradi, and Kumasi. Those with skills like masons, electricians (artisans) are trooping into the Municipality.

In terms of internal migrants, there are over 250 ECOWAS Nationals and 79 Other Nationals (including Lebanese, Germans, Philippines, Chinese, Americans, British, Sri Lanka, etc.) in the Municipality. Most ECOWAS nationals engage in retailing businesses, scraps, artisans in construction industries and farming activities, and some other nationals engage in wholesale and retail businesses. In 2025, the GIS Agona Swedru Command recorded 35 human smuggling cases and arrested over 100 irregular migrants. Usually, the arrested foreign nationals are either repatriated voluntarily or compulsorily.

2.4 Physical Characteristics

2.4.1 Locational Characteristics

The Agona West Municipality, situated in the Central Region of Ghana, encompasses an area of 361km², with geographical coordinates ranging from latitudes 5030' to 5050'N and longitudes 0035' to 0055'W (GSS, 2014; GSS, 2021). It shares its borders with neighboring regions and districts as follows: To the East: Agona East; To the South: Gomoa West, Gomoa Central, and Gomoa East; To the West and South West: Asikuma-Odoben-Brakwa and Ajumako-Enyan-Essiam Districts; To the North: Achiase District and Asene Akroso-Manso District (GSS, 2021).

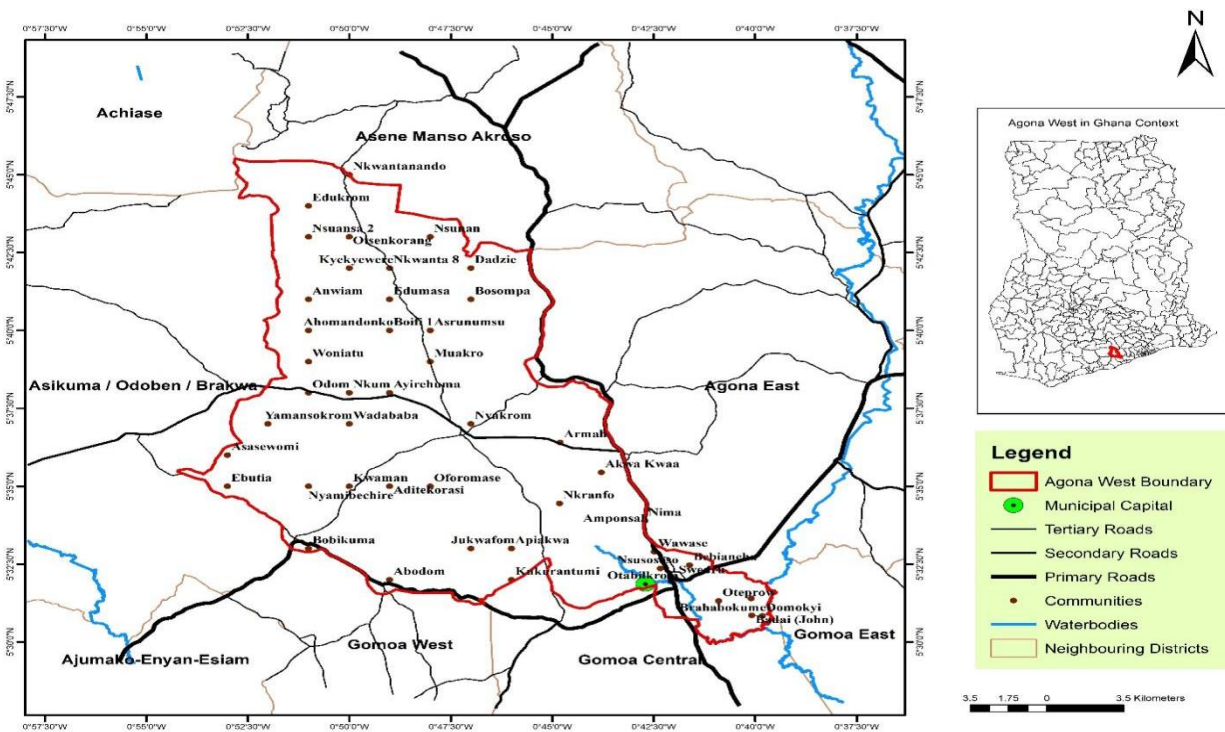


Figure 4: Map of Agona West Municipality

Agona West Municipality occupies a strategic position along the R62 highway, which connects Mankessim and Adeiso from West to East, as well as Oda and Winneba from North to South within the Central Region of Ghana (Figure 3). It stands out as one of the seven Municipalities in the Central Region and enjoys close proximity to the N1 highway. This location confers a significant geographical advantage on the Municipality, as it sits between Accra and Cape Coast. Accra, in particular, serves as a major source of imports that drive trade and commerce in Agona West.

Additionally, both Accra and Cape Coast, along with neighboring districts, serve as destination areas for the agricultural farm produce of Agona West. The Municipality's strategic positioning and excellent accessibility make it a vital transportation hub, especially for the neighboring cocoa-growing regions. This plays a substantial role in enhancing its economic significance within the Central Region, as it contributes to the transportation and distribution of key agricultural products.

2.4.2 Relief and Drainage

Agona West Municipality is located within the low coastal plain physiographic region of Ghana, with relatively low relief features. The Municipality has a diversified relief with altitudes varying between 75-150 meters above sea level and isolated upland pockets reaching approximately 233 meters. Hillshade analysis reveals a terrain of gentle undulations with subtle ridge–valley systems that shape both settlement morphology and drainage pathways. The absence of steep, rugged topography results in a high proportion of developable land, lowering engineering costs for construction and allowing flexibility in the siting of housing, roads and service infrastructure. These physical advantages are evident in the continued outward expansion of Agona Swedru into adjoining peri-urban communities, where gentle slopes and shallow depressions facilitate rapid subdivision and building activity.

Slope analysis confirms that gradients across most of the Municipality fall below 12%, with steeper slopes confined primarily to isolated hillocks in the north-eastern periphery. These isolate hillocks, underlain largely by granite rocks, form local watershed divides that influence runoff concentration and erosion patterns. The aspect characteristics indicate a varied distribution of slope orientations, consistent with the dissected micro-relief captured in the hillshade. While aspect has limited implications for thermal comfort in the local climate regime, it affects localized moisture retention, the performance of certain crops and erosion behaviour along stream corridors. Contour patterns reinforce the presence of multiple micro-basins that channel runoff towards the Municipality's central and southern lowlands. A distinctive feature of the terrain is the presence of shallow depressions around communities such as Bobikuma and Nkum. These depressions form part of the municipality's internal micro-basins and temporarily retain runoff during peak rains before discharging into tributary channels. Their presence also explains localized ponding, delayed drainage and sustained soil moisture conditions that support certain agricultural activities.

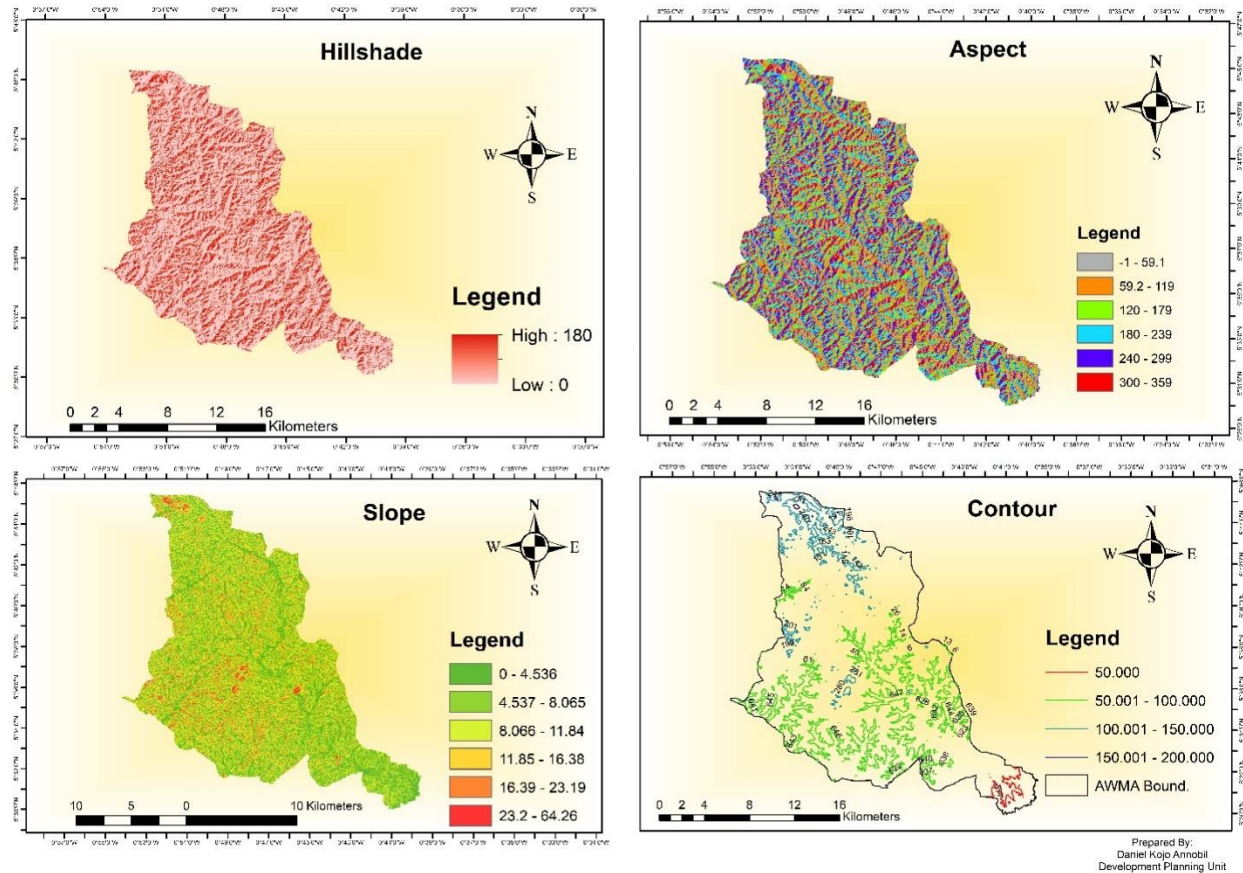


Figure 5: Relief Map (Hillshade, Aspect, Slope, & Contour)
 Source: MPCU, 2025

The drainage system is largely defined by the Akora River Basin, with the Akora River and its tributaries forming the primary drainage channels in the Municipality. There are other small rivers like Abena, Peprah and Enchiwi which could be useful for purposes of irrigation, recreation, and tourism especially with Peprah. These rivers flow generally southwards and eventually drain into the Gulf of Guinea. The drainage pattern is dendritic, shaped by the underlying geological formations and topography—relative uniformity of slope. However, many of the streams and rivers experience seasonal fluctuations, with significant volumes during the rainy season (May–July, September–October), often leading to flash floods in low-lying and poorly drained urban areas such as Yarewa Zongo, Mahodwe, and Otabilkrom—a condition reinforced by the convergence of runoff from upland pockets and depressions, coupled with riparian encroachment and limited stormwater infrastructure.

The generally gentle relief is favourable for physical development, agriculture, facility location, and transportation infrastructure. However, poor drainage in built-up areas increases the risk of flooding, erosion, and infrastructure damage, especially during peak rains. River buffer zones are increasingly encroached upon due to urban expansion, requiring strict enforcement of land use regulations and integration of flood risk zones into planning schemes. Investments in engineered drains, green infrastructure, and early warning systems are necessary to enhance resilience in flood-prone areas. Relief and drainage characteristics should be key considerations in land use zoning, siting of public infrastructure, and disaster risk reduction planning.

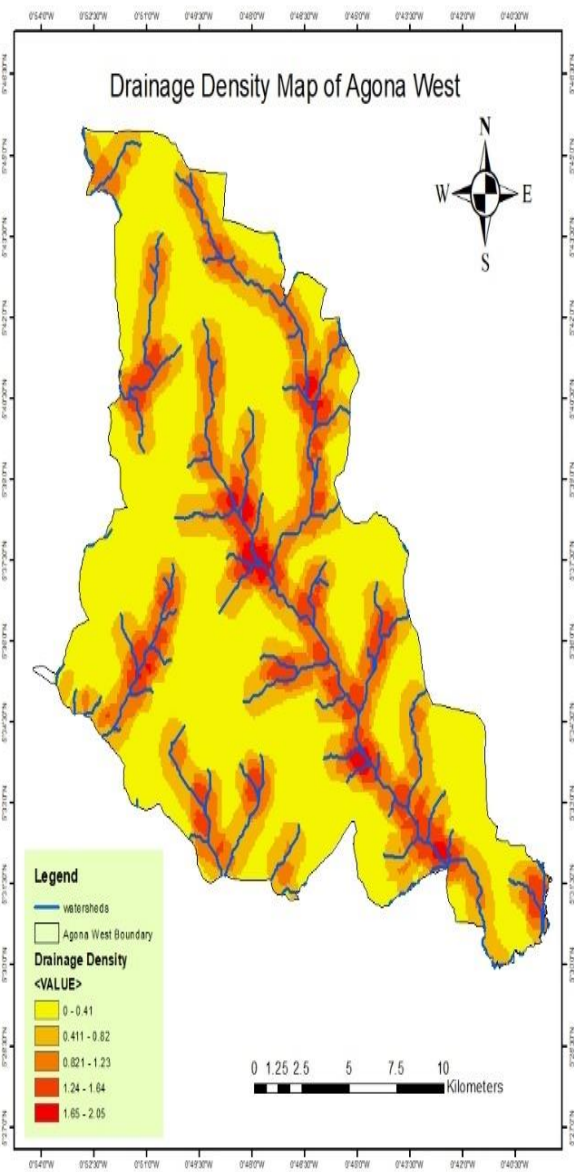
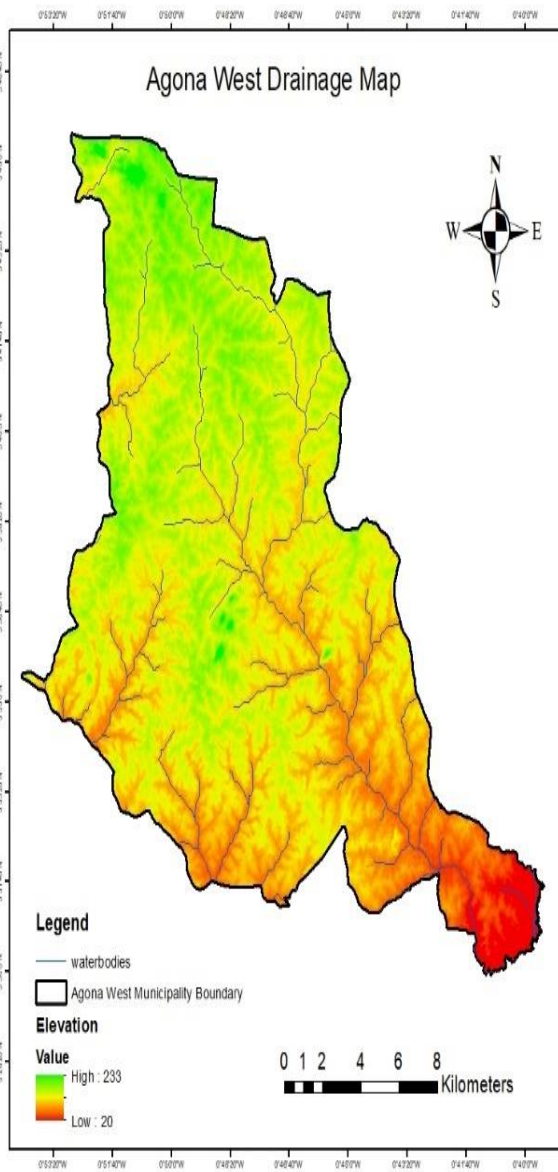


Figure 6: Drainage Map

Figure 7: Drainage Density Map

2.4.3 Vegetation

Agona West Municipality lies within the semi-deciduous rainforest zone, though the natural vegetation has been significantly modified due to human activities. The original forest cover, once rich with economic tree species such as Mahogany, Odum, Wawa, and Ceiba, has been largely cleared for farming, settlement, fuelwood harvesting, and construction. What remains is a secondary forest interspersed with grassland, shrubs, and scattered trees, particularly in the peri-urban and rural fringes such as Bobikuma, Nkum, and Otepro. Along riverbanks and in wetlands, riparian vegetation still exists in patches, serving critical ecological functions such as erosion control and flood regulation. Vegetation density is relatively higher in less disturbed areas, while

urban and peri-urban zones are increasingly characterized by degraded and fragmented vegetation cover.

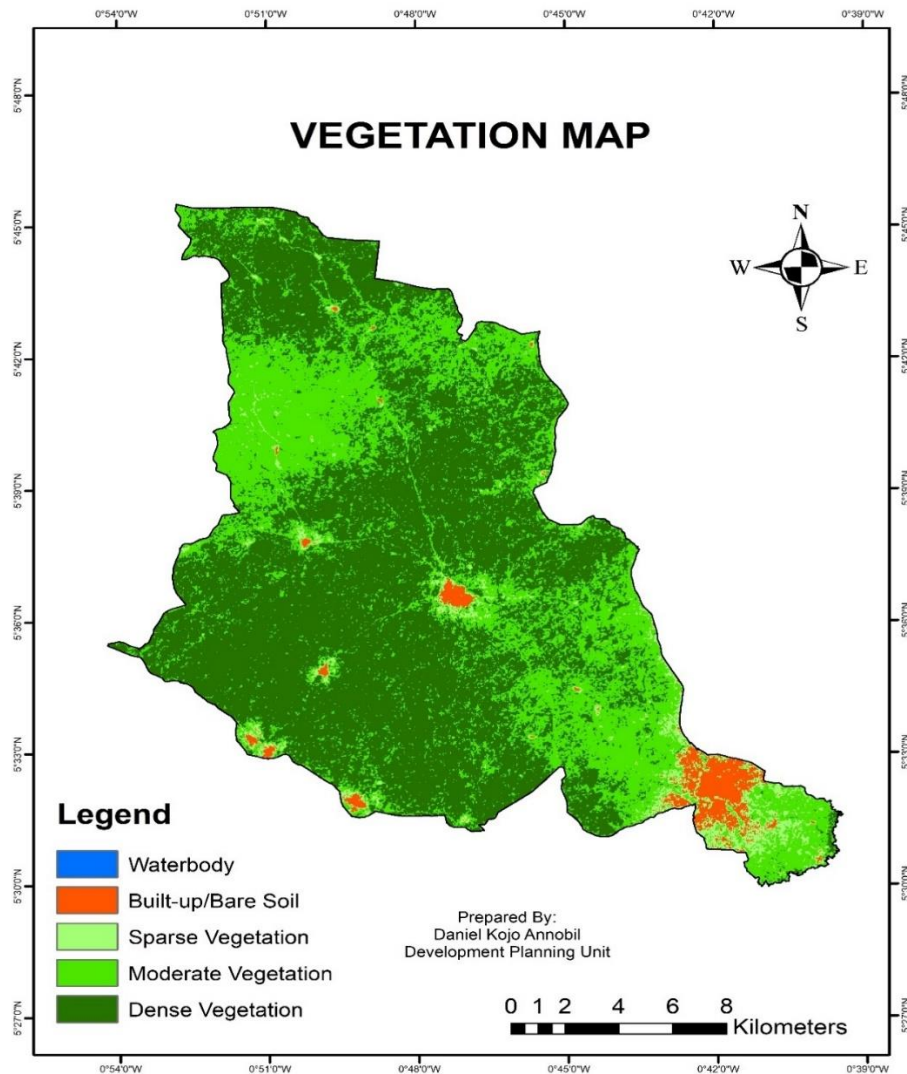


Figure 8: Vegetation Map

The loss of natural vegetation increases vulnerability to soil erosion, flooding, and microclimatic extremes, especially in rapidly urbanising zones. Deforestation reduces ecological services such as carbon sequestration, air purification, and water retention, undermining local environmental sustainability. Reforestation, urban greening, and landscape restoration must be mainstreamed into physical development planning, particularly through zoning of green belts and enforcement of tree-planting regulations. Vegetation management also supports local livelihoods (e.g. agroforestry, herbal medicine) and should be integrated into climate adaptation and local economic development strategies.

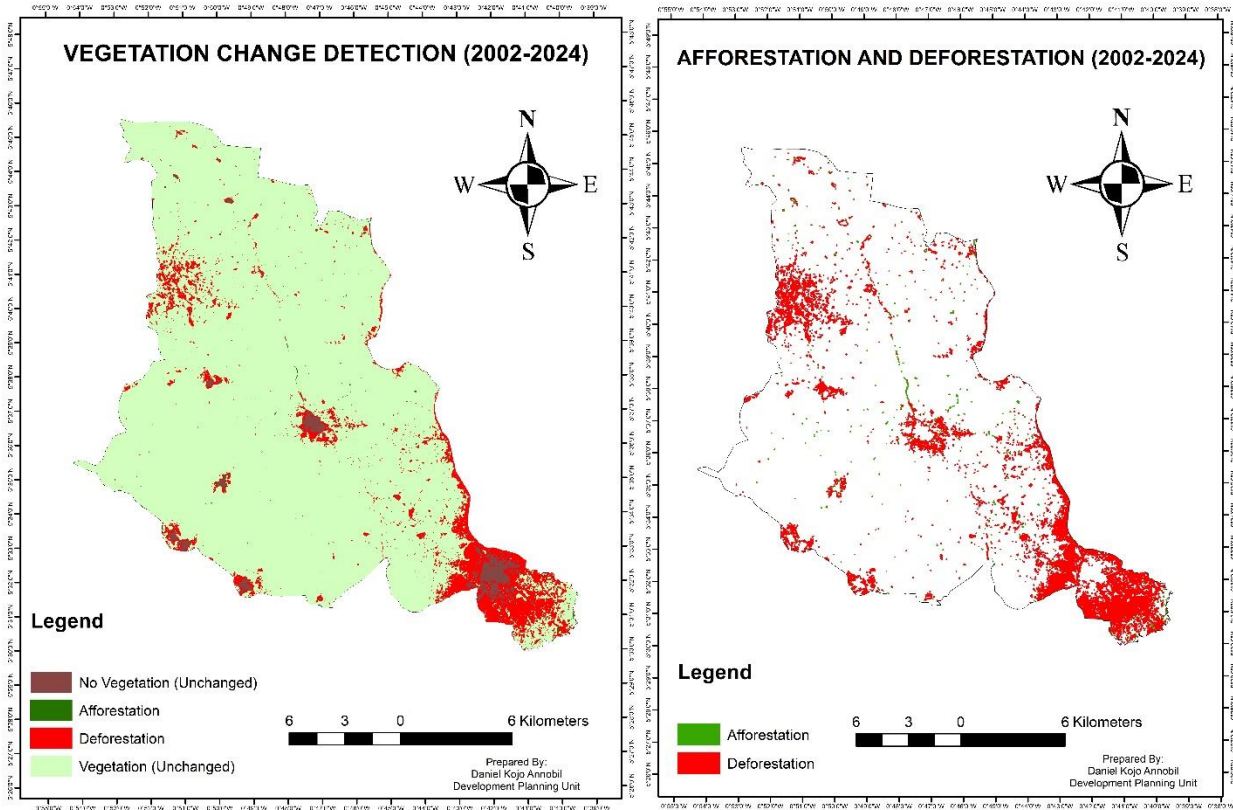


Figure 9: Afforestation and Deforestation

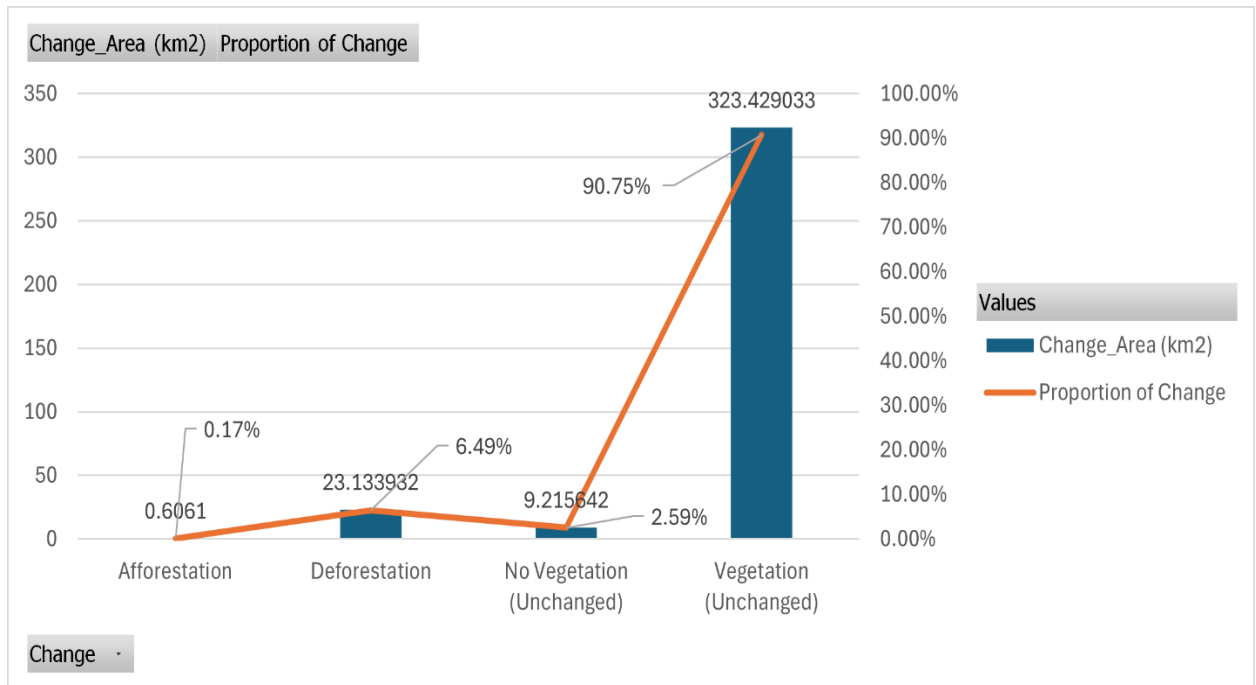


Figure 10: Proportion of Vegetation Change Detection

From Figures 8 and 9, the change detection data reveals critical insights into vegetation dynamics in Agona West Municipality. Over the 22-year period, 90.75% of the landscape (323.43 km²) remained stable vegetation, indicating a substantial core of preserved green cover, while 2.59% (9.22 km²) stayed as non-vegetated areas. However, net vegetation loss dominated, with deforestation at 23.13 km² (6.49% of total area) vastly outpacing afforestation at just 0.61 km² (0.17%), yielding a stark imbalance in a 356.38 km² municipal landscape. This underscores a Municipality where vegetation stability masks underlying degradation pressures. The overwhelming "unchanged vegetation" proportion suggests resilience in rural and protected pockets, likely riparian zones or less accessible fringes. Yet the 6.49% deforestation rate—over 38 times the afforestation gain—signals accelerated habitat loss, aligning with semi-deciduous forest clearance patterns driven by agriculture and urbanisation. Positive stability (93.34% unchanged land) offers a foundation, but without intervention, the trajectory points to tipping points: further conversion could shrink viable farmland, spike disaster costs, and undermine SDGs 13 (climate action), 15 (life on land), and Ghana's REDD+ commitments.

2.4.4 Weather and Climate

The Municipality lies in the wet semi-equatorial climate zone and experiences a tropical humid climate, characterised by two rainfall peaks and relatively high temperatures throughout the year. The major rainy season spans May to July, while the minor rainy season occurs between September and October. The average annual rainfall ranges from 1,150 mm to 1,330 mm, supporting agriculture and vegetation growth, though with increasing variability due to climate change (1,200mm to 1,700mm in previous years). From figure 10, the amount of rainfall is higher in the northern part of the Municipality, primarily due to the comparatively dense vegetation in the area. The southern part, which is the most urbanizing part, with Swedru being the urban core experiences a relatively lower amount of rainfall.

Temperatures are generally high, with mean monthly temperatures ranging between 24°C and 32°C. The hottest period is typically from February to March, while the coolest months occur between July and August, coinciding with the rainy season. Relative humidity is highest during the rainy periods and can exceed 80% in the early morning. The area experiences the Harmattan winds from late November to February, which are dry and dusty, resulting in reduced visibility, dry air, and lower humidity. However, recent climate variability makes these conditions unpredictable.

The bimodal rainfall pattern favours two cropping seasons, supporting agricultural livelihoods—but erratic rainfall patterns increasingly affect productivity and food security. Heavy and prolonged rains often lead to flash floods, particularly in low-lying and poorly drained urban areas, necessitating improved drainage and early warning systems. The persistently high temperatures and humidity levels affect public health, especially in terms of heat stress, vector-borne diseases, and respiratory issues during the Harmattan. Climate-sensitive planning is essential, including climate-smart agriculture, urban heat mitigation, and infrastructure designs that can withstand extreme weather conditions. Disaster risk management, water conservation, and afforestation should be integrated into development strategies to build long-term climate resilience.

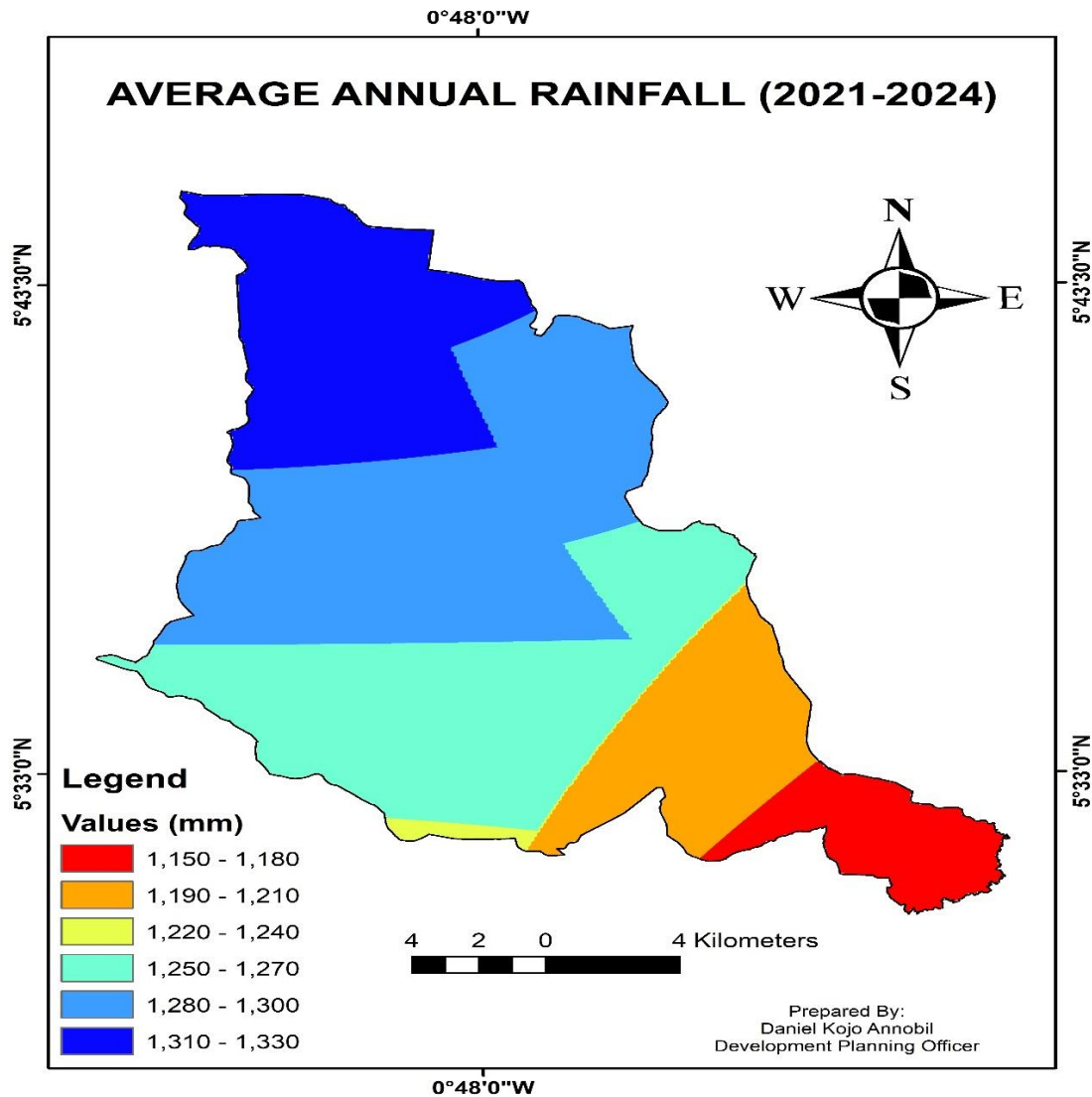


Figure 11: Average Annual Rainfall

2.4.5 Water Resources

Agona West Municipality is endowed with both surface and underground water resources, which play a vital role in domestic use, agriculture, and small-scale industrial activities. The main surface water body is the Akora River, which flows southwards through the municipality and serves as the principal natural drainage channel. Other notable streams and tributaries Abena, Peprah and Enchiwi, which are mostly seasonal in flow. In addition to surface sources, the Municipality also relies heavily on groundwater—accessed through boreholes, mechanized wells, and hand-dug wells—particularly in rural and peri-urban communities where piped water coverage is limited.

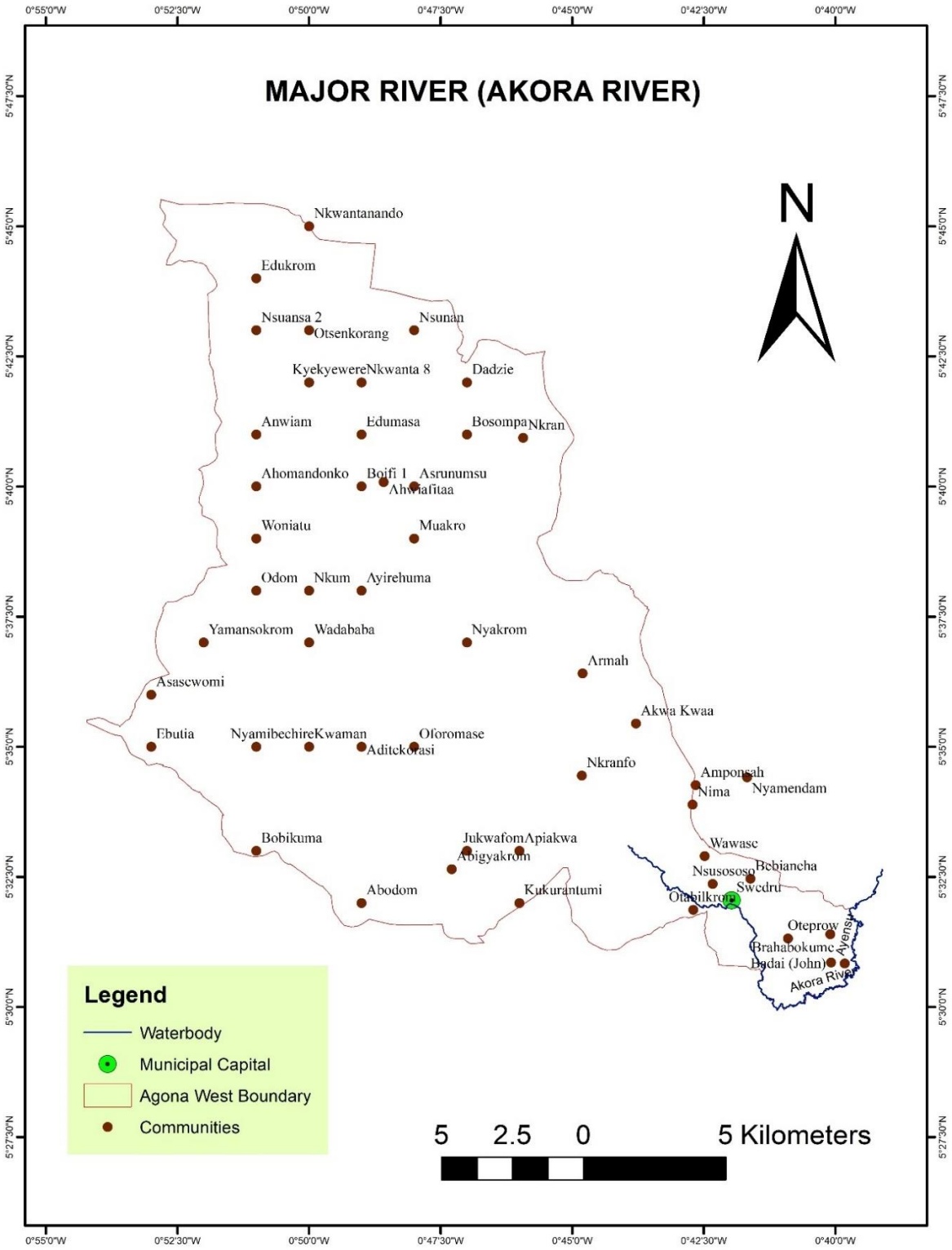


Figure 12: Major River Map

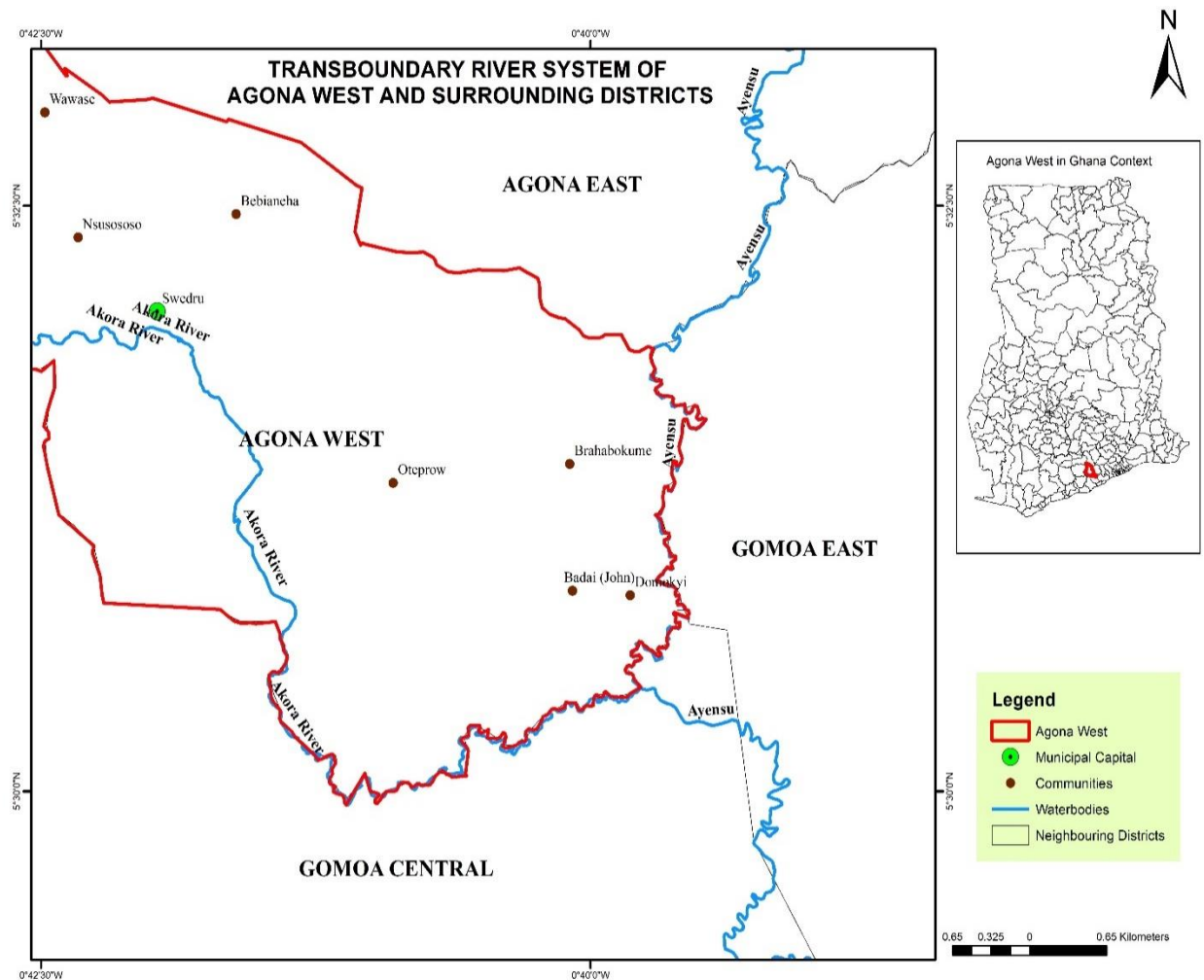


Figure 13: Transboundary River System Map

The Ghana Water Company Limited (GWCL) provides treated pipe-borne water to parts of Agona Swedru and a few adjoining communities, but coverage remains limited due to infrastructure constraints, high demand, and periodic system breakdowns. During the dry season, water scarcity intensifies, forcing residents—especially in unserved areas—to depend on streams, rainwater harvesting, and private water vendors. In addition to providing water through a piped network, tankers also supply water to non-piped areas and to industries for packaged and sachet water. The GWCL also contracts out tankers to supply treated water to these areas. However, there are many private players who cover the uncovered areas in the Municipality. These players draw water either from GWCL pipes or from ground aquifers to supply water to households directly or through packaged and sachet water. The tankers are limited to providing water during the season of the water crisis, in unconnected areas, and for the construction sites. The packaged and sachet water is increasing in recent years. The microbiological quality of sachet water has been found to be contaminated during and/or after the production, due to failure of some of the production facilities to adhere to standard manufacturing practices. The contamination of the water through private suppliers is high due to exposure and poor regulation of water quality standards for private suppliers. The community water supplies through the Community Water and Sanitation Agency (CWSA) are limited to rural areas of the Assembly. However, individual households living in

independent houses, large apartments and institutions (such as Church missionaries, educational institutions, and others) apportion water from aquifers through bore wells and dug wells. In recent years, there is an increasing number of bore wells in the Assemblies, which worries the quality and quantity of aquifers. Nevertheless, the Assembly has been relentless in its efforts over the years to provide this basic essential service, but the major constraint of finance has impeded efforts to fully achieve stated objectives.

2.4.6 Soil Characteristics

Agona West Municipality is dominated by forest ochrosols and lateritic soils, typical of the semi-deciduous forest ecological belt. They are generally fertile and well-drained, making them suitable for a wide range of agricultural activities. These soils exhibit the following key characteristics:

Texture: Predominantly sandy-loam to clay-loam, allowing for moderate to good water retention and drainage. Sandy-loam soils dominate the upper profiles, especially in cultivated areas.

Structure: The soils are generally well-structured and friable, which supports root penetration and makes them suitable for both tree and root crops such as cocoa, cassava, and maize.

Fertility: Initially fertile due to organic matter accumulation from forest vegetation, but fertility has declined in several locations due to continuous cultivation, bush burning, and erosion without proper replenishment.

Drainage: Soils are moderately well-drained, but low-lying or compacted areas tend to become waterlogged during the rainy season, especially along river valleys and flat basins.

Erosion Susceptibility: Sloped and bare lands are vulnerable to sheet and gully erosion, especially where vegetation cover has been removed. This is common in areas experiencing deforestation and unregulated farming.

Acidity: Soils are typically slightly acidic to neutral (pH 5.5–6.8), suitable for most crops but may require lime application in intensively farmed areas.

These soils support the cultivation of cocoa, oil palm, maize, cassava, plantain, and vegetables, which form the backbone of the Municipality's rural economy. However, continuous cultivation without adequate soil conservation measures has led to nutrient depletion and soil erosion in some areas.

The overall soil profile supports diverse agriculture, but declining fertility threatens productivity, especially in areas with poor fallow practices. Soil conservation techniques such as mulching, agroforestry, and contour farming are necessary to maintain productivity and prevent erosion. Urban expansion and sand-winning activities are contributing to land degradation and must be controlled through zoning and land restoration policies. Soil characteristics should inform land suitability analyses for agriculture, construction, and industrial use in spatial planning processes.

2.4.7 Natural Resources Endowment and Utilization

The Agona West Municipality has been blessed with a plethora of natural resources that are biased towards agriculture. The Municipality boasts of trees and cash crops, rivers, forests, and hills. Natural resources which are yet to be tapped include the forest reserve, rivers, and hills, which have great potential to improve the local economy of the Municipality. The optimization of these potentials could also impact the tourism sector which still remains a virgin sector in Agona West.

Logging is being done in the Municipality due to the endowment of timber. As a result of extensive and uncontrolled logging activities, most of the timber trees are virtually absent in the Municipality. The predominant trees left now is the silk cotton. The massive harvesting of the timber has led to ecological challenges and this calls for effective and efficient strategies at afforestation. This is to be done mainly in the areas of teak cultivation and other forest trees to protect the degraded forests. (See figures 8 and 9).

2.5 Analysis Local Economic Structure

2.5.1 Age Structure of the Employed

In Agona West, data from the Ghana Statistical Service reveals that the age group of 30-34 is the most economically active, representing a substantial employment percentage of 14.92% for both sexes. This suggests that individuals in their early 30s play a significant role in driving the local economy, likely contributing a blend of experience and youthful energy to the workforce. For males, the 30-34 age group is particularly noteworthy, with an employment percentage of 7.75%, while for females, the 25-29 age group leads with 7.17% employment. These findings underscore the pivotal role of the prime working-age population in fueling economic growth within the Agona West Municipality. However, the data also unveils concerning trends regarding the older age groups. Employment percentages sharply decline in age groups above 50. This pattern may indicate challenges faced by older workers in accessing job opportunities, potentially resulting in skill shortages and the underutilization of experienced labour. Addressing these challenges and cultivating an age-friendly work environment could aid in retaining valuable expertise in the workforce and facilitating the seamless transfer of knowledge to younger generations.

An examination of gender-based differences in employment also draws attention to disparities in the job market. While the employment percentage for females surpasses that of males in the 25-29 age group, suggesting a positive trend in female labour force participation, the reverse is observed in the 35-39 and 45-49 age groups, where male employment percentages slightly outpace those of females. These disparities call for a deeper exploration of the factors influencing gender-based variations in employment opportunities and necessitate efforts to promote gender equality within the workforce.

In summary, the age structure of employment in the Agona West Municipality provides valuable insights for local economic development. The data emphasises the significance of the prime working-age population in propelling economic growth while also highlighting the need to address challenges faced by older workers and rectify gender disparities in the job market. To harness the full potential of the workforce, it is crucial to prioritise strategic interventions aimed at youth employment, particularly within the 15-24 age group. Implementing programmes for skill development, vocational training, and initiatives fostering youth entrepreneurship can enhance their employability and generate economic opportunities. It is also imperative to expand the industry sector that can relatively absorb larger numbers, thereby optimizing the Municipality's youth bulge. By tackling these issues and creating a supportive environment for individuals of all age groups and genders, the Municipality can unlock its complete human capital potential and pave the way for sustained economic prosperity and improved social well-being.

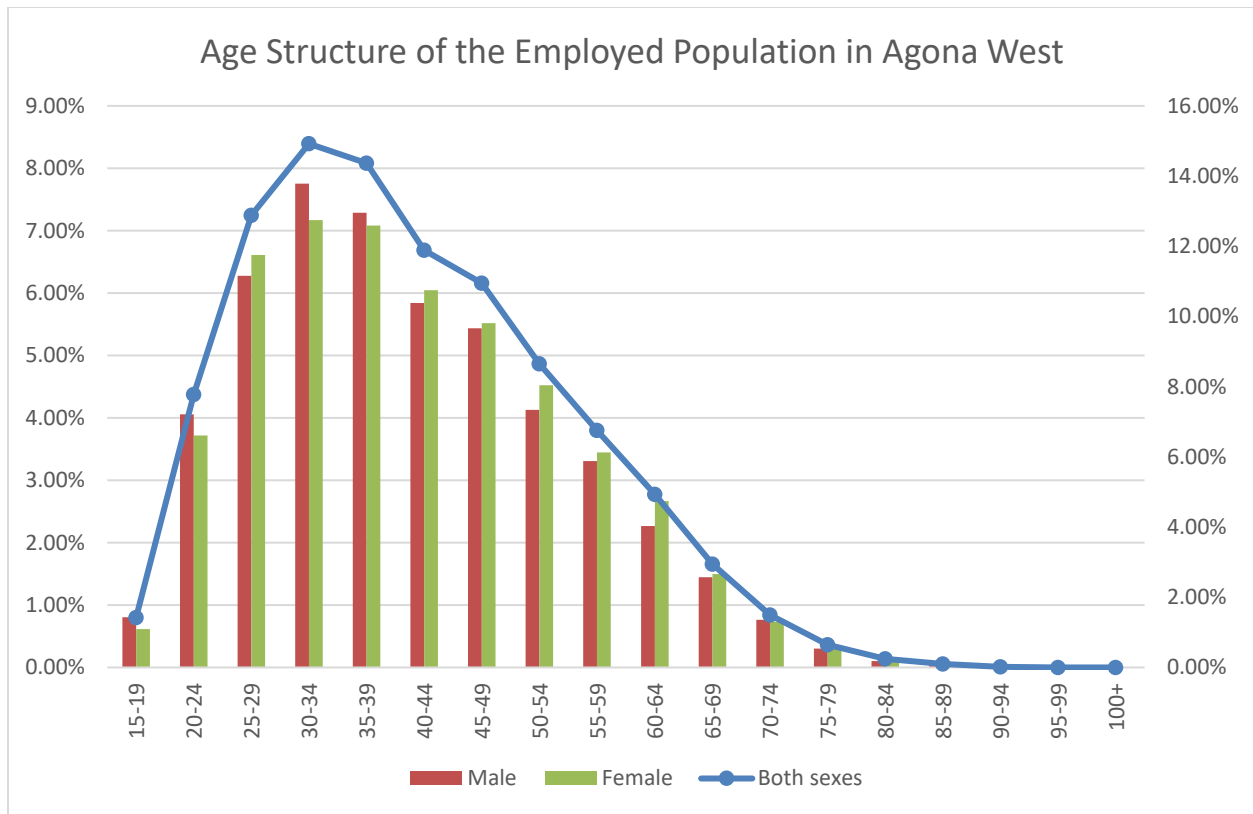


Figure 14: Age Structure of Employment in the Municipality
 Source: Author's construct based on GSS (2021)

2.5.2 Employment by Status

The data reveals that a large portion of the employed population in Agona West falls into the category of "Self-employed without employees," constituting a substantial 64.59% of the workforce. This observation underscores a noteworthy entrepreneurial spirit and a strong sense of individual initiative within the Municipality. It is evident that many individuals in Agona West are actively involved in independent economic activities, demonstrating their entrepreneurial drive by initiating and managing their own businesses. This prevalence of self-employment without employees signifies a robust local business ecosystem, with numerous small-scale enterprises collectively contributing to the economic ecosystem of the Municipality.

Notably, the "Employee" employment status accounts for 24.80% of the workforce. This category encompasses individuals who work for employers or organisations. The presence of a significant percentage of employees indicates the coexistence of both small-scale entrepreneurial endeavours and larger businesses or institutions that offer formal employment opportunities within Agona West. This balance between self-employment and formal employment reflects a diversified labour market, which, in turn, can enhance economic resilience and stability within the Municipality.

The data also highlights a relatively low percentage of "Self-employed with employees" at 6.53%. This category represents entrepreneurs who have expanded their businesses to the point of employing others. The smaller proportion of this employment status may indicate the challenges faced by small businesses in scaling up and creating job opportunities for others.

In addition to the categories mentioned, the data provides insights into other forms of employment, such as "Casual workers," "Contributing family workers," "Paid apprentices," "Unpaid apprentices," "Domestic workers," and "Other." While these categories have relatively lower percentages, they still play important roles in the labour market. For instance, "Casual workers" and "Contributing family workers" might signify seasonal or part-time employment arrangements, which can be crucial for individuals who may not have full-time opportunities.

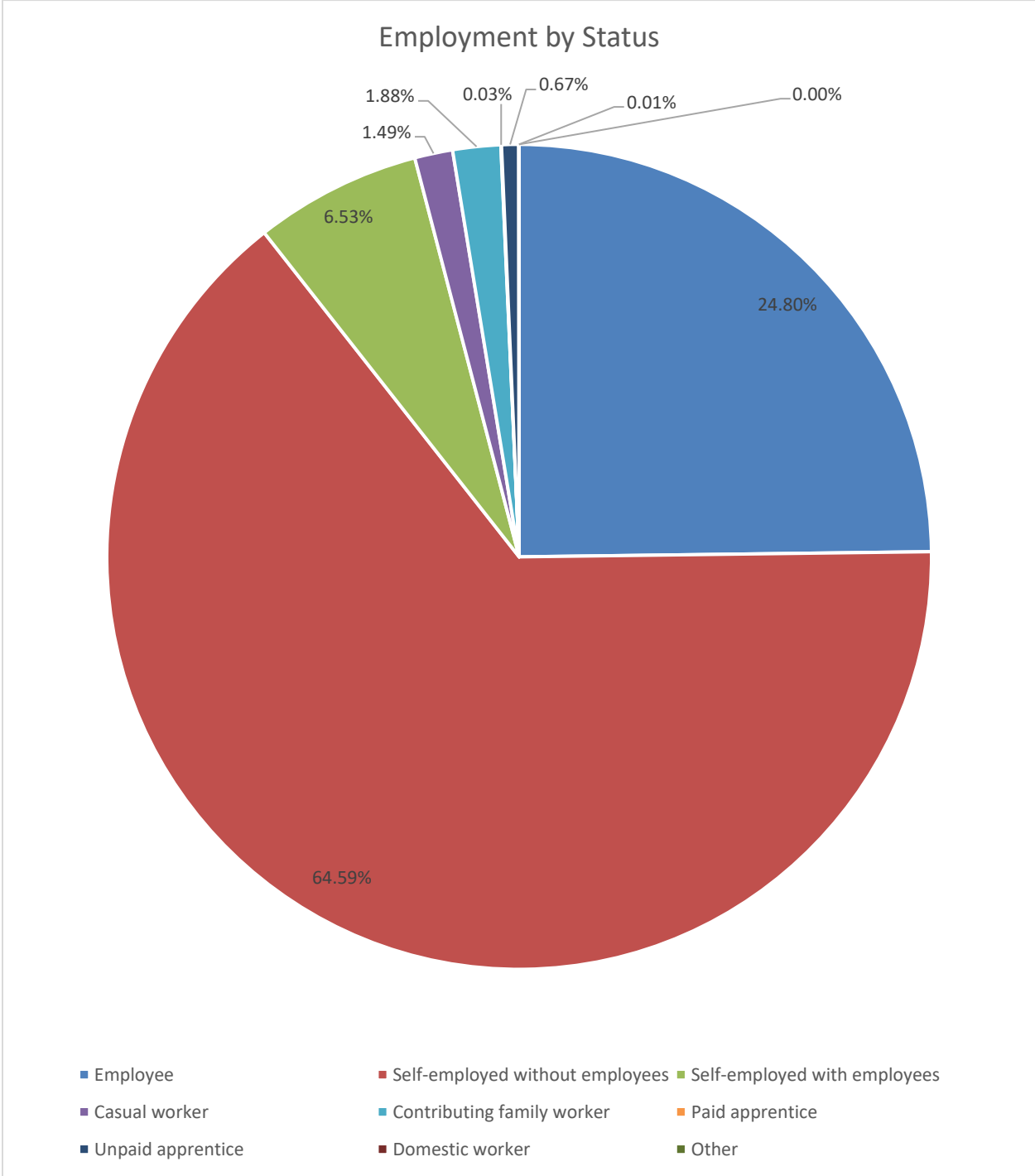


Figure 15: Employment by Status

Source: Author's construct based on GSS (2021)

2.5.3 Employment by sector

In the Agona West Municipality, the employment distribution highlights the significant role played by the service sector, constituting 52% (60.61%) of the total employment (GSS, 2021). Following closely is the agriculture sector, contributing 34% (27.65%) of employment, while the industry sector employs 14% (11.74%) of the workforce (GSS, 2021).

When compared to the broader Central Region, some distinctions in sector composition become apparent. The most notable difference lies in Agona West's unique strength in the service sector, as indicated by a Location Quotient (LQ) score of 1.11. An LQ score exceeding '1' signifies that this sector holds significant importance for the region's sustained growth and likely brings in external revenue, rather than solely circulating existing funds within the area. In contrast, the agriculture and industry sectors exhibit lower concentrations, with LQ scores of 0.90 and 0.80, respectively. These sectors present opportunities for potential market growth and development within the Municipality.

In summary, the Agona West Municipality's economy is prominently characterized by the service sector, making it a vital contributor to local prosperity. While agriculture and industry sectors remain essential, they also offer opportunities for further expansion and market growth. The LQ analysis provides valuable insights into the economic landscape and can guide strategic decisions aimed at fostering balanced economic development within the region.



Figure 16: Employment by sector and related activities
 Source: Author's construct based on GSS (2021)

2.5.4 Employment by Occupation

The dominant occupation in Agona West Municipality currently is service and sales workers 34.78%. This is followed by skilled agricultural, forestry and fishery workers who comprise 26.95%, and managers who significantly account for the least share of active employment 1.06% in Agona West Municipality (GSS, 2021). Other occupations accounts for the very least share 0.02%. It is important to acknowledge that skilled agricultural, forestry and fishery workers happened to be the dominant occupation in Agona West Municipality.

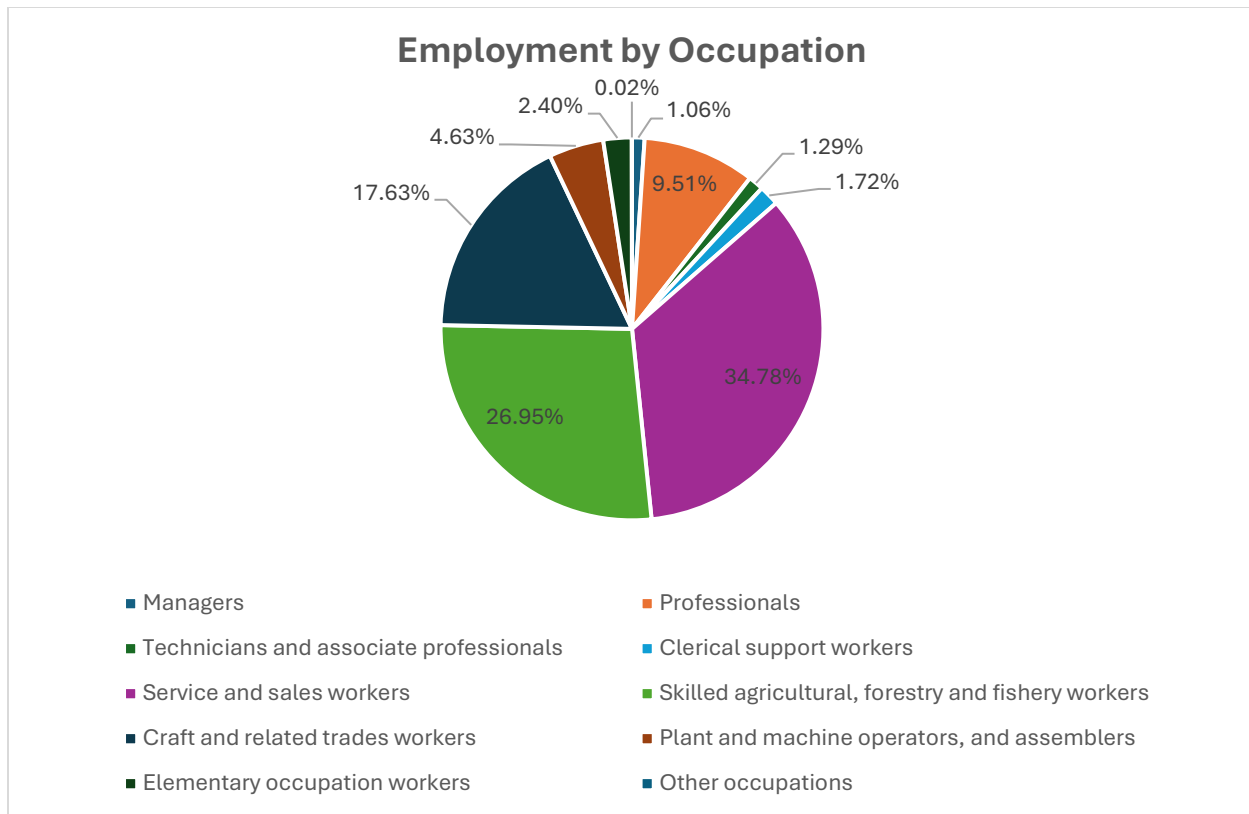


Figure 17: Employment by Occupation
 Source: Author’s construct based on GSS (2021)

The shift in dominant occupations from skilled agricultural, forestry, and fishery workers to service and sales workers in Agona West Municipality reflects economic changes and evolving employment patterns. The shift in the dominant occupation from skilled agricultural, forestry, and fishery workers to service and sales workers in Agona West Municipality has several implications:

Economic Transformation: The shift in the dominant occupation indicates an economic transformation in the Municipality. It suggests that the service sector, which includes a wide range of industries such as retail, hospitality, finance, and professional services, has gained prominence and now plays a more significant role in the local economy.

Urbanisation, Peri-urbanisation and Economic Diversification: The rise of service and sales workers as the dominant occupation could be associated with increased urbanization and economic diversification in the Municipality. As urban areas grow, service-oriented businesses tend to flourish to meet the needs of the population. In essence, the growth of Swedru has resulted in the changing land-use patterns in the peripheries, altering the traditional livelihood activity of agriculture in the surrounding rural communities to non-agricultural livelihood activities.

Changing Employment Patterns: The shift in dominant occupations reflects changing employment patterns in Agona West. As the economy evolves, job opportunities in the service sector may have expanded, attracting a larger workforce to these industries.

Skills Demand: The prominence of service and sales workers may indicate a growing demand for specific skills in the service industry, such as customer service, marketing, and sales. This could be in response to changing consumer behaviour and increased demand for services.

Income Generation and Consumer Spending: The service sector, being labour-intensive, can contribute significantly to income generation and consumer spending. As service workers earn income, they are likely to spend it locally, benefiting other businesses in the area.

Tourism and Hospitality: Agona West Municipality's strategic location between Accra and Cape Coast could have contributed to the growth of the service and hospitality sectors. The presence of tourists passing through the area may have boosted demand for services.

Need for Skill Development and Training: The decline in the proportion of skilled agricultural, forestry, and fishery workers may call for renewed focus on skill development and training in these sectors. Investing in the agricultural sector can lead to increased productivity and value addition to agricultural products.

Policy Implications: The shift in dominant occupations may have policy implications for the Municipality. The Assembly may need to reassess economic development strategies, including job creation and support for both service and agricultural sectors.

Balancing Economic Development: While the service sector's growth is positive, Agona West needs to maintain a balanced approach to economic development. Strengthening the agricultural sector can promote food security, rural development, and sustainable resource management.

2.5.5 Drivers of the local economic growth

The key drivers of the economy of Agona West are in the areas of trade and commerce, farming, accommodation and food services, construction and real estate, wood works and processing, and auto repairs and metallic industries. The drivers of the local economy are the economic activities with high presence, significant employment and contributions to wealth creation through income generation. Mainly influenced by the transport nodal hub, the nucleated settlement of Agona Swedru, which is the Municipal capital, and other urban areas thrive in trade and commerce, while the other communities, which are mostly rural, engage in farming.

2.5.5.1 Agriculture

The high soil fertility in the Municipality favours farming, especially the cultivation of tree/cash crops such as cocoa, citrus, oil palm and coconut and the cultivation of food crops such as rice, maize, cassava, cocoyam, plantain and vegetables. Average yields are as follows: Cassava (25mt), Vegetables (14mt), Maize (2.3mt) and Plantain (25mt). Despite the high patronage of crop farming, commercial animal farming is low, with only a few poultry and livestock rearing being done for domestic consumption. The few poultry farms are located on the outskirts and mostly prefer other more rural districts, isolated from human settlements due to observance of animal health safety protocols, availability of relatively cheaper lands and constant supply of water. In addition, agro-processing is carried out in dotted communities that promote value chain processing for some products such as cereals (maize), gari, palm oil and gin distilling. On average, 74% of food crops are sold on the local markets while 26% are exported to locations outside the Municipality, such as Kasoa, Bawjiase, Winneba, and Accra.

The sustainability of food security in the Municipality is fairly stable due to the significant increases in the production outputs of key staple foods. With the introduction of government flagship programme namely: PFJ, RFJ, and PERD, the food situation in the Municipality has increased thereby ensuring adequate food security in the area. For instance, percentage change in yield per unit area (Mt/Ha) increased from 23% in 2021 to 35% as at 2025. There has also been an increase

in percentage change in output of livestock production with cattle 0.6%, sheep 1.3%, goat 19.6%, pig 14.9%, and poultry 9.9%.

Chemicals were distributed to farmers to help control the outbreak of pest attacking the maize crops in the Municipality. This helped farmers to have a higher yield after harvesting and improved their standard of living. Women were trained on food processing, preservation and storage. The training has helped the farmers to improve their nutrition status and help reduce post-harvest losses.

The prices of staple foods and livestock in the Municipality are relatively cheaper. Agona Swedru, the Municipal capital has a weekly market and thereby attracts traders from all corners of the country. The availability of the staple foods and livestock during market days on Mondays and Thursdays make the prices of the food items and livestock cheaper. The commercial nature of the Municipality rakes in a lot of revenue from the market centres which contributes to the development of the Municipality.

However, agricultural land fragmentation tends to be a great challenge in the Municipality, particularly in Agona Swedru, due to urbanization and increasing demands for housing. Most lands designated for agricultural uses are being used for development. To this end, the Assembly intends to devise strategies to manage urbanization also strictly enforce compliance to local and structure plans.

2.5.5.2 Trade and Commerce

Trade and commerce in Agona West Municipality experience significant growth thanks to its two major markets and several smaller satellite markets. These markets serve as important hubs for the sale of agricultural produce cultivated within the Municipality, supplemented by products imported from other districts, including items like yams, tomatoes, and peppers. Importantly, trade and commerce here are not limited to local residents but also attract customers from outside the municipality. External patrons are drawn to Agona West for both wholesale and retail purchases due to its proximity to Accra, Kasoa, Bawjiase, and Winneba, compared to other commercial hubs like Cape Coast and Mankessim. Conversely, due to the limited level of industrialisation within Agona West, most processed food and non-food items such as clothing, electronics, pharmaceuticals, cement, and hardware are primarily sourced from Accra and then resold within the Municipality. This arrangement ensures that a wide range of goods required by households and businesses remains readily available in the local market.

As a result of these dynamics, the majority of households and establishments, approximately 62%, prefer to source their inputs locally. Meanwhile, 18% opt to acquire inputs from external sources, and the remaining 20% utilize a combination of both local and external sources. This diversified approach to sourcing inputs contributes to the accessibility and availability of goods within Agona West, supporting the local economy and meeting the needs of the community.

According to Ghana Statistical Service (2016), Agona West has over 3913 establishments of which 86.92% are micro, small (12.01%), medium (0.84%) and large (0.23%). Micro enterprises employ between 1 and 5 people, small employs between 6 and 29, medium employs between 30 and 100 and large employs over 100 people. The growth in population has concurrently been accompanied by an increasing number of establishments as the active labour force seek to find means of livelihood. Accordingly, 68% of MSMEs were established in 2005-2014, 19% in 1995-2004 and 12% before 1995. The trade and service sectors are highly competitive as a result of high concentration of people due to the absence of barriers to entry. Unfortunately, absence of current

data makes it challenging to determine the current situational analysis regarding the size of establishments. However, we await the recent IBES I and II survey to update current data.

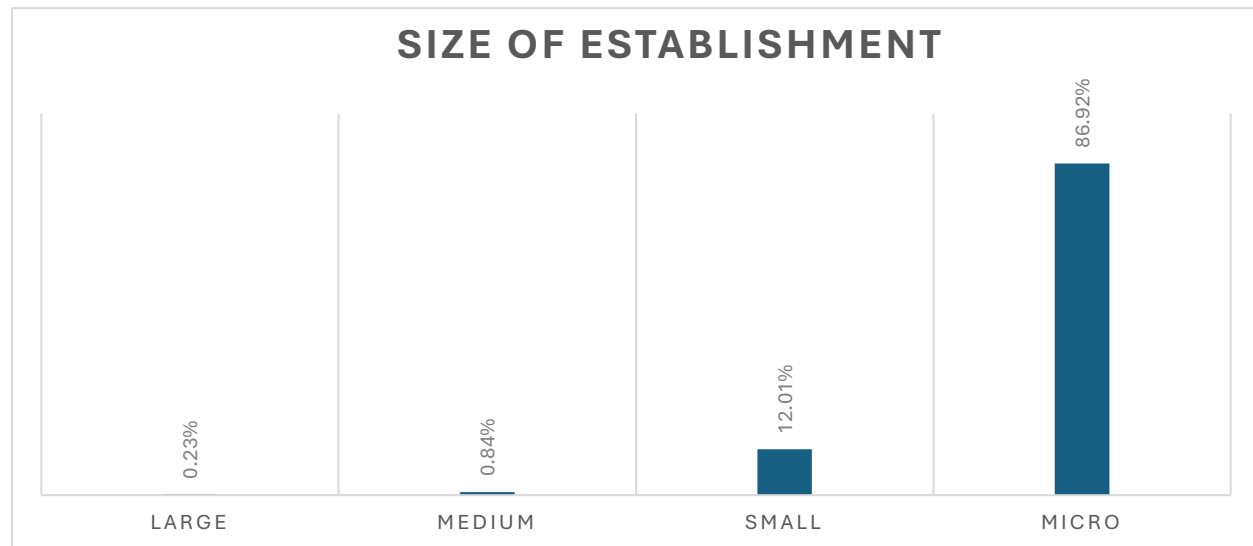


Figure 18: Size of establishment
Source: Author's construct based on GSS,2016

2.5.5.3 Transportation

Transportation serves as a pivotal point providing linkages for the other sub-sectors in the economy. Seen as a means and not an end in itself, transportation services keep the economy in motion. In Agona West, both passenger and freight movement are mainly handled by trotros, taxis and trucks. Currently, there is a surge in the use of motorcycle in carrying passengers within the Central Business District. The surge, if regulated, could help significantly reduce travel time and increase productivity. The demand further gives rise to use of energy that is supplied by fuel stations as well as services of mechanics, vulcanizers and vehicle part dealers who are clustered mainly in the urban areas.

In recent years, the implementation of the Ghana Secondary Cities Programme has afforded the Assembly with improved road network that has made the Municipality competitive, in that the improved road network has resulted in the reduction of congestion at the Central Business District. This has significantly reduced travel time and contributed to increasing productivity. However, there is the need for a re-orientation of the road networks within the Central Business District. In essence, the compactness of the Central Business District calls for the transformation of some streets from “two-way streets” to “one-way streets”.

2.5.5.4 Construction and Real Estate

With the rapid expansion of the built area comes the need for real estate and construction, which appears to be a burgeoning sub-sector contributing to the growth of the economy of Agona West.

The surge in demand for construction and real estate has led to a corresponding demand in construction materials, roofing sheets, wood and artisans. Related industries such as wood works and processing, as well as metal fabrication, have witnessed positive spillover benefits in demand. This is reflective of the surge in concentration of craft and related trade workers.

Undoubtedly, the prominence of micro and small establishments indicates the vital component they play in the local economic development process in terms of employment, income and poverty reduction. This is explained by the fact that the majority (84%) of establishments are managed through sole proprietorship and 80.2% of the employed labour force are in private informal activities (GSS, 2014;2021). The engagement in small and micro economic activities, albeit providing appreciable incomes for subsistence living, keeps the teeming youthful labour force away from vices and social unrest compared to a situation where they would have been unemployed. However, graduating micro establishments into the next higher category to further yield positive economic gains for the Municipality is beset with a number of challenges, as generally the mindsets of the owners are not aimed at business growth because they are content with making a steady income. Also, others who intend to expand their businesses are beset with challenges of capital. Hence, Agona West will need to develop strategies targeted specifically at assisting small and micro businesses to deepen and grow.

2.5.5.5 Financial and Insurance Activities

In Agona West, there exists a plethora of financial and insurance companies that drive the economy. Mainly, the financial institutions such as banks, credit unions, savings and loans accept deposits from households and also give out loans to borrowers (Households). This re-enters the economy as investment spending as firms/entrepreneurs will go for loans from these financial intermediaries for expansion and production of goods and services. These firms also make payments on these loans. Additionally, insurance companies in the Municipality promote the resilience of businesses and human capital, which tend to keep the wheel of the economy running.

2.5.6 High-potential sectors, sub-sectors and Niche areas

Agona West Municipality has a number of high-potential areas that, if developed, could further stimulate economic development. Four main areas stand out, which are tourism, agro-processing, aquaculture, and industries. The above-identified areas have the potential to sustainably create employment, bringing in fresh capital and having spillover effects into social development.

2.5.6.1 Tourism

Tourism is branded a “virgin sector” that has not been developed in the Municipality. What appears lacking in the Municipality is a developed attraction that will appeal to tourists, contribute to the uniqueness of the place and make the experience of the trip memorable. The tourist attraction is important in tourism as that will serve as a pull factor that offers leisure and amusement values to patrons, for which they would want to spend money. By supporting the development of a tourist attraction, fresh spending from outside the Municipality accompanies each visitor’s arrival and helps to increase local revenue. Already, Agona West has a hospitality industry made up of hotels, guest houses, restaurants and pubs dotted across the Municipality, which are still developing and can support the tourism sector. Additionally, the existence of security services, transportation services, market and financial services can support the development of the tourism sector.

Figure 19: Some hospitality industries in Agona West



Guidian Hotel



Humility Lodge



Mawusi Catering Services



Ewusiwa Gardens

Opportunities for tourism exist and can be developed from sites such as the urban forest that has been reserved by the Municipality. The urban forest is a green area with different vegetative species in Agona Swedru. It covers an area of about 24.5 acres. The area has been preserved and protected from intrusion, and as such, still remains in its natural state. Therefore, the potential inherent in its current state, with good prospects for economic development without any major negative environmental impact, is its transformation into a botanical garden with canopy walkways and bird viewing experiences.



Figure 20: Urban Forest

Further capitalising on eco-tourism, the Nkubem river bank, the nine tributaries of the Mankrong river and the Dapan Hill could be developed to provide different experiences to patrons and ensure their long stay. Waterfront developments provide ample audio-visual and physical public access for the enjoyment of patrons that contributes to the quality of life in all of its aspects – economic, social, and cultural.

Again, the sacred fish pond on the Peprah River also offers another potential for aqua tourism. The pond houses a number of sacred fish that are jealously protected by the local community. Visitors are allowed to stand by and observe these larger-than-normal fish as they operate in their natural habitat. This site is relatively unknown and could benefit from publicity and an enhanced access route.

Moreover, Dapan Hills has been identified as a picturesque site that has the potential to be developed into a leisure destination for outdoor adventure, such as ziplines, as well as accommodation facilities for tourism. The site, located on a hill, offers a unique landscape view of Agona West and even reported views of nearby towns such as Kasoa on a clear day. Developing this site requires enormous capital for which the Municipal Assembly requires investor partnership.



Figure 21: Dapan Hill

Another tourist potential includes the Akwambo festival, which is celebrated annually during August and October. It was instituted for the spiritual reunion of the people, and as a social festivity, it is also an occasion where communities plan their developmental activities, including strategies for mobilising funds for project implementation. The festival would require effective marketing internationally and domestically to attract tourists. Private capital would therefore be required to inject some innovation into the event to make it more attractive.

Also, another festival celebrated on a low key, which has a huge potential for further tourism development, is the Masquerade Festival, usually held on 26th December yearly. Currently, there are 5 masquerade groups that perform both on foot and on stilts. History has it that in the 18th century, during the occupation of the Dutch and English in the area, fancy dresses with masks were worn to celebrate during the Christmas season. During the period, junior European military officers or other government officials poked fun at their senior officers behind masks and fancy dresses amidst music. The local people later took it up by making fun of their colonial masters behind their

own uniquely designed masks and fancy dresses different from the European ones. Currently, a lot of creativity has been added with a lot of colour and brass band music, and the event is a source of employment for those who design the fancy dress, masks, brass band for musicians, petty traders, etc. The event would require some marketing internationally and locally to make it a destination point for tourists.

Sports tourism presents an underdeveloped niche with potential to enhance the Municipality’s tourism portfolio. Agona Swedru All Blacks’ participation in the Ghana Premier League provides visibility and creates periodic inflows of supporters, officials, and media. With structured sponsorship, branding, and destination marketing, football could serve as an anchor product that stimulates hospitality, merchandising, and event-related businesses. The Municipality has historically produced notable football talents, including players who have featured at national team levels, which strengthens its sporting identity and brand narrative. The presence of a functional stadium further enhances the Municipality’s capacity to host competitive fixtures, youth tournaments, and sporting events. Leveraging these assets requires coordinated investments in facility upgrades, fan-based tourism experiences, and private sector partnerships to convert sports into a sustained tourism driver.

Certainly, Agona West stands to benefit by tapping into the traffic of tourists who patronise various attractions in the Central Region to stimulate the local economy.

2.5.6.2 Agro-Processing & Industrialisation

Agro-processing and industrialisation also offer opportunities to expand the value chain of produce in Agona West, thereby creating sustainable, long-term jobs and incomes for residents. In the Municipality, a sense of value addition through processing is a common attribute shared by farmers and residents alike. Yet, agro-processing sites currently in the Municipality are deemed inadequate and substandard to enable farmers add value to their produce. Also, agro-processing is perceived as a domestic activity carried out in the vicinity of homes of individual processors and is mainly dependent on the agricultural production of the processor, which is often low.

Currently, the major agro-processing activities are the use of cassava to produce gari and the production of palm oil from palm nuts. Considering the nature of the commonest farm outputs, especially coconut and palm oil, there should be opportunities that could explore the full value chain and use of by-products to formulate innovative products that can even create a chain of symbiotic industries. An extension of the value chain can be seen in Table 3.

Table 4: Lengthening the Agricultural Value Chain in Cassava Processing, Palm Oil Processing and Aquaculture

Value chain segment	Palm value chain	Cassava value chain	Aquaculture
Efficient Production/processing technology	Palm fruit thresher, milling machine, oil palm extractor / pressing machine	Cassava machine, grater, extractor, processing machine	peeling washer, starch gari Tarpaulin tank, fish feed, fingerlings

Product range	Red oil, kenneel oil, vegetable oil, kenneel cake	Gari, cassava flour, starch and cassava chip	Fishes
Backward linkages	Linking agro-processing to feed industry through supply of kenneel cakes	Cassava flour for bakery industry, industrial starch for food, pharmaceutical and paper industries	Supply of fingerlings to fish farmers, supply of feed to fish farmers
Packaging and labelling	Bottling and labelling	Packed gari, packed flour, etc.	Packaged fish in branded transparent bags
Exploring larger markets	Market integration into larger markets	Facilitation of markets integration into larger markets in Accra, Kumasi and other cities	Integrate into markets outside the Municipality

Source: ISSER/Eparque Urban Strategies Field Survey, 2019; Department of Agric, 2023

Furthermore, opportunities exist for the production of new agricultural products, as was identified through the ISSER/Eparque Urban Strategies Field Survey, 2019. For illustration, cassava is traditionally processed into dough, gari and flour for the local food called *Kontonte*. However, new value-added products such as industrial starch, cassava flour for bread and dried chips can be introduced to ensure alternative uses for cassava.

Moreover, the youth are demanding a large industry that will employ and offer them decent income. Strategically, therefore, agro-processing can be a means through which this need can alternatively be met. The approach will be to use smaller clusters of agro-processing industries that make use of the available resources, such as the agricultural raw materials as inputs for their production, to enhance decent work opportunities for the labour force. The benefit here is that shocks and negative cascading impacts associated with the demise of one big industry will be avoided. Again, the existing internal markets and proximity to external markets such as Ksoa, Mankessim, Accra, among others, as well as availability of technology, provide a potential market for the output of these rural industries and make this feasible in the short to medium term. Aside from facilitating integration of local supply chains to larger markets, efforts will be made to ensure linkages to international markets through effective packaging and labelling.

2.5.6.3 Aquaculture

The Akora River, which runs through the Municipality, is a potential source of irrigation for fish farming. Tilapia has a huge potential and demand in the area, but it is still underdeveloped due to capital constraints. Partnership is therefore being sought between potential investors and local entrepreneurs to expand this very important subsector of Agriculture. Recently, there have been pockets of fish farming activities on a small scale.

2.5.6.4 Diversifying Agriculture

Linked to industry is the emerging opportunity and suitability offered by the natural vegetation and drainage to promote other produce, such as rice production and diversify agricultural production. Nationally, rice has a high demand, which the country's local production is unable to meet. Though some farmers are making use of the riverbed to grow rice, the cultivation is rather on a small-scale. Meanwhile, the low-lying areas of the Municipality offer the opportunity for commercialisation of rice cultivation within the framework of the right investment and enabling environment. Moreover, across rural areas in the Municipality, there are still opportunities to increase agricultural production through improved seeds, mechanisation, irrigation, storage infrastructure, enhanced extension service and stronger collaboration with researchers.

2.5.6.5 Quarry Site

Agona Nyakrom, one of the big towns in the Municipality, has an important site that can be utilised for a quarry. The traditional leadership and people of the area hold themselves in readiness to attract investors to develop the full potential of the area to create jobs and enhance the construction industry locally, regionally and even nationally

2.5.6.6 State of the Art Lockable Stores/City Shopping Mall

Agona Swedru, the capital city, is a vibrant commercial sector home to major banks and commercial establishments and therefore is a destination point for commerce in the Central Region. The city of Swedru, despite its commercial vibrancy does not have a state-of-the-art shopping mall befitting its status. There are, however, small and medium-scale shops being operated in the city.

2.5.7 Local Income

Analysis of local incomes from MSMEs indicates that the majority (56.90%) earn less than GHC525 per month, 24.11% earn between GHC525 and GHC1024, while 18.96% earn over GHC1525. Relatively low incomes of businesses are explained by the fact that the majority of establishments operate informally as micro enterprises in highly competitive environments devoid of any innovation that creates a unique demand that could command higher values. As a result, traders become susceptible to market volatilities and have little room to charge higher margins; they price their items lower so as to attract more customers.

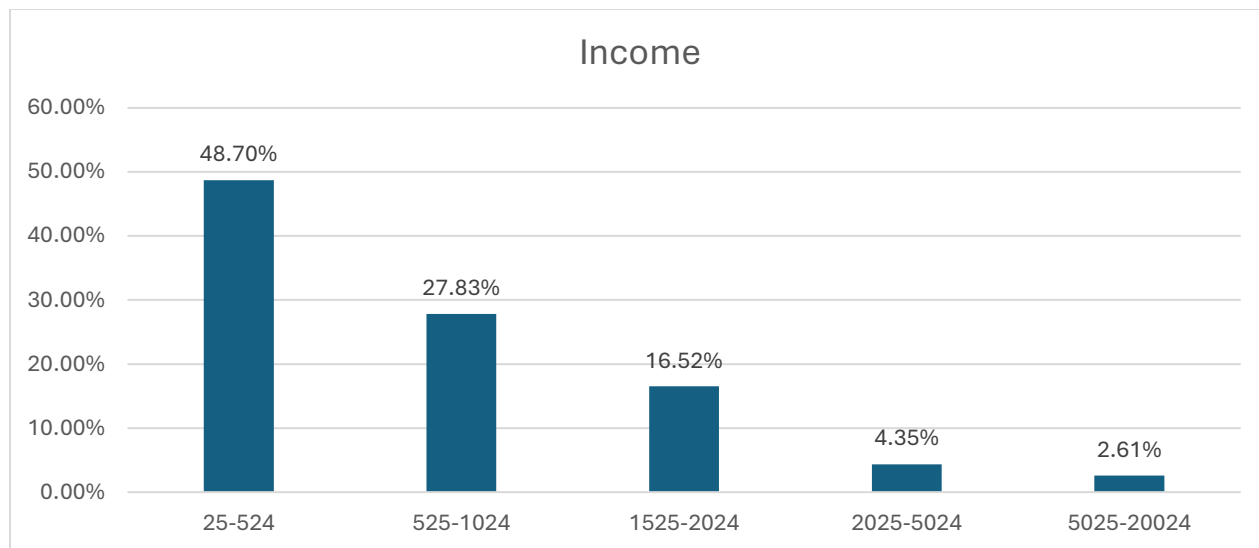


Figure 22: Average Income of Establishments
 Source: Author's construct based on survey (2023)

2.5.8 Local Collaboration, Competition, and Networking

Within the Agona West Municipality, good cooperation exists among businesses. Naturally, individuals within similar industries sharing similar interests gravitate to form associations or groups to push forward their aims. As such, various groupings such as Garages Associations, Market Queens, Farmer-Based Organisation, Dressmakers' Association, Hoteliers Association and Association of Small-Scale Industries are present with elected leaders who represent the group at various gatherings. The assistance from the Cooperatives Department has benefited a number of groups to organise themselves properly and be formally registered, which makes them eligible for a number of supports, such as financial and technical assistance. Due to low levels of education and inadequate skills, the leadership of these groups often are unable to mobilise the needed local resources for strategic advancement of the group and often looks to the government for help. Partnerships through local economic development should ensure that financial institutions are able to support profitable local business groups.

In addition, a formal institutionalised platform where the Municipal Assembly regularly meets and engages with private establishments to discuss issues on the local economy is missing, although ad hoc meetings are organised with them. Nonetheless, in 2019 and 2021, the Municipal Assembly undertook a survey of all businesses in the urban centre to better position it to respond to their needs.

Beyond Agona West and factoring in adjoining districts, which are connected by the road network, competition emerges in the area of agriculture since crops produced are similarly farmed in adjoining districts. On the other hand, opportunities through which these networks offer for greater collaboration lie in waste management and development of linkages for inputs to feed Agona West's agro industries.

2.5.9 Access to Finance

Agona West has over 21 financial institutions operating in the Municipality. These comprise of commercial banks, rural banks, savings and loans, microfinance institutions, credit unions and forex

bureaus. On average, about 82% of business owners save with a financial institution. *Nyakrom Rural Bank* and *Teachers Credit Union* (now, *Adepa Credit Union*) are the most patronised by the business establishments in Agona West. Innovation in terms of the use of mobile money services as a means of savings was observed; though its prevalence was high, it was not reported as a primary saving mode.

Table 5: Financial Institutions in Agona West

BANK	SAVINGS AND LOANS	MICROFINANCE
Nyakrom Rural Bank	Sinapi Aba Trust	J.H. Micro Finance
Ghana Commercial Bank	Bayport Financial Services	Globafin Finance Service
Agricultural Development Bank	Adehyeman Savings and Loans	R&G Gateway Micro Finance
Consolidated Bank Ghana	Multi- Credit	
Gomoa-Ajumako Rural Bank	Abbi National	
Agona Rural Bank	Best Point Savings And Loans	
Union Rural Bank		
Akyempim Rural Bank		
National Investment Bank		
Republic Bank		
FBN Banks		
HFC Bank		

Despite the high number of financial institutions, more than 72% of business establishments claimed access to funds was a challenge, and finance was the main assistance they required. Interestingly, when asked whether any effort had been made on their part to approach a financial institution for financial assistance, many responded in the negative and rather referred to anecdotal experiences of colleagues who had been denied loans. A few who had approached financial institutions mentioned challenges of high interest rates and demand for collateral. On the other hand, factors that were identified which hindered access to finance include poor financial management skills, improper records, no vision for growth, and low awareness on means and sources of funds.

2.5.10 Service Delivery

Roads in the capital of the Municipality have good surface conditions but are narrow and have little pedestrian space. As a result of narrow roads, heavy traffic congestion is a usual occurrence in the central business area as pedestrians, traders and vehicles compete for space, leading to loss of productive time. Again, the farther one went from the capital and zonal centres, the poorer the road surface condition became. This negatively hinders farmers who cannot easily transport their farm produce to market centres after harvest, especially in the rainy season.

It must be acknowledged that the Municipal Assembly deems accessibility to be important to the local economy and is making adequate efforts to improve road conditions. For example, through the implementation of the Ghana Secondary Cities Support Programme, the Assembly has

constructed a number of roads in the Municipality. However, it is imperative to consider rural roads during the planning period to ease the movement of farm goods, services, and people.

In addition, the telecommunication network quality decreases in proportion to the distance one is from the capital. It was even reported that some communities only have reach of Airtel-Tigo albeit constrained by poor call quality. Notably, the Otsenkornag/Edukrom electoral area and the Ahamadonko communities have poor telecommunication networks. Also, some pockets of suburbs within Agona Swedru experience poor telecommunication quality. Telecommunication, which is handled by private network providers, is important to active participation in the local economy, especially in promoting the forward and backward linkages among the sectors of the economy and enhancing access to productive information. Hence, enhanced network coverage across the Municipality is vital to socio-economic development.

Also, water coverage is reportedly good within the Municipality. This is partly attributed to the Nkum Water Project, which was supported by WASH via CWSA. However, private individuals face difficulties in connecting to water infrastructure due to issues such as the high cost involved in connecting sparse areas to the water supply system. Consequently, some communities resort to boreholes and surface water from river bodies to meet their water needs.

On power, electricity coverage and supply in Agona West Municipality is perceived to be good as testified by majority (82%) of respondents. This in part can be attributed to the Rural Electrification Program, which has helped rural communities to be connected to the national grid.

2.5.11 Regulatory and Institutional Framework

Businesses identified that the current regulatory and institutional framework was good, but had areas that could be improved. Notably, such concerns were bureaucratic delays in the sense that private actors felt that the duration for issues or complaints to be addressed at some government institutions was long. Also, businesses felt there were many contact points when it came to business registration or renewal and permitting processes. A case in point was given of a business that processed and sold packaged food, which had to contact the following institutions in order to operationalise; the Registrar General's Department, the Food and Drugs Authority, the Agona West Municipal Assembly, the Ghana Revenue Authority, the Ghana Fire Service, and the Environmental Protection Authority. A number of these agencies did not have physical presence in the Municipality, such as the Registrar General's Department and the Food and Drugs Authority and as such required one to travel to Accra before licenses and permits could be issued. The hospitality industry, especially hotels, raised the concern of the many taxes and levies they had to pay to different institutions, which had no central point for payment. However, it was reported that processes and procedures required for accessing public services were communicated clearly, particularly by the Municipal Assembly.

In addition, being a low-income area, businesses felt there were no incentives for discounted fees at these national permitting and licencing authorities that could have boosted entrepreneurship. Moreover, business owners are fairly impressed by the advent of digital platforms where Assembly businesses are being transacted, such as payment of permits and property rates, which do not require one to spend time and money to physically move to the Municipal Assembly to undertake these transactions. Initially, digital platforms were absent as indicated in the former LED plan but in recent times, the Assembly, with the support of GIZ, is gradually rolling out digital platforms for transacting businesses.

In the same way, some transport operators also highlighted concerns with extortion from law enforcement officers stationed by the roadside, especially during peak/rush hour.

The Business Resource Centre, which serves as one stop business solution centre is now known in the Municipality. The BRC has undertaken a plethora of trainings and business seminars in the Municipality with the aim of promoting entrepreneurship in the Municipality. In addition, the centre provides assistance to its customers with regulatory services. The presence of the Ghana Enterprise Agency is also imperative for entrepreneurial activities in the Municipality.

2.5.12 Skills and Human Capital, Inclusiveness

Assessment of skills and educational levels, corroborated by data from the Ghana Statistical Service (2021) indicates that there is a high literacy rate of 78%, however, patronage of higher levels of education, especially post-basic and secondary school, is abysmally low. The felt socio-economic impact of low educational attainment on society are numerous, ranging from relatively low incomes, import of skilled labour to occupy technical positions, high concentration of residents in elementary and clerical support work, limitations on growth mindset, to mention but a few.

Discussions with key stakeholders brought about three main factors responsible for low educational attainment namely; poor educational performance by students, inability to finance higher levels of education and apathy of youth. Analysis of school education performance through the Basic Education Certificate Examination (BECE) indicates that majority of students (78%) on average obtain below grade 3, while only 22% earn between Grades 1-3. Considering the academic competition from other areas, this poor performance does not earn majority of them a slot in the endowed schools that could enhance their prospects. Secondly, poverty and low-income levels make it difficult for some households to finance their wards' education into higher education. The introduction of the Free Senior High Education Policy partly addresses access to education at the secondary level; tertiary education is more expensive, and given the low incomes of residents, financing education at that level becomes difficult without any assistance. The introduction of No Fee Stress Policy is intended to partly address access to higher education.

Box 1

A highly skilled labour force is a key factor for local economies to remain competitive and be able to attract the needed investment. In many areas, local economic development, employment creation and skills training and initiatives can cross-fertilise and nurture synergies for the benefit of the Municipality if they are well co-ordinated. Such initiatives of skills training have been used as tools to lower the level of prevailing unemployment, eradicate poverty, create employment opportunities and encourage the growth of small and medium-sized enterprises. Agona West also has the opportunity through local strategies and actions to prepare labour for the future of work, provide mentoring and at the same time support programs that create conditions conducive to high growth firms.

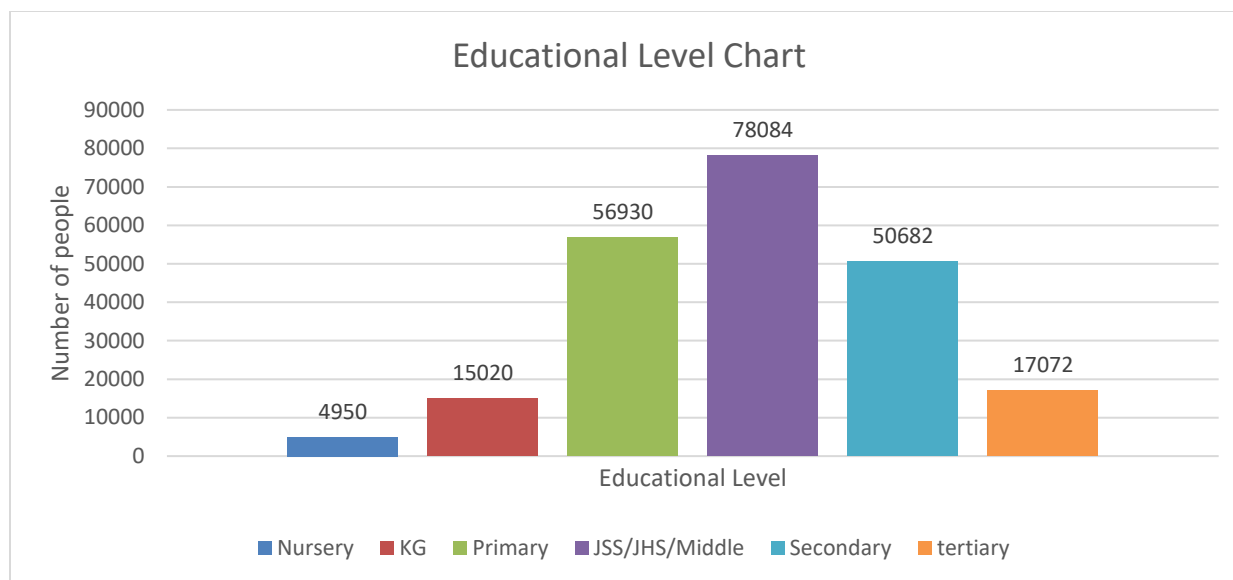


Figure 23: Educational Level

Lastly, among the youth, there is a general apathy towards education as they find it difficult to appreciate the future rewards and prefer focusing on activities that produce quick money. Particularly in Agona Swedru, the attitude of some youth towards quick and easy money, in part, has contributed to a denting of the city's image. The term “*Sakawa Boys*” has become popular in the Municipality associated with the unconventional practices of wealth generation among a few youths through cyber activities. Even linked to the aforementioned, some heads of artisan groups bemoan the fact that the quick money attitude among the youth hinders the supply of apprentices for their shops and garages, which leaves them concerned about the future of their trade. That notwithstanding, many who are hardworking prefer to engage in their own economic activity that brings them quick revenue.

Occasionally, the Business Advisory Centre offers training both on a supply and demand basis in areas such as soap making, textiles and beads, agro-processing, pastries and bakery, beauty care, and grasscutter production, among others. This has been improved by the establishment of the Business Resource Center. However, resource constraints of the centre limit their activities and continuous training support.

2.5.13 External Positioning and Marketing

The Agona West Municipality holds a favourable reputation among the 22 districts in the Central Region of Ghana. In terms of population, it ranks as the 11th largest district in the region. Its strategic location plays a significant role in driving its continuous prosperity. Substantial capital investments in critical economic infrastructure, including roads, as well as various social interventions, make the area attractive for trade and commerce.

In the District League Table for 2023, which assesses and ranks all 216 districts in Ghana across six key sectors - health, education, sanitation, water, security, and governance - Agona West achieved a ranking of 33rd, signifying a commendable performance that still offers room for improvement. Additionally, the Municipality has an investment profile intended for use as a marketing tool; however, it has yet to gain significant publicity and attention.

Lastly, the Akwambo Festival, celebrated in August and October by the chiefs and residents of Agona Nyakrom and Agona Swedru, presents an opportunity to showcase and promote Agona West. This festival was established for spiritual and socio-cultural reasons, serving as a platform where communities plan their development activities and strategies for raising funds for projects. The festival also attracts visitors, contributing to the influx of capital into the municipality. To maximize its potential, greater publicity and promotion of the festival could be beneficial for Agona West. The presence of the Swedru All Blacks football team in the Ghana Premier League also gives the Municipality visibility in terms of sports and recreation. This visibility can be leveraged for marketing and branding purposes.

2.6 Social Services

2.6.1 Education

2.6.1.1 Institutional Landscape

Education in Agona West Municipality is coordinated by the Municipal Education Directorate under the Ghana Education Service. The Municipality has a diverse mix of public and private educational institutions at the basic and secondary levels, as well as a few tertiary and vocational institutions. Major facilities include: 131 public basic schools (KG, Primary, JHS); 52 private basic schools; 5 public Senior High Schools and 3 private SHSs; Satellite tertiary campuses (e.g. Nyakrom UCC Campus, Central College of Science and Technology)

Despite the presence of these institutions, disparities exist in the distribution and quality of infrastructure and teaching staff, especially between urban and rural communities.

2.6.1.2 Access, Participation, and Equity

Access to education has improved in recent years, particularly at the KG and primary levels. Net Enrolment Ratios (NER) show an upward trend:

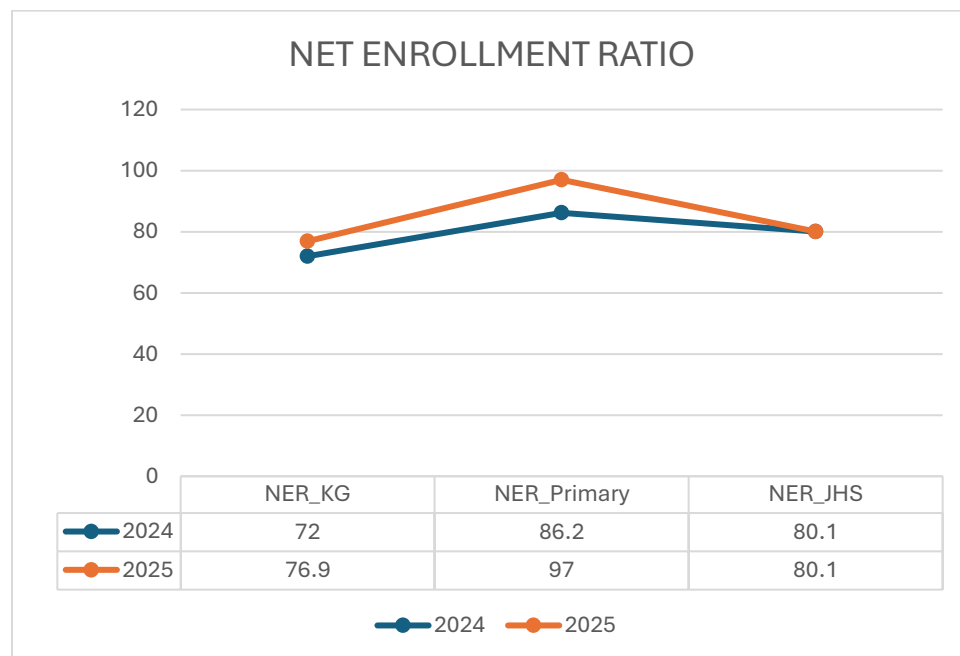


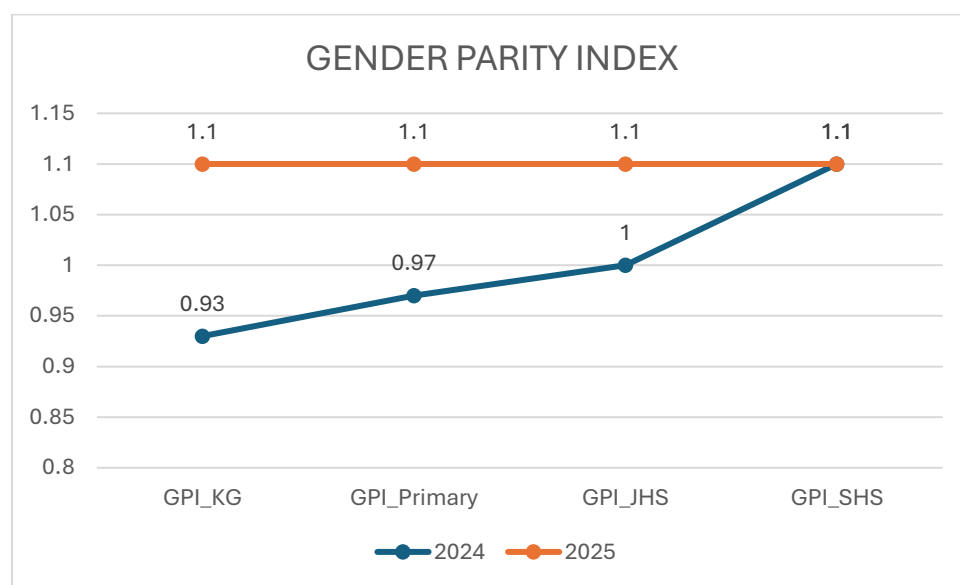
Figure 24: Net Enrollment Ratio

From figure 23, NER for KG increased from 72.0% in 2024 to 76.9% in 2025. For primary, it increased from 86.2% to 97.0% over the same period. With JHS, it remained at 80.1%. The figures suggest that initial access to education is strong but retention beyond the basic level remains a challenge.

High enrolment in schools, especially in Agona Swedru, is placing intense pressure on limited classroom infrastructure, resulting in overcrowding, split-shift systems, and reduced instructional quality. Absenteeism, particularly among JHS 3 pupils, is rising—often driven by poor home support, teenage pregnancy, and socio-economic instability. There is also low parental involvement, especially in supervising homework and sustaining attendance, mostly due to parents’ poor educational background. There is limited awareness and weak parental support for children with disabilities. Most parents do not enrol children with special needs due to stigma, ignorance, or logistical constraints. However, this is partly addressed by the existence of inclusive schools, notably the Salvation Army School for the Deaf. However, this is only present in Swedru, making access by indigenes outside Swedru challenging. The Directorate must collaborate with the Directorate of Health and the Department of Social Welfare and Community Development to sensitise parents of special needs children, promote inclusive school environments, and provide assistive technologies where necessary

2.6.1.3 Gender Parity

The Gender Parity Index (GPI) reflects improved gender balance at all levels:



Gender-sensitive programmes and community sensitisation have contributed to this parity. However, sustained efforts are needed to address absenteeism and dropout among pupils, especially due to teenage pregnancy and caregiving responsibilities.

2.6.1.4 Completion Rates and Learning Outcomes

In Agona West, completion rates are high at the basic level. KG = 119.8%, Primary = 115.7%, JHS = 125.6%, and SHS = 91.8%

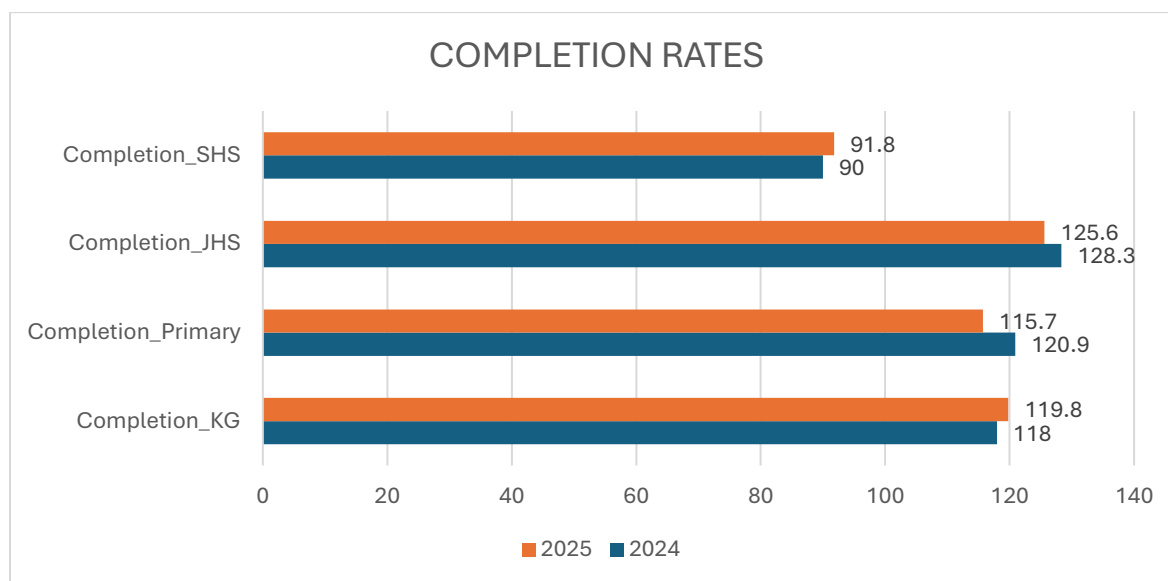


Figure 25: Completion Rates

Although the completion rates are encouraging, learning outcomes, on the other hand, are weak, with JHS Pass Rate in 2024 being 66.7% and SHS Pass Rate in the same year being 59.4%. Recent assessments by the Ghana Education Service highlight poverty, divorce or separation, and other parental issues as significant factors undermining completion. These socio-economic and family-related challenges contribute to irregular attendance, early dropout, and reduced progression, especially among vulnerable groups.

2.6.1.5 Teacher Distribution and Quality

Teacher availability is fairly adequate in public schools but remains a concern in private and rural schools. The 2024 staffing data shows:

KG = 153 teachers (98% trained)

Primary = 416 teachers (only 36% trained)

JHS = 431 teachers (99% trained)

SHS = 420 teachers (92% trained)

Private schools record high proportions of untrained teachers, especially at KG and primary levels. (See Annex for detailed statistics).

A major challenge facing the education sector in Agona West Municipality is the persistent misalignment in teacher posting and the absence of effective incentives to attract and retain teachers in deprived communities. Teachers are frequently posted directly from the national headquarters to already well-resourced urban schools, bypassing rural areas that are most in need. The introduction of the self-placement policy for newly trained teachers has further exacerbated this issue, leaving many hard-to-reach schools understaffed.

Compounding the challenge is the lack of staff accommodation in communities such as Abigyakrom, Ekwaboman, Ahamadonko, and Otsenkorang, which deters teachers from accepting or remaining at rural posts. In these locations, teacher absenteeism is notably high, significantly reducing instructional time and undermining learning outcomes.

Moreover, the Directorate is unable to organise orientation programmes for newly recruited and posted teachers due to inadequate funding. This weakens the onboarding process and limits teachers' preparedness to adapt to the local teaching environment.

Collectively, these issues not only diminish instructional effectiveness but also widen urban-rural disparities in education delivery and lower teacher morale. Addressing them requires urgent reforms, including the decentralisation of teacher reposting authority, the introduction of targeted incentive packages, provision of accommodation, and institutionalised orientation for all new teaching staff.

2.6.1.6. Educational Infrastructure

The availability and quality of educational infrastructure in Agona West Municipality are central to learning outcomes and equitable access. The Municipality hosts a range of public and private educational facilities, with most concentrated in urban centres like Agona Swedru, Nyakrom, Abodom, and Bobikuma.

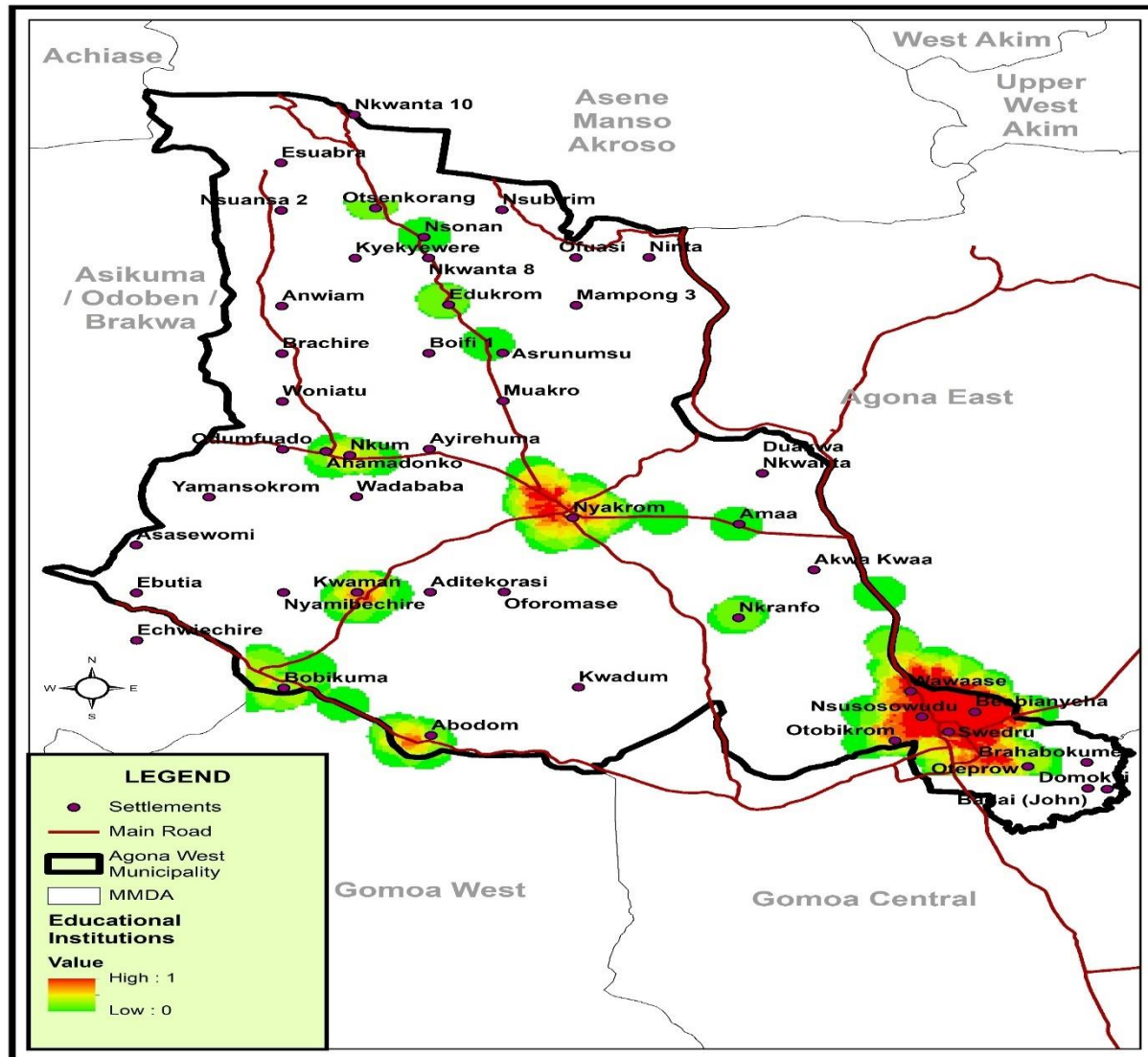


Figure 26: Educational Facilities Map

Figure 25 highlights the spatial distribution of educational institutions across the Municipality. Higher concentrations are observed in urbanised communities such as Agona Swedru, Nyakrom, and Abodom, shown in red. These areas benefit from relatively better access to school infrastructure, attracting high enrolments and teacher postings.

Conversely, green-shaded zones such as Edukrom, Nkwanta, and parts of Agona East border reflect low institutional density, underscoring disparities in access and physical reach.

Despite the presence of numerous educational institutions, infrastructure quality remains a critical constraint. Many schools, especially in rural and peri-urban areas, suffer from incomplete buildings, inadequate furniture, poor sanitation, and teacher accommodation deficits. For instance, the Municipal Education Directorate reported that:

- Fourteen (14) dilapidated basic school buildings are in urgent need of renovation.
- There are uncompleted teachers' bungalows in communities like Abigyakrom, Ahamadonko, and Effumkwaa.

- Furniture shortages are widespread across both primary and JHS levels.
- The lack of JHS blocks in communities such as Odomu limits educational progression beyond primary level.
- Poor school security due to a lack of security personnel has led to increasing cases of theft in both basic and second-cycle schools.

In addition, the Municipal Education Directorate operates from two separate waterlogged apartments, making coordination and access difficult, especially during the rainy season. A long-abandoned education office structure remains unused and requires urgent completion.

2.6.2 Health

2.6.2.1. Health Infrastructure

In terms of health infrastructure, the Municipal Assembly has 1 Municipal Hospital, 1 Ahmadiyya Muslim Hospital, 5 Health Centers, 2 Private Clinics, 1 Maternity Home, 1 Reproductive and Child Health / Family Planning Clinic, 13 Community Based Health Planning Services (CHPS) Compounds, 37 Functional CHPS Zones and one hundred and eight (108) outreach points in the Municipality. The commitment of the Municipal Assembly towards promoting good health comes in the form of material support to health facilities through the provision of furniture and equipment to make them operational.

That notwithstanding, there exist some challenges regarding health infrastructure in the Municipality. The Health Directorate report of inadequate accommodation for health workers, poor state of existing bungalows, inadequate water supply in some facilities, inadequate stand-by generators/power plant, and inadequate supply of equipment.

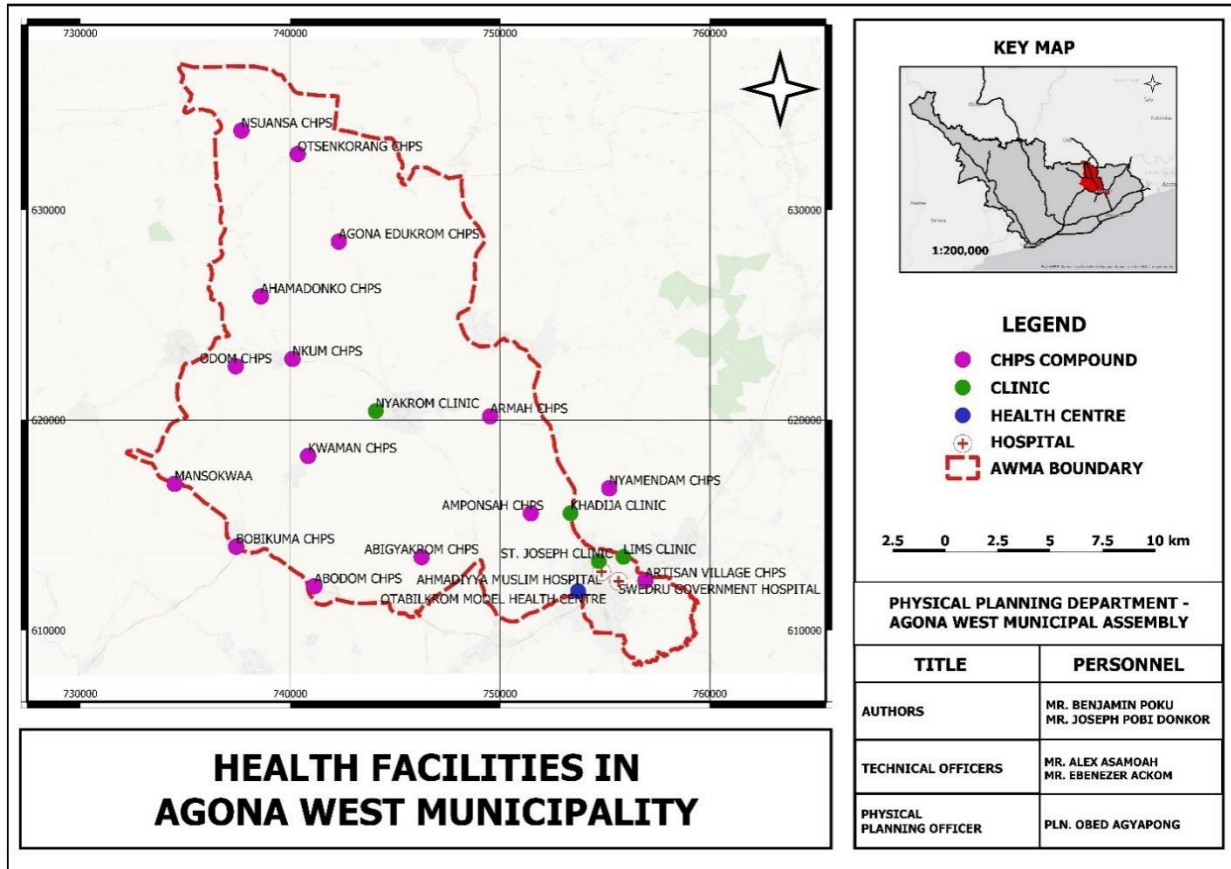


Figure 27: Health Facilities Map

2.6.2.2 Health Personnel

Figures 27 and 28 depict the presence of health personnel in the Municipality. Particularly, medical practitioners in the Municipality have declined sharply calling for urgent actions to be taken.

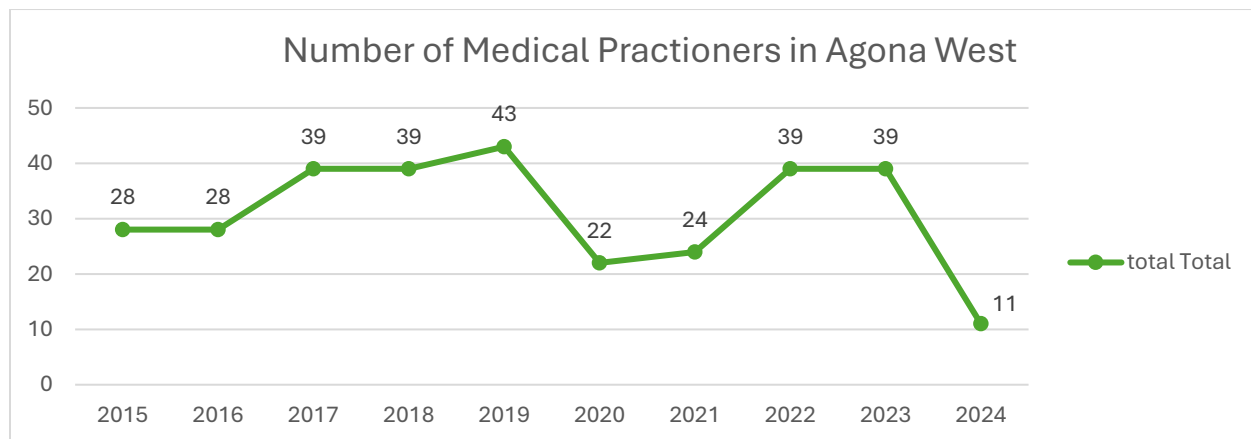


Figure 28: Number of Medical Practitioners

The map (Fig 28) shows a clear concentration of health staff services in and around Swedru, with intensity reducing as one moves outward into the rural and peripheral settlements of Agona West. This reflects a typical urban–rural gradient where the municipal core attracts and retains more health personnel due to higher population densities, more facilities, and better transport connectivity. Settlements such as Nyakrom and Bobikrom appear moderately served, while northern and western fringe communities show very limited presence. The distribution also follows major road corridors, suggesting that accessibility influences deployment and mobility of health staff. These spatial disparities imply that communities farther from Swedru may face higher travel times and reduced access to first-contact and referral care.

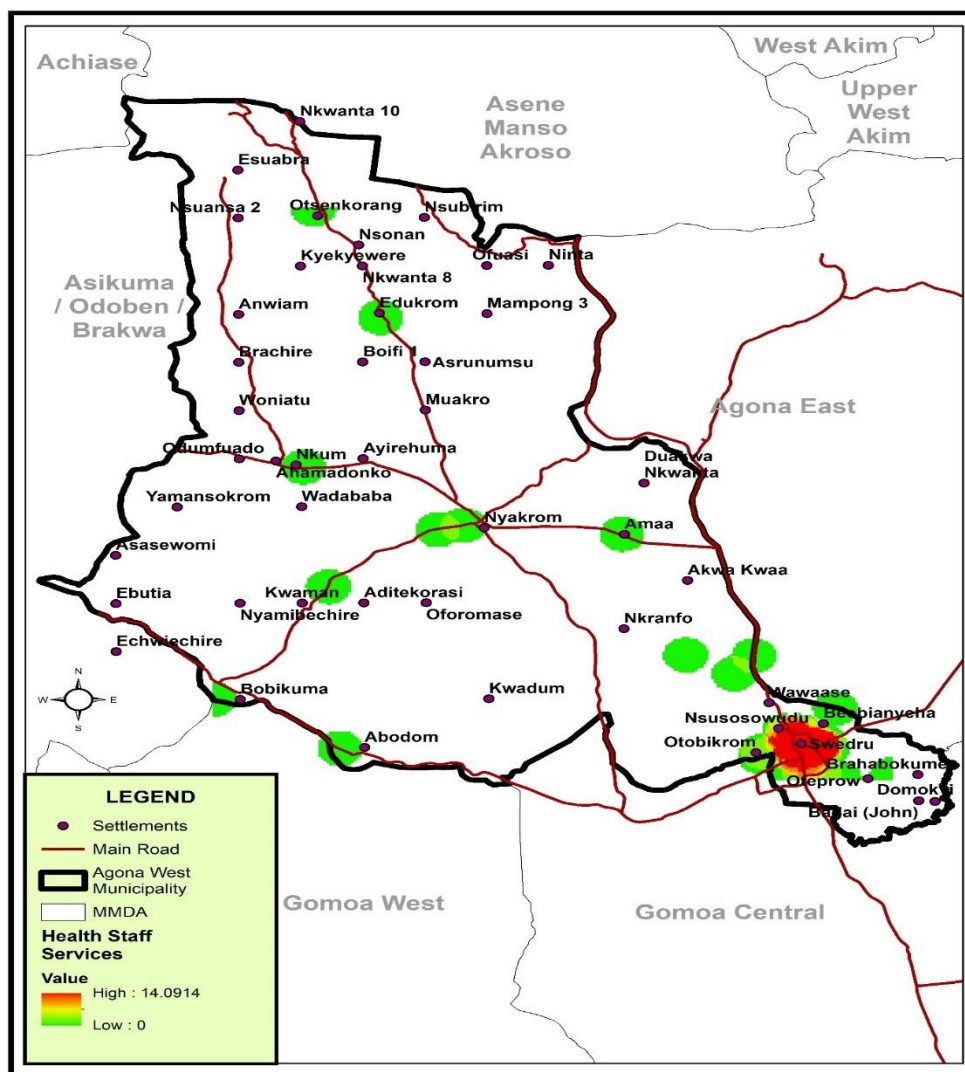


Figure 29: Spatial Distribution of Health Staff

The combination of spatial concentration around Swedru and fluctuating staffing levels over time points to a health service system that is both geographically uneven and institutionally sensitive to

staffing shocks. While the data does not allow firm conclusions about quality or access outcomes, it indicates areas where further investigation and planning attention may be needed.

2.6.2.3 HIV/AIDS

Figure 29 depicts the prevalence rate of HIV in the Municipality. The data reveals a decreasing rate of HIV in the Municipality. Across the years, female adult has seen the highest prevalence rate, followed by male adults. The data also suggests that interventions geared towards HIV should be maintained and intensified to ensure a continuous reduction in the rate of HIV in the Municipality.

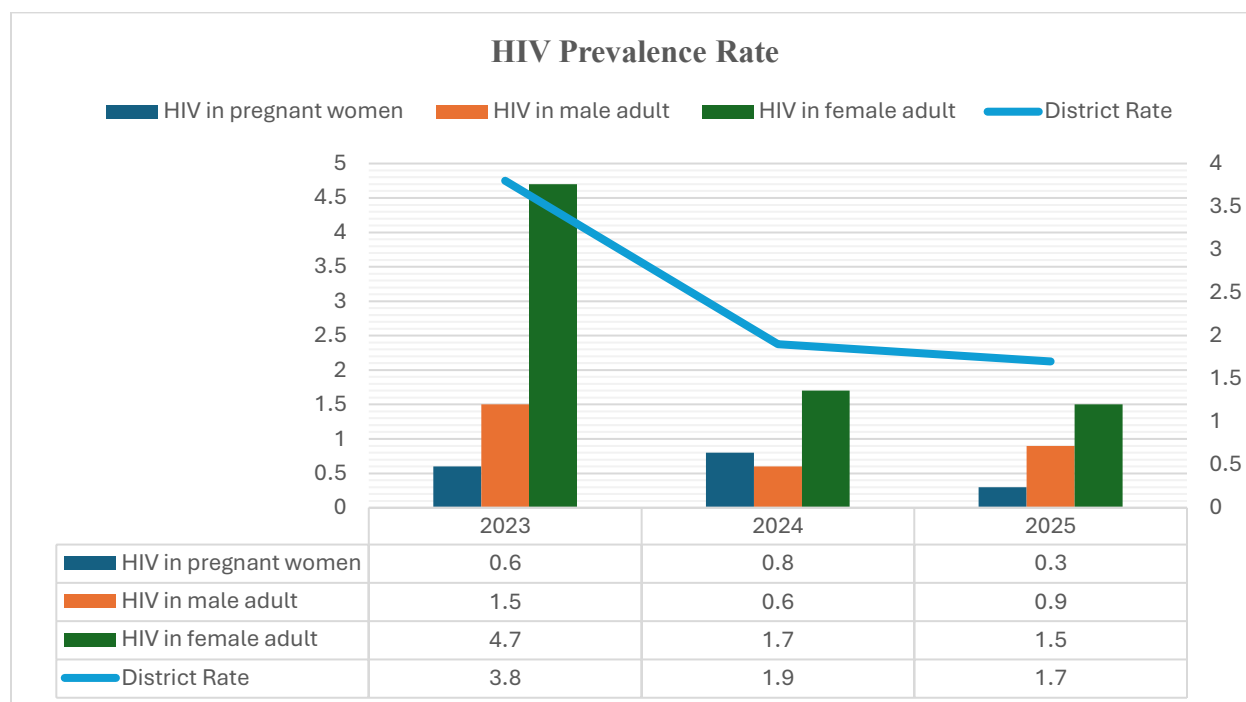


Figure 30: HIV/AIDS Prevalence Rate

2.6.2.4 Immunisation Coverage

From figure 30, the immunisation coverage trends in Agona West Municipality between 2023 and 2025 indicate generally high but fluctuating performance across key vaccines. Coverage for BCG increased from 77.7% in 2023 to a peak of 127.1% in 2024 before slightly declining to 119.9% in 2025. Polio 3 coverage shows a steady increase from 91.4% in 2023 to 109.9% in 2024, then a minor decline to 107.7% in 2025, indicating sustained efforts. Measles 2 coverage rose sharply from 58.5% in 2023 to 105.8% in 2024, before dropping to 95% in 2025, reflecting improvements in outreach yet highlighting gaps in consistent follow-up. Yellow Fever coverage exhibited a similar trend, increasing from 59.3% to 116.1% and then moderating to 105%, showing successful vaccination drives. Penta 3 consistently remained above 100%, with marginal fluctuations (103.2% in 2023, 104.9% in 2024, and 103.1% in 2025), suggesting high coverage.

Generally, the Municipality demonstrates strong immunisation performance. These figures are reflective of the Municipality’s 8th rank on the District League Table in the area of Health. Continuous monitoring and data validation are recommended to ensure reliability and guide resource allocation for sustained immunisation efforts.

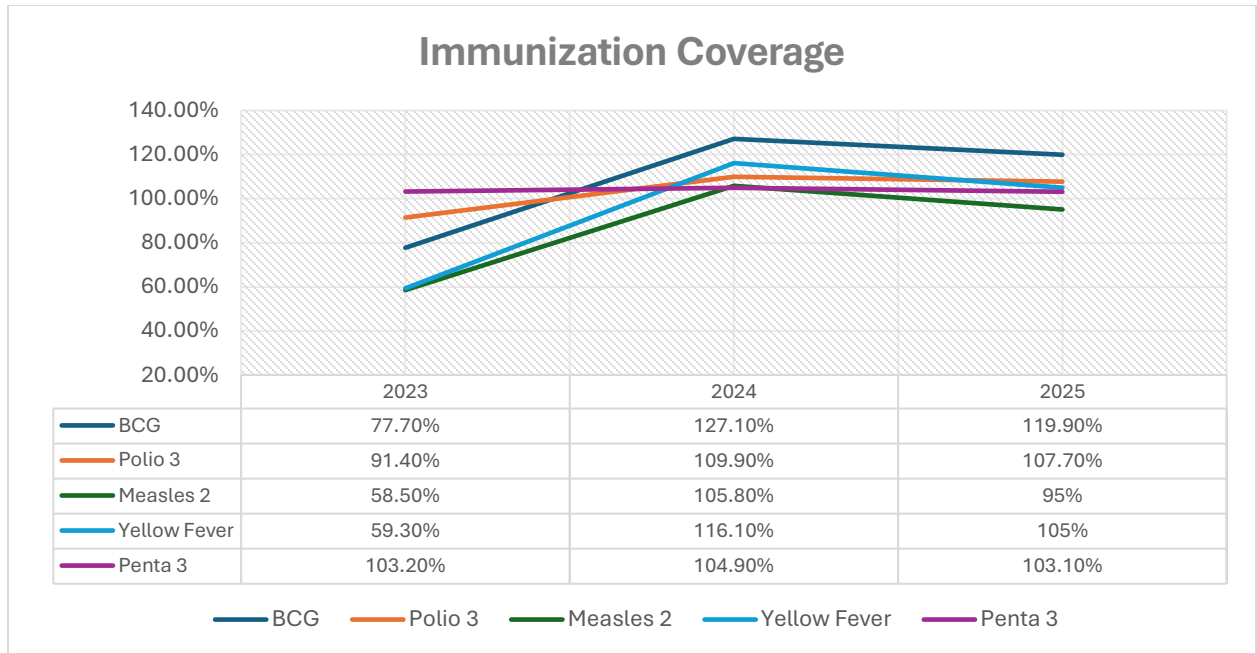


Figure 31: Immunisation Coverage

2.6.3 Multidimensional Poverty

The poverty profile of Agona West Municipality reveals notable disparities across urban and rural localities. The incidence of poverty (H), which measures the proportion of individuals considered poor, stands at 21.0% for the Municipal overall. However, this figure masks significant differences: urban areas have a much lower incidence of poverty (16.4%), while rural areas experience a far higher rate (35.8%), highlighting rural-urban inequalities in poverty levels.

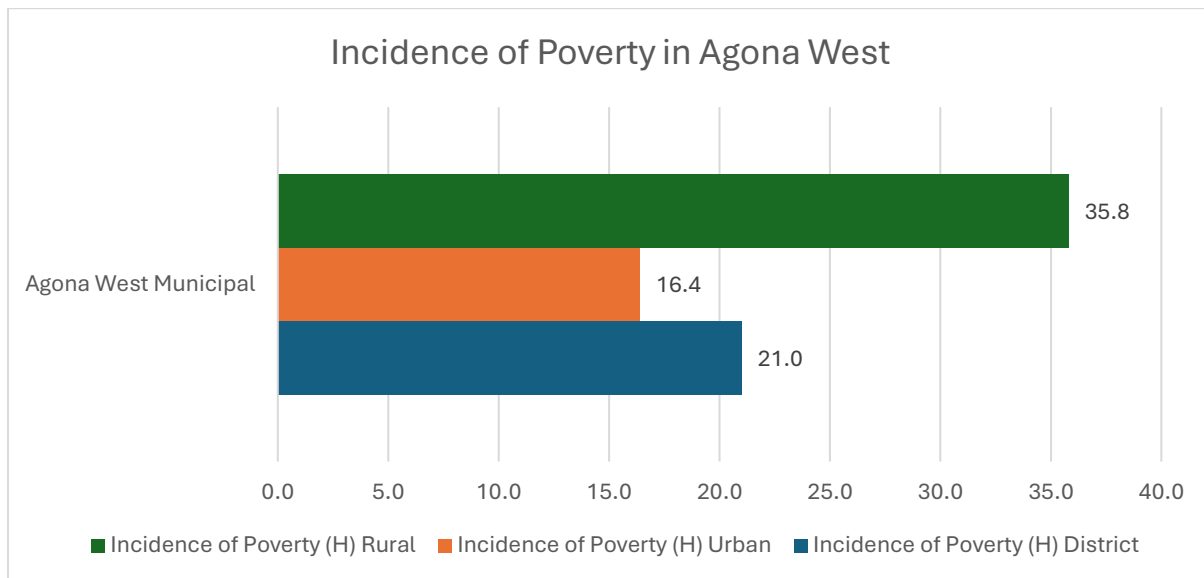


Figure 32: Incidence of Poverty in Agona West
Source: Author's Construct based on 2021 PHC data

The intensity of poverty (A), which reflects the average shortfall from the poverty line among the poor, is relatively uniform across the district. The district average is 43.7%, with urban areas slightly higher at 44.0%, and rural areas marginally lower at 43.3%. This indicates that while poverty is more widespread in rural areas, the severity of deprivation is comparable across localities.

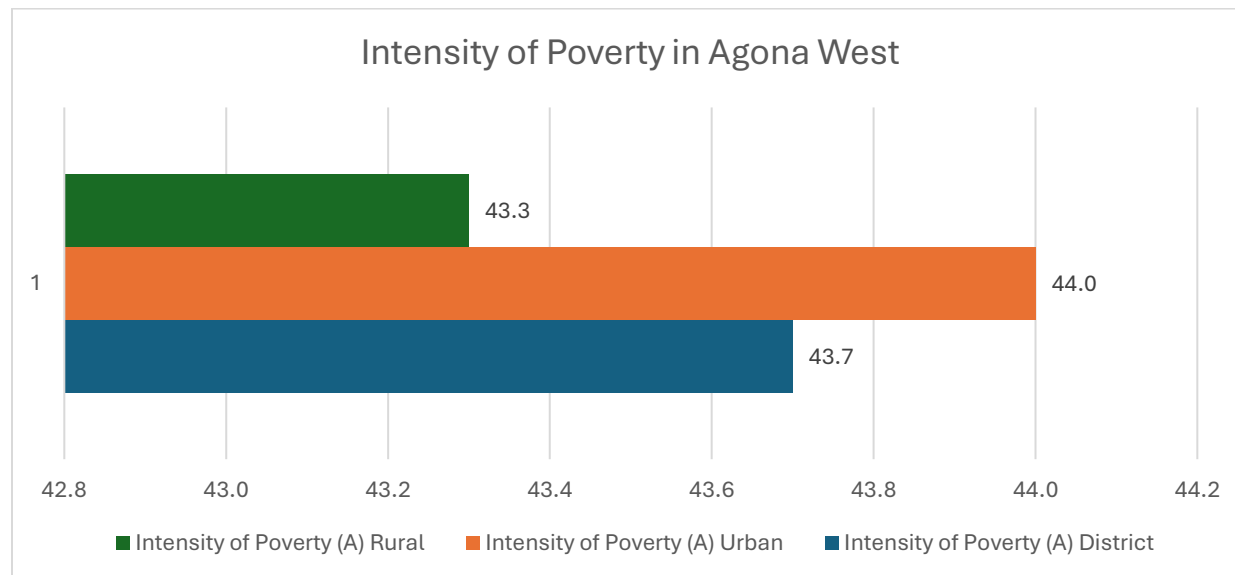


Figure 33: Intensity of Poverty in Agona West
 Source: Author’s construct based on 2021 PHC data

The contributors to multidimensional poverty in Agona West Municipality highlight key areas of deprivation affecting households. The most significant contributors are employment (36.0%) and insurance (23.6%), which indicate high levels of job insecurity and limited access to social protection measures, likely exacerbating financial vulnerabilities. Other notable contributors include school lag (9.9%) and toilet facilities (7.5%), reflecting challenges in educational progression and access to improved sanitation. Housing (4.1%) and overcrowding (3.9%) also contribute, pointing to inadequate living conditions and limited housing infrastructure. Deprivations in cooking fuel (3.0%), assets (3.1%), and drinking water (1.9%) highlight gaps in household resources and access to basic utilities, while electricity (2.1%), school attainment (2.5%), and school attendance (2.2%) underscore areas where improvements are needed to enhance living standards and educational outcomes. Child mortality (0.1%) contributes the least, suggesting some progress in health outcomes, though continued efforts are essential to sustain this.

Addressing employment and insurance gaps, alongside targeted interventions in education, sanitation, and housing, will be critical to reducing multidimensional poverty in Agona West Municipality.

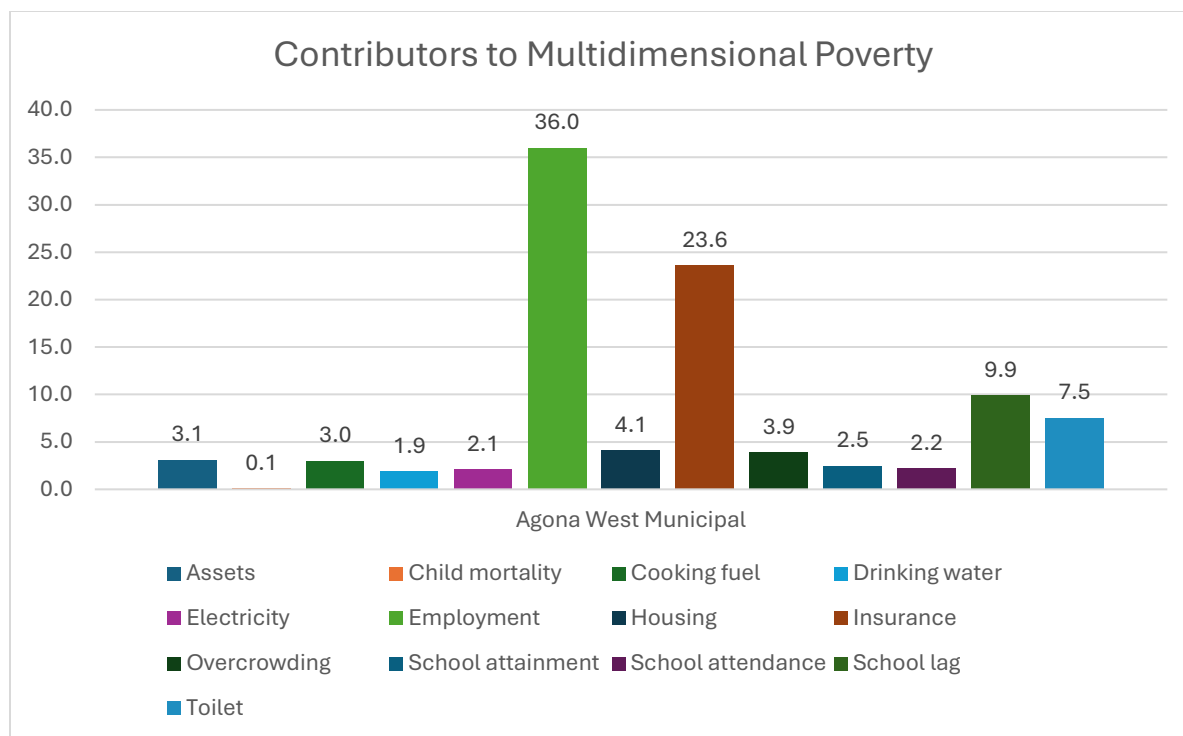


Figure 34: Contributors to MDP
Source: Author’s Construct based on 2021 PHC data

2.6.4 Gender, Child and Social Protection

2.6.4.1 Gender Dynamics

Gender dynamics in Agona West Municipality shape access to resources, participation in decision-making, and the distribution of social and economic opportunities. While progress has been made in expanding education, health, and economic activities, persistent inequalities continue to affect women, men, and vulnerable groups differently.

a. Education

Girls’ enrolment in basic schools within Agona West is relatively high; however, dropout rates rise sharply at the junior high and senior high levels. Early marriage, teenage pregnancy, and household responsibilities remain dominant causes, limiting girls’ progression and widening disparities in skills acquisition compared to boys, who are more likely to continue to higher levels of education.

Parental and socio-economic factors compound these challenges. Many parents, particularly those with limited educational backgrounds, do not actively support the schooling of their children. Instead, they often encourage wards to join informal family businesses, undermining sustained enrolment and completion for both boys and girls. The prevalence of the social phenomenon in the Municipality—the pursuit of “get-quick money” among young people, especially through cyberfraud, influences parental attitudes, as some discourage formal education in favour of perceived faster income opportunities. Such practices erode the value placed on education, weaken motivation among pupils, and contribute to absenteeism and dropout. This mostly affect male education.

School infrastructure also plays a role in gendered educational outcomes. Girls attending older schools are disadvantaged by the absence of adequate washroom facilities, leading to absenteeism during menstruation and reinforcing gender-specific barriers to consistent attendance. Absenteeism is particularly pronounced among JHS 3 pupils, often linked to poor home support, teenage pregnancy, and socio-economic instability. Parental involvement in sustaining attendance remains low, largely due to poor educational background and limited awareness of the long-term benefits of schooling. This weak engagement is especially evident in relation to children with disabilities. Stigma, ignorance, and logistical constraints discourage many parents from enrolling children with special needs, resulting in exclusion and further widening educational inequalities.

Taken together, gender challenges in education within Agona West are shaped by a complex interplay of socio-cultural norms, economic hardship, inadequate infrastructure, weak parental support, and emerging social trends such as cyberfraud. These factors combine to restrict girls' progression, disadvantage children with disabilities, and perpetuate disparities in skills acquisition. Addressing these issues requires targeted interventions that improve school infrastructure, strengthen parental engagement, and expand support systems for vulnerable students, while also tackling harmful social practices that undermine the value of education.

b. Economic Participation

Women dominate informal trading, small-scale farming, and agro-processing, while men are more represented in formal employment and larger enterprises. Limited access to credit, land, and modern technology constrains women's ability to expand businesses and improve productivity.

c. Health and Social Services

Women carry the primary burden of family health and caregiving. Maternal health services exist but are unevenly distributed, with rural women facing longer travel distances. Men's lower health-seeking behavior also contributes to untreated conditions.

d. Governance and Decision-Making

Representation of women in local governance structures and leadership positions remains low. Cultural norms and household responsibilities limit women's participation in community decision-making processes.

2.6.4.2 Child and Social Protection

The rate of decline in the number of children in child labour has been increasing over the years in the Municipality. This indicates a rise in the rate of progress or efforts by stakeholders. The Municipality has thus witnessed a drop both in relative and absolute terms for child poverty, child abuse, children in conflict with the law, child trafficking, child labour, as well as vulnerable children. The Municipal Assembly is stepping up efforts by collaborating with all interest groups to help sensitise the people of the Municipality about the negative impacts of child labour. Various actions are taken for the total development of children in the Municipality and even beyond.

The Agona West Municipality continues to enjoy the benefits of various social protection interventions in Ghana. The core poor continue to enjoy the Livelihood Empowerment against Poverty (LEAP) through the disbursement made by the Department of Social Welfare and Community Development in collaboration with the Ghana Post. The National Health Insurance Scheme (NHIS) is operational in the Municipality. Again, Persons with Disabilities (PWDs) have

access to their share of the District Assembly Common Fund (DACF). The availability of such social insurance systems, safety nets and social protection infrastructure, as well as the adherence to appropriate institutional and legislative arrangements have reduced the risk faced by the poor, PWDs, the vulnerable and marginalised, among others.

2.6.5 Water and Sanitation

2.6.5.1 Water

Potable water is sufficient for drinking, other domestic, and commercial uses in Agona West. With drinking water, majority (94.49%) of the people of Agona West have access to improved sources of water. Generally, sachet water remains the prevalent source of drinking water in Agona West. Other major sources of drinking water include public tap (23.55%), pipe-borne (11.32%), borehole (8.39%), river/streams (4.97%), and wells (3.90%). Patronage of bottled water is relatively lower (1.50%), indicating that only a few can purchase it. Also, tanker/vendor supply is the least (0.01%) patronized water source in Agona West. For other domestic uses of water, pipe-borne water is largely (46.89%) sourced. Other sources include public tap (25/76%), boreholes (12.59%), wells (8.85%), and rivers (4.91%). See figures 34, 35, and 36.

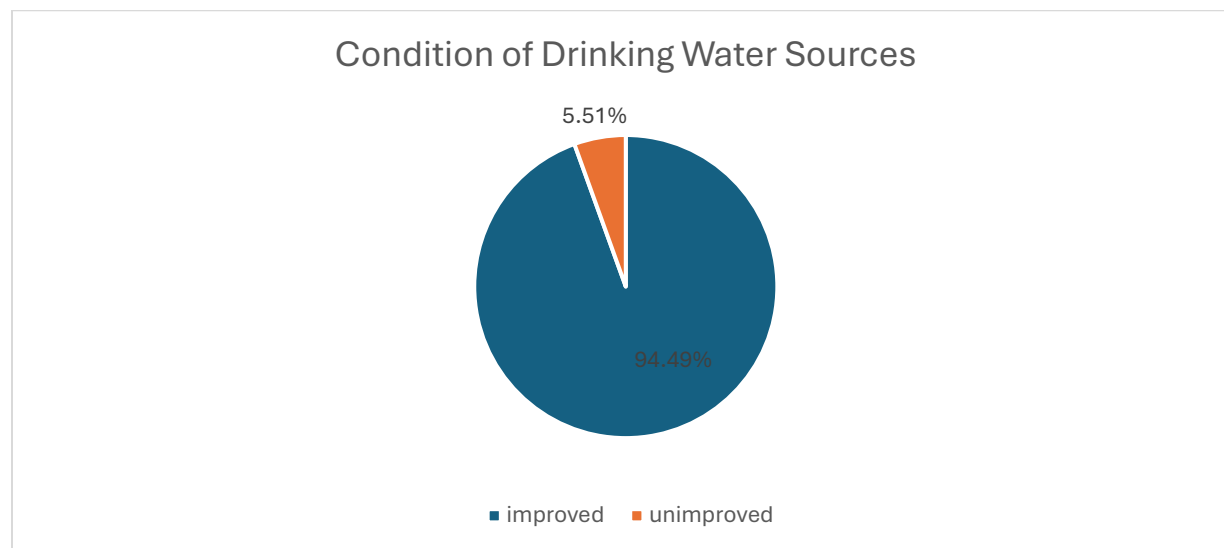


Figure 35: Condition of Drinking Water

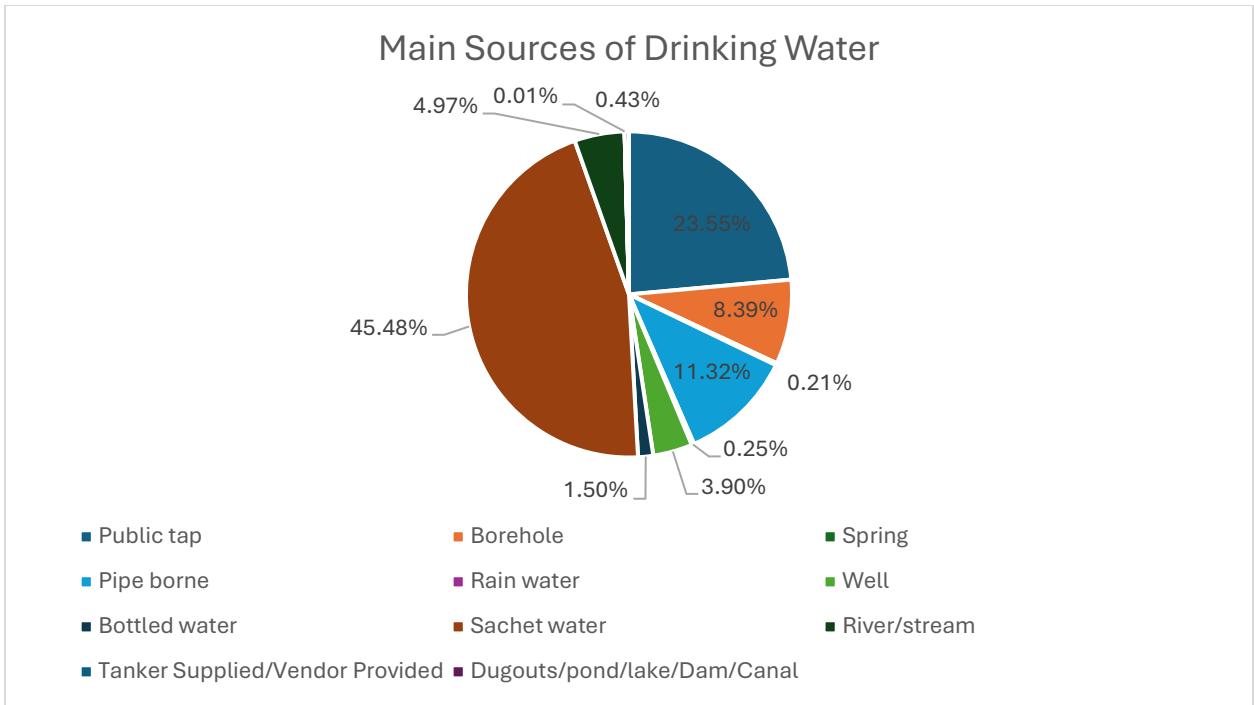


Figure 36: Main Sources of Drinking Water

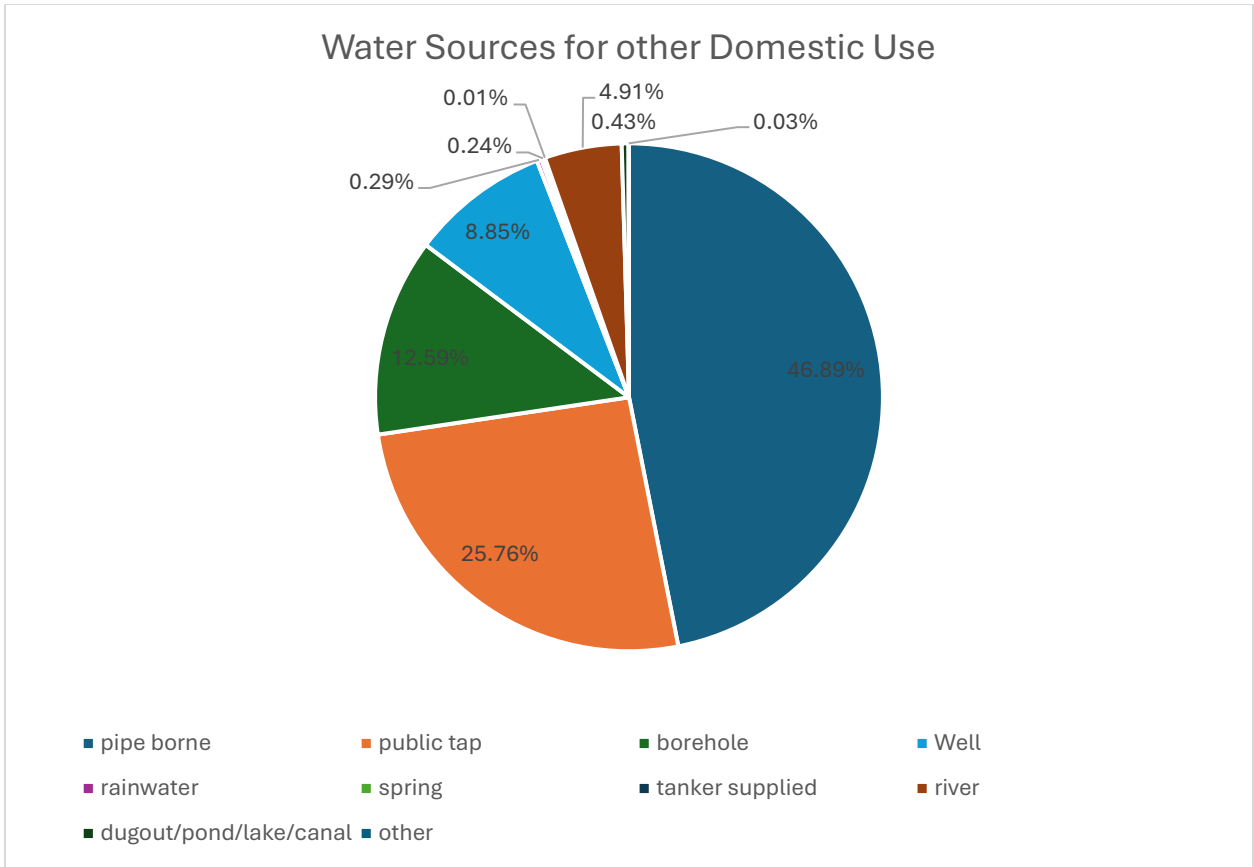


Figure 37: Water Sources of other Domestic Uses

2.6.5.2 Sanitation

2.6.5.2.1 Solid Waste Management

Solid waste management is a major source of worry to Ghana, and Agona West Municipality is not an exception. It is faced with challenges such as logistics, finances, equipment, personnel, perception, tools, and attitudinal issues, among others. This notwithstanding, the Assembly has a waste management unit that collaborates with Zoomlion Ghana Limited, a private waste management company and other stakeholders to address the challenges by sweeping all open spaces (including streets, markets), desilting of drains, collection and safe disposal of waste. It also employs other interventions such as clean-up exercises, premises inspection, and hygiene education to address solid waste management situation in the Municipality. Zoomlion Ghana Limited has provided 17 skip refuse communal refuse containers have been placed at some vantage areas in Agona Swedru and Agona Nyakrom townships. Two (2) skip loaders refuse trucks are being used to convey refuse from Swedru and Nyakrom Township. The Assembly also has five (5) skip refuse containers in addition to those of Zoomlion. The 5 refuse containers have been added to Zoomlion refuse containers to support in the management of waste.

Apart from the sixteen (16) permanent sanitary labourers working with Environmental Health and Sanitation Unit of Agona West Municipal Assembly, additional One hundred and twenty (132) workers were also employed under YEA Sanitation module and have been seconded to Zoomlion to help in solid waste management. All these workers have been sparsely distributed in the Municipality and nine (9) are working directly under Zoomlion municipal manager. The Environmental Health Analysts, Environmental Health Officers and Assistants of the Environmental Health and Sanitation Unit, as well as Zoomlion supervisors, collaborate to supervise the labourers to undertake sanitation activities to help raise the level of environmental sanitation in the Municipality.

The list of service providers in the Municipality include Agona West Municipal Assembly (Environmental Health and Sanitation Unit), and Zoomlion Ghana Limited.

2.6.5.2.2 Composition of Solid Waste in Agona West

The composition of solid waste in Agona West Municipality provides an insight into the types of materials that make up the waste generated within the area, revealing the predominant waste categories and their environmental implications.

The largest portion of solid waste in Agona West Municipality is organic waste, accounting for 74% of the total waste. This type of waste includes food scraps, garden waste, and other biodegradable materials. The high percentage of organic waste suggests that there is significant potential for composting and organic waste recycling programs, which could help reduce landfill waste and contribute to soil enrichment.

Plastic waste makes up 7% of the total solid waste in Agona West. Given the widespread use of plastic products, this category poses a significant environmental challenge, as plastic waste is non-biodegradable and contributes to pollution, especially in water bodies and landfills. Effective waste management strategies, including recycling programs and reducing plastic usage, are necessary to address this issue.

Paper constitutes 9% of the waste in Agona West. Paper waste includes newspapers, cardboard, and packaging materials. This type of waste is recyclable, and efforts to encourage recycling programs for paper could significantly reduce its environmental impact. However, the high percentage of organic waste compared to paper suggests a lower reliance on paper-based products in the municipality.

Textile waste accounts for 6% of the total waste. This includes discarded clothing, fabric scraps, and other textile materials. The presence of textile waste highlights the need for better waste management practices in handling these materials, such as clothing recycling initiatives or donation programs to extend the life cycle of textile products.

Glass waste makes up only 0.5% of the total solid waste. While this is a relatively small proportion, glass is a recyclable material, and efforts to improve recycling facilities for glass could further reduce waste and conserve resources.

Metal waste accounts for 0.9% of the total waste. Metal can often be recycled and reused, making it an important material for recycling programs. While metal waste is relatively small in proportion, it still represents an opportunity for reducing resource consumption through recycling initiatives.

Other types of waste, which may include materials like rubber, leather, or electronic waste, make up 2.6% of the total solid waste in Agona West. These materials may require specialized recycling or disposal methods, as they can have varied impacts on the environment.

The composition of solid waste in Agona West Municipality is dominated by organic waste, followed by smaller proportions of plastic, paper, and textile waste. The presence of recyclable materials like paper, plastic, glass, and metal offers opportunities for improving waste management and recycling practices. However, the Municipality faces significant challenges with managing organic waste and reducing plastic pollution. Implementing effective recycling programs, waste reduction initiatives, and promoting composting could help address these challenges, leading to more sustainable waste management practices in the area.

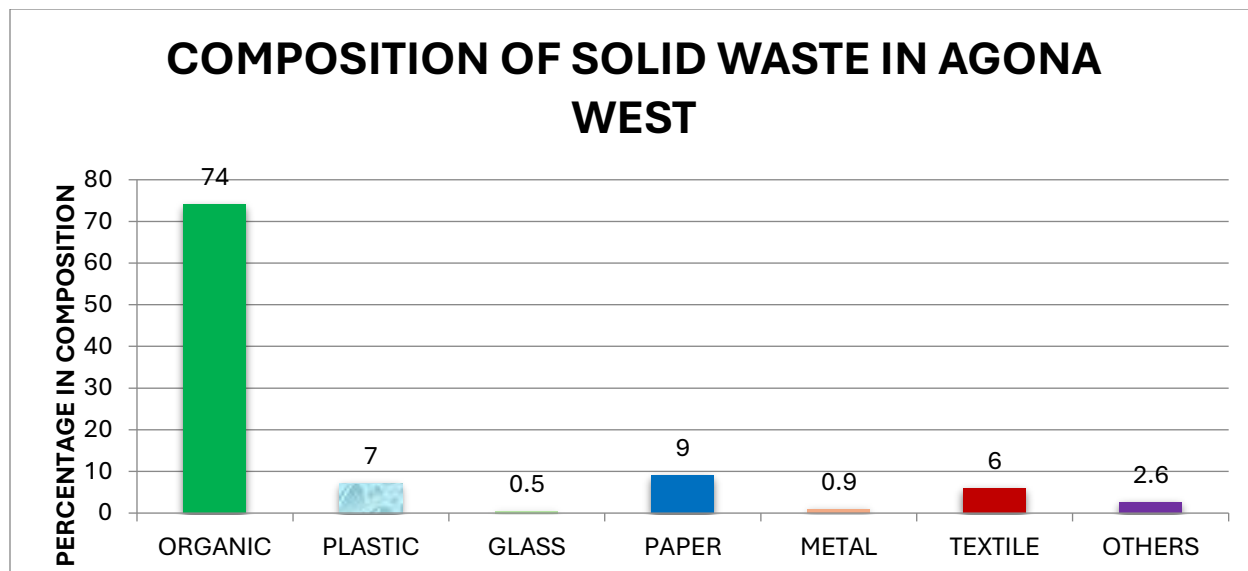


Figure 38: Composition of Solid Waste in Agona West
 Source: EHSU (2024)

2.6.5.2.3 Tonnage of Waste Collected in the Municipal Capital (Urban Core)

It is imperative to determine the waste collected in the Municipal Capital that tends to accommodate majority of the residents and immigrants. Considering the urban lifestyle and the vibrant commerce, it is also necessary to determine the waste collected. Fig 38 depicts the waste collected in each neighbourhood of Agona Swedru.

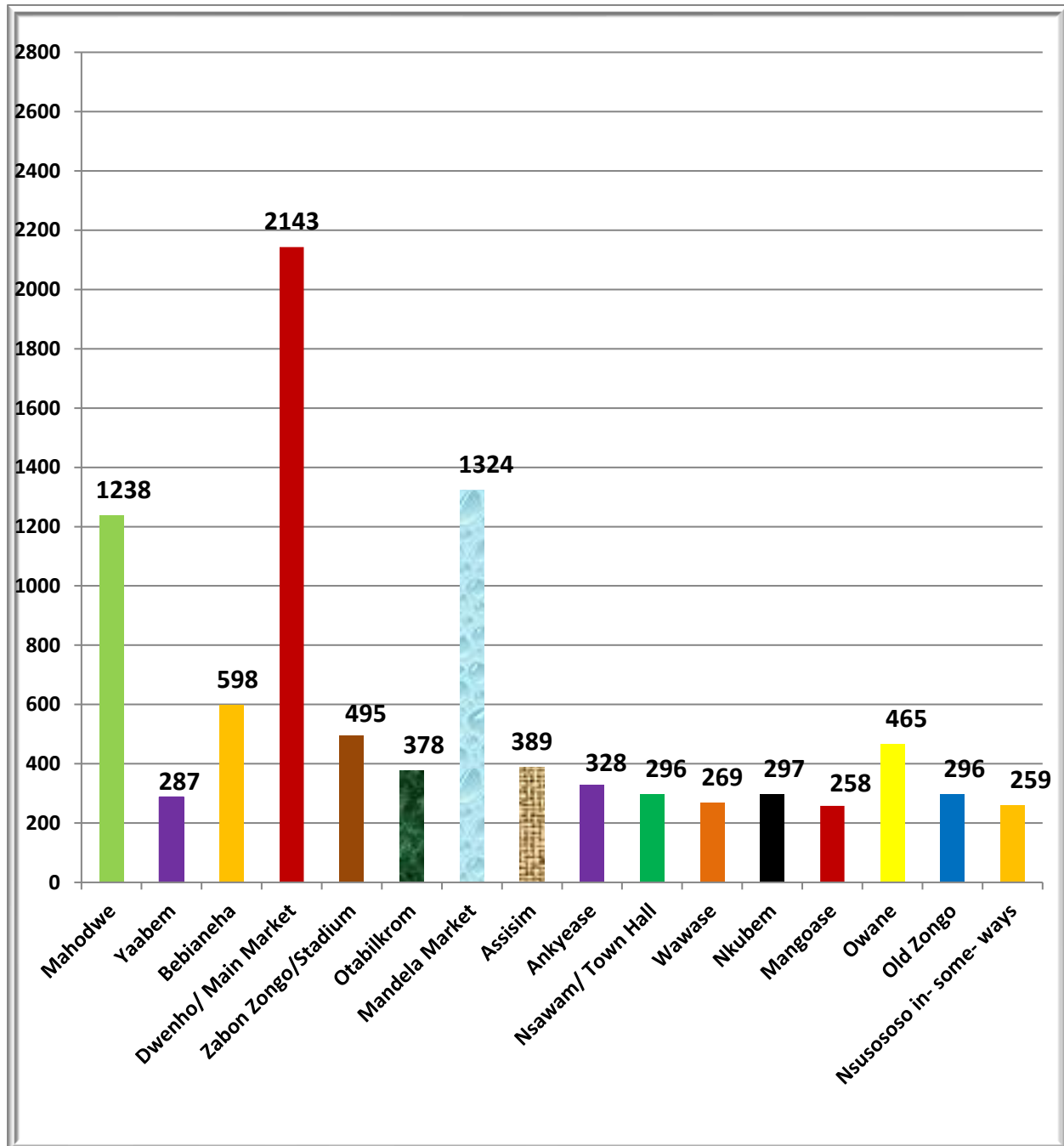


Figure 39: Tonnage of Waste Collected in Agona Swedru (Municipal Capital)
 Source: EHSU (2024)

2.6.5.2.4 Solid Waste Disposal within the Municipality

The solid waste disposal profile of Agona West Municipality reveals a mix of organised and unorganised waste disposal practices in both rural and urban areas. The data provides insight into the various methods employed by households to manage solid waste and highlights the existing gaps in waste management systems.

In the rural areas of Agona West Municipality, waste collection is limited, with only 753 households having their solid waste collected regularly. This indicates that waste management infrastructure is sparse or underdeveloped in these regions. A small portion of waste (2 households) is collected by other vehicles, and a larger number of households (602) rely on central containers for waste disposal. However, the use of more specialised vehicles like compaction trucks (134 households) is quite limited. Rural areas also have a significant reliance on informal and potentially harmful methods of disposal. A considerable number of households (2147) report that their waste remains uncollected, which could contribute to environmental pollution and health hazards. Burning solid waste is a common practice, with 1346 households resorting to this method, which poses risks to both air quality and public health. Other households (338) bury their waste in the ground, while 439 households indiscriminately dump waste, which can lead to unsightly and unhygienic living conditions.

In contrast, urban areas in Agona West Municipality have better access to organised waste collection services. A total of 15,284 households have their waste collected, which is a significant improvement compared to rural areas. The use of specialised vehicles, such as compaction trucks, is much more common in urban areas, with 4001 households benefiting from this more efficient waste collection method. Central containers are also widely used by 10,571 households, reflecting the presence of a more structured waste management system. Nevertheless, waste collection is still not entirely comprehensive in urban areas. Many households (6889) report that their waste remains uncollected, suggesting a need for improved waste collection services. Some urban residents (6158 households) still burn their waste, despite the known health risks associated with this practice. Burying waste in the ground is reported by 632 households, and 85 households continue to dump waste indiscriminately, which is concerning for both environmental cleanliness and public health.

Overall, the solid waste disposal profile of Agona West Municipality shows a clear divide between rural and urban areas in terms of waste management practices. Rural areas rely heavily on informal and unsanitary methods such as burning, burying, and indiscriminate dumping, with limited waste collection services. In urban areas, while there is a better waste collection system, issues like uncollected waste, burning, and improper dumping persist. There is a significant need for further investment in waste management infrastructure, better collection coverage, and public education to reduce the reliance on harmful disposal practices in both rural and urban parts of the Municipality.

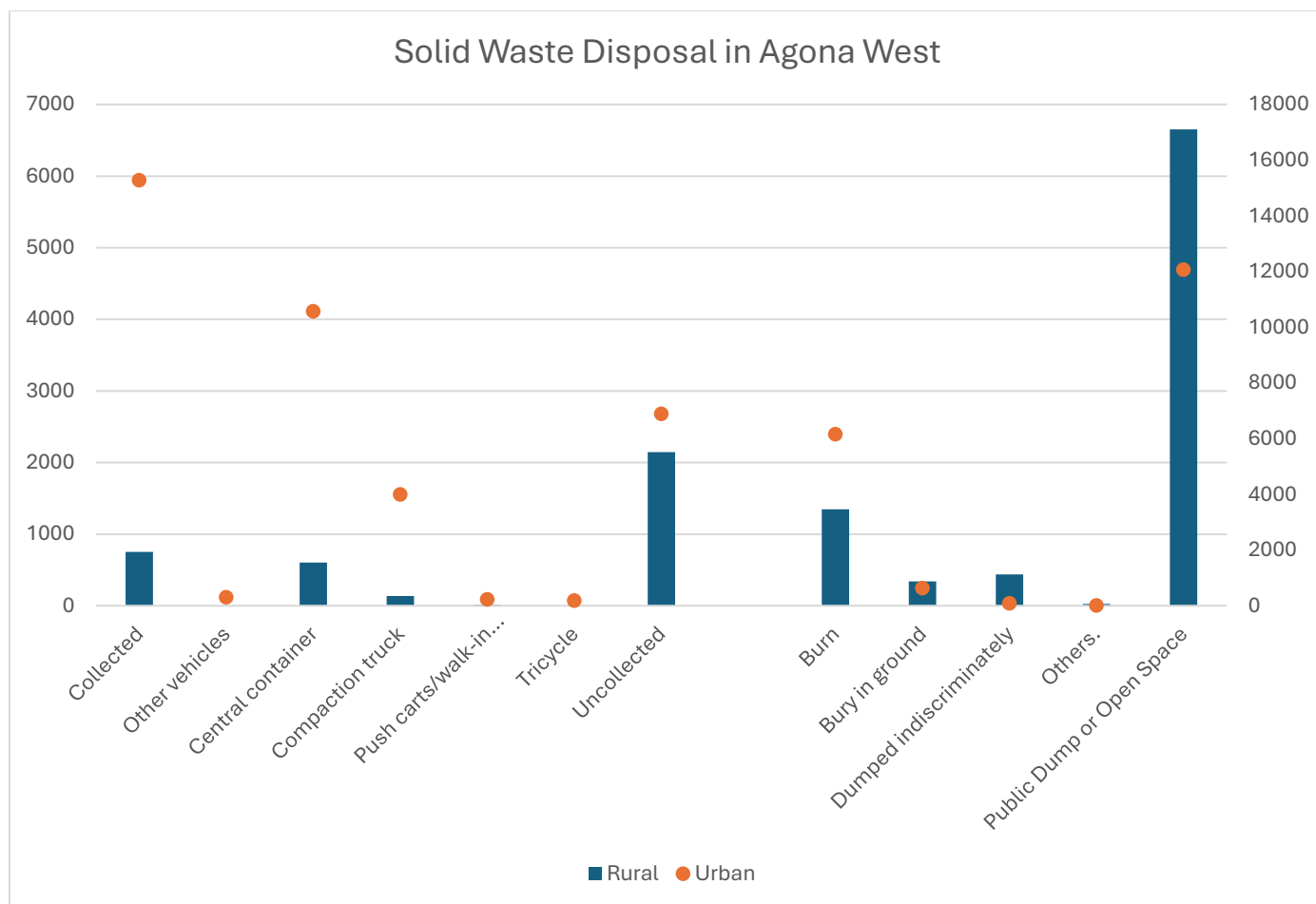


Figure 40: Solid Waste Disposal Methods in Agona West
Table 6: Solid Waste Disposal Method Data

Solid Disposal Method	Rural	Urban
Collected	753	15284
Other vehicles	2	301
Central container	602	10571
Compaction truck	134	4001
Push carts/walk-in attendant/bicycle/wheelbarrow	13	225
Tricycle	2	186
Uncollected	2147	6889
Burn	1346	6158
Bury in ground	338	632
Dumped indiscriminately	439	85
Others.	24	14
Public Dump or Open Space	6652	12074
Total	9552	34247

In terms of refuse disposal across the various zonal councils in Agona West, crude dumping seems to be the dominant practice of solid waste disposal. Agona Swedru, the Municipal Capital stands

out with proper waste disposal methods with container system and controlled crude dumping being significant and substantial in the town. This implies that the container systems is much concentrated in the Municipal capital which calls for equitable distribution of containers in the Municipality.

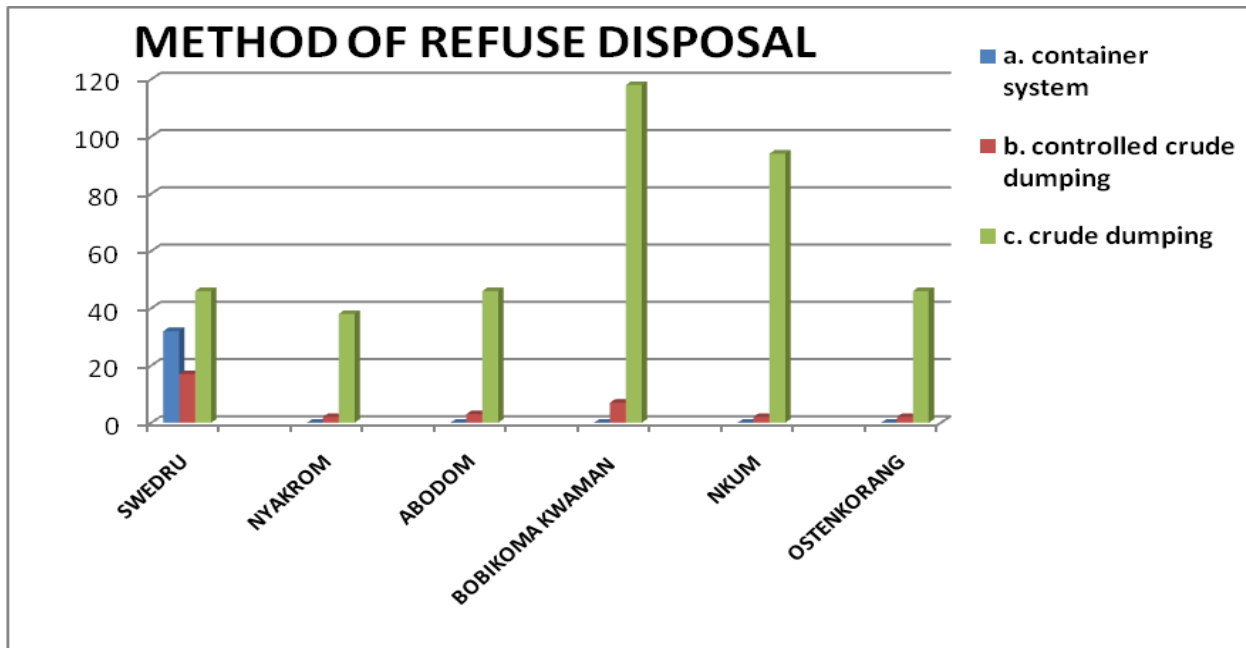


Figure 41: Solid Waste Disposal Method Across the Zonal Councils

2.6.5.2.5 Storage of Solid Waste in the Municipality

The storage of solid waste in Agona West Municipality reflects a combination of formal and informal methods, with a marked difference between rural and urban areas. The data provides insight into how waste is stored before it is either collected, disposed of, or managed by residents.

In rural areas, waste storage practices are largely informal and make use of improvised containers. The number of **standard waste receptacles** in rural areas is quite low, with only 229 households using such containers. A modest number of households (177) have **covered standard waste bins**, while 52 households use **uncovered standard bins**, indicating that some people may not have access to proper waste bins or prefer to use less efficient alternatives. A notable number of rural households (6540) rely on **improvised waste receptacles**, which could include containers not specifically designed for waste storage, like old boxes or barrels. In terms of more specific types of containers, 4915 households use **uncovered containers**, and 525 households use **covered containers**, suggesting that while some waste storage methods are covered, many are not, leading to potential exposure to pests or environmental factors. Some rural households (1100) use **covered or uncovered baskets** to store waste, which is likely a more traditional or low-cost method of waste containment. Additionally, **disposable waste receptacles**, such as **polythene bags** (969 households) and **sacks** (357 households), are commonly used in rural areas. These methods are often less durable and more likely to contribute to environmental pollution if improperly disposed of. Importantly, 1282 households in rural areas report having **no waste receptacle**, reflecting a gap

in waste management infrastructure and a reliance on informal and unsanitary methods of waste disposal.

Urban areas in Agona West have a greater availability of waste storage options, although informal methods are still widespread. **Standard waste receptacles** are much more common, with 4201 households using them. A significant proportion (3442 households) use **covered standard waste bins**, which are more hygienic and help prevent exposure to pests and odors. However, 759 households still rely on **uncovered standard bins**, which can lead to waste spilling over or being accessed by animals. Urban areas also show a high reliance on **improvised waste receptacles** (20,325 households), indicating that many residents in urban areas either do not have access to or prefer not to use standardised waste storage solutions. Of these, 9799 households use **uncovered containers**, while 8714 households use **covered containers**, showing that some degree of protection against contamination is possible for a larger portion of the population compared to rural areas. Additionally, 1812 households in urban areas use **covered or uncovered baskets** for waste storage, while **disposable waste receptacles**, such as **polythene bags** (6351 households) and **sacks** (1876 households), are frequently used, though these options are often less durable and environmentally problematic. Importantly, 1449 urban households report having **no waste receptacle**, indicating that waste storage issues persist, even in urban areas with more established infrastructure.

Overall, the waste storage profile in Agona West Municipality shows that rural areas are heavily reliant on informal and improvised methods, with many households lacking proper receptacles. While urban areas have more access to standard waste storage options, there is still a significant reliance on informal methods, and a considerable number of households in both rural and urban areas do not have access to adequate waste receptacles. As indicated, the Assembly has seventeen (17) communal refuse container sites in Agona Swedru, which is the municipal capital. There are one hundred and four (144) dump sites in the rural area; some of them are approved and unapproved dump sites. The Municipal Assembly has one final disposal site at Abosu near Jacob- Agona Swedru, where solid waste collected from the various zones/ communities are disposed-off. The Assembly has also five (5) acres, and two (2) acres plots of land at Abodom and Nyakrom, respectively for the development of final disposal sites. The Municipality faces a clear need for more accessible and reliable waste storage solutions, particularly in rural areas, to ensure better waste management practices and reduce environmental pollution.

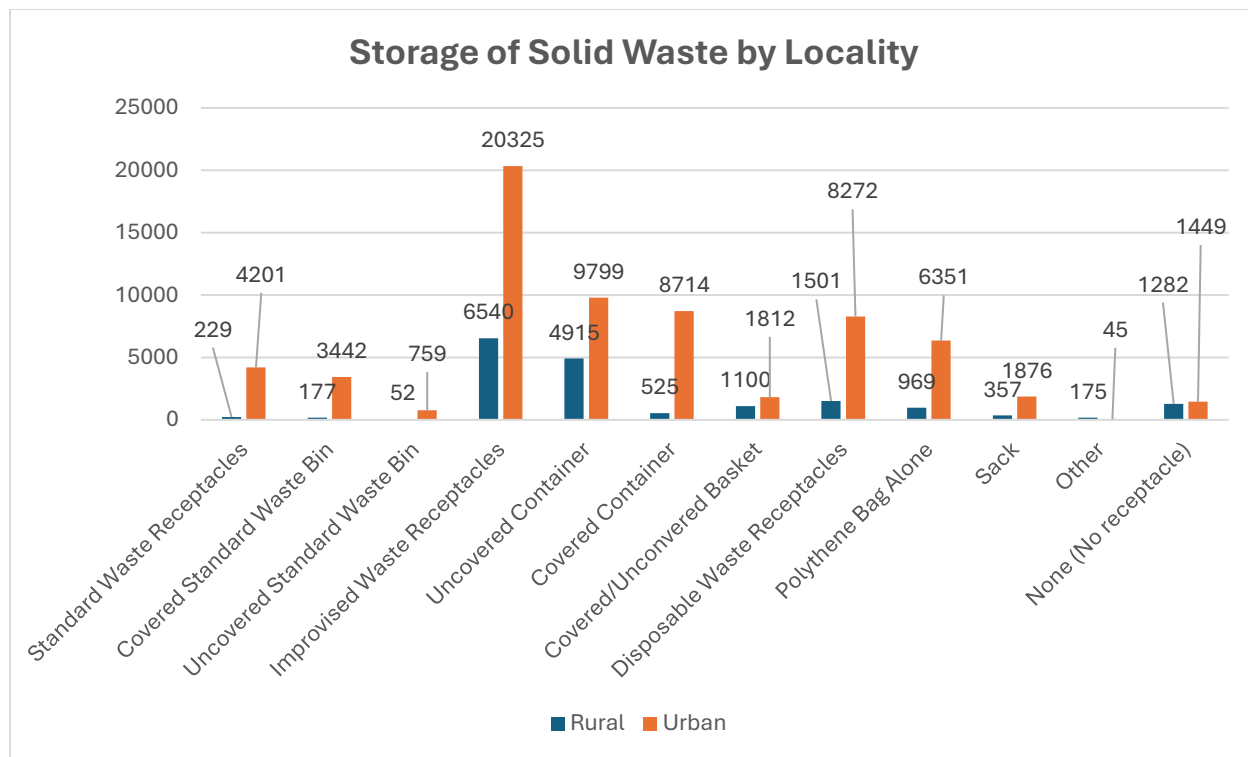


Figure 42: Storage of Solid Waste in Agona West
 Source: Author's Construct based on 2021 PHC

2.6.5.2.6 Key Contributors to Poor Solid Waste Management

- Illegal and indiscriminating dumping sites have developed as a result of a lack of containers at Nyakrom, Bobikuma, Abodom and Nkum.
- Lack of street-side receptacles and litter bins at strategic locations.
- Delay in carting refuse from communal containers, thereby making people dispose of their wastes into gutters, thus choking them and providing comfortable breeding sites for mosquitoes and mice.
- Unwillingness to pay user-fee for refuse collection.
- Distance form homes to central collection points is far.
- Refuse containers are often too high for children to reach and dump.
- Inadequate equipment ot manage waste; only one faulty bulldozer at the final disposal site.



Figure 43: Open Dumping at Agona Nyakrom

2.6.5.3 Liquid Waste Management in Agona West Municipality

The staff of the EHSU collaborates with the managers of public toilets to supervise the management of the 6 public toilets in the Municipality. Two privately owned cesspit emptier companies dislodge household, institutional and public latrines (toilets) on request within the Municipality. The sanitary workers also rod-choked inspection chambers to allow the movement of faecal matter when necessary. The public is also sensitized on the need to provide household toilets in their home.

The proportion of population with access to improved sanitation include:

Population for Agona West (PHC 2021)	= 136,882
Number of households (PHC 2021)	= 43,974
Urban Households (PHC 2021)	= 33,860
Rural households (PHC 2021)	= 10,114
2023 Number of household toilets	= 18,658
2024 Pop. with access to household toilet facilities	= 109,853

Table 7: % Population with Access to Improved Basic Sanitation

Population		Population with Access to Improved Basic Sanitation			% Population with Access to Improved Basic Sanitation		
Urban	Rural	Urban	Rural	Total	Urban	Rural	Total
105,536	31,346	97,313	12,540	109,853	63.03%	9.12%	72.15%

2.6.5.3.1 Excreta Treatment and Disposal Technologies

Treatment of wastewater in the Municipality is generally bad. The trend in housing types is changing with increasing urbanisation and expansion of medium – to high-income housing types. This presents a challenge of effectively managing increasing volumes of sewage, as many of these houses have on-plot septic tanks without adequate drainage. The overflow of septage from septic tanks into drains and water courses further pollutes the immediate environment, with the result that most drains meant for stormwater and sullage conveyance are effectively serving as open sewers. For instance, at Abodom, the source of flow of the Pepra river is vulnerable to pollution as the nearby households have poor sanitation issues, such as open defecation. To address this, the Agona West Municipal Assembly has started the construction of a faecal sludge in collaboration with MESTI to aid in the control of liquid waste.

Currently, two privately owned cesspit emptier companies desludge household, institutional and public latrines (toilets) on request within the Municipality. Other private households plan to have their latrines desludged by cesspit emptier companies. This comes at a high cost and hence make it difficult for poor households to dislodge their toilets. The average cost of desludging is GHC1,500.00.

2.6.5.3.2 Levels of Toilet Services

The toilet service profile of Agona West Municipality highlights significant disparities in access to sanitation between urban and rural areas. Urban households dominate in access to **improved toilet facilities**, with 24,365 households benefiting, compared to 5,457 in rural areas. This demonstrates better sanitation infrastructure in urban areas.

When it comes to **basic services**—improved toilets for exclusive use—urban areas also lead, with 8,942 households, while rural areas lag with only 1,502. This points to limited privacy and personal sanitation in rural communities. **Limited service**, which refers to shared improved toilet facilities, is prevalent in both settings but more pronounced in urban areas, with 15,423 households relying on shared facilities compared to 3,955 in rural areas. This reflects challenges associated with high population density in urban centers, including potential hygiene concerns. Conversely, **unimproved toilet facilities**, indicative of poor sanitation, are more common in rural areas, with 288 households using such facilities, compared to just 88 in urban areas. This highlights a critical gap in rural sanitation services and infrastructure.

The profile underscores the need for targeted rural investments to expand access to improved and basic sanitation, while urban strategies should focus on addressing shared facility challenges to enhance hygiene and public health.

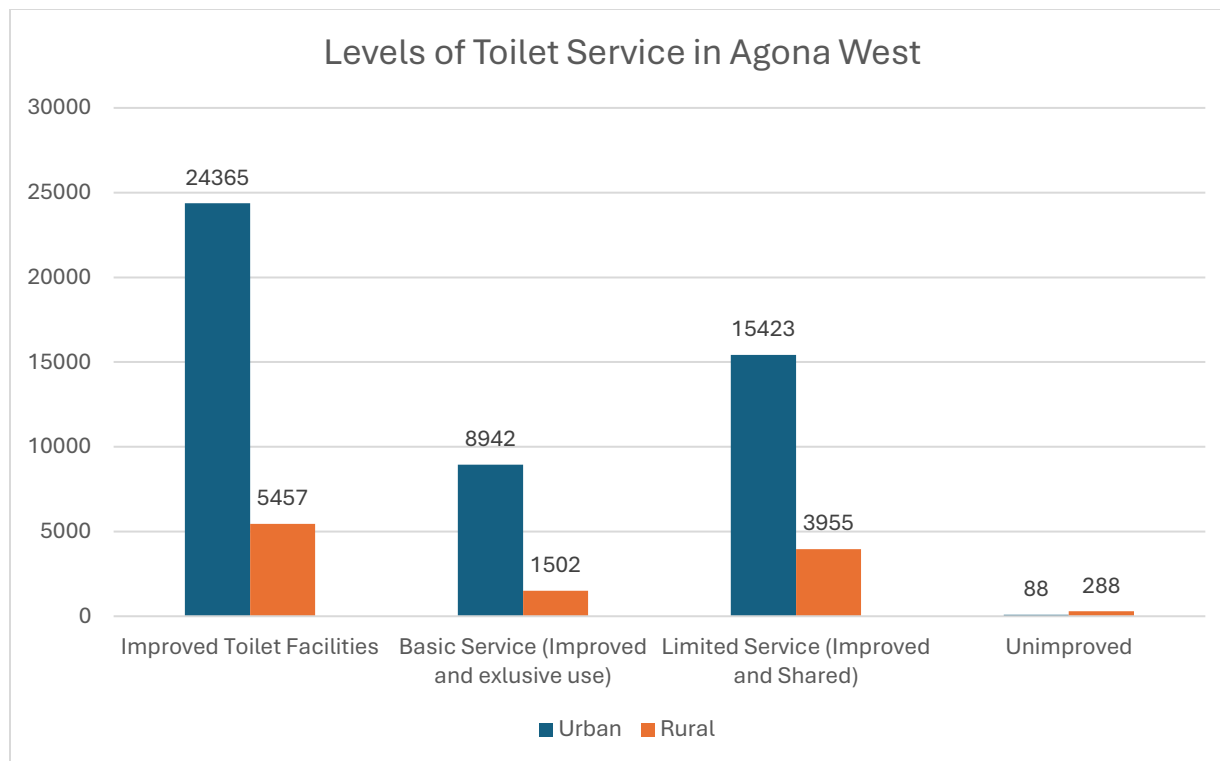


Figure 44: Levels of Toilet Service in Agona West
 Source: Author's Construct based on 2021 PHC

2.6.5.3.3 Toilet Facilities of Households

The toilet facility profile of Agona West Municipality highlights significant disparities between rural and urban areas. Urban households have better access to improved sanitation, with 11,810 using septic tanks compared to 995 in rural areas. Rural areas rely more on pit latrines (3,449) and have limited access to advanced options like bio-digesters or sewer systems.

Public toilets are heavily relied upon in both localities, with 8,333 urban and 2,849 rural households depending on them. However, a concerning number of households still lack toilet facilities, affecting 958 rural and 1,461 urban households. Urban areas also feature more advanced and alternative options like portable toilets and Enviro Loo systems, which are almost absent in rural areas. The profile underscores the need to expand improved and modern sanitation solutions in rural areas while addressing the heavy dependence on public and unimproved facilities in both settings.

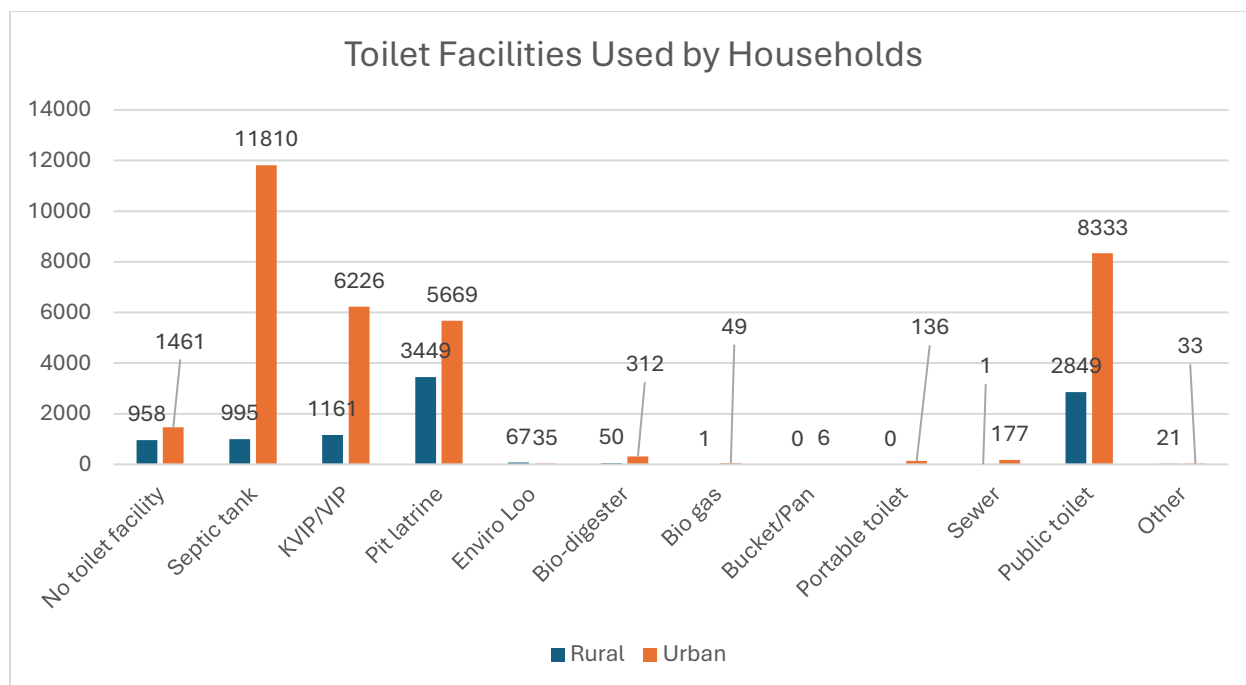


Figure 45: Toilet Facilities Used by Households

2.6.5.3.4 Existing Types of Public Latrine Facilities in Each Zone

Table 7 depicts the types of public latrine facilities in each zone.

Table 8: Existing Types of Public Latrine Facilities in Each Zone

SN _g	ZONES	TYPES OF PUBIC LATRINE	EXISTING PUBLIC LATRINES
1.	AGONA SWEDRU	Water Closet Aqua-privy	19
			12
2.	AGONA NYAKROM	Water Closet Aqua-privy	2
			5
3.	AGONA ABODOM	Water Closet Aqua-privy	1
			3
4.	AGONA NKUM	Aqua-privy	2
5.	KUKURANTUMI	Aqua-privy	1
6.	AGONA KWAMAN	Aqua-privy	1
7.	LOWER BOBIKUMA	Aqua-privy	2
8.	UPPER BOBIKUMA	Aqua-privy	2
9.	EDUKROM	Aqua-privy	1
10.	NSUNAN	Aqua-privy	1

	TOTAL		52
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2.6.5.3.5 Condition of Places of Conveniences in the Municipality

Table 8 depicts the condition of places of conveniences in the Municipality

Table 9: Condition of Places of Conveniences in the Municipality

TOILET FACILITIES	AVAILABILITY	NUMBER	FUNCTIONING	NON-FUNCTIONING
Washroom for Staff and Visitors	YES	8	8	0
Public Toilets in all the markets	YES	4	2	2
Hand washing facility at the market	YES	5	2	3
Washroom (urinal and toilet) Handwashing facility at the lorry terminal	YES	4	4	0
Toilet facility at the schools	YES	74	70	4
Defective public toilet	YES	6	0	0

2.6.5.3.6 Toilet Facilities and Water in Public Schools

In Agona West Municipality, the availability of essential amenities such as water and toilet facilities in public schools is crucial to supporting a healthy and conducive learning environment. The data presented below provides a snapshot of the status of water and sanitation facilities across public schools in the municipality.

Water Facilities:

The majority of public schools in Agona West Municipality are equipped with functional water facilities. Specifically, 38 schools have access to pipe-borne water, making it the most common water source in the region. This reflects a relatively good infrastructure in terms of centralized water systems that benefit multiple schools. 22 schools rely on boreholes with hand pumps as their primary water source. Boreholes, while not as centralized as pipe-borne systems, provide a sustainable alternative to areas without direct access to municipal water. However, 14 schools are without any water facilities, which presents a significant challenge. These schools likely rely on external sources of water, such as community wells or water deliveries, which can be inconsistent or unreliable, especially during dry seasons.

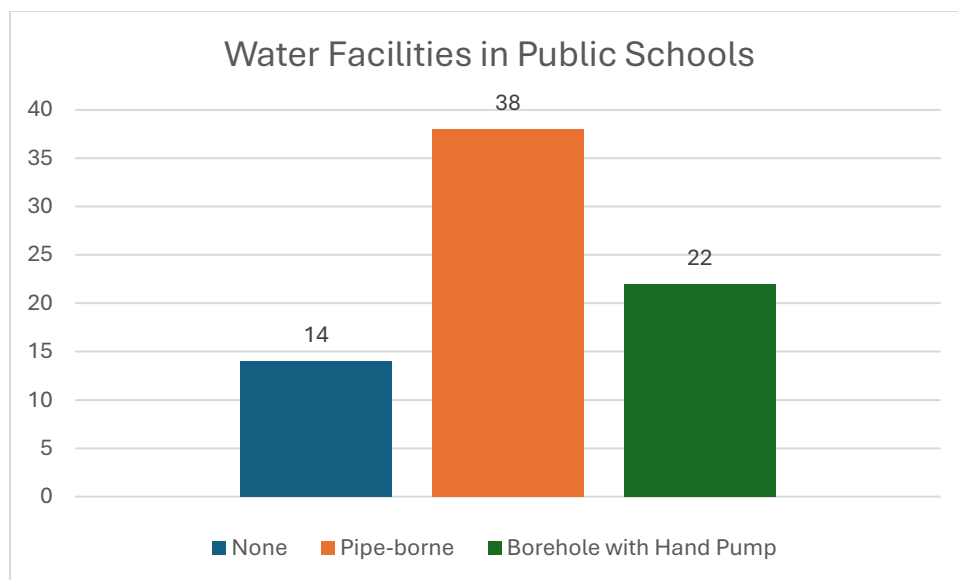


Figure 46: Water Facilities in Public Schools
 Source: Author's Construct based on 2021 PHC data

Toilet Facilities:

The availability of proper sanitation facilities is another key factor in ensuring the health and well-being of students. The data reveals the following: 54 schools are equipped with KVIP/VIP toilets, a popular option in rural areas due to its low maintenance and effectiveness in improving hygiene compared to open pit latrines. This suggests a considerable investment in improving sanitation standards in the municipality. 9 schools have water closet (WC) toilets, which are typically more modern and may be found in schools that are situated closer to urban centers or those that have received more resources for infrastructure development. 5 schools use pit latrines with slabs, a basic form of sanitation that, while better than unprotected pits, may still pose health risks if not properly maintained. Notably, 6 schools do not have any toilet facilities, which is a significant concern. The lack of sanitation facilities increases the risk of waterborne diseases and hinders students' ability to attend school regularly, especially among girls during menstruation.

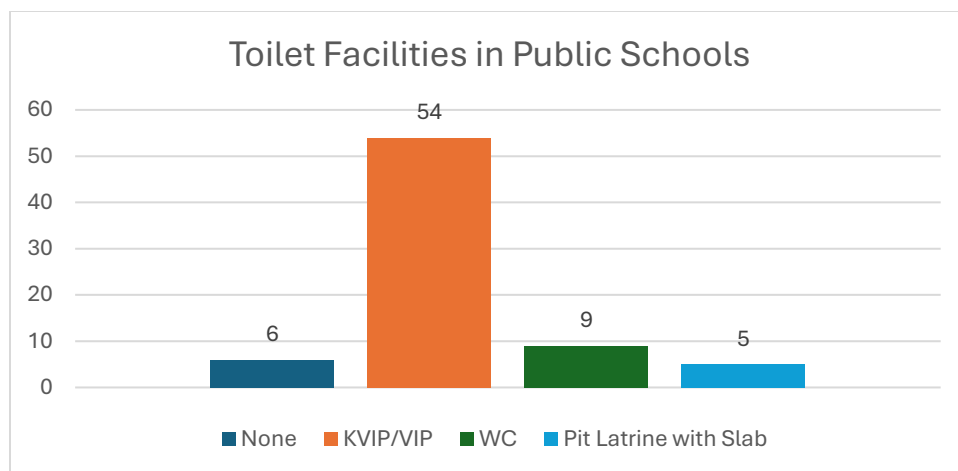


Figure 47: Toilet Facilities in Public Schools
 Source: Author's Construct based on 2021 PHC data

2.6.5.4 Open Defecation Free

In Agona West, seventy-one (71) communities, have been declared Open Defecation Free, with work in progress in forty (40) communities. Regular monitoring visits and electoral area league tables are being used to sustain and encourage the household latrine construction. The Municipal Inter-Agency Co-ordinating Committee (MICCs) inspect all households within the communities and provides the appropriate scores to the communities. Deserving communities that meet the criteria for ODF are noted, and reports/requests are forwarded to the Regional Inter-Agency Co-ordinating Committee (RICCs) for regional monitoring and verification.

The communities are excited about this project, an indication of the extent of satisfaction and contentment and a form of relief they have been provided with. The lives of the people in deprived communities have been changed due to the existence of a sanitation facility in their households. Community members recounted how they were faced with huge inconveniences and embarrassments in the past because there were no places for them to use, and the fact that they had to walk long distances to join queues or go into the bush to defecate openly. The project, according to some of the community members, is a blessing to them and they cherish the latrines that they have built, promising to maintain and sustain them.

2.6.5.5 Liquid Waste Disposal Method within the Municipality

Liquid waste disposal is a critical aspect of maintaining environmental health and preventing water pollution. The liquid waste disposal profile of the Agona West Municipality, based on the provided data, reflects the differing methods used in both rural and urban areas for managing liquid waste.

In rural areas, most of the liquid waste (approximately 8424 households) is disposed off by being thrown into the ground, street, or outside. This suggests a lack of organised waste management infrastructure and highlights the reliance on informal and potentially unsanitary methods of disposal. A relatively smaller proportion of liquid waste (73 households) is disposed off through the sewage system, which indicates limited access to formal sewage infrastructure in rural areas. Also,

disposal into pits or soakaways is employed by about 504 households. Additionally, 1410 households rely on gutters or drains to dispose of liquid waste, which can also contribute to environmental pollution and public health risks.

In urban areas, the liquid waste disposal methods show a more varied approach. A significant portion of the population (approximately 19693 households) disposes off waste by throwing it into the street, gutter, or outside, which indicates that even in urban settings, informal disposal methods are still prevalent. Nyakrom, in particular, severely depends on informal disposal methods. However, the urban area sees higher use of sewage systems, with 269 households relying on it for liquid waste disposal. The largest number of households in urban areas (5370 households) dispose off liquid waste through drainage systems, which may be more structured but could still pose risks if not well-maintained. A substantial number of households (14317) dispose off waste through gutters and drains, pointing to the challenges of efficient waste management systems in urban settings. Lastly, a very small number (6 households) dispose off liquid waste through other unspecified methods.

Overall, the Agona West Municipality shows a clear reliance on informal and less sanitary methods of liquid waste disposal, particularly in rural areas. While urban areas have slightly better access to organised waste disposal methods like sewage systems, challenges such as improper drainage and overuse of gutters remain widespread. There is a significant need for improved infrastructure, education on proper waste disposal, and investment in waste management systems across both rural and urban settings to ensure better public health and environmental outcomes.

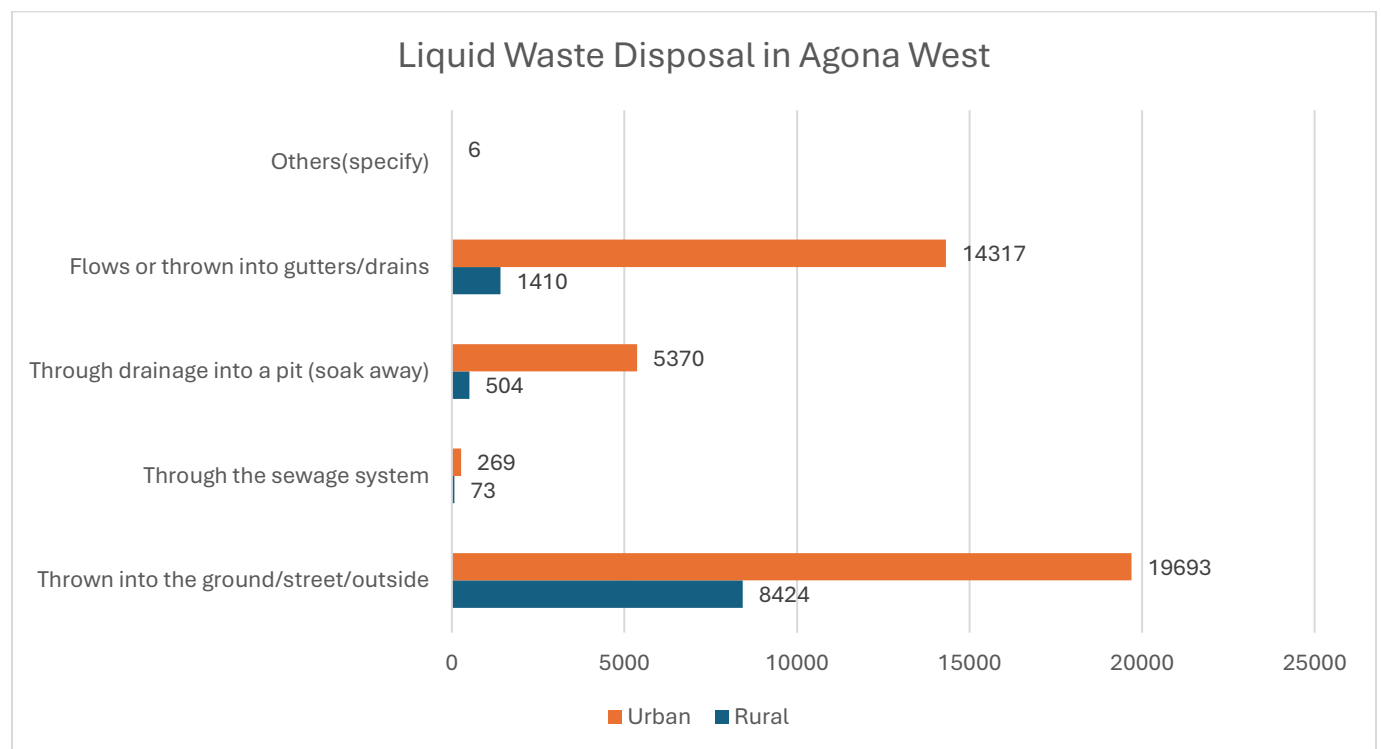


Figure 48: Liquid Waste Disposal in Agona West

2.6.6 Households by Bathing Facilities

The social characteristics of Agona West Municipality, as indicated by the bathing facilities data, reveal a mix of modern and traditional practices in household sanitation. A significant proportion of households (20,116) rely on shared separate bathrooms within the same house, reflecting communal living arrangements and shared resources. This indicates a high level of social interaction but also raises concerns about hygiene and the maintenance of shared spaces. Households with private bathrooms (13,222) represent a sizable portion, highlighting some level of individual preference for privacy and improved sanitation standards. However, the reliance on open spaces (1,824), private open cubicles (1,728), and shared open cubicles (5,308) indicate persistent traditional practices and potential gaps in household infrastructure. The use of public bathhouses (338) and natural water bodies like rivers, ponds, or lakes (60) suggests a small subset of the population still depends on communal or natural resources, likely influenced by socioeconomic challenges or cultural preferences. These bathing facility patterns suggest that while urbanisation and infrastructure development are evident, there remain disparities in access to improved sanitation, shaped by cultural norms, socioeconomic status, and urban planning challenges. Addressing these disparities is essential for improving the Municipality’s overall quality of life.

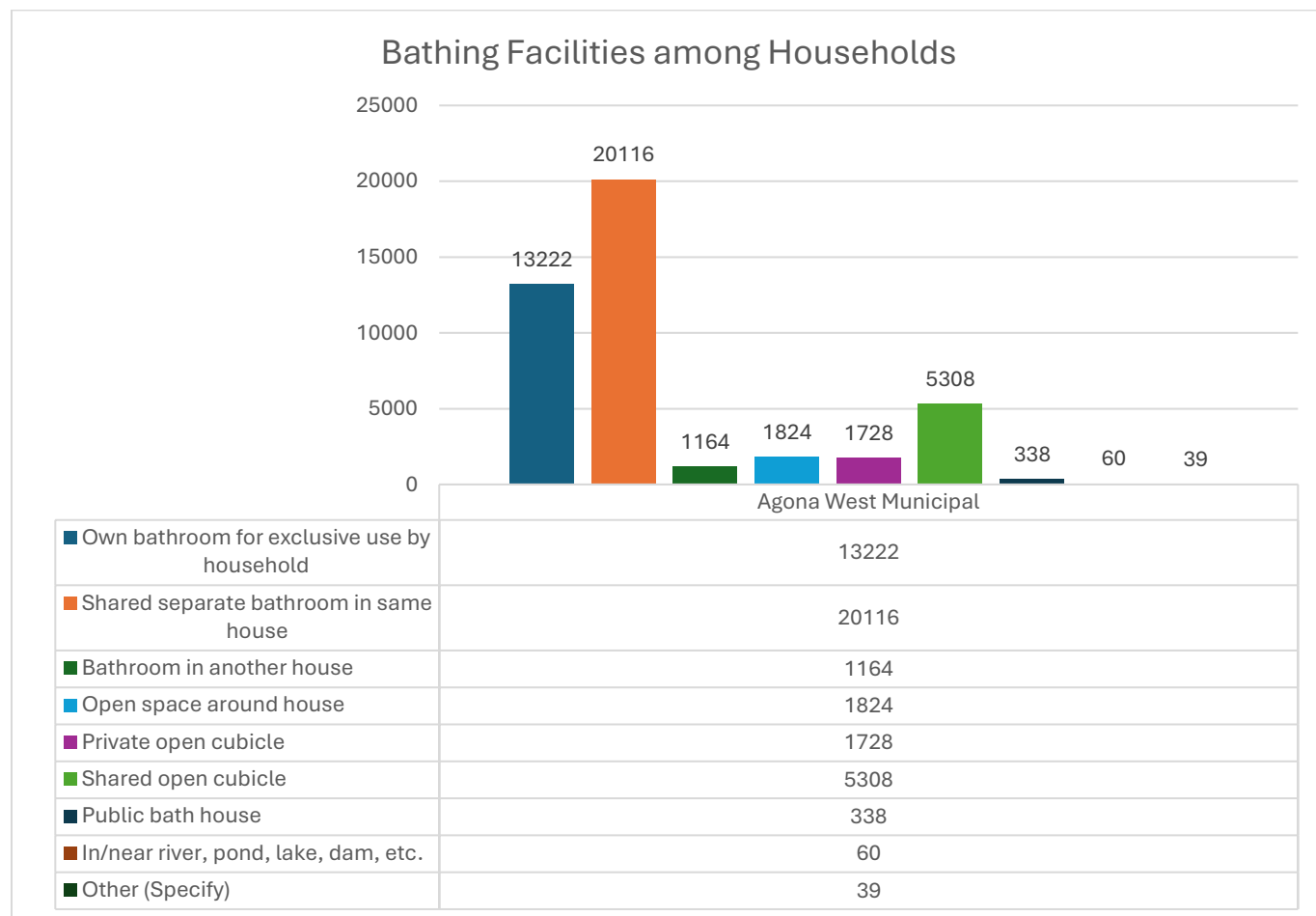


Figure 49: Bathing Facilities among Households

Source: Author's Construct based on 2021 PHC data

Further, figure 49 below provides situation across the various zonal councils in the Municipality

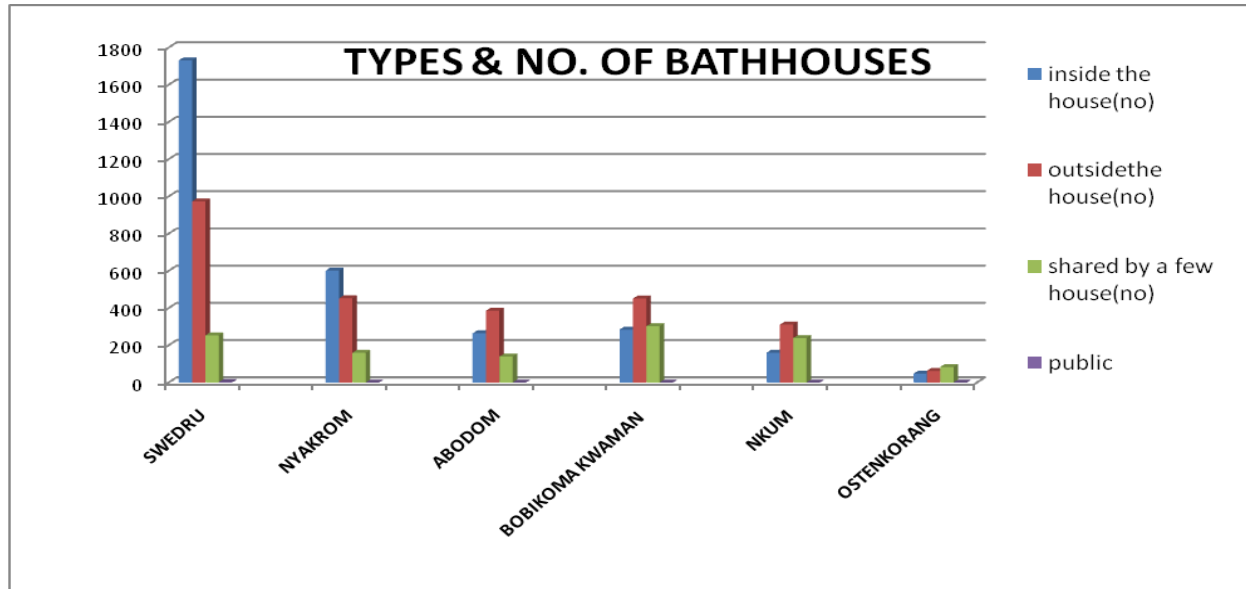


Figure 50: Types and No. of Bathhouses in Each Zone

2.6.7 Overview of Storm Water Drainage and Sullage Conveyance

In Agona West Municipality, the responsibility for drainage falls under the Department of Urban Roads and collaborates with the Works Department, Physical Planning Department, EHSU, NADMO, and Development Planning Unit. Consequently, like the national level, attention to, and investment for, capital improvements, rehabilitation, maintenance and management have been insufficient. In essence, the Municipal Assembly has insufficient financial and technical capacities to design and construct large-scale drainage works. Mainly, the Assembly provides primary drains as part of road infrastructure.

In the past 5 years, the drainage situation in the Municipality, particularly in Agona Swedru has improved with the provision of drainage infrastructure as part of the Ghana Secondary Cities Support Programme (GSCSP). Bitumen Surfacing of 4.0km road with walkways, roadline marking, rumble stripes and 0.6m diameter U drains at both sides of 900m length of the road at Woraba in Agona Swedru, Construction of Otabilkrom road (0.575KM) with double seal bituminous surfacing and construction of side drain slab cover, Construction of 1.4km Greenland area road, 0.15km falcon link and 0.20km SUP. W.Y. Eduful streets with 0.6m diameter U drains at both sides, 1.2 m diameter Pipe culverts, Construction of Mahodwe area roads (4km long) with 0.6m diameter ‘U’ drain at both sides, and Construction of double surface road with 260M 0.9M U-Drain, 170M 0.6M U-Drain and 1.2M Diameter pipe culvert at Nsusososo in Agona West Municipality under the GSCSP have improved drainage situation in Agona Swedru.

Elsewhere in the peripheries, improvements in drainage infrastructure are limited to road-side drains and other appurtenances such as culverts and bridges which are provided to preserve the integrity of constructed roads rather than as intervention to improve conveyance of stormwater and sullage.

The drainage system is composed of primary and secondary collectors along the streets, as well as tertiary collectors on private properties. Most of the collectors are open space channels of different dimension which finally ends up in the Akora River. The channels typically have a lot of silting and blockages due to garbage dumped in them by communities. Some drains are overgrown with grass and have created water stagnation which creates breeding grounds for flies, mosquitoes and other venom. As such, all the collectors overflow, thus flooding streets, courtyards and private houses particularly in Swedru during heavy downpour of rains. There is little to no organised maintenance of the drains, either by the communities or AWMA.

The overview of Agona West Municipality is that there is a dire deficit in drainage infrastructure, and exigent action is required if the contribution of improved drainage to communal well-being is to be realised. Haphazard growth has led to uncoordinated development of drainage infrastructure, and so flooding and flood-related loss and destruction of properties, traffic disruption and displacement of people are a regular occurrence during heavy downpours of rain. Also, sullage from gutter into river bodies is prevalent in some areas in the Municipality, especially Abodom. For instance, the Peprah and Ahombrew rivers receive sullage, which has implications on public health as people still drink from the river.

In urban areas, the poor are affected most because they reside mostly in low-lying areas adjacent to main storm drains and water courses, where land is cheaper or has been informally settled. Increasing urbanisation and non-adherence to planning schemes have resulted in unauthorised location of buildings along floodplains and reservations. This is made worse by the increasing area of the built environment, which reduces percolation into the soil. The lack of effective refuse collection from premises has also led to the use of drains as refuse disposal receptacles, further compounding the problem with drains turned into open sewers with putrid smells. In recent times, the occurrence of extreme flooding events and attendant disruptions has left in its wake new dimensions of destruction of crops and threatened food security. Currently, as part of the GSCSP, the Assembly is designing a master drainage plan to guide the comprehensive construction of drains in the Municipality.

2.6.8 Environmental Sanitation Education and Enforcement Management

Awareness creation through hygiene education and enforcement of regulations for improving sanitation behaviour has been crucial to improving and maintaining public health in Agona West. Indeed, the origin of local governance is rooted in the need to effectively promote and manage public and environmental health. The EHSU of the Assembly undertakes routine environmental health and sanitation education in schools, churches, and other social gatherings. Also, with the help

of Obrempong FM, Golden Star and through mobile announcement, the unit conducts weekly sanitation and hygiene educational programmes to the public.

Enforcement management entails the provision of bye-laws to regulate behaviour, an inspection system for checking compliance, sanctioning mechanisms for failure to comply and a system for conflict resolution. In practice, the communal relationships amongst households in rural areas ensure a self-policing mechanism in many cases. Traditional authority is often the arbiter in environmental sanitation and nuisance offences. In many urban areas, the impact of poor environmental sanitation is more acute and affects health gravely. Environmental health officers provide both education and enforcement. For instance, to ensure that people abide by sanitary laws and regulations, the health education team educates the general public through the radio stations and house-to-house on the need to confine their domestic animals in pens and kraals etc. to prevent them from causing accidents and spreading zoonotic diseases.

Landlords are also advised on the need to construct household toilet facilities in their homes and reduce housefly nuisance. The capacity of these officers in many MMDAs is inadequate and has resulted in nostalgic recall of the old “*tankass*” or “*saman saman*” era. The MLGRD has responded by recently deploying “*sanitation guards*” as part of the Sanitation Module under the National Youth Employment Programme (NYEP). The Expanded Sanitary Inspections, Compliance Management and Enforcement (ESICOME) programme was initiated in 1999 to revisit the previously effective colonial and post-independence sanitary inspection and enforcement of bye-laws. The new scope seeks to reinforce public health education methods that were adopted from the late 1970’s, which were failing to improve environmental sanitation behaviour with the necessary sanctions for non-compliance with bye-laws. The ESICOME programme therefore covers premises inspection; environmental hygiene education, dissemination of sanitary information; and enforcement of sanitary regulations. See Figure 50 as premise inspection frequency in 2024.

Typically, offences such as allowing wastewater to be infested with algae formation, creating a gully on roads, dumping and burning of refuse in unauthorised places, operating in insanitary conditions, the discharge of effluent from a septic tank to public drain, and operating without pest and vector certificates are punished by law. The department is currently strategising to ensure that all undeveloped and building plots are kept clean to help reduce the practice of people dumping waste at such plots.

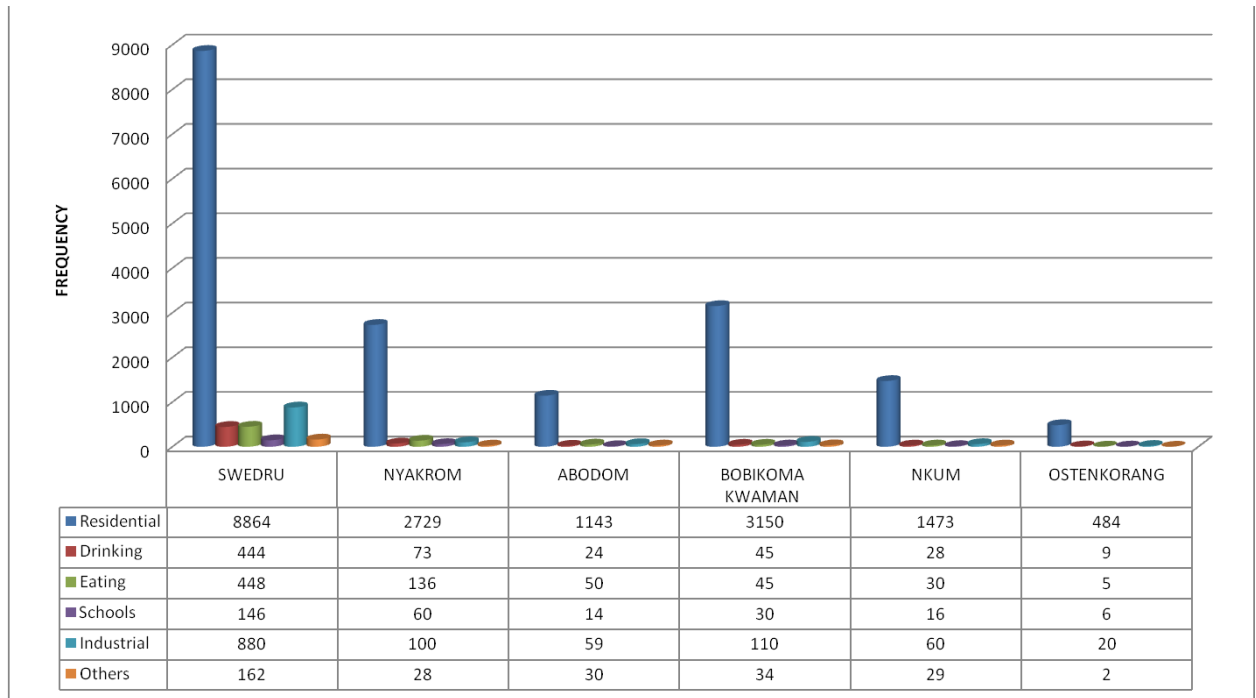


Figure 51: Premises Inspection

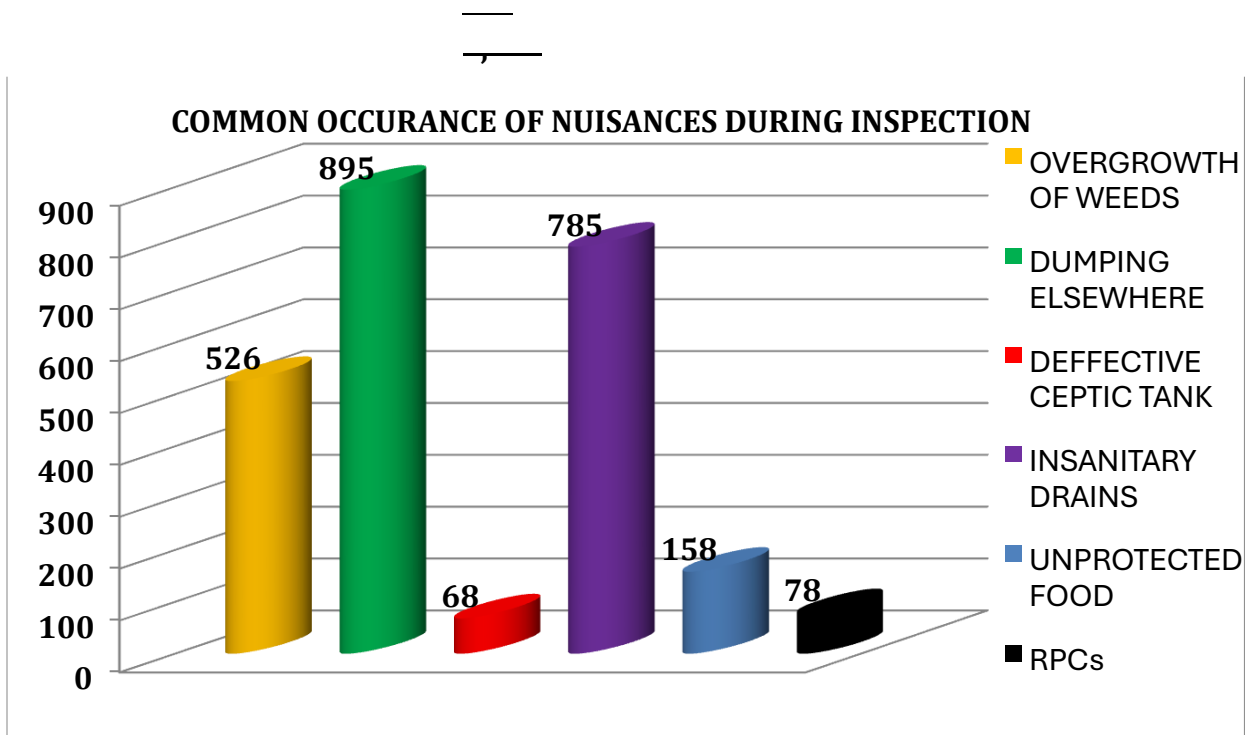


Figure 52: Common Occurance of Nuisances During Inspection

2.6.9 Environmental Sanitation and Hygiene Promotion

In Agona West, the key players in environmental health and hygiene education are the Municipal Health Directorate, the School Health Education Programme (SHEP), and the EHSU. The Municipal Health Directorate has traditionally been at the forefront of health education. The unit designs and produces various visual and audio-visual support materials to compliment health education activities of the GHS. The unit, over the years, has, however, provided support mainly to campaigns with a national character. Community Health Nurses, on the other hand, deliver a more proactive form of health education as part of their everyday work, carrying regular health education activities, be it at the health facilities or during outreach activities.

The Environmental Health and Sanitation Unit of the Agona West Municipal Assembly provides oversight of all environmental health workers in the Municipality. At the MMDA level, the Environmental Sanitation Policy (Revised 2009) has defined the Environmental Health and Management Department (EHMU) as responsible for environmental health education and related enforcement functions. The bulk of the EHMU staff are field workers who are expected to ensure the management and protection of the environment to prevent hazards to human health, conserve natural resources and maintain pleasant surroundings. This function has traditionally been executed through the conduct of premises inspections and the prosecution of offenders. However, in recent years, due to the reform of environmental health education, the health promotion aspects of the department's work have become highlighted to the detriment of the necessary incentives for enforcement.

The Ghana Education Service (GES) plays a vital role in health and hygiene education. School Sanitation and Hygiene Education (SSHE) promotion is implemented under the national School Health Education Programme (SHEP). The Municipality has a SHEP coordinator who collaborates with the EHSU and Municipal Health Directorate. The programme's focus is to introduce an integrated health education on a healthy school environment to complement the academic components of formal education. Ensuring the availability of improved water and sanitation facilities and their proper use is also an important aspect of SHEP's mission. The key programme areas of SHEP include Sexually Transmitted Infections (STIs), HIV and AIDS prevention education, general safety, water, sanitation and hygiene, foods & nutrition, drug use and provision of school health services. The purpose of SHEP in the Municipality is to promote habits and values of good hygiene and sanitation practices among schools in the Municipality. The promotion of safe storage of water through the introduction of "*veronica buckets*" and handwashing with soap in schools has been vigorously pursued with successful results.

Community-Led Total Sanitation (CLTS) has emerged as one of the effective demand-responsive strategies that has the potential to ignite the involvement of all individuals and households to collectively identify the main routes of transmission of common diseases and the impacts of environmental health problems. The identification of the extent of the problems and the challenges that need to be overcome in order to address the issues of poor sanitation, by community members themselves, usually serves as the initial trigger for community mobilisation and action. Unlike

previous supply-driven approaches, which have proven ineffective, CLTS is not prescriptive but embraces all the tools and approaches that enable empowerment of communities to be motivated and so take collective action, with the support of the Assembly and other agencies to effectively promote sanitation awareness and behaviour change.

2.6.10 Effects on Environment and Health

- The un-cleared solid wastes and poor drainage constitute an “eyesore”, degrading the environmental quality and aesthetics of the localities as well as the economic values of the properties within and around the neighbourhood.
- The heaps of solid waste and poor drainage in the area constitute a veritable source of stench and offensive odour as well as air pollution due to uncollected decomposing organic matter in refuse dumps.
- The uncollected wastes are indiscriminately burnt in an attempt to dispose of them, also constitute a source of atmospheric pollution, giving off such gases as carbon dioxide and nitrous oxide, among others.
- The poor sanitation and solid wastes, if not properly managed, can pollute underground water sources, as well as the ecosystem in the Municipality, which have dire consequences on the health of the inhabitants, especially the children who patronise such water sources.
- Solid wastes, when dumped in water courses or washed away by run-off rain/storm water, can reduce the capacity of the few streams/channels. This is exemplified by the case in Swedru where Akora river is being choked by a heap of sawdust.
- Improperly managed solid wastes and drainage system constitute environmental hazards to human life as they encourage the incidence and rapid spread of water borne diseases and diseases which are commonly transmitted by house flies.

2.6.11 Gender, Poverty and Governance Sensitivity

The existing poor and inadequate environmental sanitation facilities and services have significant social repercussions, particularly in relation to gender equality, poverty reduction, and the promotion of good governance and civic responsibility.

Gender: Women and children bear the brunt of inadequate and poor environmental sanitation, experiencing a loss of dignity, higher rates of school dropout among girls, maternal and child health challenges, and the added burden of performing basic domestic chores related to sanitation.

Poverty: Insufficient environmental sanitation worsens poverty by contributing to poor health, reduced workforce participation, higher healthcare costs, and diminished productivity due to the degradation and pollution of essential resources such as land and water.

Governance: Poor environmental sanitation infringes on basic rights, including health, dignity, and the ability to participate in decision-making processes. The burden of illness often leads to social exclusion, preventing individuals from engaging in activities like voting, attending community meetings, and other civic activities.

Civic Responsibility: Effective governance relies on citizens taking responsibility for maintaining environmental sanitation. This requires a shift in attitudes and greater adherence to regulations and bylaws designed to reduce public nuisances and improve sanitation conditions.

2.7 Housing

2.7.1 Housing Typology and Spatial Inequities in Agona West Municipality

The housing landscape of Agona West Municipality is characterised by a dichotomy between traditional dwelling patterns and emerging urban housing needs, with significant disparities between rural and urban zones. An analysis of the 49,849 housing units recorded in the 2021 Population and Housing Census reveals the following critical trends:

a. Dominance of Low-Density Housing

The Municipality's housing stock is overwhelmingly dominated by detached single-family homes (56.2%) and compound houses (28.2%), collectively accounting for 84.4% of all dwellings. This reflects:

- Cultural preferences for extended family living (evidenced by compound houses).
- Limited vertical development, with flats/apartments constituting just 3.1% of stock, primarily in urban areas.
- Rural reliance on detached units (72.5% of rural stock), suggesting lower population density but potential inefficiencies in service delivery (e.g., water, electricity).

Policy Implication: The lack of high-density housing in urban centers like Agona Swedru may exacerbate land scarcity and affordability challenges, necessitating incentives for mixed-use developments.

b. Urban-Rural Disparities in Housing Quality

Urban areas (75.5% of housing units) exhibit greater diversity but also sharper contrasts:

- Compound houses—often overcrowded—are concentrated in urban zones (87% of all compound units), signaling informal settlement pressures.
- Flats (1,486 units, 95% urban) are nearly absent in rural areas (78 units total).
- Informal structures (kiosks, metal containers) are almost exclusively urban (92% of such units), pointing to housing insecurity among low-income populations.

In contrast, rural housing is less diverse but faces quality gaps:

- Uncompleted buildings (118 rural units) suggest financial constraints or interrupted projects.
- Wooden structures/huts (91 rural units combined) indicate pockets of substandard housing.

Policy Implication: Targeted upgrading programmes for urban informal settlements and rural housing completion grants could bridge these gaps.

c. Emerging Challenges

- Uncompleted buildings (439 units, 74% urban): May reflect speculative investments, funding delays, or bureaucratic hurdles in permitting.
- Near-absence of flats: Constraints land use efficiency in urban centres, pushing low-income residents toward informal solutions.

2.7.2 Housing Occupancy Dynamics in Agona West Municipality

a. Overview of Housing Stock

The Municipality has 49,849 dwelling units, with a clear urban predominance (75.5% urban, 24.5% rural). Of these: 43,799 units (87.9%) are occupied (primary residences), 4,706 units (9.4%) are vacant, indicating underutilization, and 1,344 units (2.7%) serve as secondary housing (seasonal/occasional use).

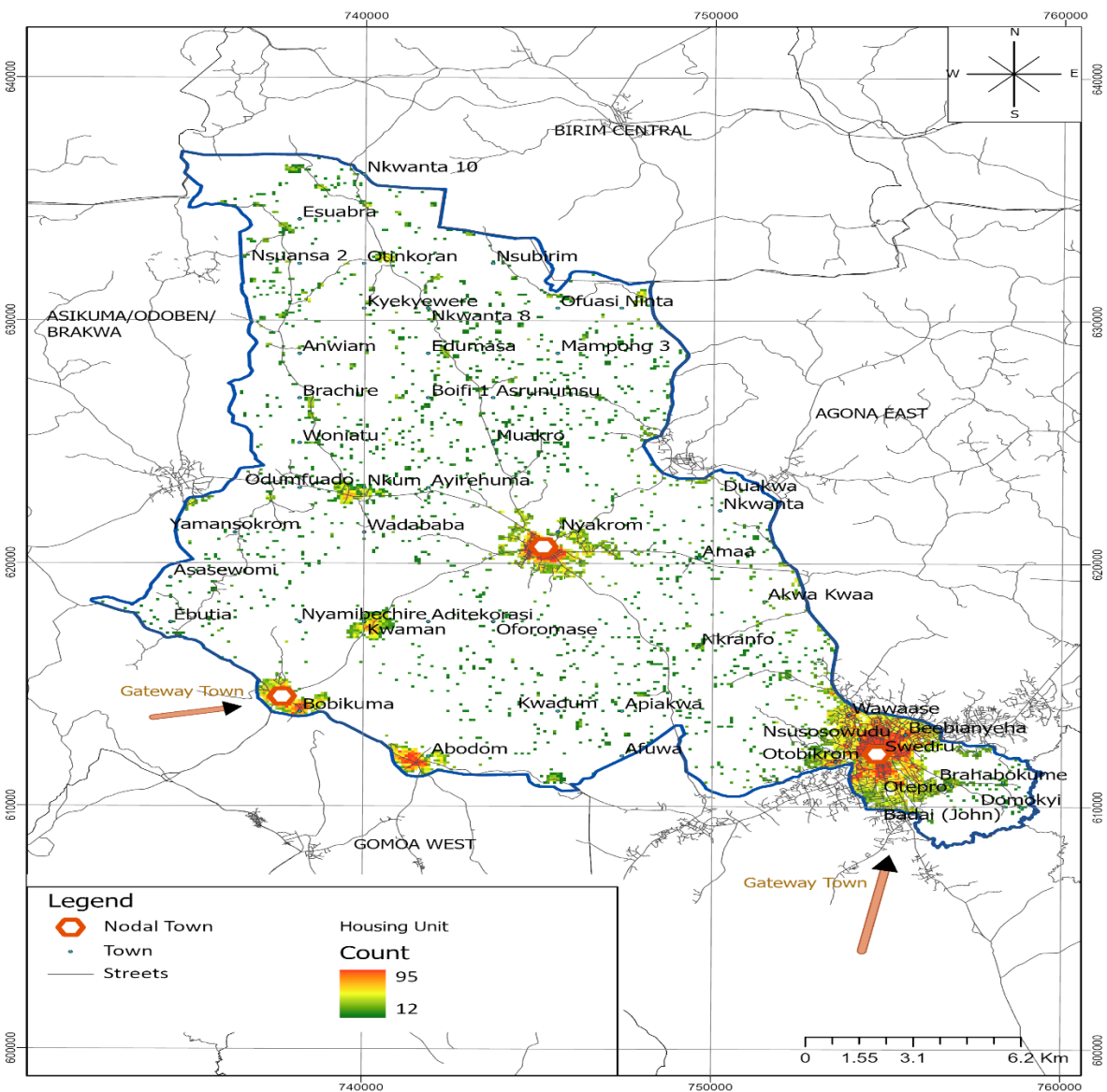


Figure 53: Spatial Distribution of Housing Units

b. Key Trends and Disparities

i. Urban-Rural Occupancy Divide

Urban Areas:

- Higher occupancy rates (34,247 occupied units, 91% of urban stock), reflecting migration-driven demand.
- Vacancy rate of 7.1% (2,682 units), possibly due to speculative investments (unoccupied purchased properties) and poor condition of older units deterring occupancy.

Rural Areas:

- Lower occupancy (9,552 units, 78.1% of rural stock), with 16.5% vacancy (2,024 units).
- Higher secondary housing use (656 units, 5.4% rural vs. 1.8% urban), likely tied to seasonal agricultural labour migration.

c. Vacancy Challenges

The total vacant units (4,706) represent a lost opportunity for housing supply. Urban vacancies may be concentrated in unaffordable or poorly serviced areas. Rural vacancies could stem from outmigration or a lack of economic incentives to occupy homes.

2.7.3 Analysis of Housing Construction Materials in Agona West Municipality

a. Overview of Wall Construction Materials

The housing stock in Agona West Municipality is primarily constructed using cement blocks/concrete (72.5%) and mud bricks/earth (24.8%), with minimal use of other materials.

b. Key Trends and Disparities

i. Predominant Materials

Cement Blocks/Concrete (36,160 units, 72.5% of total):

- Urban: 32,106 units (85.4% of urban stock)
- Rural: 4,054 units (33.1% of rural stock)

Implication: Urban areas benefit from more durable and modern construction, while rural areas lag behind.

Mud Bricks/Earth (12,362 units, 24.8% of total):

- Rural: 7,664 units (62.6% of rural mud-brick homes)
- Urban: 4,698 units (12.5% of urban stock)

Implication: Rural reliance on less durable materials may correlate with lower resilience to weather and pests.

ii. Marginal Materials

Wood (453 units, 0.9%): More common in urban areas (312 units), likely for temporary or informal structures.

Landcrete (480 units, 1.0%): Used slightly more in rural areas (310 units), indicating transitional or semi-permanent housing.

Metal Sheets/Slate/Asbestos (170 units, 0.3%): Mostly urban (152 units), possibly for roofing or low-cost housing.

Other Materials (Bamboo, Thatch, Tarpaulin): Collectively account for <0.1%, representing highly vulnerable housing.

c. Urban vs. Rural Disparities

Urban Areas: Dominated by cement/concrete (85.4%), reflecting better access to materials and formal construction practices.

Rural Areas: Higher use of mud bricks (62.6% of rural mud-brick homes) and landcrete, suggesting:

- Limited access to affordable cement/concrete.
- Traditional building practices persist due to cost or cultural factors.

2.7.4 Housing Tenure Analysis for Agona West Municipality

The distribution of rooms across dwelling units in Agona West Municipality reveals significant patterns in living conditions and spatial availability for residents. An examination of the 2021 Population and Housing Census data shows that the Municipality's 43,799 occupied households display a concentration towards smaller dwelling units, with notable variations between urban and rural areas. A striking 54.9% of all households - totalling 24,031 units - reside in single-room dwellings. This prevalence of one-room accommodation represents the most common living arrangement across the Municipality. The distribution shows clear urban-rural differentiation, with urban areas accounting for 18,157 of these single-room units (53% of urban households) compared to 5,874 in rural areas (61.5% of rural households). This concentration suggests that limited living space affects both urban and rural populations, though slightly more acutely in rural communities.

The data reveals a steep decline in availability as room numbers increase. Two-room dwellings constitute the second most common housing type at 11,775 units (26.9% of households), followed by three-room units at 3,786 (8.6%). This sharp drop-off indicates that while some households manage to secure slightly more spacious accommodation, options become increasingly scarce beyond basic configurations. Larger dwellings are notably uncommon throughout the Municipality. Units with four rooms account for just 4.1% of the housing stock (1,809 units), while properties with five or more rooms represent a mere 6.3% combined (2,998 units). The distribution of these larger units skews heavily toward urban areas, which contain 83-88% of dwellings with five or more rooms. This urban concentration likely reflects both the presence of higher-income households and multi-unit buildings in urban centres.

The room distribution pattern carries important implications for household living standards. Single-room dwellings, while potentially adequate for individuals or couples, present clear challenges for family households in terms of privacy, sanitation, and general quality of life. The limited availability of larger units suggests constrained options for growing families or those seeking improved accommodations.

2.7.5. Sleeping Room Conditions in Agona West Municipality

The distribution of sleeping rooms across households in Agona West Municipality reveals critical insights into living conditions and household crowding. Analysis of the 2021 Population and Housing Census data shows that 43,799 households face significant spatial constraints in their sleeping arrangements, with pronounced disparities between urban and rural areas.

There is severe overcrowding in sleeping spaces. A striking 70.6% of all households (30,904 units) have only one sleeping room, creating intense pressure on family privacy and health. Urban areas account for 23,875 of these single sleeping-room households (69.7% of urban dwellings), while rural areas show even higher concentration at 73.6% (7,029 units). This extreme density suggests most families sleep in shared spaces regardless of household size, with potential impacts on child development, disease transmission, and domestic harmony. With limited multi-room availability, the availability of additional sleeping rooms drops dramatically: Two sleeping rooms: 8,679 households (19.8%); Three sleeping rooms: 2,416 households (5.5%); Four+ sleeping rooms: Just 1,800 households (4.1%)

Urban households maintain slightly better access to multiple sleeping rooms (20.4% have 2+ rooms vs. 17.6% rural), though options remain constrained overall. Only 3.3% of urban and 2.2% of rural households enjoy five or more sleeping rooms - typically the domain of higher-income families or multi-generational compounds.

Key Implications for Development Planning include:

- **Public Health Priorities**
Overcrowded sleeping conditions may exacerbate respiratory disease spread and sleep deprivation
Children in single sleeping-room households face developmental challenges
- **Gender Equity Concerns**
Adolescent girls and women often bear the brunt of limited sleeping privacy
Domestic violence risks may increase in cramped conditions.
- **Housing Policy Reforms Needed**
- **Urban-Rural Service Differentiation**
Urban areas require high-density solutions (bunk beds, convertible furniture)
Rural areas need culturally-appropriate room addition programs

This sleeping room analysis completes the housing conditions picture alongside previous reports on general room distribution, construction materials, and tenure. The extreme concentration of single sleeping-room households - worse than general room shortages - demands urgent attention in the Assembly's housing policy and planning. Subsequent slum analysis should specifically examine how sleeping density correlates with other vulnerability indicators. The urban-rural disparities in room distribution warrant particular attention. While urban areas show greater diversity in room numbers, they still face significant concentrations of single-room dwellings. Rural areas demonstrate even more constrained options, with nearly two-thirds of households limited to single-room accommodation and minimal availability of larger units.

This analysis of room distribution provides a crucial baseline understanding of housing conditions in Agona West Municipality, serving as an important foundation for subsequent examination of related issues, including housing quality, tenure arrangements, and urban development challenges.

The prevalence of small dwelling units, particularly single-room accommodations, emerges as a defining characteristic of the Municipality's housing profile that will require careful consideration in development planning.

2.8 Environment

2.8.1 Human Settlement (Built Environment)

The human settlement sector in the Municipality, particularly in Agona Swedru, faces a significant challenge in terms of physical planning. Agona Swedru was not planned from the outset, and sprawl development is continuing on wetlands, riverbanks, in waterways at an accelerated rate. Often, development precedes proper planning, resulting in a large portion of the city characterised by poor sanitation, limited water access, inadequate drainage, generally poor condition of buildings, limited open spaces, and inefficient waste management. These deficiencies contribute to water-borne diseases like malaria, negatively impacting public health.

In essence, some areas of the Municipality are characterised by poor and disorderly layouts, which consequently affect accessibility and drainage. This poses a safety hazard to residents in affected areas as it leaves them vulnerable to floods and difficult to reach in times of emergency. Such developments and poor recourse to the settlement plans give the impression of a shantiness to some areas. In addition, the rampant leapfrog development done without consideration of the structural and layout plans because of indiscriminate sale of lands, generates not only tremendous pressure on utility providers but also puts at risk the conservation and protection of natural resources such as the water bodies and the green vegetation.

Particularly, communities and structures situated near rivers, coupled with the prevalence of old and weak buildings in the Municipality, highlight the faction most vulnerable to threats arising from escalating climate hazards, including flooding, windstorm/rainstorm, and heat. However, the lack of data regarding the number of structures located near rivers and the prevalence of old and weak buildings in the Municipality poses a challenge in assessing the potential threat to inhabitants.

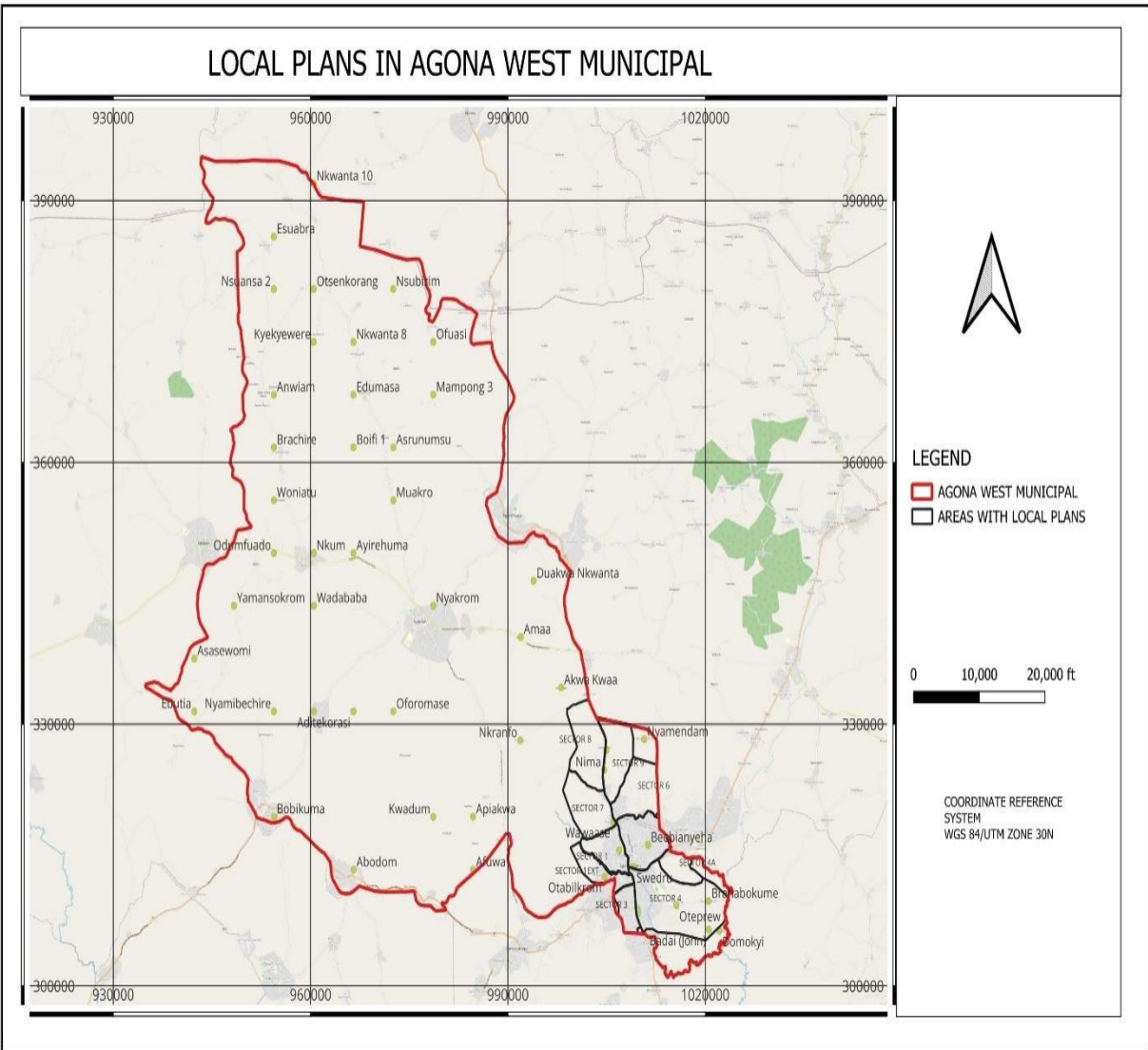


Figure 54: Areas with Local Plans

2.8.2.1 Functional Hierarchy of Settlements in the Agona West Municipality

The scalogram assessment of Agona West’s settlement system demonstrates a highly uneven spatial distribution of services and functions, revealing a classic central place hierarchy with urban primacy (See Table 10). Swedru functions as the dominant settlement, concentrating the full spectrum of higher-order urban functions including education, advanced health facilities, financial institutions, and district-level governance. Its centrality score of 4,314 and 90% facility coverage underscores its role as the urban core, but also highlight the risks of over-centralisation, congestion, and service dependency. The urban system is therefore characterised by a monocentric structure, with Swedru absorbing disproportionate flows of people, goods, and institutional activity.

Nyakrom and Bobikuma emerge as secondary service centers, with centrality scores of 2,311.9 and 1,214.8, respectively. Their functional range extends across education, health, and basic financial services, positioning them as intermediate nodes capable of supporting hinterland settlements. However, their institutional and economic infrastructure remains underdeveloped, limiting their capacity to act as counter-magnets to Swedru. Strengthening these centres through targeted investment in governance, finance, and higher-order health services would foster a more polycentric urban structure, diffusing growth pressures and enhancing spatial equity.

Intermediate settlements such as Abodom, Nkum, Wawase, Otepro, and Ahamadonko demonstrate moderate service provision, with centrality scores between 522.9 and 972.7. These towns provide basic education, CHPS compounds, boreholes, and connectivity, but lack higher-order functions. Their role in the settlement hierarchy is that of service satellites, offering localised access to essential facilities while remaining structurally dependent on secondary and primary centres. Planning interventions that upgrade their infrastructure—particularly in health, water, and governance—would consolidate them as viable service nodes, reducing travel burdens and enhancing territorial cohesion.

Peripheral settlements, which constitute the majority of settlements, record low centrality scores below 500 and limited facility coverage. Their functional profile is restricted to primary schools, boreholes, and occasional CHPS compounds, leaving them dependent on higher-order centres for advanced services. This pattern reflects structural marginalisation and spatial inequity, where peripheral communities remain excluded from the benefits of modernisation. Addressing these disparities requires deliberate rural service delivery strategies, investment in basic infrastructure, and integration of peripheral settlements into municipal-wide development frameworks.

The scalogram thus provides empirical evidence of a hierarchical settlement system marked by primacy, weak secondary centres, and a large base of dependent rural and peri-urban communities. For the development plan, the implication is clear: consolidate Swedru's role as the urban core while deliberately strengthening Nyakrom and Bobikuma as secondary growth centres, and upgrading intermediate towns to function as service satellites. Such a polycentric strategy would diffuse growth, enhance accessibility, and promote spatial justice, ensuring that marginalised communities are not perpetually excluded from the district's development trajectory.

The scalogram analysis was developed using a stakeholder weighting approach, which ensured that the relative importance of each facility or service reflected local priorities rather than arbitrary technical assumptions. In practice, weights were assigned to facilities through consultations with community representatives, and sectoral stakeholders, who ranked services according to their perceived contribution to settlement centrality and everyday life. For example, higher weights were given to hospitals, secondary schools, and financial institutions due to their role in attracting flows of people and resources, while lower weights were assigned to facilities such as restaurants or refuse collection points.

2.8.2 Land Use/Land Cover, Forestry, and Biodiversity

Due to urbanisation, agriculture, and various human activities, the once extensive rainforest that covered much of the Municipality now exists only in remnants. A study conducted by Annobil (2023) in Agona West revealed that the forest, which was dominant in 1986, has consistently reduced parallel to the increasing years, while build-up has consistently increased parallel to the increasing years. The researcher identified open woodland as the land use with the dominant share from 1986 to 2023 in the total land area of Agona West Municipality.

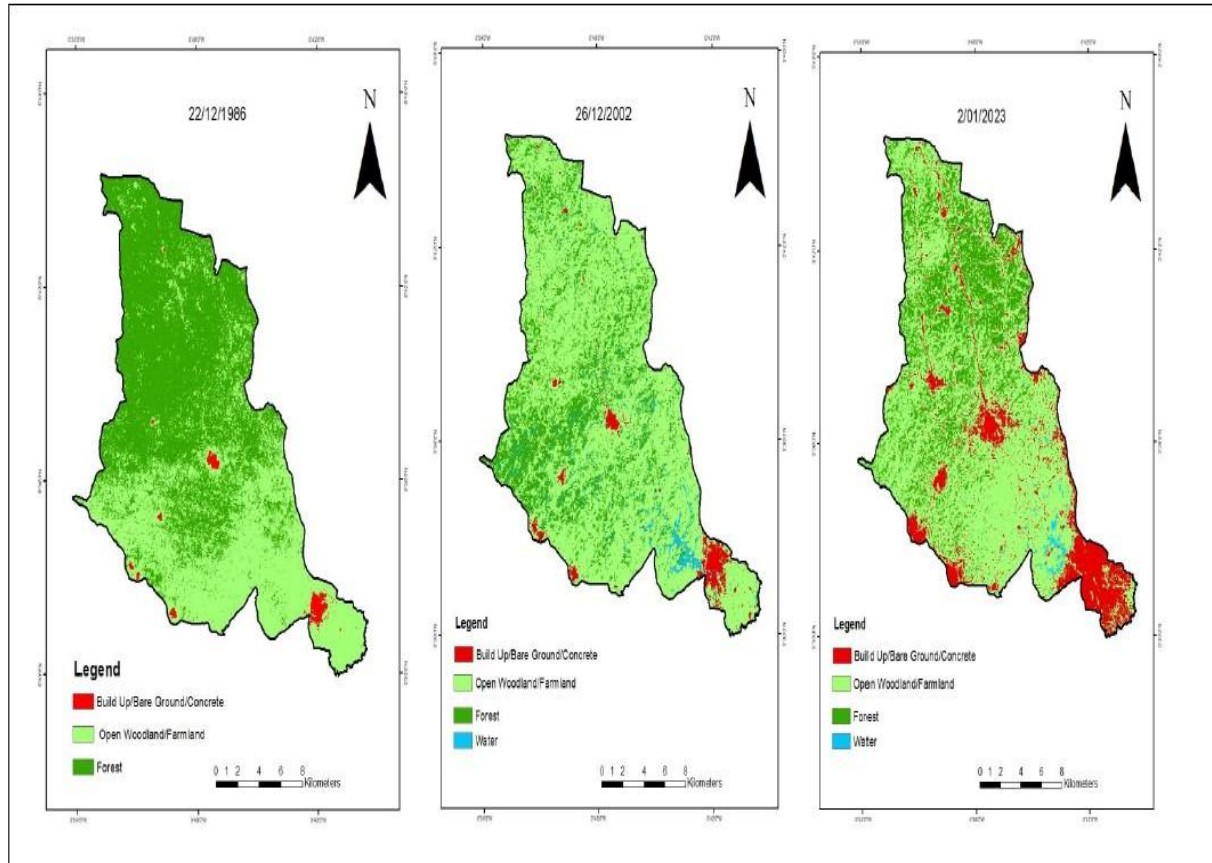


Figure 55: Land Use/Land Cover Map

These land-use changes carry significant implications for climate risk. The reduction of the forest means a loss of vital carbon sinks, contributing to increased greenhouse gas emissions. The shift to open woodland and built-up areas alters the landscape's ability to regulate temperature, water cycles, and biodiversity. Additionally, the diminished forest cover heightens the Municipality's vulnerability to climate-related risks such as flooding, soil erosion, and disruptions to local ecosystems, impacting both the environment and the communities dependent on it. It reduces the Municipality's adaptation capacity to climate change impacts. The increasing built-up area, particularly in Agona Swedru as seen in figure 6 increases the capital's risk for urban heat stress.

Non-adherence to the Land Use and Spatial Planning Act, 2016 (Act 925) contributes to the rapid changes in land use/land cover. Properties are developed indiscriminately, hence affecting

ecologically sensitive areas such as forests, wetlands, and waterbodies. Structures are also developed in water ways.

Trees in Agona West are cut down for roofing, wooden structures (residential and commercial), charcoal production, bridges (particularly coconut trees), and furniture. The residential wooden structures are usually used by poor families and individuals.

Lately, the Green Ghana Campaign led by the central government, alongside tree planting initiatives spearheaded by Parks and Gardens under the Physical Planning Department, Environmental Health and Sanitation Unit, and NADMO, has played a pivotal role in rejuvenating the forest cover in the Municipality.

Additionally, existing cultural beliefs and norms contribute to indigenous mitigation and adaptation strategies. For instance, the taboo days in the various rural communities in the Municipality restrict farming activities on certain days thus reducing pressures on forestry, farmlands and reduce frequency of farming practices that are not climate-friendly. Again, it is believed that menstruating females are not allowed to visit a water resource in Nyakrom, which reduces the pressure on the water resources. Other water-related beliefs include not fishing on Fridays and Thursdays. These are some beliefs preserving forestry, farming, and water land uses thus reducing climate risks.

2.8.3 Wetlands and Freshwater Ecosystems

Human activities, notably uncontrolled urbanisation, have significantly reduced the proportion of wetlands, a phenomenon particularly evident in the Municipal capital, Agona Swedru, which is experiencing rapid urbanisation. The escalating demand for land for commercial and residential purposes due to this urbanisation has led to improved land use, causing swift development that encroaches upon wetlands. This poses a climate change risk, specifically in terms of increased vulnerability to flooding. Additionally, pollution has resulted in the infiltration of water hyacinth into a substantial portion of wetlands in the Municipality, particularly in areas such as Nyakrom and Abodom.

2.8.4 Climate Change

Climate change has emerged as a critical stressor on the spatial and ecological systems of Agona West Municipality, amplifying the risks already posed by rapid urbanisation, deforestation, and wetland encroachment. The Municipality's evolving land use patterns—marked by the decline of forest cover, expansion of built-up areas, and degradation of wetlands—have reduced its adaptive capacity and heightened exposure to climate-related hazards. These transformations have altered the natural regulatory functions of the landscape, diminishing resilience against flooding, heat stress, and biodiversity loss. As the settlement hierarchy consolidates around Agona Swedru and other urbanising nodes, the concentration of impervious surfaces and the erosion of ecological buffers intensify the Municipality's vulnerability to climate risks, making climate change a central planning concern that must be integrated into all aspects of development strategy.

Within this context, the spatial analysis of flood risk, land surface temperature, and urban heat island provides critical evidence of how climate change manifests locally. The flood risk map highlight highly vulnerable zones where rapid urbanisation and impervious surfaces exacerbate hydrological stress. The land surface temperature analysis demonstrates how the reduction of forest cover and expansion of built-up areas have altered microclimatic conditions, intensifying heat exposure in dense urban cores. The urban heat island mapping further reveals the disproportionate susceptibility

of Agona Swedru, where concentrated concrete and asphalt surfaces elevate local temperatures relative to surrounding rural settlements. Together, these spatial analysis not only validate the narrative of ecological decline but also provide actionable insights for climate-sensitive planning interventions.

2.8.4.1 Flood Risk

From the figure 54, the southeastern zone of the Municipality is highly vulnerable to flood risk. Furthermore, stippled regions in the southern and central belts exhibit pronounced risks. Predominantly, Agona Swedru, Nyakrom, Bobikuma, and Abodom townships, with Agona Swedru predominating, house communities situated in very high-risk zones. Conversely, Otsenkorang and Edukrom demonstrate lower risk profiles, while Nkum and Ahamadonko fall within moderate risk zones. These disparities emanate from divergent levels of impervious and concrete surfaces, diminished vegetation cover, and distinct settlement layouts within the Municipality.

Notably, the Swedru township emerges as the epicentre of flood risk, owing to its higher susceptibility. This susceptibility is attributable to the substantial built-up nature of the town, surpassing other locales within the Municipality. In essence, the disproportionate susceptibility of Agona Swedru to floods is closely tied to its rapid urbanisation. The high concentration of built-up areas amplify flood risk, as impervious surfaces prevent natural water absorption and increase surface runoff. The density of buildings in the town is low, and it lacks green spaces. Additionally, there is a high incidence of non-adherence to building regulations in the town, thus causing many buildings to be erected in waterways, thus affecting proper drainage of water in the town. A similar trend is experienced in the other very high-risk zones but Swedru is paramount. Also, see the section of emergency preparedness and response for detailed flood vulnerability communities in the Municipality.

The flood risk assessment map was prepared through a rigorous multi-criteria analysis, incorporating factors such as slope, rainfall patterns, drainage density, elevation, land use patterns, proximity to water bodies, and road adjacency.

Flood triggering factors

Elevation: one of the prime factors controlling flood occurrence. Lower and low land areas may get flooded faster as water flows from high altitude to low regions. Areas located at a higher elevation usually have a lower probability of flooding compared to low lands. (Ullah & Zhang, 2020)

Slope: Slopes regulate surface water flow. The area having a lower slope is more exposed to flooding. (Ullah & Zhang, 2020)

Drainage Density: Drainage density is defined as the ratio of the total length of the watershed channels to the total area of the basin. A higher likelihood of flooding is directly linked to higher drainage density as it indicates a high surface runoff. (Ullah & Zhang, 2020)

LULC: important factors in generating surface runoff and potential flooding in a watershed. LULC directly or indirectly affects penetration, evapotranspiration, and surface runoff generation. (Ullah & Zhang, 2020)

Rainfall: In Agona West, flooding usually occurs after heavy rainfall. (Ullah & Zhang, 2020)

Proximity to river: heavy rainfall lead to a rise in water level of river and thus cause the river to overflow its banks. As such, areas closer to rivers are at risk. (Ullah & Zhang, 2020)

Proximity to road: Run-off and drainage could result in flooding of areas closer to road. However, this is in relation to land cover. (Rahman et al., 2021)

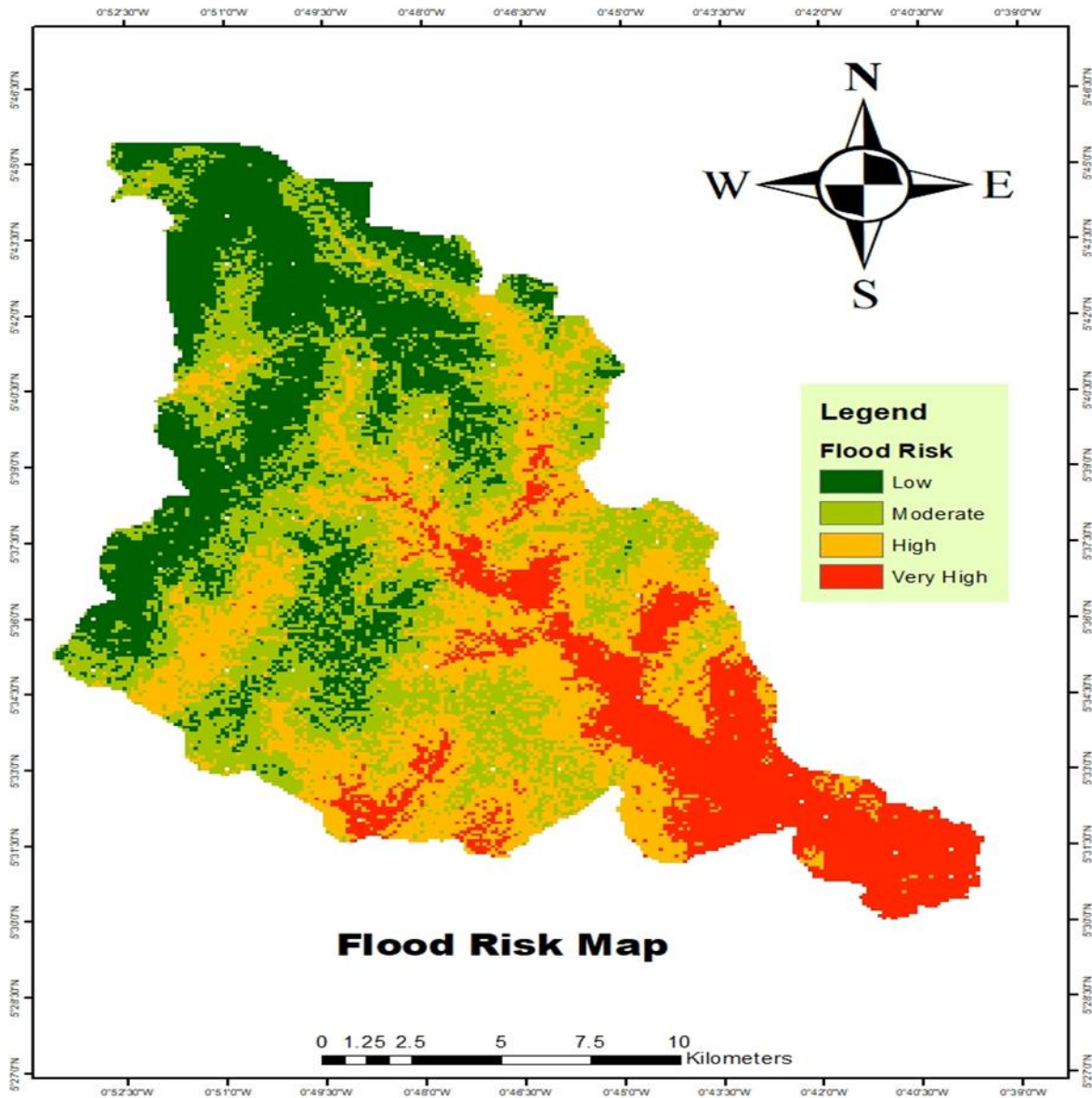


Figure 56: Flood Risk Map

2.8.4.2 Land Surface Temperature (LST)

In anticipation of rising temperatures, a crucial attempt lies in elucidating the spatial distribution of Land Surface Temperature (LST) within the Municipality. Discerning variations in LST across diverse communities is pivotal for informed climate risks and resilience strategies. The figure 55 illustrates a discernible contrast in LST across the Municipality. The northern sector exhibits lower temperatures, while the southern zone contends with elevated temperatures. This nuanced variation in LST implies that specific zones, particularly in the southern regions and select areas within the middle belt, are predisposed to heat stress and associated impacts. Noteworthy locations encompass Agona Swedru, Nyakrom, Bobikuma, and Abodom.

The heightened temperatures observed in the identified areas are attributable to a confluence of factors, notably low vegetation cover and the prevalence of high impervious surfaces. The dearth of greenery diminishes the natural cooling effect, while the prevalence of impermeable surfaces exacerbates heat retention, collectively contributing to the observed elevated LST. The LST analysis involved determining the Top of Atmospheric (TOA) spectral radiance, Brightness Temperature Conversion, NDVI (health of vegetation cover, Proportion of Vegetations (PV), and Emissivity.

From the analysis, Agona West’s temperature is estimated to rise in the future. The rising temperature could be attributed to increasing use of automobiles, conversion of vegetation cover to brown development, conversion of wetlands to brown development, slash and burn farming method, burning of tyres, increasing use of low energy efficient items such as refrigerators and air conditioners, indiscriminate dumping of cans that emit CFCs, and burning of solid wastes.

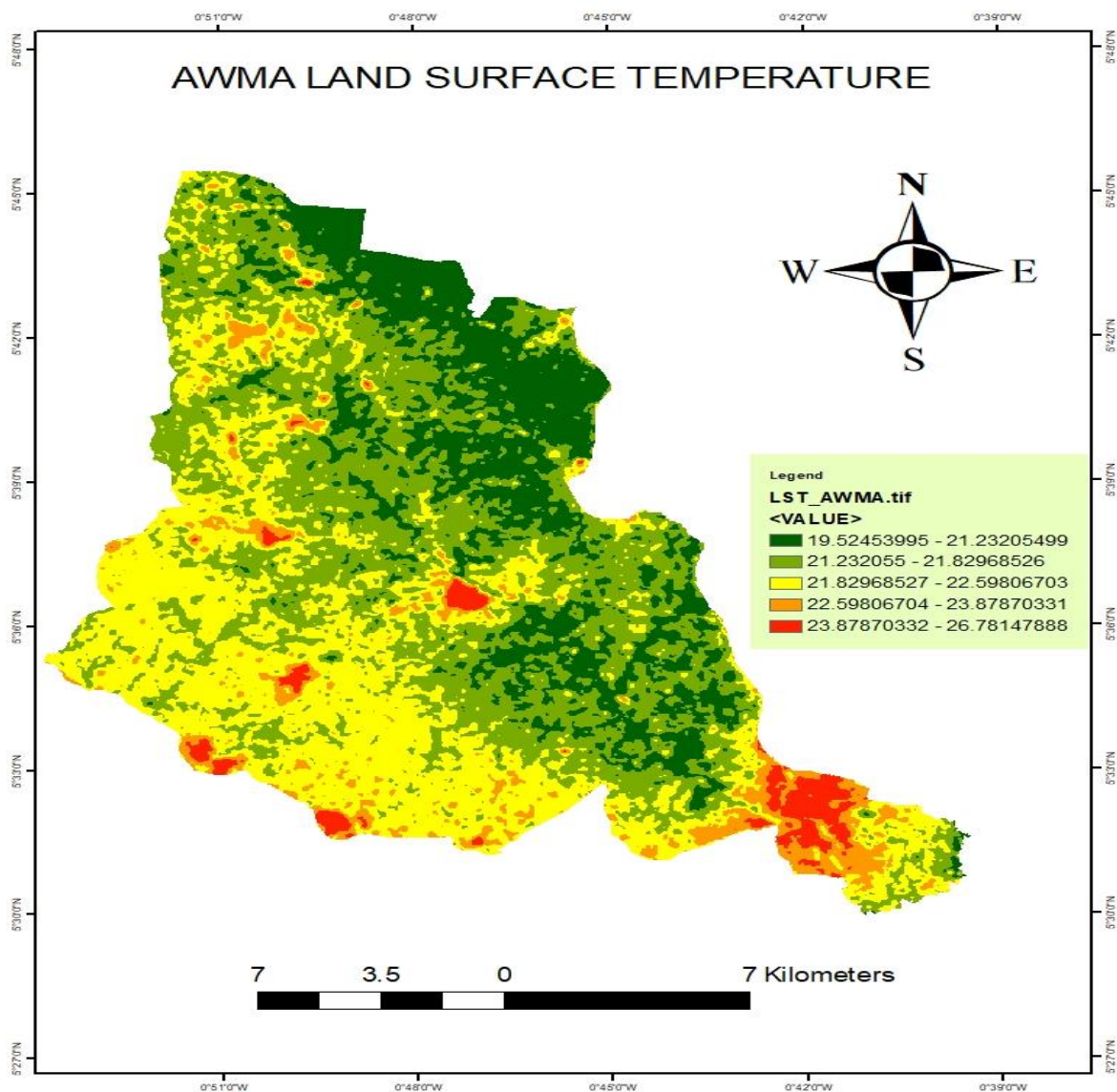


Figure 57: Land Surface Temperature

2.8.4.3 Urban Heat Island

Understanding the dynamics of the Urban Heat Island (UHI) is pivotal in delineating heat differentials between urban and rural locales within the Municipality. This understanding serves as a linchpin for identifying areas prone to heat stress and its associated ramifications. Figure 56 offers a visual representation of these thermal disparities. The pronounced UHI effect is notably conspicuous in the extreme southeastern sector of the Municipality, particularly in Agona Swedru, indicating an elevated risk of heat stress and its concomitant impacts. Further scrutiny reveals that the risk extends to encompass additional areas, such as Nyakrom, Bobikuma, Abodom, and dotted areas in the northern zone. Aggregate analysis underscores that the western and extreme southeastern zones exhibit an elevated risk profile concerning heat stress. The amalgamation of high temperatures in these regions is accentuated by the intricate interplay of impervious surfaces, reduced vegetation, and other urbanization-induced factors, amplifying the risks of these areas to heat-related challenges.

Rapid increases in population and the pace of urban development, coupled with the augmented utilization of impermeable materials in the urban landscape, have diminished the presence of green spaces. The presence of green spaces exerts a discernible cooling influence, and in the absence of shade, urban areas can experience heat islands, characterized by localized temperatures significantly exceeding the average. Urban Heat Islands pose chronic risks to residents, particularly the elderly and vulnerable populations, while heatwaves amplify the immediate risk. From the focus group discussions, residents in Swedru, Nyakrom, Abodom, and Bobikuma confirmed their heat experiences. This implies that residents of these areas are at risk of heat and its related impacts in the future. Walking rate in Agona Swedru, Nyakrom, Bobikuma, and Abodom is high, and heat islands in these areas can negatively affect people walking and cycling in these areas. Since walking and cycling are mitigating strategies, the heat islands could impact the effort at mitigating climate change impacts in the Municipality.

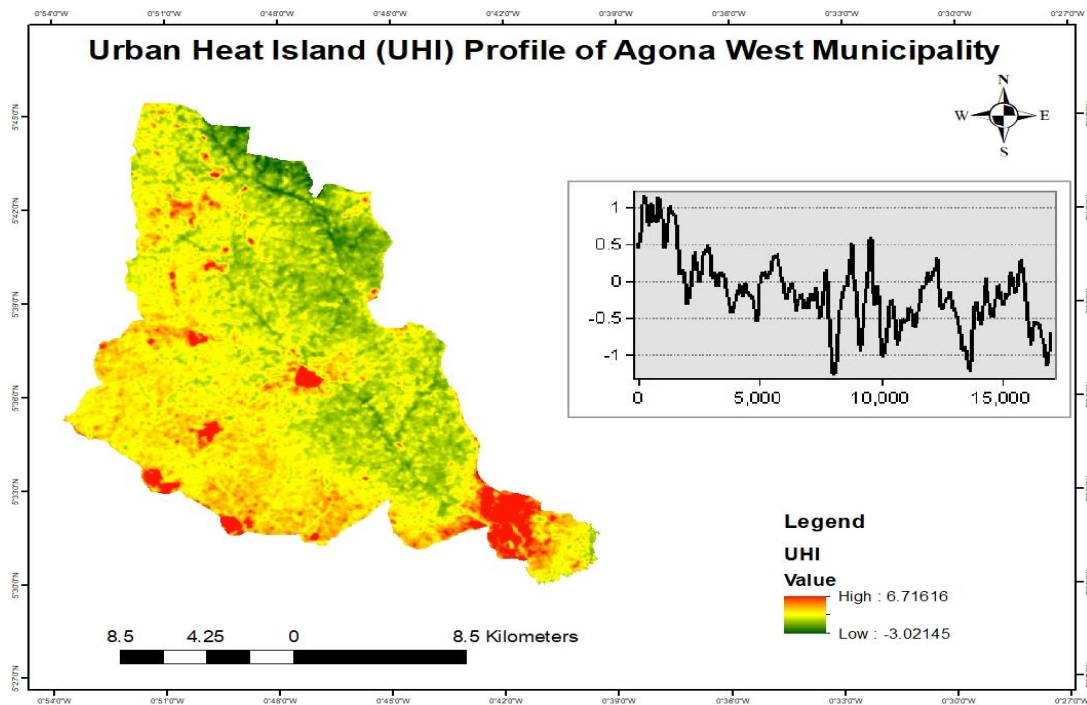


Figure 58: Urban Heat Island Profile

2.8.5 Infrastructure

2.8.5.1 Transportation Network

In Agona West, road transport is the dominant mode of transportation. The transportation system of Agona West Municipality, reveals a spatial dynamic that both reflects and reinforces the settlement hierarchy. Fig. 59 shows Swedru as the dominant node, with regional roads radiating outward to Nyakrom, Bobikuma, Abodom, and Nkum, while feeder roads extend into peripheral settlements such as Kwaman, Otsenkorang, and Ahamadonko. This radial structure positions Swedru as the primary hub of mobility and accessibility, but the quality of the road infrastructure over time complicates this centrality.

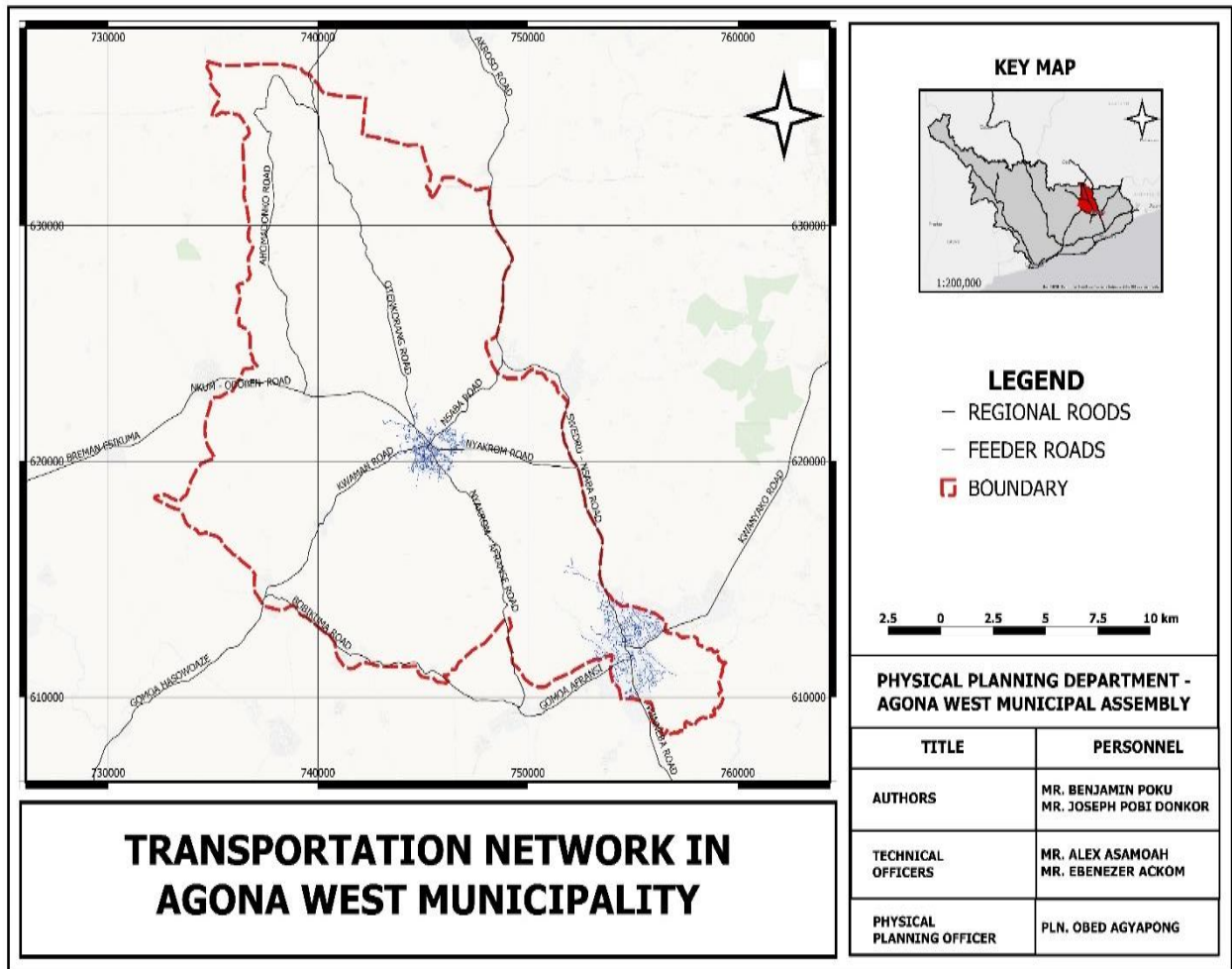


Figure 59: Transportation Network Map

The feeder road condition mix indicates that while there were improvements between 2015 and 2021, with a reduction in poor roads and growth in fair and good categories, deterioration has re-emerged since 2022. This decline undermines the connectivity of peripheries to secondary and intermediate centers, reinforcing their marginalization and limiting access to services. The uneven quality of feeder roads directly affects rural integration, as settlements with poor road access remain structurally dependent on Swedru and Nyakrom, perpetuating spatial inequities.

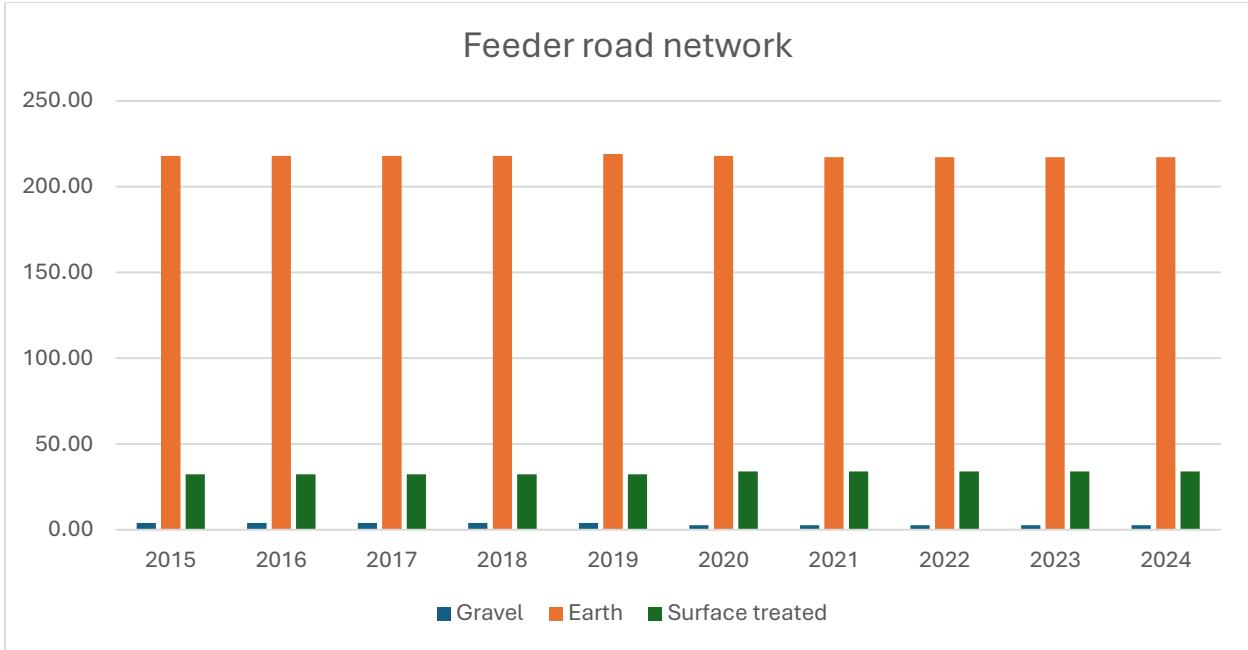


Figure 60: Feeder Road Network

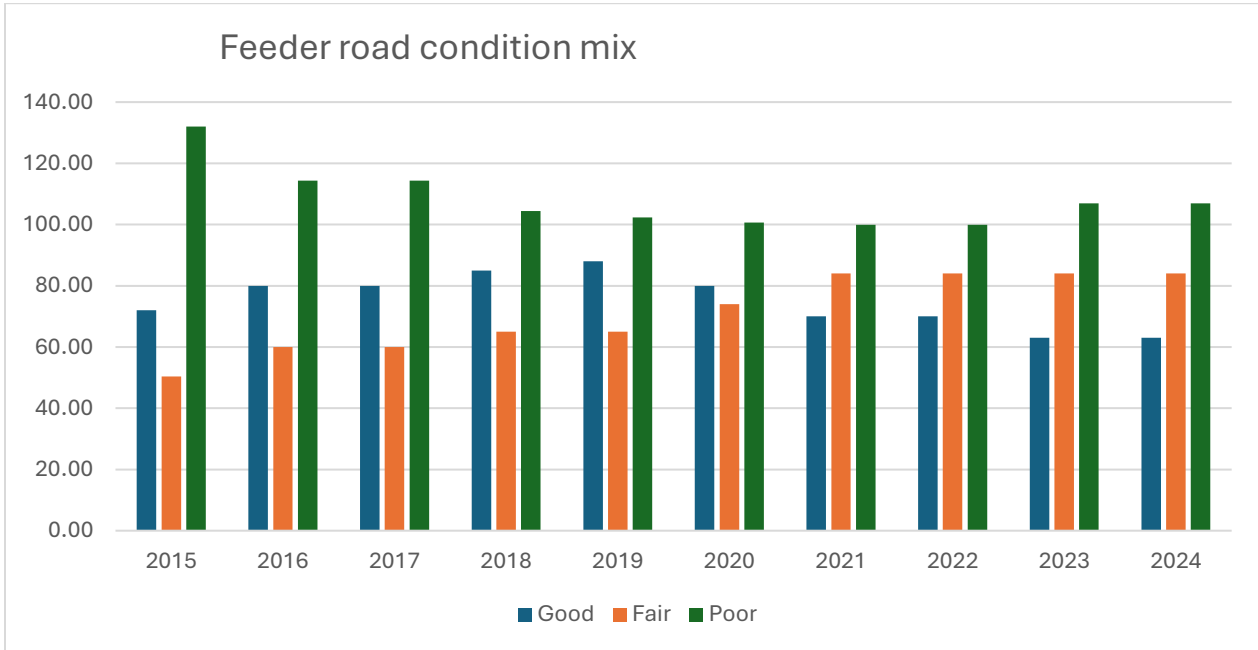


Figure 61: Feeder Road Condition Mix

Urban roads, concentrated in Swedru and Nyakrom, show a more stable trajectory, with significant improvements up to 2021 before a slight decline. These roads are critical for high-density areas, and their condition directly influences traffic flow, economic activity, and resilience to climate risks such as flooding. The recent deterioration of urban roads suggests emerging vulnerabilities in the very settlements that anchor the municipal hierarchy, threatening their role as service hubs and growth centres.

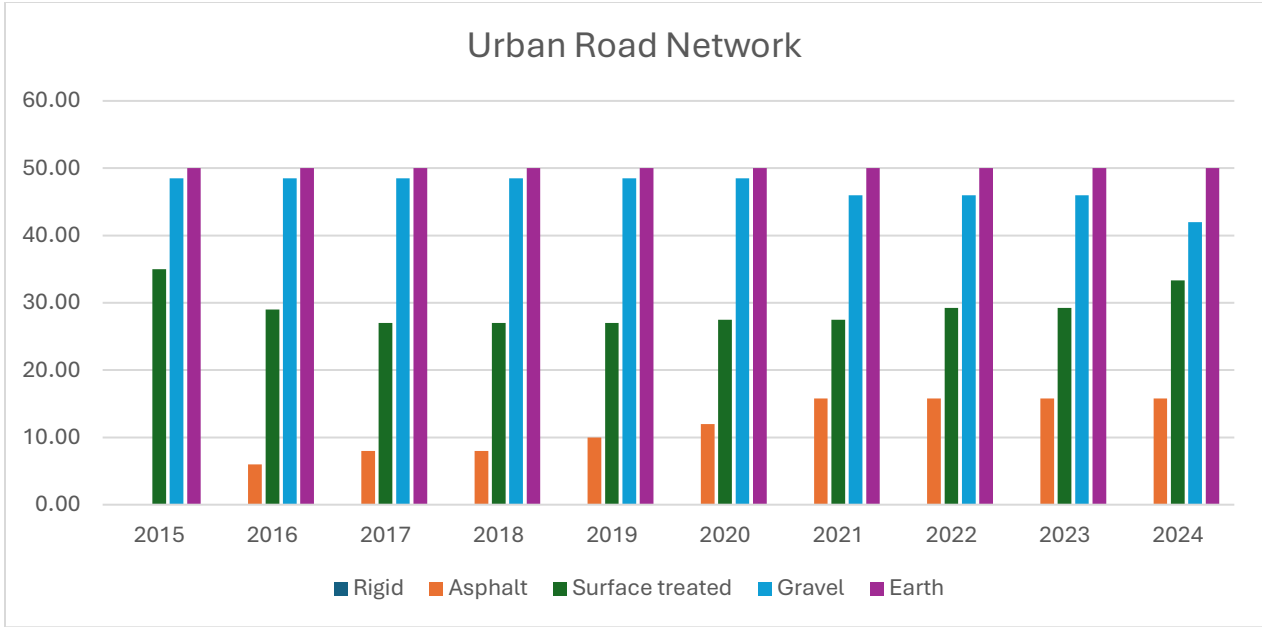


Figure 62: Urban Road Network

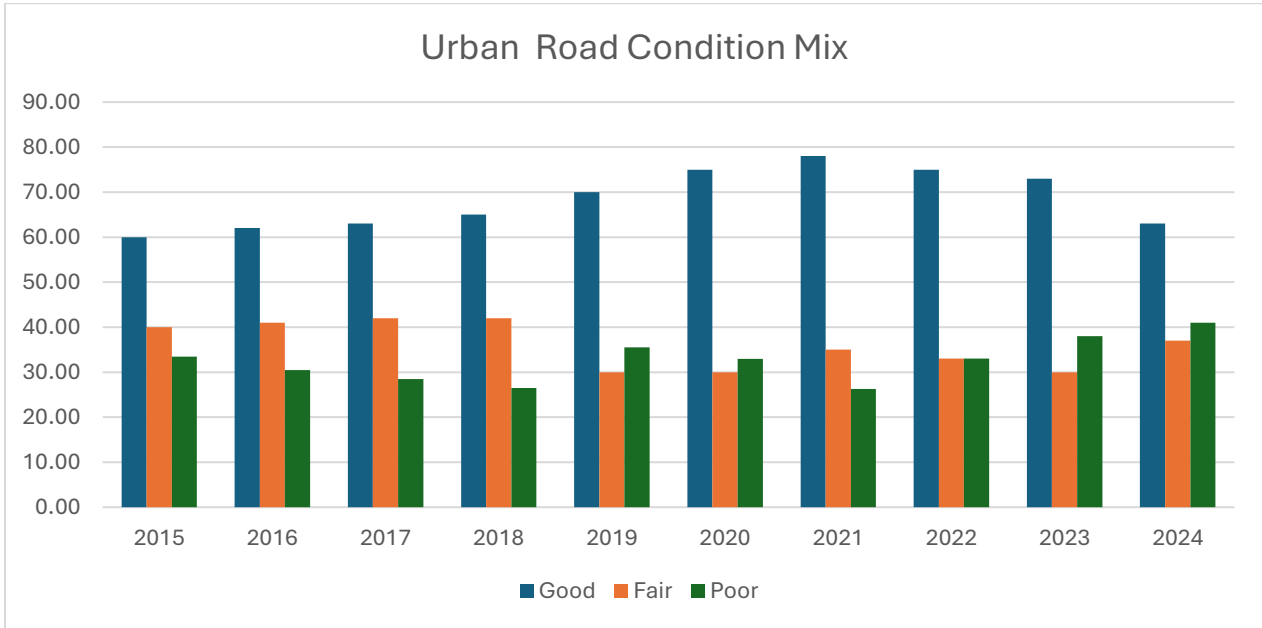


Figure 63: Urban Road Condition Mix

Trunk roads present the most alarming trend. From 2015 to 2024, roads in good condition steadily declined, while poor roads increased sharply, surpassing both good and fair categories by 2024. Since trunk roads are the lifelines connecting Agona West to regional and national corridors, their deterioration isolates the Municipality from broader economic flows and undermines competitiveness. This trend also weakens the resilience of the transport system, as poor trunk roads are more susceptible to climate impacts and seasonal disruptions.

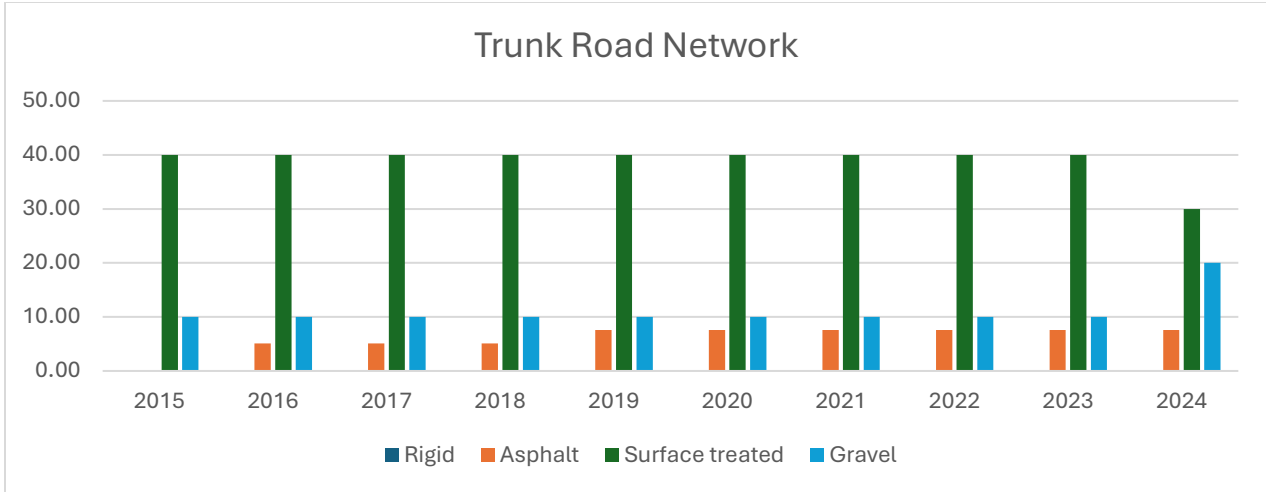


Figure 64: Trunk Road Network

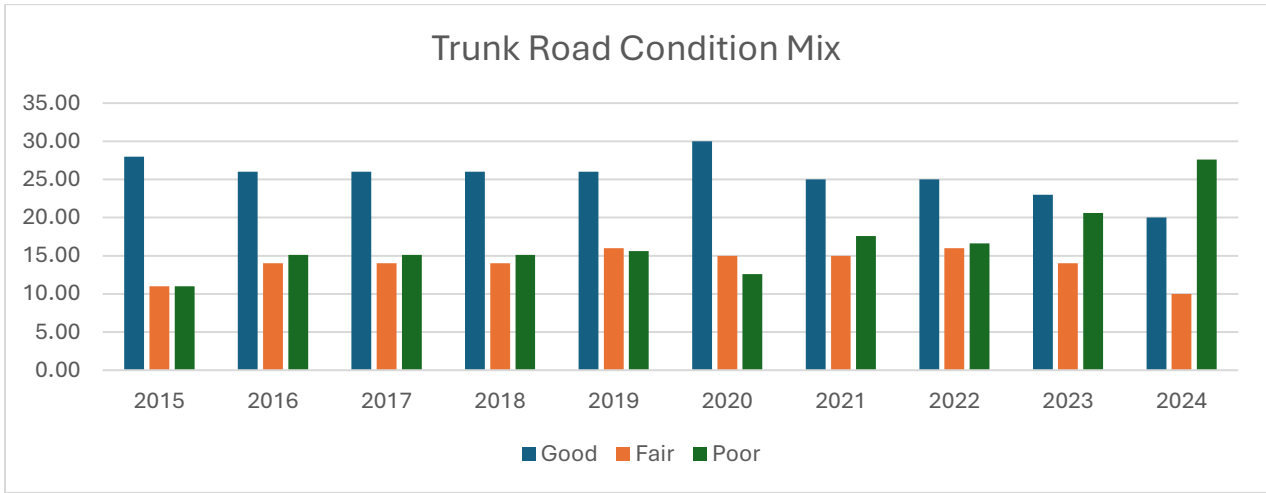


Figure 65: Trunk Road Condition Mix

Synthesising these patterns, the transportation network of Agona West is characterised by a strong structural hierarchy but weakened by declining infrastructure quality. The radial dominance of Swedru is reinforced by regional roads, yet the poor condition of feeder roads constrains peripheral integration, while deteriorating trunk roads threaten external connectivity. The cyclical improvements and declines across all road categories point to short-term interventions rather than sustained asset management, leaving the Municipality vulnerable to both spatial inequities and climate risks. For the development plan, this analysis underscores the need for a comprehensive transport strategy that prioritises climate-resilient infrastructure, routine maintenance, and equitable investment across feeder, urban, and trunk roads. Such a strategy would not only sustain Swedru’s role as the growth pole but also empower secondary and intermediate centres, redistribute accessibility, and foster inclusive territorial cohesion.

2.8.5.2 Communication

2.8.5.2.1 Information Communication and Technology

Information, Communication and Technology (ICT) is a driver of economic growth. ICT diffusion supports innovation, improves decision-making by economic agents and helps to create demand for goods and services, thereby lowering cost of production. In Agona West, ICT has facilitated communication and data management (e.g., shopping, banking, medical care) in the Municipality. While mobile phone usage has been increasing, smartphone adoption and mobile internet usage is modest (GSS, 2014). Data from the Ghana Statistical Service (2014) lends credence to the fact that households having computers remain low due to high cost, low level of knowledge on its usage and use of mobile phones, which now have similar functionality as a desktop/laptop computer. This still remains an issue as GSS (2021) reports that only 17% of the population have functional IT devices.

Recently, advances in technology have made it possible for traditional banking and financial transactions to be done on mobile phones. Mobile money transactions have increased financial inclusion, especially in rural areas of the Municipality. It has also facilitated easy payments and even created jobs for many youths. The opportunities mobile technology and ICT hold for the future are limitless, and it will be essential for Agona West to position itself to harness these opportunities.

From Figure 64, 34.34% of individuals have seamlessly incorporated their mobile devices into their financial routines, showcasing a paradigm shift towards digital transactions. 32.48% of the surveyed population has embraced mobile money as their exclusive financial conduit. This trend suggests a leap towards financial inclusion, as mobile money often serves as a bridge to connect the unbanked and underbanked populations, fostering financial inclusiveness. Surprisingly, a niche 1.61% engage in a hybrid financial approach, utilising both mobile money and other transaction methods. This nuanced behaviour underscores the dynamic nature of financial habits, with individuals strategically leveraging multiple channels for diverse needs. However, not everyone has embarked on the digital financial journey, as 31.32% of respondents remain untethered from mobile-based financial transactions. This demographic presents an opportunity for targeted interventions, be it through educational initiatives to enhance digital literacy or by addressing potential barriers hindering adoption.

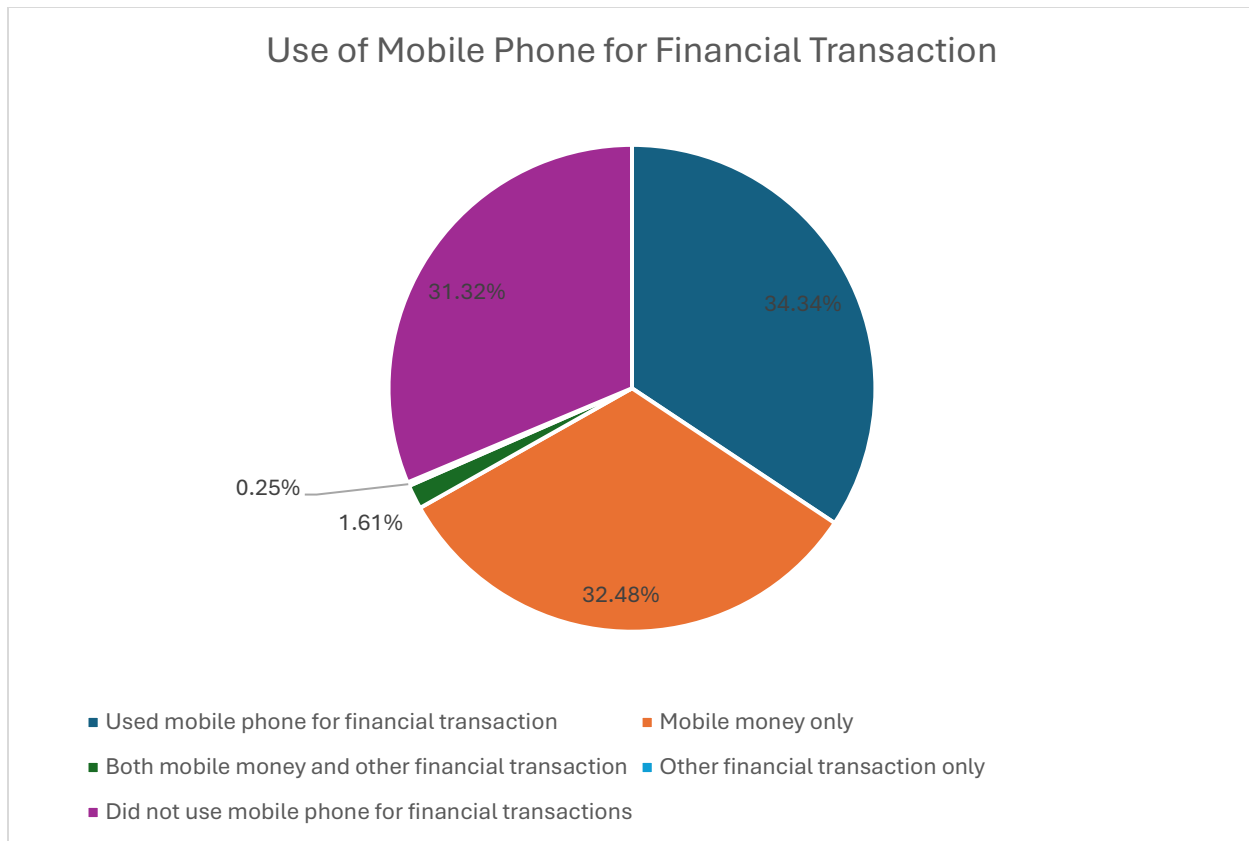


Figure 66: Use of Mobile Phone for Financial Transaction

The implications of demography ripple across various facets of local economic development. The robustness of the digital infrastructure is paramount, requiring concerted efforts from both public and private sectors to bolster networks and ensure seamless connectivity. Businesses, attuned to the prevailing winds, might find avenues for growth by aligning their services with the burgeoning demand for mobile-centric financial solutions. In essence, the data serves as a compass, guiding stakeholders towards a future where the intersection of technology and finance defines the economic landscape. A landscape where inclusivity, innovation, and adaptability stand as pillars, paving the way for a locally driven economic evolution.

2.8.5.3 Energy

The availability and sources of lighting in Agona West households reveal significant progress in electrification alongside persistent energy access gaps, particularly in rural communities. Analysis of the 2021 Population and Housing Census data for the Municipality's 43,799 households shows electricity has become the dominant lighting source, though notable disparities remain in energy quality and reliability. The Municipality has achieved 90% overall electrification, with 39,397 households (89.9%) reporting electric lighting. Main grid electricity serves the vast majority (38,773 households), demonstrating successful expansion of national utility services. Urban areas show near-universal access at 95.3% electrification (32,659 households), while rural zones lag at 70.5% (6,738 households). This urban-rural divide highlights unequal energy infrastructure development that requires targeted intervention. A concerning 4,402 households (10.1%) still depend on non-electric sources: Flashlights/torches: 3,399 households (7.8% of total); Solar lamps:

271 households (0.6%); Kerosene lamps: 190 households (0.4%); No lighting: 506 households (1.2%)

Rural areas bear disproportionate energy poverty, accounting for: 64% of flashlight-dependent households (2,303 of 3,399); 93% of solar lamp users (253 of 271); and 41% of households without any lighting (208 of 506).

In terms of alternative electricity sources, beyond main grid connections; community grids serve 583 households (1.3%); Private generators power 11 households; Solar panel/inverter systems light 28 homes (concentrated rurally at 25); Just 2 households use wind energy.

The implications for development planning highlight rural energy poverty, with nearly a third of households lacking proper electric lighting and relying heavily on flashlights or solar lamps as stopgap measures. This reflects a wider urban–rural infrastructure divide, where grid coverage gaps and last-mile connection challenges continue to disadvantage remote communities. The reliance on kerosene and candles by over 200 households poses significant fire risks, while more than 500 dark homes compromise safety and security. Beyond these immediate concerns, the absence of reliable electricity undermines education, as children struggle to study after dark, and constrains evening economic activities, reinforcing cycles of deprivation and limiting opportunities for growth.

2.9 Governance

Governance in Agona West Municipality is anchored in participatory decision-making, transparency, accountability, and collaborative engagement between the Municipal Assembly, traditional authorities, and community stakeholders.

2.9.1 Establishment of Agona West Municipal Assembly

Agona West Municipal Assembly (AWMA) was created out of the former Agona District Assembly (ADA) on 25th February, 2008 by LI 1920. Agona West Municipal Assembly is one of the twenty-two (22) political and administrative districts in the Central Region of Ghana.

2.9.1.1 Sub-District Structures

The Municipal Assembly has 6 zonal councils namely;

- Swedru Zonal Council
- Nyakrom Zonal Council
- Abodom/Kukurantumi Zonal Council
- Nkum/Ahmadonko Zonal Council
- Bobikuma/Kwaman Zonal Council
- Otsenkorang/Edukrom Zonal Council

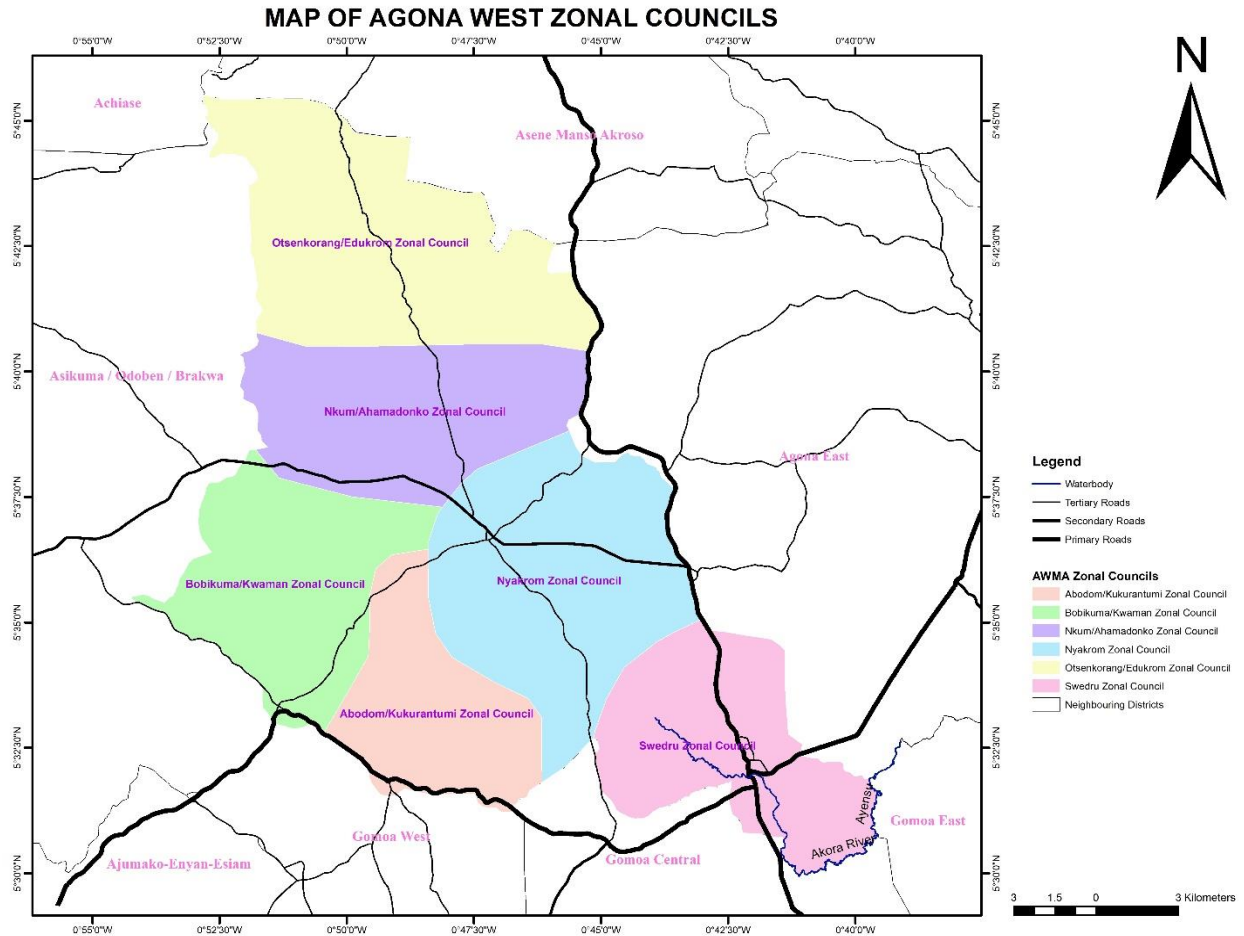


Figure 67: Zonal Council Map

2.9.1.2 Lists of Departments, Agencies, and Services

A. Departments of the Assembly (Integrated)

- Central Administration
- Department of Agriculture
- Works Department
- Physical Planning Department
- Social Welfare and Community Development
- Trade and Industry (Co-operatives)
- Health Department (Environmental Health and Sanitation Division)
- Department of Urban Roads
- Human Resource Department
- Department of Statistics

B. Departments of the Assembly (Not Integrated)

- Finance Department (Controller and Accountant Generals' Department)
- Health Department (Ghana Health Service)
- Education, Youth and Sports Department (Ghana Education Service)
- National Disaster Management Organisation

C. Departments of the Assembly (Not Yet Established)

- Transport Department
- Civil Service Departments
- Information Service Department
- Non- Formal Education Division
- Department of Labour
- Department of Rent Control
- Office of Stool Lands Administrator

D. Services

- Audit Service
- Ghana Police Service
- Ghana Immigration Service
- Ghana National Fire Service
- Judicial Service

E. Subvented Agencies/Commissions

- Centre for National Culture
- National Commission for Civic Education
- Commission on Human Right and Administrative Justice
- Electoral Commission
- District Mutual Health Insurance Scheme
- Ghana Revenue Authority
- Lands Commission (Land Valuation Division)
- National Board for Small Scale Industries (NBSSI)

F. State Owned Companies/Corporations

- Electricity Company of Ghana
- Ghana Water Company Limited
- Ghana Postal Services
- Ghana COCOBOD
- Social Security and National Insurance Trust
- State Insurance Company (Agency)

2.9.1.3 Number of Members of Unit Committee and Gender Breakdown

150 members make up unit committees of the Assembly with 120 males and 30 females.

2.9.1.4 Number of Assembly Members and Gender Breakdown

There are 31 elected members and 13 appointees. 39 are males and 5 are females.

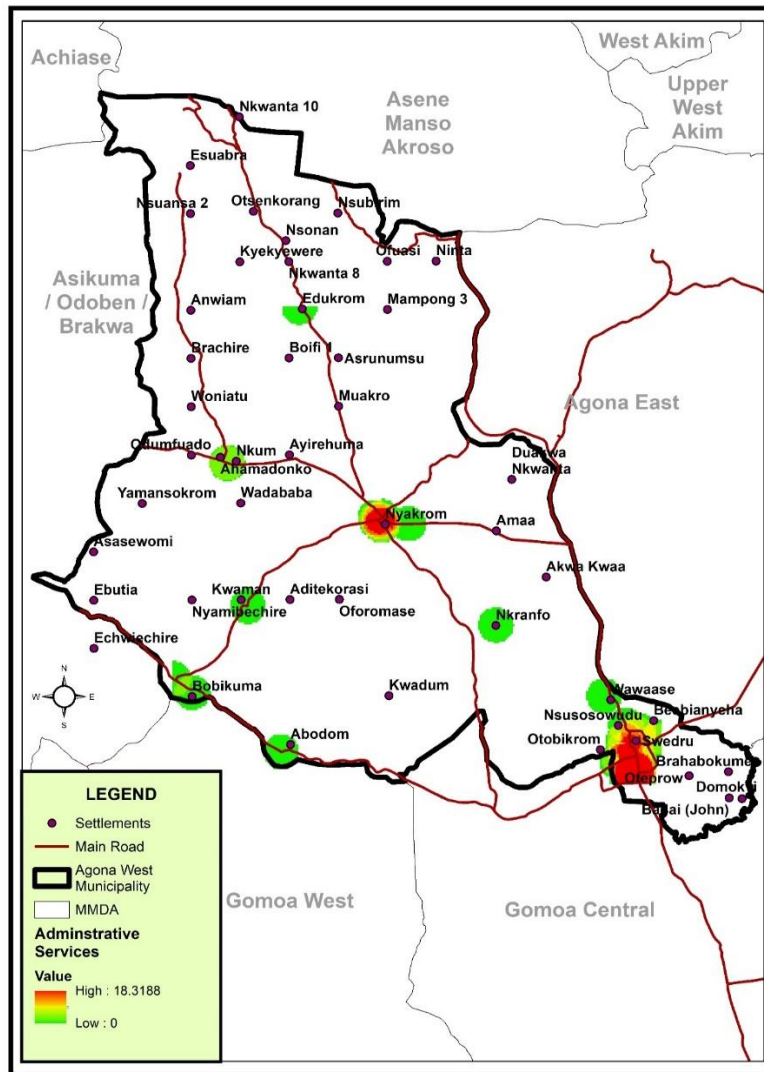


Figure 68: Administrative Services Map

2.9.2 Crime and Security

It is generally felt that crime and insecurity can constrain the growth of a territory. Aside the cost of prosecution and punishment that crime imposes on citizens and local governments, it could tarnish the city's image, especially, when certain crimes dominate such as, armed robbery, corruption, kidnapping or even terrorism. In Agona West, though data on crime rates were not readily available, some cases which had been reported included armed robbery, human trafficking, cyber fraud, narcotics, and land litigation, among others. Nonetheless, the Municipality has the major national security agencies, including the Police Service, Immigration Service, Ghana National Fire Service, and the National Disaster Management Organisation. The Municipality also hosts the Divisional Police Headquarters comprising outstations such as Bobikuma, Nsaba and Nyakrom. The police, through its periodic patrols and visibility activities, aim to ensure safety and

the prevalence of peace to create the enabling environment for successful business promotion and growth. In addition, there is the Municipal Security Committee and the Neighbourhood Watch Committee who complement the security activities within the Municipality.

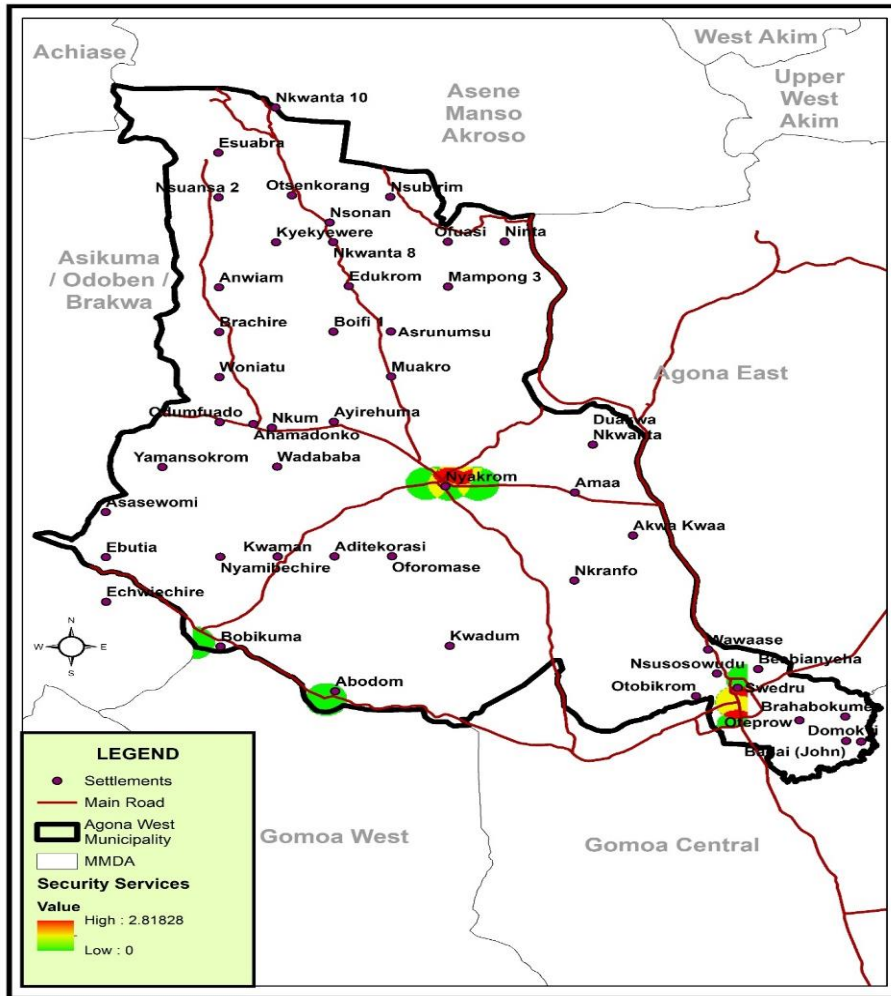


Figure 69: Security Services Coverage Map

2.9.3 Community Action Planning

Community Action Planning (CAP) serves as a process for bottom-up planning and decision-making. Through facilitated community meetings, residents identify priority needs, propose solutions, and commit to joint implementation. This process ensures that development interventions are relevant, equitable, and sustainable. The preparation of the 2026–2029 Medium-Term Development Plan (MTDP) adopted an inclusive Community Action Planning (CAP) approach. Given the Municipality’s size and the existence of over 270 communities, consultations were conducted at the six zonal council levels rather than individual community meetings. Assembly Members and Unit Committee Members were invited to represent their respective electoral areas, ensuring broad-based participation despite logistical constraints. These zonal engagements provided a platform for stakeholders to identify priority needs, propose solutions, and align community aspirations with municipal development objectives.

2.9.4 Popular Participation

Popular participation is promoted through public hearings, town hall meetings, and stakeholder consultations during planning, budgeting, and project implementation stages. Mechanisms are in place to encourage active involvement from women, youth, persons with disabilities, and other marginalised groups, ensuring that no section of the population is excluded from the decision-making process.

2.9.5 Interaction with Traditional Authorities

Traditional Authorities, including chiefs and queen mothers, play a critical role in local governance, land administration, and cultural preservation. The Municipal Assembly maintains continuous engagement with them to address land-related challenges, mobilise communities for development activities, and ensure that customary practices complement statutory regulations.

2.9.6 Corruption and Social Accountability

The Assembly enforces transparency in revenue mobilisation, procurement, and project implementation. Social accountability mechanisms include:

- Quarterly Audit Committee Meetings to review financial management and compliance.
- General Assembly Meetings to deliberate on development policies, budgets, and project progress.
- Budget Hearings to involve stakeholders in resource allocation decisions.
- Publication of audit reports, action plans, composite budgets, capacity training plans, and other key Assembly documents on the Assembly's notice boards and official website.
- Regular online announcements to inform the public about upcoming activities, opportunities, and policy updates.

These measures, alongside the operations of the Client Service Unit (CSU) and the Public Relations and Complaints Committee (PRCC), enable public oversight and provide structured channels for grievance redress, thereby enhancing trust between the Assembly and residents.

2.9.7 Implementation, Coordination, Monitoring and Evaluation (M&E)

2.9.7.1 Implementation

Development projects are implemented in accordance with approved plans and budgets, with clear timelines, performance indicators, and responsible officers. Emphasis is placed on quality assurance, cost-effectiveness, and alignment with national and regional priorities.

2.9.7.2 Coordination

The Municipal Planning and Coordinating Unit (MPCU) is the central body responsible for coordinating all development activities within the Municipality. It brings together sector departments, decentralised agencies, NGOs, private sector actors, traditional authorities, and civil society to harmonise programmes, avoid duplication, and ensure resource efficiency. Regular inter-sectoral meetings and joint planning sessions are held to align activities with the MTDP.

2.9.7.3 Monitoring

Monitoring is conducted continuously to track the implementation of programmes and projects. This involves site inspections, progress reporting, and review meetings at the community, sub-

municipal, and municipal levels. Monitoring tools such as the Quarterly and Annual Progress Reports, performance contracts, and photographic evidence are used to assess progress. However, logistical challenges affect regular monitoring.

2.9.7.4 Evaluation

Periodic evaluations — including mid-term, terminal, and ex-post assessments — are undertaken to measure the outcomes and impacts of development interventions. Ex-ante evaluations are also done to determine feasibility of interventions. Evaluations focus on relevance, effectiveness, efficiency, impact, and sustainability. The findings inform the review of strategies and the preparation and implementation of subsequent plans.

2.9.7.5 Feedback and Learning

Lessons learned from monitoring and evaluation are documented and disseminated through MPCU minutes, progress reports, stakeholder forums, and community meetings. This feedback loop enhances adaptive management and improves decision-making for future development initiatives.

2.10 Emergency Preparedness and Response

2.10.1 Hazard and Disaster

Human activities are changing the natural balance of the landscape and interfering with the atmosphere, water bodies, and forest cover of the Municipality. Land developers have put up buildings on waterways and other unauthorised areas. Population growth and associated pressures have caused more people to live in floodplains, especially those communities along the Akora River. Inadequate land-use planning in the Municipality and poor environmental management are some of the risks/shocks faced by the people in the Municipality that predispose them to vulnerability. In addition to the above, there are weak early warning systems for disasters in the Municipality.

People in disaster-prone areas are found in communities that have overbuilt along the Akora River in Agona Swedru, Fraku and Puni Rivers in Agona Nyakrom. These communities were the most affected during the 2010 devastating floods that hit the Municipality, killing 11 people at Agona Nyakrom and causing extensive damage to moveable and immovable property in the affected areas and beyond. The flooding left a total of 15,670 of residents in Agona Nyakrom and Agona Swedru displaced, collapsing two major bridges connecting the Municipality to other neighbouring communities. Since then, there has not been any serious flood of such magnitude but the sustainable re-establishment of livelihood systems and the provision of basic infrastructure are still being addressed.

2.10.2 Natural and Man-Made Disasters

The Municipality has experienced some levels of both natural and man-made disasters. Notable among them are flood, rainstorm and fires. The Municipality faces nature-induced disasters such as windstorm, rainstorm, flood, thunderstorm, lightning, pest and insect, etc. Man-made disasters such as bush fires, domestic fires, commercial fires, road accident, river accident, building collapse etc. also affect the population. These disasters have impact on economic, social, financial, psychological inflicts on the individual and community as a whole.

2.10.2.1 Flood

Specifically, the Agona West Municipality is surrounded by rivers, streams and water-logged areas that cause major flood disasters in the various communities (See section 2.8.4.1, and **Figure 54** for complementarity and spatial dimension). The necessary steps have been taken to forestall any occurrences during the rainy season. The communities involved have been arranged in such an order so that various streams, rivers and water-logged areas that cause disasters could easily be seen as outlined below:

a. Agona Swedru:- In Agona Swedru, Akora River runs through a large number of communities, thereby dividing the town into two (2). All the rest are streams which can be found in the various suburbs in the town. Some of the streams are: Ayensukuma, Esukwantsen, Poyoo, Nkron, Yaaba, Naawa, and Aposua. However, other areas are swampy and water-logged and as such cause major flood disasters to the communities involved. The flood-prone suburbs in the Agona Swedru Township include: Yaabem Community, Otabilokrom Community, Sabon Zongo Community, Salem, Nkubem, Desuenyim, Bebianeha, Mahodwe, Nsusososo, Wawase and Dweneho. See Annex for detailed vicinity-level flood-prone areas under each suburb.

b. Upper and Lower Bobikuma

Two (2) rivers can be found in Bobikuma; river Etwe that stretches from Breman Kuntanase through the Bobikuma road. The Jamatah also divides Upper and Lower Bobikuma at the junction via the Ajumako road. These communities experience floods as a result of their proximity to these rivers. Farmlands of inhabitants are greatly affected. The only stream, Tofiana, also affects the Police Station and the road to the Catholic School. Suburbs such as Dansoman experience floods as a result of the convergence of rainwater at the Police barrier and the S.D.A. Church premises.

c. Agona Kwaman (Under Bobikuma Zone)

Agona Kwaman and Akatamase communities experience floods as a result of rainwater upstream and from the main river Eduwontwea.

d. Agona Abodom

Agyabura, Awomberew, Prepra, Mansowa are streams that run through various suburbs in the Abodom Township including: Nsuekyir, Kubease, PomaAse, Kwame Anukrom, and Anafo. All these suburbs experience floods anytime it rains. Furthermore, suburbs such as Konkromase experience floods as a result of the Nsutoa-Okatse stream.

e. Agona Nyakrom

Rivers found in the Agona Nyakrom and its suburbs include the following: Akora, Akonkora, Alentoa, Frako, Afrensu, and Boye. Suburbs which experience perennial floods in the town include: New Site –from ADA School to Concord Hotel Area, Baraba – Zongo. Islamic Kindergarten, Apaa, Nana and Abora, Bronikrom – Otsenkorang junction, Nteduase, Aboso, Odumase, and Psalm 35.

f. Ahamadonko / Nsuansa

Rivers and streams found at Agona Ahamadonko and Agona Nusansa include: Apkandado, Aboabo, Abukyem, Onyinase, Abura, and Awiam. Most of the rivers do not cause any havoc except Abukyem, which destroys a sizeable number of farmlands in Ahamadonko.

g. Otsenkorang

There are two (2) main rivers found in the Otsenkorang community i.e. Rivers Efua and Abena. These pass through behind the cocoa shed and near the central Mosque. Areas prone to flooding includes the cocoa shed area, the central Mosque and a sizeable number of farmlands in Nsuansa.

NADMO, working in collaboration with the Agona West Municipal Assembly, has intensified measures to reduce disaster occurrences in flood-prone areas of the Municipality. Public education campaigns through local FM stations and community information centres are raising awareness of the dangers of flooding and its impacts on lives and properties. Communities are being encouraged to adopt attitudinal change by curbing man-made practices that contribute to flooding, while the Assembly ensures prompt response with relief items to stabilise affected households. Disaster prevention is emphasised as a shared responsibility, with residents urged to integrate preventive practices into their homes, workplaces, and places of worship. These efforts are reinforced by the enforcement of bye-laws, with offenders facing prosecution and heavy penalties, ensuring that regulatory measures complement awareness and preparedness initiatives to build resilience across the Municipality.

2.10.2.2 Windstorm, Rainstorm, Thunderstorm, and Lightning

Windstorm, Rainstorm, Thunderstorm, and Lightning are disasters that occur during heavy rain. Communities such as Anafo, Atifi and Adanse in Abodom are likely to experience these disasters due to the vulnerability of most structures, such as houses, places of worship and schools in the area. Apana, Zongo, and Nana Adesemase, all in Nyakrom, have the potential to experience these disasters. Also, old communities like Dwenho, Bebianiha, Mahodwe, Sabon Zongo, Desuenyim, and Nkubem in Swedru experience these disasters.

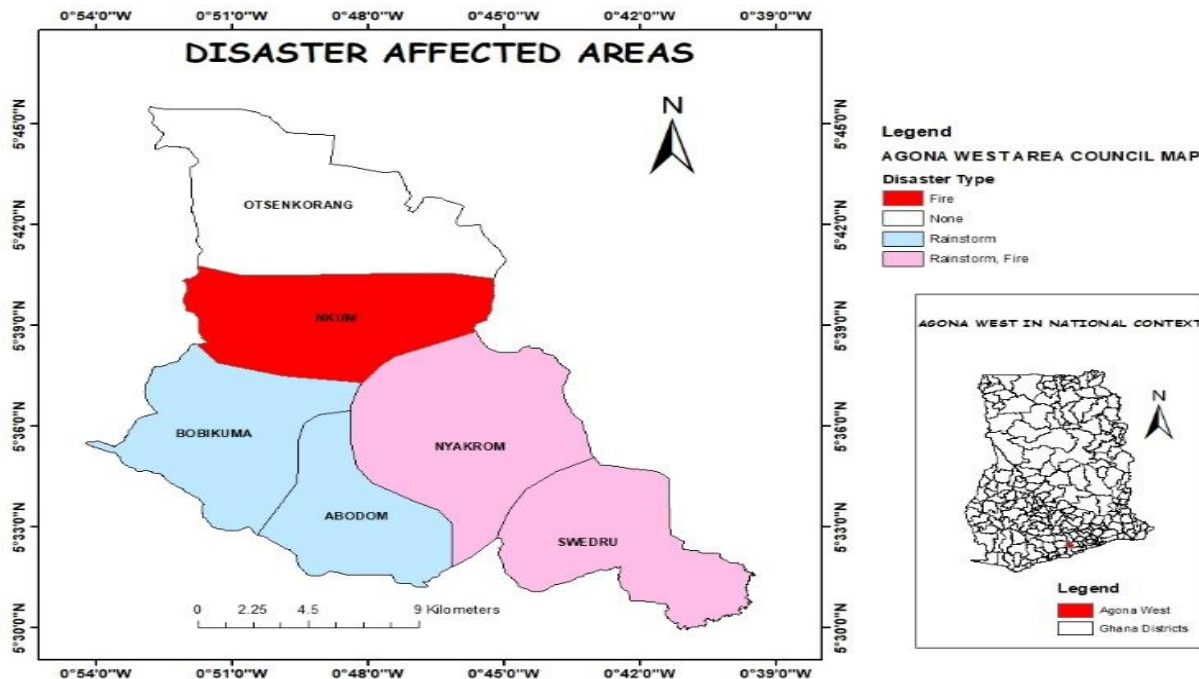


Figure 70: Disaster Affected Areas Map

NADMO engages most of the landlords in such communities to maintain or pull down their weak buildings. Regular hazard identification helps mitigate the unexpected collapse of such structures in the Municipality. Regular maintenance of public institutions, such as schools, health care facilities, and markets, also helps to mitigate the impact of disasters when they strike. NADMO, in collaboration with the Ghana Education Service, provides regular education in basic schools about seeking safe shelter to avoid strikes by lightning or thunder when there is heavy rain. Intensive public education through the Radio FM stations and the Community Information Centres, creating awareness on the dangers of Windstorm, Rainstorm, Thunderstorm, Lightning and its effects on the lives of people living in such places when a disaster strikes are held.

2.10.2.3 Fire Disasters

Man-made disasters such as bushfires, domestic fires, and commercial fires are disasters that have the potential of causing harm to lives and properties.

a. Bushfires

Most of the communities are into farming. The practice of bush burning is common. The improper way of burning bushes can cause damage to people's farms. NADMO engages most of the farming groups to educate them on the proper way of handling fires at their various farms, such as cooking and tapping of palm wine, to avert any bush fire.

b. Market Fires

There are two major market centres in Swedru, Mandela and the Main markets.

Mandela Market

Mandela hosts about 400 traders. The proactive approach by GNFS for establishing fire posts has really helped in averting fire disasters. NADMO also engages traders on fire education and proper waste management, especially burning of wastes, which could cause a fire disaster.

Main Market

The Swedru Main Market hosts about 800. Over the years, Swedru Main Market has experienced a few fire disasters in some sections. Most of the traders cook at the market; they normally use LPG and charcoal, which sometimes leads to fire disasters. Congestion at the market makes it very difficult for a fire tender to get access in case of a fire disaster. Most stores have no fire extinguishers to help quench the fires before they spread. Most of the stores and shops have a poor electrical wiring system. This faulty electrical wiring system contributed to previous fire disasters experienced in the market. In a way to avert fire disasters, NADMO engages in regular hazard assessment and identification exercises with traders to mitigate the rampant spread of fire disasters at the market.

Other Fires

The use of fire knockouts and lightning of bonfires is very common during festive seasons. These practices have the potential of causing a fire disaster. NADMO and the Ghana National Fire Service engage the communities to desist from such practices. There are a few Fuel Service Stations in the Municipal Capital, which is Swedru and also Nyakrom. Adherence to proper safety practices at service stations has proven effective, with no recorded incidents of commercial fires. NADMO, in collaboration with the National Petroleum Authority, Environmental Protection Agency and the Municipal Assembly ensure adherence to safety protocols at these Fuel Service stations, which include Liquefied Petroleum Gas (LPG) operators.

The operators of food vendors at night mostly use LPG during their operations. The regular education carried out by NADMO and GNFS has reduced the incidence of fire disasters that may occur during their operations. Restaurants, chop bar operators, bakeries that use naked fire and LPG are a potential cause of fire disasters in the Municipality.

Electrical faults is major cause of domestic fires, and faulty LPG cylinders also contribute these disasters. In case of an electricity power outage, most households use candles as a means of light; this may cause domestic fire if care is not taken in efforts to reduce these disaster education is carried out at homes and schools to reduce it.

2.10.2.4 Road Hazards

The Agona West Municipality has an interconnected network of roads linking various towns and communities. However, several sections—particularly those serving farming areas—are in poor condition and become difficult to navigate during the rainy season. The forested nature of some corridors further increases risk, as windstorms can bring down trees, rendering roads temporarily inaccessible.

Swedru, the Municipal Capital, also experiences periodic traffic congestion. This is largely due to the absence of adequate access roads or bypasses to divert traffic from the main Winneba–Swedru–Oda road during peak hours or in the event of road blockages. As a major transit point for long-haul vehicles transporting cocoa, LPG, petroleum products, timber, and other goods, Swedru’s road network is under constant pressure. The construction of additional bypasses would help reduce congestion, especially on market days (Mondays and Thursdays), when human and vehicular activities peak in the Central Business District. Access roads in communities such as Yaabem, Nkubem, Ahmadiyya, Otakrom, and Mandela have already proven effective in easing traffic flow. Traffic management challenges are compounded by the irregular functioning of the three traffic lights in Swedru—located at Chapel Square, Texaco, and on the Oda road near Osama Lorry Station. When these lights fail, and no traffic wardens or police personnel are present, the risk of accidents increases significantly. NADMO recommends regular inspection and maintenance of these facilities to ensure safe and efficient traffic control.

In addition to traffic congestion, poorly maintained billboards and advertising structures at road junctions pose safety hazards. During windstorms, unstable billboards can collapse, endangering

both motorists and pedestrians. To mitigate this risk, NADMO conducts periodic hazard assessments of large advertising structures to enable prompt action.

Motorcycle use has also become a common mode of transport, particularly in communities with poor road conditions. While motorcycles provide essential mobility, unsafe practices—such as riding without helmets and competing for road space with vehicles and pedestrians—heighten accident risks. NADMO, in collaboration with the Ghana Police Service, carries out regular public education campaigns on road safety to promote responsible riding and reduce accidents.

2.10.2.5 Other Hazards

In Swedru, a number of telecommunication masts require regular monitoring to prevent collapse during heavy rainstorms or windstorms. Residents living in close proximity to these structures are periodically educated on safety measures to adopt during severe weather events to reduce the risk of injury in the event of structural failure. Electrical poles and transformers also pose potential hazards to human life. NADMO promptly reports any electrical faults requiring urgent attention to the Electricity Company of Ghana to prevent accidents.

Fishing and swimming in rivers, particularly the Akora River that flows through Nyakrom and Swedru, present significant risks. Children, who are especially vulnerable, sometimes drown while engaging in these activities. To address this, NADMO has intensified public education campaigns in riverine communities, urging residents to avoid swimming or fishing in the river—especially during the rainy season when water levels and currents are high.

Street trading on walkways and pedestrian paths is another concern. The high commercial activity in Swedru, coupled with limited market space, has led some traders to operate along road shoulders. Although the Municipal Assembly has installed bollards in several locations within the Central Business District to deter such practices, many traders continue to encroach on pedestrian spaces, creating hazards for both pedestrians and motorists.

2.10.2.6 Summary of Hazard Vulnerability Analysis

Table 11 depicts a summary of the hazard vulnerability analysis conducted.

Table 11: Hazard Vulnerability Analysis

Hazard Type	Vulnerable Communities	Population at Risk (Est.)	Key Risk Factors	Key Interventions
Floods	Agona Swedru (Yaabem, Otakilkrom, Sabon Zongo, Salem, Nkumbem, Desuenyim, Mahodwe, Bebianiha, Nsusosooso, Wawase, Dwenho); Upper & Lower Bobikuma; Agona Kwaman; Abodom (Nsuekyir, Kubease, PomaAse, Kwame Anukrom, Anaafó, Konkromase); Nyakrom (New Site, Baraba, Islamic K.G., Apaa, Nana, Abora, Bronikrom, Nteduase, Aboso, Odumase, Psalm 35); Ahamadonko/Nsuansa; Otsenkorang	Swedru – 8,518; Upper & Lower Bobikuma – 1,280; Kwaman – 61; Abodom – 1,020; Nyakrom – 2,842; Ahamadonko/Nsuansa – 134; Otsenkorang – 187	Encroachment on waterways; poor drainage; blocked culverts; settlement in floodplains; inadequate enforcement of land-use regulations	Public education; clearance of waterways; hazard mapping; enforcement of zoning; emergency relief support; collaboration with NGOs

Windstorm / Rainstorm / Thunderstorm / Lightning	Abodom (Anafo, Atifi, Adanse); Nyakrom (Apa, Zongo, Nana Adesemase); Swedru (Dwenho, Bebianiha, Mahodwe, Sabon Zongo, Desuenyim, Nkubem)	Not quantified – entire municipality potentially exposed	Weak building structures; poor maintenance of public facilities; absence of lightning protection systems; high exposure during storms	Structural assessment; landlord engagement; hazard identification; maintenance of public facilities; safety education in schools; lightning safety awareness
Bush Fires	Farming communities across the municipality	Not quantified	Use of fire in farming; hunting practices; careless waste burning; dry vegetation during harmattan	Farmer training on safe fire use; firebreak creation; community fire volunteer groups; public awareness campaigns
Market Fires	Swedru Main Market; Mandela Market	Main Market – over 800 traders; Mandela – over 400 traders	Congestion; unsafe cooking practices; poor electrical wiring; lack of fire extinguishers	Hazard identification; fire safety education; GNFS fire post at Mandela; LPG safety promotion; improved waste management
Domestic Fires	Households municipality-wide	Not quantified	Faulty electrical wiring; unsafe candle use; defective LPG cylinders; improper cooking practices	Public education on fire safety; household fire extinguishers; inspection of wiring; GNFS outreach
Commercial Fires	Restaurants, Chop Bars, Bakeries, Night Food Vendors	Not quantified	LPG usage by night food vendors; naked fire and LPG usage by restaurants, chop bars, and bakeries	Regular education with GNFS;
Road Hazards	Farming communities; Swedru CBD; road corridors with forest cover	Not quantified	Poor road conditions; lack of bypasses; traffic light failures; unstable billboards; advertising structures at road junctions; unsafe motorcycle riding	Road maintenance; bypass construction; traffic light repairs; billboard hazard checks; motorcycle safety education
Other Hazards	Swedru (telecommunication mast zones, commercial walkways); Riverine communities along Akora, Fraku, Puni Rivers	Not quantified	Weak mast foundations; exposed electrical installations; unsafe swimming/fishing; encroachment on pedestrian walkways	Mast monitoring; electrical fault reporting; river safety education; bollard installation; pedestrian safety enforcement

2.10.3 Disaster Risk Management Framework

Disaster Risk Management (DRM) in the Agona West Municipality is a continuous and integrated process aimed at preventing, reducing, and mitigating disaster risks, preparing for emergencies, responding effectively to incidents, and facilitating rapid recovery. The framework is built around four interlinked pillars — Prevention and Mitigation, Preparedness, Response, and Recovery — with NADMO as the lead coordinating agency in collaboration with the Municipal Assembly, security services, health authorities, NGOs, and community-based organisations.

A. Prevention and Mitigation

These measures aim to reduce the likelihood and impact of hazards before they occur:

- Conduct regular hazard mapping and risk assessments for all communities.
- Enforce land use planning regulations to prevent settlement in flood-prone and high-risk zones.
- Upgrade and maintain drainage systems to improve floodwater flow.
- Strengthen public infrastructure (schools, health facilities, markets) against storm and fire risks.
- Implement environmental management measures, including tree planting and wetland protection, to reduce climate-related hazards.
- Enforce building codes to ensure structural safety in residential, commercial, and institutional facilities.
- Fire prevention: Fire breaks, fire suppression systems.
- Community resilience: Building community capacity, social networks, and economic resilience.
- Technological innovations: Leveraging technologies like drones for disaster risk reduction.
- Collaboration and partnerships: Interagency coordination, public-private partnerships, and international cooperation.
- Establishment of Disaster Risk Reduction Club in Schools

B. Preparedness

Preparedness activities ensure that communities and institutions are ready to respond effectively when hazards occur:

- Establish and maintain early warning systems, including community information centres and local FM radio alerts.
- Train and equip community disaster volunteer groups for first response.
- Conduct regular disaster simulation exercises and evacuation drills in schools, markets, and public spaces.
- Stockpile essential relief supplies, including tents, blankets, medicines, and clean water.
- Integrate disaster risk education into school curricula and community sensitisation programmes.

C. Response and Relief

Response measures are activated immediately during and after the onset of a disaster to save lives and protect property:

- Activate the Municipal Emergency Operations Centre (EOC) and coordinate all response activities through NADMO.
- Conduct search and rescue operations with support from the Ghana Police Service, Ghana National Fire Service, and the Ghana Health Service.
- Implement evacuation plans for high-risk areas, using designated safe shelters.
- Provide emergency relief items, medical care, and temporary shelter for affected persons.
- Maintain continuous communication with communities through radio, mobile alerts, and community leaders.

D. Recovery

Recovery activities aim to restore normalcy, rebuild infrastructure, and strengthen resilience after disasters:

- Repair and rehabilitate damaged infrastructure, including roads, bridges, schools, and markets.
- Support affected households with livelihood restoration initiatives such as seed distribution, skills training, and small business support.
- Provide psychosocial support and counselling for disaster-affected persons.
- Conduct post-disaster needs assessments to guide reconstruction and resource allocation.
- Review disaster events to identify lessons learned and update the Municipal Disaster Management Plan accordingly.

E. Institutional Coordination

The Agona West Municipal Assembly, through its Disaster Management Committee, provides overall policy direction and resource mobilisation for DRM activities. NADMO coordinates operational implementation, working with sector departments, community-based disaster volunteer groups, civil society organisations, and the private sector.

The framework emphasises multi-sector collaboration, community participation, and integration of DRM into development planning, ensuring that disaster risk reduction is central to the municipality's socio-economic development agenda.

2.11 Summary of Issues Identified from the Performance Review and Situational Analysis

Table 11 depicts the key issues identified from the situational analysis

Table 12: Summary of Key Issues

Development Dimension	Key Issues
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Economic Development	Overdependence on trade and small-scale agriculture with low value addition
	Declining agricultural productivity and soil fertility
	High post-harvest losses and limited storage facilities
	Inadequate irrigation infrastructure and reliance on rain-fed agriculture
	Low investment in agro-processing and weak value chain development
	High youth unemployment and underemployment
	Weak private sector participation and limited MSME growth
	Low incomes of micro and small enterprises due to informality and high competition
	Limited access to affordable finance and high cost of credit
	Weak technical and vocational skills development
	Underdeveloped tourism potential and weak marketing of cultural heritage
	Inadequate tourism infrastructure and supporting facilities
	Poor promotion of festivals and recreational activities
	Social Development
Poor quality of learning outcomes at basic and secondary levels	
High dropout rates and rising teenage pregnancy	
Shortage and inequitable distribution of trained teachers, especially in rural schools	
Inadequate health facilities, logistics, and personnel	
Rising incidence of preventable diseases (malaria, respiratory infections, teenage pregnancy-related complications)	
Poor sanitation practices and limited coverage of improved sanitation facilities	
Gender inequalities in access to resources and decision-making	

	Weak social protection for vulnerable groups (PWDs, elderly, children)
	Limited parental support and negative youth attitudes (preference for 'quick money' activities)
	Rising housing demand and poor housing quality
	Inadequate provision of affordable housing
Environment, Infrastructure, and Human Settlements	Poor road networks, especially feeder roads in rural communities
	Inadequate drainage and frequent flooding in low-lying areas
	Encroachment on waterways and flood-prone zones
	Limited access to potable water, especially in peri-urban and rural communities
	Unreliable electricity supply in some rural areas
	Poor ICT and telecommunication coverage in some communities
	Weak enforcement of land use planning and building regulations
	Poor waste management and indiscriminate dumping
	Deforestation, sand winning, and land degradation
	High vulnerability to floods, bushfires, and climate change impacts
Governance, Corruption, and Public Accountability	Weak institutional capacity and inadequate logistics for Assembly departments
	Poor inter-agency collaboration and coordination
	Bureaucratic delays in business registration and permitting processes
	Rising crime, fire outbreaks, and weak disaster preparedness
	Over-reliance on DACF and inadequate IGF to finance development programmes

2.12 Issues Identified from Community Action Planning

The needs and aspirations of the people of Agona West through a community action planning is summarized below. The details for each zonal council are found in appendix.

- Inadequate healthcare facilities
- Poor road network
- Poor sanitation/Lack of refuse Dump site
- Poor Drainage System
- Poor water system
- Inadequate school infrastructure
- Difficulty in accessing training opportunities for employable skills development.
- High rate of unemployment
- Inadequate water supply/Extension of water to some remote areas
- Inadequate and inconsistent supply of electricity to some remote areas.

- Excessive criminal related activities.
- Inadequate market infrastructure
- Poor security services
- Poor transport system
- Excessive incidence of flooding.
- High level of noise pollution *

2.13 Harmonized Issues Identified from Performance Review, Situational Analysis, and Community Action Planning

- Weak and inequitable health delivery system.
- Poor road and transport infrastructure, especially feeder roads.
- Poor sanitation management and inadequate waste disposal.
- High vulnerability to flooding and disasters due to poor drainage, encroachment, and climate risks.
- Inadequate potable water supply and unequal distribution.
- Inadequate and inequitable educational infrastructure.
- Poor learning outcomes in schools.
- High school dropout rates and teenage pregnancy.
- Inadequate and inequitable distribution of teachers.
- Inadequate employable skills development and TVET opportunities.
- High youth unemployment and underemployment.
- Inadequate and unreliable electricity supply in rural areas.
- Rising insecurity, weak disaster preparedness, and poor resourcing of security services.
- Inadequate market infrastructure, weak MSME support, and limited access to finance.
- Weak enforcement of land use, environmental, and noise pollution regulations.
- Inadequate and poor-quality housing, with limited affordable housing.
- Gender inequalities in resource access and decision-making.
- Weak social protection systems for vulnerable groups.
- Weak family and youth development systems.
- Poor ICT and telecommunication coverage.
- Environmental degradation from poor waste management, deforestation, and sand winning.
- Declining agricultural productivity and soil fertility.
- High post-harvest losses and inadequate storage.
- Weak agro-processing and value chain development.
- Underdeveloped tourism and cultural industries.
- Inadequate tourism infrastructure and poor promotion of festivals.
- Weak institutional capacity and inter-agency collaboration.
- Weak business registration and regulatory systems.
- Inadequate financing for development and overdependence on DACF.

2.14 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of Identified Issues

This section details the analysis of the strengths, weaknesses, opportunities, and threats relating to the identified development issues.

Weak and inequitable health delivery system

Strengths	Presence of health facilities and health personnel in the Municipality; Government policies on universal health coverage.
Weaknesses	Inadequate health infrastructure and equipment; Unequal distribution of health staff between urban and rural areas.
Opportunities	Support from NGOs and development partners; Increasing community demand for quality healthcare services.
Threats	Rising disease burden; Limited funding and over-reliance on central government allocations.

Poor road and transport infrastructure, especially feeder roads

Strengths	Existing road network connecting communities; infrastructure, DRIP
Weaknesses	Feeder roads in poor condition; Lack of regular maintenance and inadequate investment in rural transport.
Opportunities	Potential for public-private partnerships in road construction; Agricultural development and market access if roads improve, National commitment to improving road; Big Push Agenda
Threats	High cost of construction; Climate change impacts causing road deterioration.

Poor sanitation management and inadequate waste disposal

Strengths	Existing waste management companies and sanitation policies; Growing public awareness of sanitation issues.
Weaknesses	Inadequate waste disposal infrastructure; Weak enforcement of sanitation by-laws.

Opportunities	Job creation through recycling and waste-to-energy projects; Support from national sanitation initiatives.
Threats	Increasing urbanization leading to higher waste generation; Health risks from poor sanitation practices.

High vulnerability to flooding and disasters due to poor drainage, encroachment, and climate risks

Strengths	Existence of natural drainage channels (rivers and streams); Disaster Management Committees at the local level.
Weaknesses	Encroachment on waterways; Poor and inadequate drainage infrastructure.
Opportunities	Climate adaptation projects and donor support; Potential for community-based disaster risk reduction programs; Big Push Agenda
Threats	Intensifying rainfall patterns due to climate change; Loss of lives and property during floods.

Inadequate potable water supply and unequal distribution

Strengths	Availability of boreholes and small-town water systems; Existence of GWCL connections in some communities.
Weaknesses	Unequal distribution of potable water; Poor maintenance of water facilities.
Opportunities	Government and donor support for water supply expansion; Use of modern technologies like solar-powered boreholes.
Threats	Over-dependence on unsafe water sources; Pollution of water bodies from human activities.

Inadequate and inequitable educational infrastructure

Strengths	Presence of basic and secondary schools; Free SHS and Capitation Grant policies.
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Weaknesses	Inadequate classrooms and furniture; Unequal distribution of educational facilities across communities.
Opportunities	Support from GETFund, NGOs, and donor agencies; Growing interest in private sector participation in education.
Threats	Increasing student enrolment outpacing infrastructure provision; Vandalism and poor maintenance culture.

Poor learning outcomes in schools

Strengths	Availability of trained teachers; Government commitment to curriculum reforms.
Weaknesses	Low literacy and numeracy skills among pupils; Inadequate teaching and learning materials.
Opportunities	Teacher training programs and ICT integration in teaching; Support from NGOs in improving learning outcomes.
Threats	High student-teacher ratio; Persistent poverty affecting school performance.

High school dropout rates and teenage pregnancy

Strengths	Policies on Free Compulsory Universal Basic Education (FCUBE); Presence of community sensitization programs.
Weaknesses	High incidence of teenage pregnancy; Poverty leading to inability to support children in school.
Opportunities	Support from NGOs and social protection programs; Expansion of girl-child education initiatives.
Threats	Cultural practices that encourage early marriage; Persistent unemployment discouraging continued schooling.

Inadequate and inequitable distribution of teachers

Strengths	Government's teacher recruitment policy; Existence of teacher training colleges.
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Weaknesses	More teachers concentrated in urban schools; Lack of incentives for rural postings.
Opportunities	Deployment of digital teaching aids; Incentive schemes for rural teachers.
Threats	High teacher attrition rates; Low motivation affecting teacher commitment.

Inadequate employable skills development and TVET opportunities

Strengths	Presence of informal apprenticeship system; Government TVET policy framework.
Weaknesses	Limited TVET institutions; Poor funding and infrastructure for skills training.
Opportunities	Youth entrepreneurship programs; Partnerships with industry for practical training.
Threats	Mismatched skills with labor market demand; High youth unemployment leading to social unrest.

High youth unemployment and underemployment

Strengths	Large youthful population providing labor force; National entrepreneurship programs.
Weaknesses	Limited job opportunities; Mismatch between education and industry needs.
Opportunities	Government's YouStart initiative and private sector investments; Growth of ICT and creative industries.
Threats	Rising social vices and migration pressures; Economic instability affecting job creation.

Inadequate and unreliable electricity supply in rural areas

Strengths	National grid coverage expanding; Government commitment to renewable energy.
Weaknesses	Frequent outages in rural areas; Limited coverage of off-grid communities.

Opportunities	Investment in solar and mini-grid systems; Donor and private sector support for energy projects.
Threats	High cost of energy infrastructure; Climate variability affecting hydropower supply.

Rising insecurity, weak disaster preparedness, and poor resourcing of security services

Strengths	Presence of police and security institutions; Existence of NADMO structures.
Weaknesses	Inadequate logistics and personnel; Weak disaster preparedness.
Opportunities	Community policing initiatives; Government and donor support for security reforms.
Threats	Rising crime and violence; Increasing natural and man-made disasters.

Inadequate market infrastructure, weak MSME support, and limited access to finance

Strengths	Active trading population; Existence of vibrant MSMEs; Existence of BRC and BAC
Weaknesses	Inadequate market facilities; Limited credit access and business support services.
Opportunities	Microfinance and digital banking expansion.
Threats	Competition from larger markets; Inflation affecting trading activities.

Weak enforcement of land use, environmental, and noise pollution regulations

Strengths	Existence of planning and environmental regulatory institutions; By-laws on land use.
Weaknesses	Weak enforcement mechanisms; Inadequate logistics for monitoring.
Opportunities	Adoption of digital land management systems; Donor support for environmental governance.

Threats	Rapid urbanization and encroachment; Conflicts over land and noise-related health risks.
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Inadequate and poor-quality housing, with limited affordable housing

Strengths	Growing private sector participation in housing; National housing policy framework.
Weaknesses	Poor quality of housing in informal settlements; Limited affordable housing options.
Opportunities	Public-private partnerships in housing; Access to mortgage and housing finance schemes.
Threats	Rising cost of building materials; Increasing slum development.

Gender inequalities in resource access and decision-making

Strengths	Gender advocacy groups active; National gender policy.
Weaknesses	Limited women representation in decision-making; Unequal access to land and credit.
Opportunities	Women empowerment initiatives; Donor support for gender mainstreaming.
Threats	Cultural norms restricting women's roles; Persistent poverty affecting women disproportionately.

Weak social protection systems for vulnerable groups

Strengths	LEAP and other national social protection programs; Presence of NGOs supporting vulnerable groups.
Weaknesses	Limited coverage of social protection interventions; Delays in disbursement of funds.
Opportunities	Expansion of social protection programs; Partnerships with civil society organizations.
Threats	Rising poverty levels; Donor dependency risks.

Weak family and youth development systems

Strengths	Youth groups and associations active; Government policies on youth development.
Weaknesses	Limited family counseling services; Weak institutional support for youth programs.
Opportunities	NGO and church-based support for families; Entrepreneurship and leadership training for youth.
Threats	Increasing moral decadence and substance abuse; Migration pressures affecting family stability.

Poor ICT and telecommunication coverage

Strengths	Expanding telecom sector; Growing youth interest in ICT.
Weaknesses	Limited network coverage in rural areas; High cost of data and poor internet speed.
Opportunities	Government's digitalization agenda; Private sector investments in ICT.
Threats	Cybersecurity risks; Exclusion of rural communities from digital economy.

Environmental degradation from poor waste management, deforestation, and sand winning

Strengths	Environmental laws and regulations exist; Growing community awareness of environmental issues.
Weaknesses	Illegal mining and sand winning; Weak enforcement of environmental laws.
Opportunities	Reforestation and green projects; Donor and NGO support for environmental conservation.
Threats	Climate change and biodiversity loss; Land degradation affecting agriculture.

Declining agricultural productivity and soil fertility

Strengths	Availability of arable land; Existence of MOFA extension services.
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Weaknesses	Declining soil fertility; Low adoption of modern farming practices.
Opportunities	Government flagship programs like Planting for Food and Jobs; Use of organic and improved fertilizers.
Threats	Climate change impacts on rainfall; Pest infestations and crop diseases.

High post-harvest losses and inadequate storage

Strengths	Presence of farmer-based organizations; Growing agro-processing interest.
Weaknesses	Inadequate storage facilities; Poor post-harvest handling practices.
Opportunities	Private sector investment in warehouses; Donor support for agricultural value chains.
Threats	Food insecurity; Price fluctuations due to poor storage.

Weak agro-processing and value chain development

Strengths	Availability of raw materials; Government's industrialization agenda.
Weaknesses	Limited agro-processing facilities; Poor market linkages.
Opportunities	One District One Factory initiative; Export opportunities through AfCFTA.
Threats	Competition from imported products; High production costs.

Underdeveloped tourism and cultural industries

Strengths	Rich cultural heritage and festivals; Natural tourist attractions.
Weaknesses	Limited investment in tourism; Poor infrastructure at tourist sites.
Opportunities	Potential for eco-tourism and cultural tourism; Government tourism promotion programs.
Threats	Environmental degradation of sites; Low patronage due to poor marketing.

Inadequate tourism infrastructure and poor promotion of festivals

Strengths	Existing cultural festivals and events; Local knowledge of traditions.
Weaknesses	Poor infrastructure for tourists; Low budget allocation for festival promotion.
Opportunities	Partnership with private sector and diaspora groups; Digital promotion of festivals.
Threats	Loss of cultural heritage; Competition from other regions' festivals.

2.15 Development Projections for 2026-2029

The development projections serve as a prelude to know the future populations for each year in the four-year medium-term planning period. It represents the overall scope within which the development of the Municipality would take place since it provides information on the expected needs or services such as health, education, water etc., with respect to established population thresholds.

2.15.1 Population Projection by Age Group, Urban-Rural, and Sex Cohort, Agona West (2026-2029)

Baseline data from the 2021 Population and Housing Census (PHC) indicates that Agona West Municipality had a population of 136,882, with males constituting 47.9 percent and females 52.1 percent. By 2025, the annual growth rate is estimated at 1.6 percent. Using the exponential growth method, projections have been made for the next four years based on the formula $P_t = P_0 e^{rt}$, where P_t represents the projected population, P_0 the population of the previous year, r the growth rate (0.016), e the exponent (2.718282), and t the time in years. It is assumed that this growth rate will remain constant throughout the plan implementation period, with yearly projections calculated at one-year intervals and aligned with national demographic trends, particularly the proportions of males and females. Population remains a central element in development planning, as people are the foundation of all development activities. Consequently, the demographic characteristics of the Municipality have been projected to guide planning decisions and ensure that interventions are responsive to the needs of its growing population.

2.15.1.1 General Population Projection

Method: exponential growth at 1.6% per annum from 2021 baseline (PHC 2021).

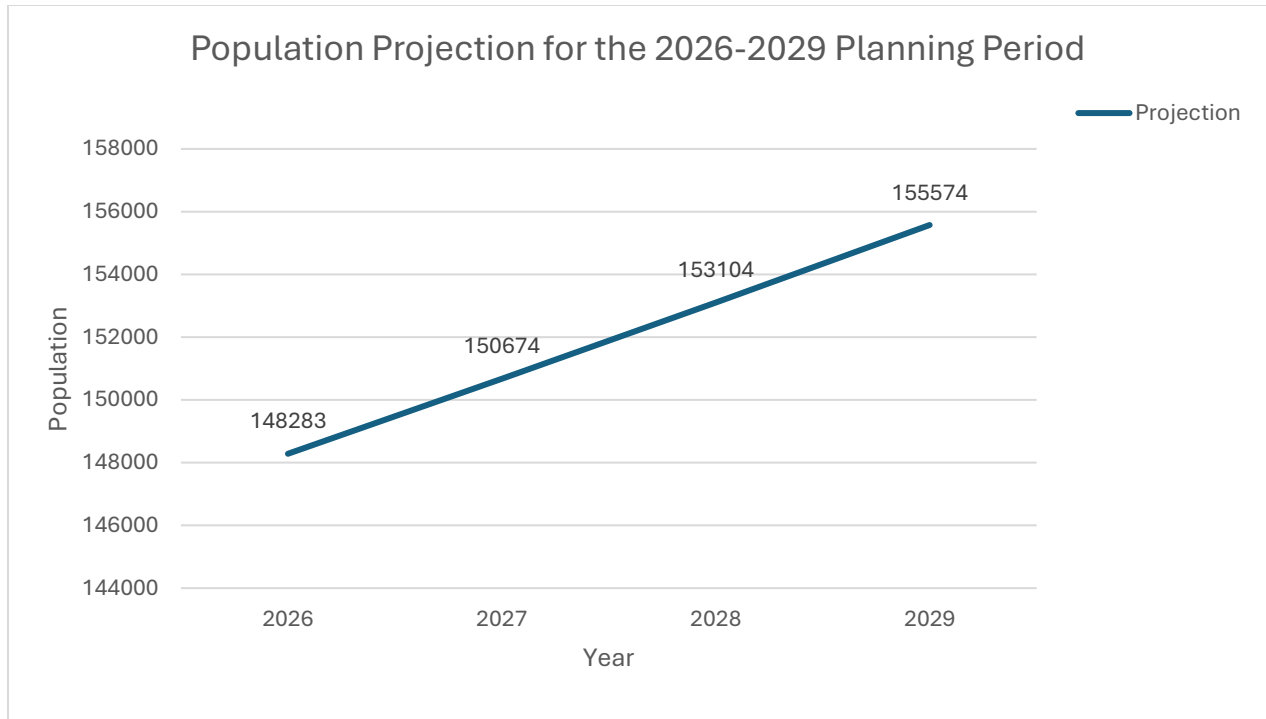


Figure 71: General Population Projection

The population of Agona West is projected to steadily increase from 148,283 in 2026 to 155,574 in 2029. This consistent growth reflects a gradual rise in demand for social services, infrastructure, and economic opportunities within the municipality.

Implications for Development Planning

- The projected growth from 148,283 in 2026 to 155,574 in 2029 will increase demand for housing, health, education, water, and sanitation services.
- Peri-urban communities and transport corridors around Agona Swedru are likely to absorb much of the growth, raising pressure on land and infrastructure.
- Rising population may intensify unplanned sprawl into flood-prone and ecologically sensitive areas, requiring stronger land use control.
- Growth also presents an opportunity for a larger labor force and market expansion, if properly harnessed through jobs and local economic development.

2.15.1.2 Sex Cohorts Population Projection

Method: exponential growth at 1.6% per annum from 2021 baseline (PHC 2021).

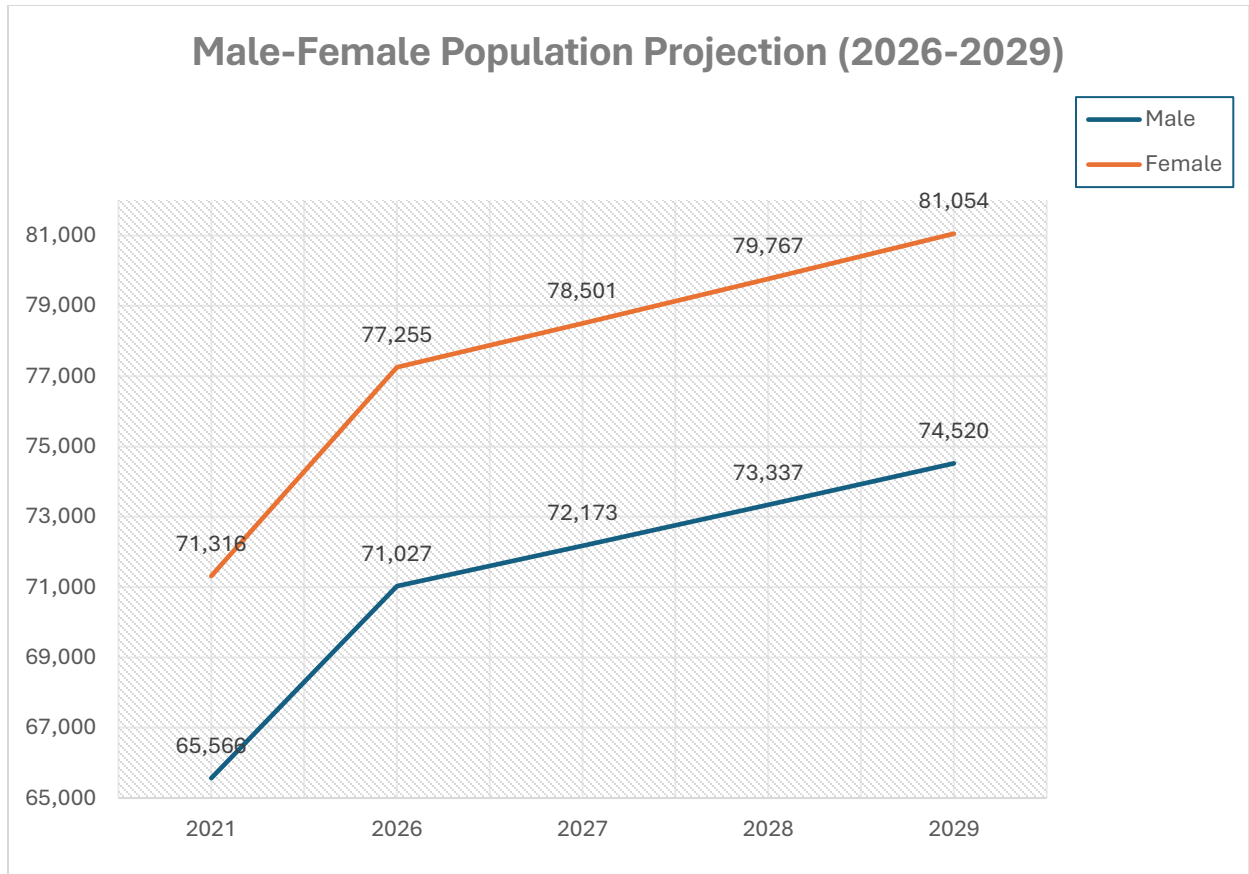


Figure 72: Sex Cohorts Population Projection

The population structure of Agona West shows a consistent female majority across the planning period. From 2026 through 2029, females are expected to remain above 52% of the municipal population, while males stay just below 48%. This sex imbalance has important planning implications.

First, the dominance of females in the population increases the demand for maternal and child health services, reproductive health programmes, and social protection interventions targeting women. Expanding access to antenatal and postnatal care, family planning, and adolescent reproductive health education will be critical.

Second, with women forming the majority of the working-age population, skills development and job creation programmes must deliberately address gender barriers. Training in technical and vocational fields, agro-processing, digital literacy, and entrepreneurship should integrate women to promote inclusiveness and reduce income disparities.

Third, the persistence of this structure also highlights the need for gender-sensitive governance and community participation. Ensuring women’s representation in decision-making platforms, budgeting, and local planning processes will enhance ownership and sustainability of development programmes.

Lastly, the female majority has implications for social support systems. The Assembly will need to strengthen interventions for vulnerable groups such as single mothers, widows, and elderly women

who may have limited income opportunities, while also promoting gender equity in education and resource allocation to sustain long-term human capital development.

2.15.1.3 Urban -Rural Population Projection

Method: exponential growth at 1.6% per annum from 2021 baseline (PHC 2021).

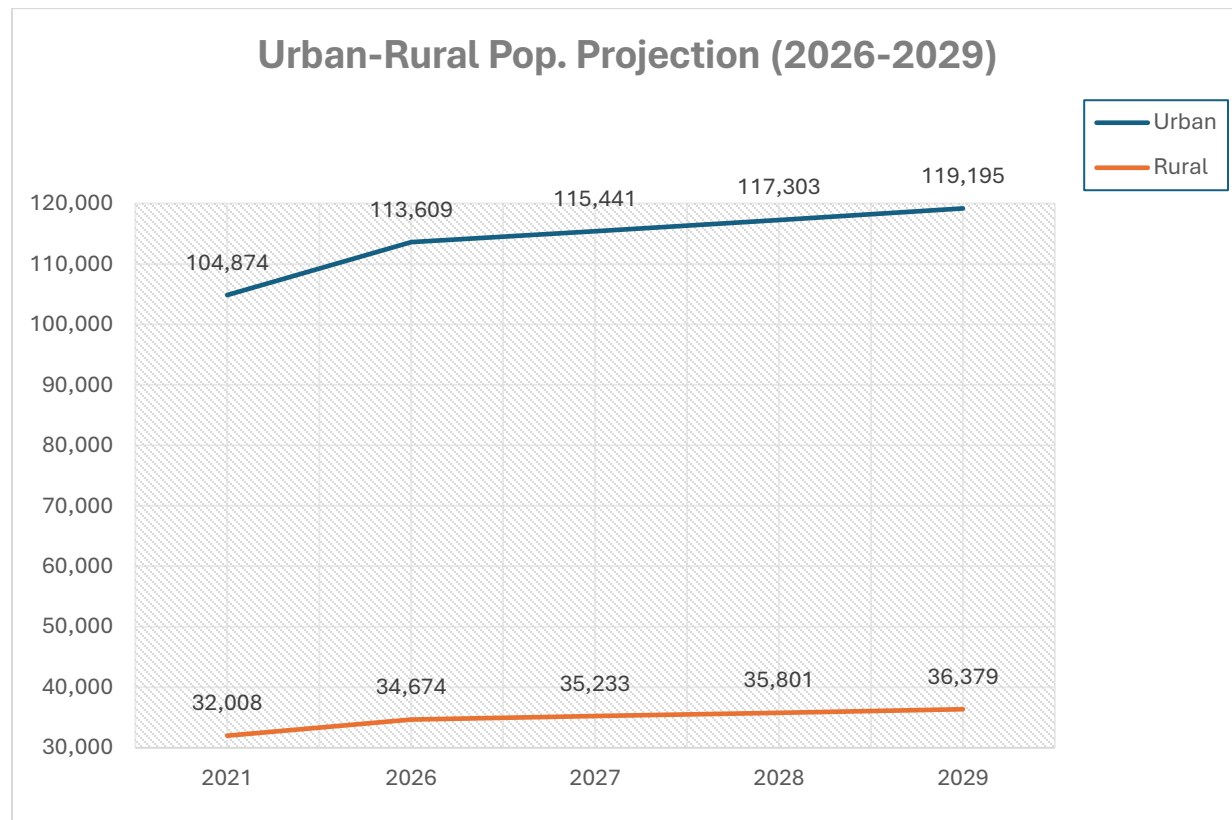


Figure 73: Urban-Rural Projection

The urban–rural distribution of Agona West shows a clear and persistent dominance of the urban population, led by Agona Swedru and surrounding peri-urban communities. By 2029, urban areas are projected to host nearly 120,000 people, representing more than three-quarters of the municipal population. Rural areas, in contrast, remain below 40,000, with a slower growth trajectory. This urban concentration reflects the pull of trade, services, and emerging industrial and educational opportunities in the municipal capital and along road corridors. However, it also implies increasing pressure on urban infrastructure and services such as housing, transport, water supply, sanitation, and solid waste management. If not managed proactively, challenges such as congestion, informal settlements, poor sanitation, and traffic bottlenecks will intensify.

For rural communities, the smaller and stagnant population size signals the risk of widening spatial disparities in access to education, health facilities, markets, and social amenities. Without deliberate interventions, rural areas may experience youth outmigration, ageing populations, and weakening of local economic activities, especially agriculture.

From a spatial development perspective, the projections highlight the urgency of guiding urban expansion through improved land use planning, enforcement of building regulations, and investment in resilient infrastructure. At the same time, targeted investments in rural services, agricultural modernisation, and local enterprise development will be necessary to sustain balanced growth and prevent rural neglect.

2.15.1.3 Population Projection by Age Group

Baseline: 2021 PHC (Both sexes). Method: exponential growth at 1.6% per annum applied uniformly across age groups.

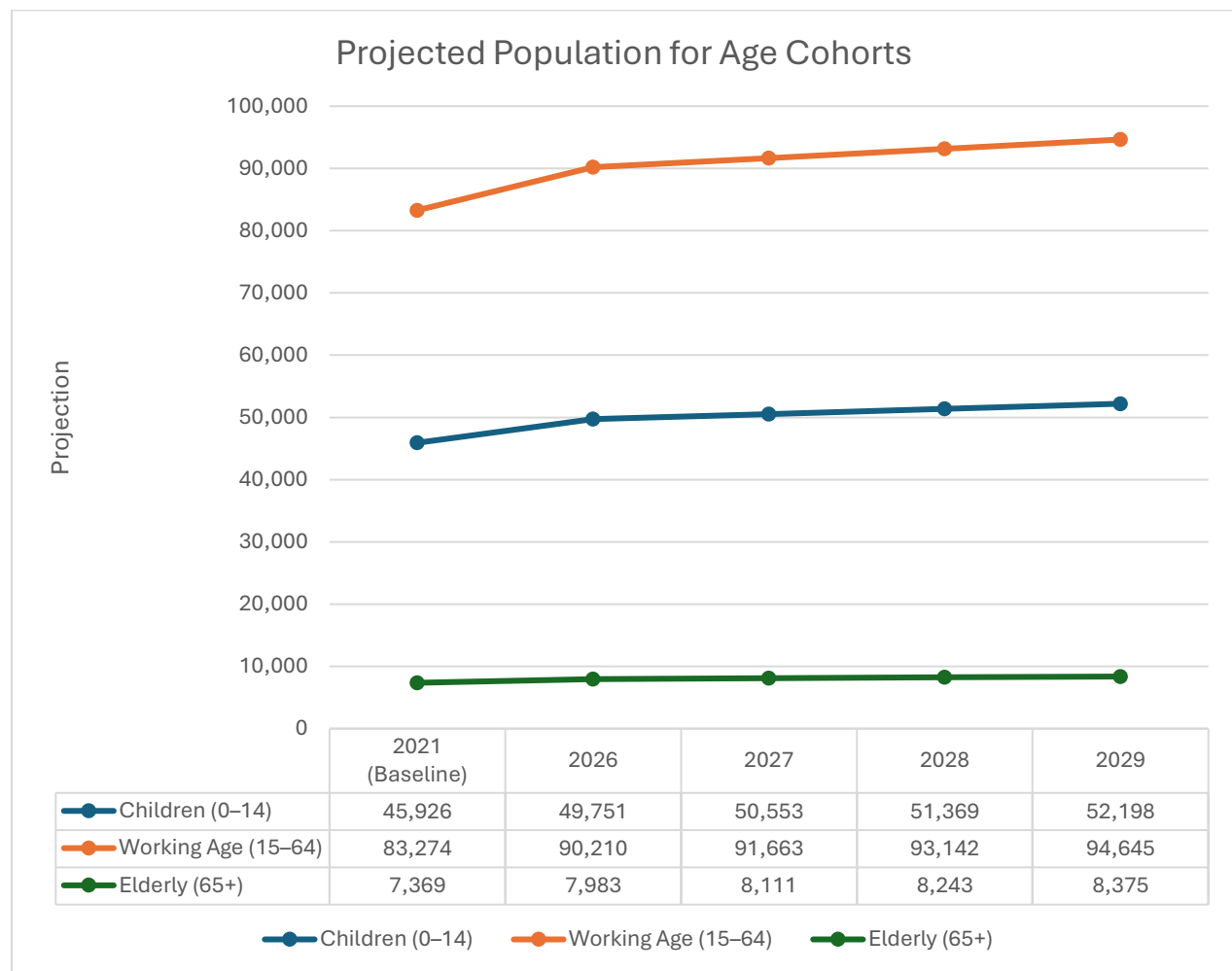
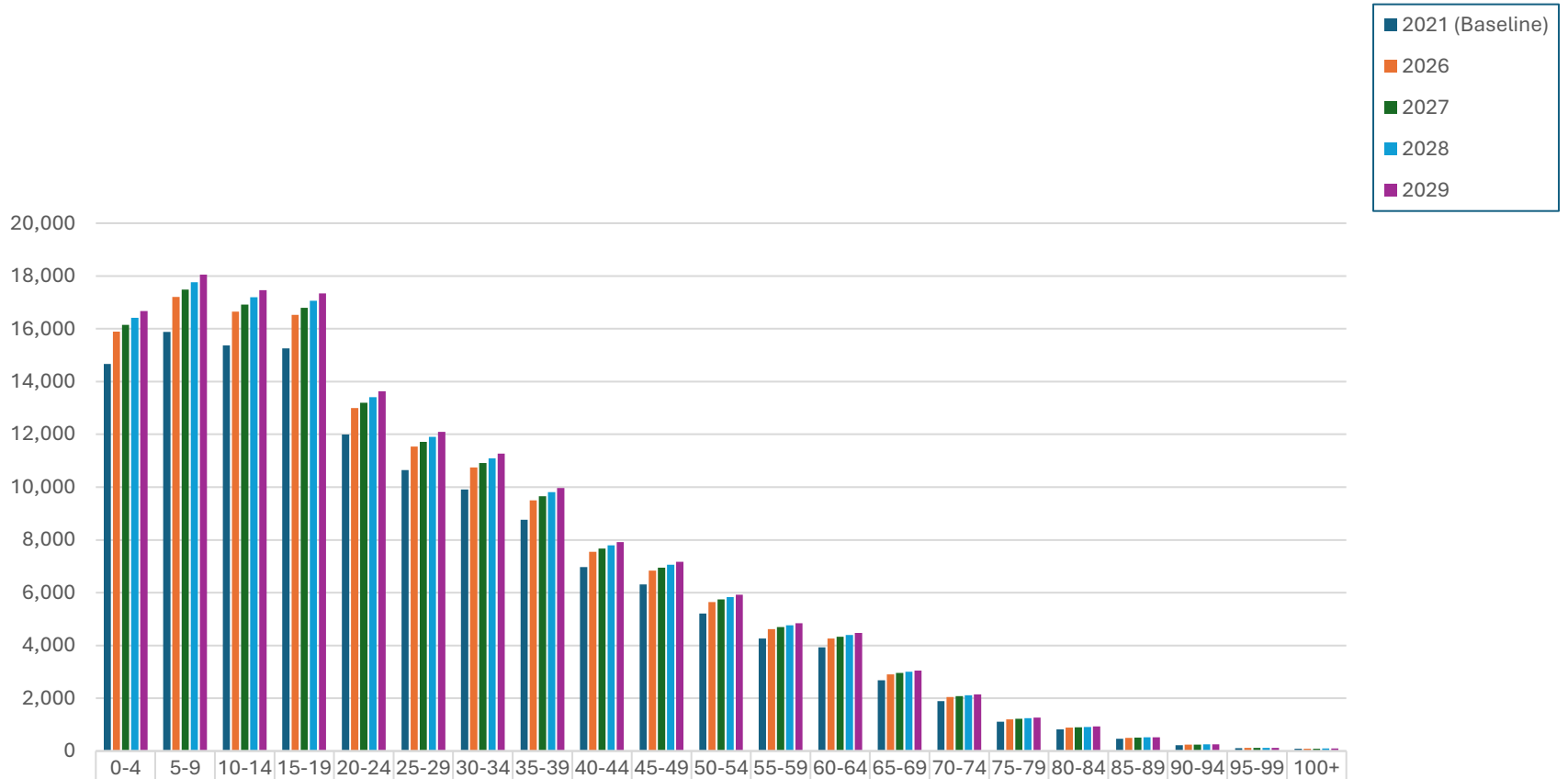


Figure 74: Population Projection by Age Cohort

Projected Population for Age Groups for the 2026-2029 Planning Period



	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85-89	90-94	95-99	100+
2021 (Baseline)	14,67	15,88	15,37	15,25	11,99	10,64	9,916	8,767	6,967	6,314	5,215	4,263	3,934	2,684	1,892	1,110	816	460	221	105	81
2026	15,89	17,20	16,65	16,53	12,99	11,53	10,74	9,497	7,547	6,840	5,649	4,618	4,262	2,908	2,050	1,202	884	498	239	114	88
2027	16,15	17,48	16,91	16,79	13,20	11,71	10,91	9,650	7,669	6,950	5,740	4,693	4,330	2,954	2,083	1,222	898	506	243	116	89
2028	16,41	17,76	17,19	17,06	13,41	11,90	11,09	9,806	7,793	7,062	5,833	4,768	4,400	3,002	2,116	1,242	913	515	247	117	91
2029	16,67	18,05	17,46	17,34	13,63	12,10	11,27	9,964	7,918	7,176	5,927	4,845	4,471	3,051	2,150	1,262	927	523	251	119	92

Figure 75: Projected Pop for Disaggregated Age Groups

The data paints a picture of a growing, young, but aging municipality. Agona West has a massive population of children and teenagers, a slightly smaller but crucial working-age population, and a significant number of older citizens whose ranks are swelling quickly. This combination means the Municipality must plan to:

- i. Educate a huge number of young people.
- ii. Create jobs for them when they come of age. (Planning must focus on stimulating the local economy through support for SMEs, vocational training aligned with market needs, and attracting investment to create formal employment).
- iii. Care for a growing elderly population with specific health needs.
- iv. All while the core tax base and workforce (the 30-49 age group) is relatively smaller, creating a potential strain on resources.
- v. Services for reproductive health, immunization, and pediatric care need to be strengthened to serve this large young population.

2.15.1.3 Projected Population Map of Agona West

Fig shows the population of Agona West at the end of the planning period 2029.

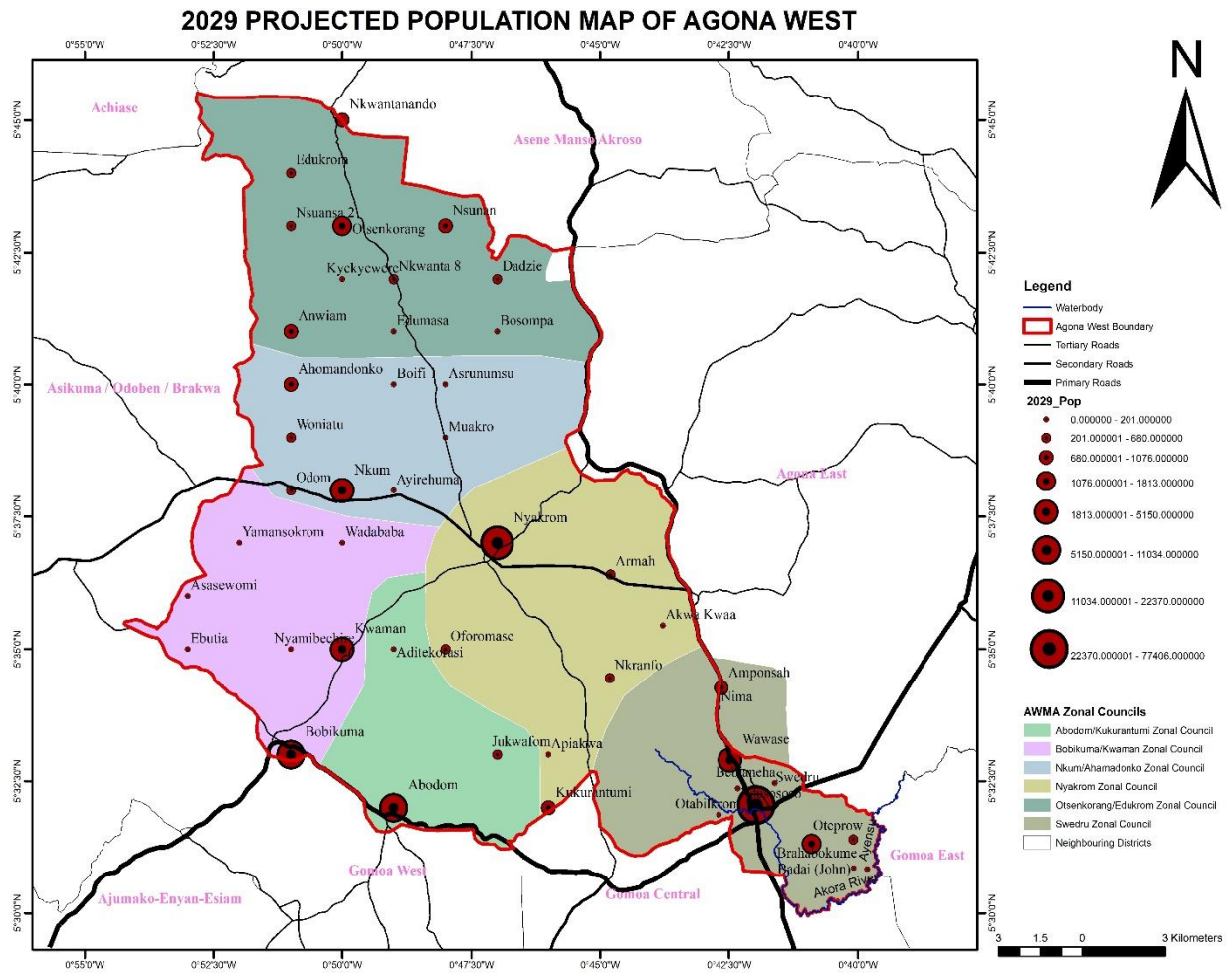


Figure 76: 2029 Projected Pop Map

The 2029 projected population map of Agona West shows the spatial distribution of population across the Municipality’s zonal councils. Larger settlement clusters such as Agona Swedru, Nyakrom, Bobikuma, and Abodom appear as major population concentrations, indicated by the largest proportional circles. Peripheral and rural communities are projected to have smaller populations, reflecting an urban–rural disparity. The map highlights how population growth is likely to reinforce Swedru’s dominance as the urban core, while surrounding towns and villages experience modest increases, creating pressure on road networks, services, and infrastructure within high-density zones.

2.15.2 Development Needs

The population increment over the years requires equally matching social and economic facilities and services, which must be equitably distributed. Against this background, efforts should be directed towards the provision of facilities such as schools, health, housing and employment opportunities. The following abbreviations will be used throughout the analysis

EX – Existing Facility

ND – Needed Facility

BL – Backlog

AN – Accumulated Need

2.15.2.1 Health Needs

Health is one of the basic inputs to human development, and as indicated by the demographic projection, the population of the Municipal will grow significantly within the plan period. This situation calls for an assessment of the demand for health services and facilities. To decentralise health in the country, the Primary Health Care (PHC) delivery system was introduced. This system lays emphasis on preventive, curative and rehabilitative measures as they are needed. The system is operationalised at three levels, by which health services are made available to the people, namely: levels A, B and C. The table below indicates the required population threshold to make each level functional.

Table 13: Health Facility and Pop Threshold

Health Facility	Population Threshold
CHPS Compound	5,000
Clinic	5,000
Health Post	5,000
Health Centre	25,000
Poly Clinic	50,000
Municipal Hospital	200,000

Table 14: Health Needs Assessment and Projection

Year	Pop	CHPS Compound				Clinic				Health Post				Health Centre				Polyclinic				Municipal Hospital			
		EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN
2026	148283	13	30	17	17	3	30	27	27	24	30	6	6	5	6	1	1	0	3	3	3	1	1	0	0

2027	150674		30	0	17		30	0	27		30	0	6		6	0	1		3	0	3		1	0	0
2028	153104		31	1	18		31	1	28		31	1	7		6	0	1		3	0	3		1	0	0
2029	155574		31	0	18		31	0	28		31	0	7		6	0	1		3	0	3		1	0	0

2.15.1.2 Educational Needs

Education plays an essential role in the social, cultural, political and economic development of the Municipality. It provides the ability of people to read and write, and thus take the initiative towards development in general. Due to its importance, the major aim of the country's educational policy is to expand and consolidate facilities for education to ensure an increase in the intake of children in the school-going age in order to improve the School Participation Rate (SPR) in the country.

Human capital constitutes a potential resource which needs to be tapped fully in order to ensure its fullest and most productive utilisation. It is in recognition of this vital role that the Agona West Municipal's future educational facilities and teacher requirements are estimated to see what sorts of interventions are needed. The projections are thus made on the following assumptions:

- i. That the factors that influence population changes, that is, fertility, mortality and migration, will remain constant.
- ii. With the government's intention to sustain Free Compulsory Universal Basic Education and Free Senior High School Education, it is envisaged that the School Participation Rate will increase over the years for the various educational levels.
- iii. It is expected that over the plan period, adequate infrastructure like staff accommodation, water and electricity would have been extended to other settlements, and these would attract personnel, including trained teachers, into the Agona West Municipality.
- iv. That parents will encourage their children to go to school.

Table 15: Educational Facility and Population Threshold

Educational Facility	Population Threshold
Nursery	5000
Primary	6000
JHS	10000
SHS/Vocational	20,000

Table 16: Educational Needs Assessment and Projection

Year	Pop	KG				Primary				JHS				SHS/Vocational			
		EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN
2026	148283	72	30	-42	0	71	25	-46	0	71	15	-56	0	8	7	0	0
2027	150674		30	-42	0		25	-46	0		15	-56	0		8	0	0
2028	153104		31	-41	0		26	-45	0		15	-56	0		8	0	0

2029	155574		31	-41	0		26	-45	0		16	-55	0		8	0	0
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From table 14, it would be realised that the existing number of nursery and primary schools (162) is more than enough for the plan period. The inference drawn here is that in the past, schools have been provided based on proximity to settlements but not due to population thresholds because the small settlements which make up the threshold are usually far apart thereby making commuting to the schools by the children impossible. The same principle also applies to the JHS, where the existing 126 schools for 2022 are far beyond the needed 17 schools. Based on this concept the Assembly should still provide basic schools (ie nursery, primary and JHS) where necessary to cater for the needs of the communities. In terms of. S.S.S/Technical/Vocational schools 1 additional school should be provided in addition to the existing 8 by the end of 2025.

2.15.1.3 Refuse Depot (Final Disposal Site)

According to the planning standards, a final disposal site should serve a maximum population of 30,000 people. From table, it is expected that the Assembly constructs 4 additional sites to serve the people of Municipality by the end of the planning period (2026-2029)

Table 17: Final Disposal Site Needs Assessment and Projection

Year	Pop	Final Disposal Point			
		EX	ND	BL	AN
2026	148283	1	5	4	4
2027	150674		5	0	4
2028	153104		5	0	4
2029	155574		5	0	4

2.15.1.4 Water and Electricity Supply

Based on the development issues identified and the community needs and aspirations solicited from the various zonal councils, it is envisaged that electricity and water will be extended to all lacking rural, remote, and isolated communities over the plan period within the Municipality. Also, some institutions need to be connected to water and electricity supply.

Cognizance should be taken of the standards required to serve the population threshold. For public stand pipes, the Assembly is expected to serve a population of at most 35,000 persons and a minimum of 5,000 persons. For boreholes, it is expected that 1 borehole serve a minimum of 300 persons.

CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This chapter covers the prioritisation of issues identified from the performance review, needs assessment, and situational analysis. It explains the process for the prioritisation, the criteria for the prioritisation, the rationale for each prioritised issue, and their alignment with sustainable development goals.

3.1 List of Prioritised Development Issues in Agona West

The process of prioritizing the key development issues for the Agona West Municipality was guided by a structured multi-stakeholder participatory approach to ensure that the most pressing challenges were identified and ranked for action. The Pairwise Ranking Prioritisation Tool was employed that allowed stakeholders to systematically compare issues against each other based on a set of agreed criteria. This tool was selected because it is participatory, transparent, and provides a clear justification for why some issues are ranked higher than others.

The criteria used for prioritisation included:

- Severity of the problem
- Diversity of the problem (how widespread it is across communities)
- Intended benefits of addressing it
- Significant multiplier effects on the local economy (enterprise attraction, job creation, income growth)
- Significant linkage effects on meeting basic human needs and rights (health, education, gender equity)
- Significant implications for sustainable spatial development (settlements, corridors, and resilience)
- Opportunities for addressing key cross-cutting issues across gender, environment, equality, equity, marginalization, and vulnerability.

Based on this exercise, the following issues were agreed upon and prioritized for the 2026–2029 Medium-Term Development Plan of the Agona West Municipality:

1. High youth unemployment and underemployment (SDG 1; SDG 8).
2. Poor road and transport infrastructure, especially feeder roads (SDG 9; SDG 11).
3. High vulnerability to flooding and disasters due to poor drainage, encroachment, and climate risks (SDG 11; SDG 13).
4. Weak and inequitable health delivery system (SDG 3; SDG 5; SDG 10).
5. Inadequate and inequitable distribution of educational infrastructure (SDG 4; SDG 5; SDG 10).
6. Poor sanitation management and waste disposal (SDG 6; SDG 3).
7. Declining agricultural productivity and soil fertility (SDG 2; SDG 15).
8. Weak enforcement of land use, environmental, and noise pollution regulations (SDG 3; SDG 11; SDG 13; SDG 15).
9. Inadequate market infrastructure, weak MSME support, and limited access to finance (SDG 8).
10. Weak disaster preparedness and management (SDG 11; SDG 13).

11. Underdeveloped tourism and cultural industries
12. Inadequate and unreliable electricity supply in rural, remote, and new areas.
13. Weak institutional capacity and collaboration (SDG 17).
14. Inadequate financing for development and overdependence on DACF (SDG 17).

These prioritized issues reflect the most urgent development challenges confronting the Municipality. They form the basis for the formulation of the goals, objectives, and strategies in the Medium-Term Development Plan, ensuring alignment with local aspirations, national priorities, and global development frameworks such as the SDGs.

3.2 Rational for Prioritizing Specific Issues

No.	Prioritized Issue	Why Prioritized (Rationale)	Linked SDGs
1	High youth unemployment and underemployment	Major driver of poverty, crime, and social instability; underutilization of labor force undermines inclusive growth.	SDG 1, SDG 8
2	Poor road and transport infrastructure, especially feeder roads	Limits access to markets, social services, and investment opportunities; constrains local economic transformation.	SDG 9, SDG 11
3	High vulnerability to flooding and disasters due to poor drainage, encroachment, and climate risks	Recurring floods and climate risks threaten lives, infrastructure, and investments; urgent for resilience.	SDG 11, SDG 13
4	Weak and inequitable health delivery system	Inadequate health services, personnel, and logistics lead to inequalities and poor health outcomes.	SDG 3, SDG 5, SDG 10
5	Inadequate and inequitable distribution of educational infrastructure	Perpetuates inequality, weakens human capital formation, and reduces future productivity.	SDG 4, SDG 5, SDG 10
6	Poor sanitation management and waste disposal	Major source of disease outbreaks and environmental degradation; reduces quality of life.	SDG 6, SDG 3
7	Declining agricultural productivity and soil fertility	Threatens food security, rural livelihoods, and poverty reduction.	SDG 2, SDG 15
8	Weak enforcement of land use, environmental, and noise pollution regulations	Leads to unregulated development, encroachment, and environmental risks; undermines spatial sustainability.	SDG 3, SDG 11, SDG 13, SDG 15

9	Inadequate market infrastructure, weak MSME support, and limited access to finance	Constrains enterprise growth, job creation, and inclusive economic development.	SDG 8
10	Weak disaster preparedness and management	Heightens vulnerability of communities to floods, fires, and climate-related risks.	SDG 11, SDG 13
11	Underdeveloped tourism and cultural industries	Limits opportunities for revenue generation, job creation, and cultural preservation.	SDG 8; SDG 11; SDG 12
12	Inadequate and unreliable electricity supply in rural, remote, and new areas.	Constrains business operations, limits access to ICT, reduces productivity, and undermines overall socio-economic development.	SDG 7; SDG 8; SDG 9
13	Weak institutional capacity and collaboration	Limits effectiveness of planning, service delivery, and inter-agency coordination.	SDG 17
14	Inadequate financing for development and overdependence on DACF	Restricts implementation of development programmes and weakens fiscal autonomy.	SDG 17

In addition to the key prioritized development issues, the following cross-cutting issues were identified:

- i. Poor ICT and telecommunication coverage
- ii. Gender inequalities in resource access and decision-making
- iii. Weak social protection systems for vulnerable groups

CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES

4.0 Introduction

This section details the formulation of development goals, objectives, and strategies. The goals, objectives, and strategies were formulated based on the prioritized development issues. Also, some crosscutting and emerging development themes were considered.

4.1 Development Goals, District Objectives and Strategies

Table 18 shows the matrix which entails prioritized issues, goals, objectives, aligned national objectives, strategies, development.

Below are the municipal goals:

1. Stimulate inclusive and resilient local economic development (Linked to SDGs 1, 2, 8, 12)
2. Promote social development and services (Linked to SDGs 3, 4, 5, 6, 10)
3. Build resilient, sustainable and well-managed built and natural environment (Linked to SDGs 7, 9, 11, 13, 15)
4. Strengthen municipal governance and resource mobilization (Linked to SDG 17)

4.2 Goal Compatibility Matrix

Legend:

H – High (Reinforcing)	M – Medium (Manageable trade-offs)	L – Low (Potential conflict)
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Table 18: Goal Compatibility Matrix

Goals	Goal 1	Goal 2	Goal 3	Goal 4
Goal 1	-	H	M	H
Goal 2	H	-	H	H
Goal 3	M	H	-	H
Goal 4	H	H	H	-

The four municipal development goals form a coherent development logic consistent with multi-sectoral municipal planning. Goal 4 (governance, financing, regulatory capacity) functions as an enabling goal that strengthens the institutional delivery ecosystem for Goals 1–3. There are no inherently contradictory goals; trade-offs arise primarily at the implementation and spatial allocation stages. This alignment indicates the MTDP can pursue a multi-sectoral strategy without major contradictions, provided sequencing and coordination are deliberate.

4.2.0. Key Synergy Clusters (High Compatibility):

a. Economic–Social–Human Capital Cluster: Goal 1 (economic development) and Goal 2 (social services) reinforce each other through productivity gains, improved labour quality, and enhanced well-being. Health, education, and sanitation improvements raise employability, reduce absenteeism, support tourism, and enhance agricultural output.

b. Economic–Infrastructure–Spatial Productivity Cluster: Goal 1 and Goal 3 align through reductions in transaction costs, improved factor mobility, and market integration. Roads, electricity, ICT, and spatial planning enable MSME competitiveness, agro-logistics, tourism development, and digital service delivery.

c. Governance–Service Delivery–Enabling Environment Cluster: Goal 4 underpins Goals 1–3 by enabling financing, regulatory enforcement, inter-departmental coordination, data governance, and institutional capacity. Digitalisation, revenue mobilisation, and procurement efficiency support public investment and service quality.

4.2.1. Areas with Manageable Trade-Offs (Medium):

The most significant trade-off pathway sits between Goal 1 and Goal 3, where economic expansion may impose pressure on land, ecosystems, and the natural resource base. These tensions manifest spatially (e.g. siting of markets, agro-processing, tourism infrastructure) and ecologically (e.g. land conversion, resource extraction, pollution). They are mitigable through spatial planning, permitting, resource-efficiency standards, circular economy practices, green market designs (solar roofs, waste segregation), ecosystem restoration offsets, and enforcement of zoning and buffer zones.

See table 18 for sectoral implementation risks and coordination measures:

Table 19: Sectoral Implementation Risks and Manageable Trade-Offs

Sectoral Pairs	Implementation Risks	Coordination Measures
(Roads vs. Enforcement)	Road works may pressure planning standards and encroach on regulated zones.	Enforce development control and permitting; integrate roads into local plans; apply right-of-way protection; ensure joint supervision by Works and Physical Planning Units.
(Climate/Environment vs. Markets/MSMEs)	Market expansion may increase emissions, waste, and stress on ecosystems.	Promote green market designs (solar roofs, waste segregation); incentivize eco-friendly MSMEs; adopt circular economy practices within markets.
(Health vs. Agriculture)	Budget trade-offs may occur between health facilities and agricultural extension services.	Adopt results-based budgeting; ring-fence allocations for both health and agriculture; promote nutrition-sensitive agriculture that supports health outcomes.
(Sanitation vs. Markets)	Market intensification may overwhelm waste systems and worsen sanitation.	Provide market sanitation infrastructure (toilets, bins, MRFs); enforce sanitation by-laws; partner with private firms for waste collection services.
(Roads vs. Sanitation)	Road construction may damage drains or worsen siltation.	Include drainage components in road designs; coordinate Roads and Environmental Health Departments; require contractors to restore or upgrade drains.
(Agriculture vs. Regulation)	Land-use regulations may restrict farming in buffer zones and wetlands.	Provide alternative farming technologies (irrigation, greenhouses); offer livelihood diversification support; clearly demarcate protected areas in local plans.
(Agriculture vs. Regulation)	Expansion of electricity infrastructure may involve clearing vegetation,	Conduct environmental impact assessments (EIAs); prioritize renewable

	installing poles, or constructing mini-grids in sensitive ecosystems.	and off-grid solutions; use climate-smart design standards.
(Electricity vs. Land Use & Regulation)	New electricity lines or facilities may conflict with zoning or protected areas.	Integrate electricity planning with land-use plans; ensure permits and buffer zones; consult physical planning authorities.
(Electricity vs. Agriculture)	Infrastructure could occupy fertile land or disrupt irrigation/farming activities	Route lines along non-arable land; adopt elevated poles or underground cabling in farmland; compensate affected farmers.
(Electricity vs. Sanitation/Waste)	Electrical projects may interfere with drainage, sanitation facilities, or waste management operations.	Coordinate with Environmental Health Dept.; align construction schedules; ensure restoration of disrupted sanitation infrastructure.
(Electricity vs. Disaster Management)	Improper installation may increase risk of electrical fires or hazards during floods.	Apply disaster-resilient design standards; install surge protection and proper grounding; integrate electricity planning with local hazard maps.

4.2.2 Low Compatibility (L) – Conflicts and Targeted Interventions:

The Low compatibility ratings point to direct conflicts or competing priorities between certain goals. In these cases, progress in one area may undermine or slow down progress in another. No structural low-compatibility conflicts arise at the goal level. Potential conflicts materialise at project-level siting decisions, such as competition between urban expansion and agricultural land, tourism development in ecologically sensitive corridors, infrastructure development in hazard-prone areas, or market construction in high-value ecological or agricultural zones (See table 19).

Table 20: Conflicting Sector Pairs and Minimising Interventions

Sector Pairs	Conflict Area	Interventions to Minimize/Resolve
Road expansion vs. climate/eco-systems	: vegetation clearing, increased runoff, culvert undersizing, habitat fragmentation.	Mandatory EIAs; climate-resilient road standards (adequate culverts, lined drains, slope stabilization); roadside tree buffers; no-net-loss biodiversity offsets; integrate catchment-level drainage masterplan.
Road vs Agric	Right-of-way encroaches fertile farmlands; soil compaction; access disruption to plots and water points.	Participatory route selection avoiding high-value farmlands; fair compensation and livelihood restoration; farm road programs; off-season construction windows; soil rehabilitation along corridors.
Sanitation/Waste Management vs. Agric	Uncontrolled dumps/leachate contaminate soils and streams; open burning degrades air quality and crops.	Regional sanitary landfill with leachate control; waste segregation; composting/biogas from organics for agro-use; strict siting standards and buffer zones; enforce haulage and market sanitation by-laws.
Market vs Agric	Market and logistics hubs consume arable land and can disrupt farm operations if sited in core agricultural zones.	Zoning to protect agricultural belts; multi-storey/compact urban markets; agro-logistics parks sited off prime farmland; land readjustment and serviced plots for markets.
Land Use vs. Market	Strict land-use/environmental rules can constrain informal trading and market expansion in dense areas.	Designate formalized ‘organized informal’ trading zones; streamlined permitting; incremental compliance pathways; support services (storage, sanitation) to raise standards without displacement.
Market vs Disaster Prevention	Markets in flood/fire-prone locations heighten disaster exposure for traders and customers.	Risk-informed siting using hazard maps; fire-safety codes, hydrants, and egress; elevated/raised platforms in flood zones; early warning systems and drills; climate-proof market designs.
(Electricity vs. Tourism)	Infrastructure siting may disrupt heritage or scenic sites.	Map heritage/tourism areas; use underground or visually sensitive

		installations; coordinate with tourism planning units.
(Electricity vs. Education)	Construction may temporarily disrupt school operations or access.	Schedule works during school holidays; implement safety and temporary access measures.
(Electricity vs. Health)	Construction near health facilities may interfere with services or pose safety risks.	Plan works in consultation with facility managers; ensure emergency power backups during outages.
(Electricity vs. Agriculture, critical conflict zones)	Large-scale substations or transmission lines may permanently occupy productive land.	Seek alternative sites, multi-purpose land use, or compensation schemes; consider community mini-grids in farming areas.

4.2.3 Implementation Guidelines for Conflicting Goals

To ensure coherence and minimize execution frictions, four implementation levers are recommended:

Sequencing: Prioritize Goal 4 reforms in Years 1 to unlock financing, improve planning, and strengthen procurement to support delivery capacity for sector goals.

Spatial Planning: Use an updated structure/local plan to site markets, roads, and waste facilities outside hazard and prime agricultural zones.

Financing: Blend DACF with IGF, PPPs, and climate finance to avoid zero-sum budget trade-offs.

Monitoring: Establish cross-departmental dashboards to track co-benefits (e.g., jobs from climate-smart infrastructure) and flag emerging conflicts.

Participation: Co-design with traders, farmers, women, youth, and persons with disabilities to surface conflicts early and agree mitigations.

Table 21: Development Goals, Objectives, & Strategies Matrix

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme	Linkages to Global and Continental Protocols
Dimension/Thematic Area: Economic Development						
Inadequate market infrastructure, weak MSME support, and limited access to finance	Stimulate inclusive and resilient local economic development	<ul style="list-style-type: none"> i. Improve access to modern market infrastructure by 40% by 2029. ii. Strengthen MSMEs in the Municipality by 2029 	Improve support for entrepreneurship and MSME development.	<ul style="list-style-type: none"> i. Develop and expand modern market infrastructure including night markets in the Municipality ii. Improve business and regulatory environment. iii. Enhance market access and trade opportunities iv. Facilitate access to credit facilities v. Strengthen capacity building programmes aimed at entrepreneurship development 	Trade, Entrepreneurship, and Industry	SDG 8; AU Agenda 2063; ECOWAS Investment Code
Underdeveloped tourism and cultural industries	Stimulate inclusive and resilient local economic development	Increase tourism-related activities in the Municipality by 2029	Diversify and expand the tourism industry	<ul style="list-style-type: none"> i. Develop available and potential sites to meet international standards ii. Encourage community initiatives in tourism and partner with traditional authorities to promote commercialization of potential tourist attractions. iii. Expand the tourism sector through investment, innovation, and pursuit of service excellence iv. Promote tourism and culture among communities, schools and other institutions v. Promote the Municipality as major tourist hub 	Tourism and Cultural Development	SDG 9, 12, 14 AU 6, 7 ECOWAS-P3/SOB3/SOR3
High youth unemployment and underemployment	Stimulate inclusive and resilient local economic development	Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities	<ul style="list-style-type: none"> i. Promote job creation and decent jobs ii. Improve human capital development and management 	<ul style="list-style-type: none"> i. Create decent jobs by promoting entrepreneurship, value chains, and labour-intensive programs, with a focus on youth. Invest in digital, ICT-driven, and agribusiness employment. ii. Strengthen and support schemes that support skills training, internship and modern apprenticeship iii. 	Trade, Entrepreneurship, and Industry Youth Development	SDG 2, SDG 8, AU 1,3,5, 12 ECOWAS-P5/SOB5/SOR3

				iv. v.	Expand youth employment through partnerships, skills training, and entrepreneurship support. Promote agriculture as a viable business among the youth			
Declining agricultural productivity and soil fertility	Stimulate inclusive and resilient local economic development	Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices	i. ii. iii. iv.	Enhance agriculture production and agri-business for economic transformation. Create an enabling agribusiness environment. Improve post-harvest management. Enhance sustainable and resilient food production system	i. ii. iii. iv. v. vi. vii. viii. ix. x.	Promote development of improved crop varieties, pest control, and soil management strategies. Promote climate-smart agricultural practices Build capacity of FBOs and other actors along the value chain in marketing, standards and other skills Increase women and youth participation in agriculture Review and regulate the use of agrochemicals in the food production value chain promote the application of science, technology and innovation in the agricultural value chain implement relevant strategic flagship programmes Facilitate local processing of agricultural produce into finished products Promote urban agriculture	Agricultural Services and Management Women in Agriculture Development Sustainable Agriculture	SDG 1, 2, 9, 16, 17 AU 1,3,4,5,20
Dimension/Thematic Area: Social Development								
Weak and inequitable health delivery system	Promote social development and services	Improve accessibility, affordability, and equity of quality health care services by 2029	Ensure equitable, affordable and quality universal health coverage	i. ii. iii. iv. v.	Make primary health care free and universally accessible by all Enhance gender and disability-friendliness of healthcare services Expand, establish, equip, and upgrade health facilities within the municipality Strengthen and expand coverage of NHIS, especially for all vulnerable groups Expand training, recruitment, and retention of health personnel	Health and Nutrition Services and Management Maintenance of Assets Monitoring and Evaluation Gender Equality, Social Inclusion, and Social Protection		SDG 3, 16 ECOWAS-P4/SOB4/SOR1

				vi.	Enhance nutrition services across all levels in the municipality		
Inadequate and inequitable distribution of educational infrastructure	Promote social development and services	Increase access to quality education across all levels by 2029	Enhance equitable access to, and participation in quality education at all levels.	i.	Expand, establish, equip, and upgrade existing educational infrastructure in the municipality	Educational Infrastructure and Quality Improvement	SDG 4, 16, AU 2, 18 ECOWAS-P5/SOB5/SOR3
				ii.	Enhance quality of teaching and learning environment at all levels	Maintenance of Assets	
				iii.	Expand training, recruitment, and retention of teachers in the municipality	Monitoring and Evaluation	
				iv.	Maintain and improve gender parity in the basic schools	Gender Equality Social Inclusion, and Social Protection	
				v.	Promote STEM, especially among girls in the municipality		
				vi.			
Poor sanitation management and waste disposal	Promote social development and services	i. Achieve 70% coverage of solid waste collection ii. Achieve 50% coverage of liquid waste management iii. Achieve 100% open defecation-free coverage iv. Achieve 100% household access to safe drinking water by 2029 v. Improve hygiene, food, and drug safety	i. Enhance access to improved and sustainable environmental sanitation services. Improve access to safe reliable and sustainable water supply services for all.	i.	Expand access to waste bins	Waste Management	SDG 3, ECOWAS-P4/SOB4/SOR3/SOB 4
				ii.	Scale-up sensitization programmes on proper sanitation and waste management	Environmental and Health Promotion	
				iii.	Improve solid and liquid waste management	Food, Water, Drug Safety, and Hygiene	
				iv.	Ensure religious implementation of MESSAP	Environmental Protection and Law Enforcement	
				v.	Establish, expand, and upgrade sanitation infrastructure and facilities		
				vii.	Establish, expand, and upgrade water infrastructure in the municipality		
Dimension/Thematic Area: Environment and Human Settlement							
Poor road and transport infrastructure, especially feeder roads	Build resilient, sustainable and well-managed built and natural environment	i. Improve accessibility and mobility by upgrading municipal and feeder roads by 2029. ii. Improve visibility across all levels of transport by 50% through street lighting	i. Improve efficiency and effectiveness of road transport infrastructure and services ii. Enhance safety and security for all categories of road	i.	Expand and maintain road transport infrastructure in the municipality	Road and Transport Services	SDGs 3, 9, 11, 16, 17, AU 1,2, ECOWAS – P3/SOB3/SOR3
				ii.	Enhance maintenance and management practices for all road classes in the municipality		
				iii.	Mainstream green infrastructure, climate change, and sustainability issues in the road sector		
				iv.	Improve road furniture (street lighting, road		

					markings, and road signage		
High vulnerability to flooding and disasters due to poor drainage, encroachment, and climate risks	Build resilient, sustainable and well-managed built and natural environment	<ul style="list-style-type: none"> i. Increase environmental resilience and sustainability by 2029; ii. Establish operational disaster early warning systems in all disaster-prone zones 	<ul style="list-style-type: none"> i. Enhance climate change resilience ii. Improve national resilience to hydrological threats. 	<ul style="list-style-type: none"> i. Promote awareness on disaster risk reduction ii. Build the capacity of NADMO and relevant actors in disaster preparedness, disaster risk reduction, disaster prevention, and disaster management iii. Improve drainage infrastructure iv. Strengthen surveillance, and early warning systems, to inform early and timely action in responses to anticipated risks 	Climate Mitigation, Adaption, and Communication Programmes Disaster Prevention and Management	SDG 11, SDG 13, Sendai Framework	
Weak enforcement of land use, environmental, and noise pollution regulations	Build resilient, sustainable and well-managed built and natural environment	Increase compliance with land use, environmental, and noise pollution regulations by 2029	Reduce anthropogenic threats.	<ul style="list-style-type: none"> i. Ensure environmental assessment of all projects in the municipality. ii. Sanction violators of regulations without fear or favour iii. Ensure strict enforcement of Assembly bye-laws iv. Intensify enforcement of regulations and standards on air, soil, and noise pollution v. Build capacities of officers on enforcement of regulations and prosecution of offenders 	Sustainable Urban Development and Management Environmental Protection and Law Enforcement Natural Resource Conservation and Management	SDG 3, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, AU Target A1 G7 P3 T1 ECOWAS-P4/ SOB4/SOR3	
Weak disaster preparedness and management	Build resilient, sustainable and well-managed built and natural environment	Strengthen post-disaster response and recovery mechanisms reaching at least 50% of affected communities by 2029	Improve national resilience to hydrological threats.	<ul style="list-style-type: none"> i. Equip NADMO with relief items ii. Integrate disaster preparedness and management into urban planning and management systems iii. Improve enforcement and compliance of disaster risk reduction laws iv. Strengthen disaster risk governance 	Disaster Prevention and Management	Sendai Framework (SDGs 11), AU Target A1 G7 P5 T1)	
Inadequate and unreliable electricity supply in rural, remote, and new areas	Build resilient, sustainable and well-managed built and natural environment	<ul style="list-style-type: none"> i. Achieve 100 % coverage of electricity in the municipality by 2029 ii. Promote the usage of clean and affordable energy 	Promote an efficient transmission and distribution system Enhance access to clean and affordable energy.	<ul style="list-style-type: none"> i. Establish and expand an efficient transmission and distribution of power, especially to underserved areas. ii. Promote awareness on clean energy 	Energy Development and Management Programmes Maintenance of Assets	SDGs 1,7,8,9,10,11,12,14,16,17, AU1, 6,7,9,10,20, ECOWAS – P4/ SOB4/SOR3	

Dimension/Thematic Area: Governance and Institutional Development							
Weak institutional capacity and collaboration	Strengthen municipal governance and resource mobilization	Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029	Strengthen the effectiveness, accountability, and efficiency of public institution.	<ul style="list-style-type: none"> i. Promote dialogue and cooperation among various actors in the municipality ii. Intensify civic education particularly among youth and marginalized groups iii. Enhance the capacity and effectiveness of assembly members iv. Enhance the capacity of the municipal assembly through periodic training v. Adequately resource the municipal assembly and sub-structure offices vi. Promote inter-service/inter-sectoral collaboration and cooperation vii. Strengthen systems and structures for ensuring transparency and accountability 	<ul style="list-style-type: none"> Governance, Corruption, and Public Accountability Monitoring and Evaluation Programmes Development Communication Programmes Knowledge Management and Learning Maintenance of Assets 	SDG 16, 17, AU Agenda 2063	
Inadequate financing for development and overdependence on DACF	Strengthen municipal governance and resource mobilization	Increase IGF contribution by 25% and expand resource mobilization through PPPs and external partnerships by at least 20% by 2029	<ul style="list-style-type: none"> i. Improve financing and utilization of research and development innovation, and sustainable for industrial development. ii. Strengthen fiscal decentralization 	<ul style="list-style-type: none"> i. Enhance revenue mobilization capacity of the assembly ii. Promote PPP for investment projects iii. Sensitize and educate relevant actors on accessing donor funding iv. Create an enabling environment for financing institutions v. Leverage science, technology, and innovation, including applied research, to support the development of strategic industries and value chains 	<ul style="list-style-type: none"> Revenue Improvement Programmes 	SDG 2, 9, SDG 16, SDG 17, AU Agenda 2063	
CROSS-CUTTING AND EMERGING ISSUES							
Dimension/Thematic Area: Environment and Human Settlement							
Poor ICT and telecommunication coverage	Build resilient, sustainable and well-managed built and natural environment	Expand ICT access and digital literacy by 50% by 2029; ensure ICT-enabled service delivery across sectors	<ul style="list-style-type: none"> i. Enhance application of ICT in national development. ii. Expand the digital technology landscape 	<ul style="list-style-type: none"> iii. Position the municipality as the region ICT hub iv. Improve coverage of telecommunication network v. Improve the quality of ICT services vi. Foster equitable and inclusive use of telecommunications/IICTs 	<ul style="list-style-type: none"> Digital Services and Management Development Communication Programmes 	SDGs 5, 8, 9, 16, 17, AU 1,2,4, 10,12,17, ECOWAS – P4/SOB4/SOR2	

				<ul style="list-style-type: none"> vii. to empower people, societies, and business to for sustainable development viii. Create a favourable environment to promote e-commerce ix. Train and upskill public sector workers in ICT to improve digital governance x. Enhance the availability of digital learning resources for schools xi. Attract private sector partnership for ICT investment xi. Promote the creation of local digital content and encourage local ICT innovations. 		
Dimension/Thematic Area: Social Development						
Gender inequalities in resource access and decision-making	Promote social development and services	Achieve gender equality in access to resources, participation in decision-making, and service delivery by 2029	Strengthen mainstreaming, coordination and implementation of gender related interventions in all sectors.	<ul style="list-style-type: none"> i. Intensify an effective system for gender research, generation, and use of gender statistics for planning, budgeting, monitoring and evaluation ii. Develop capacities of relevant stakeholders on gender mainstreaming iii. Promote the integration of gender activities into development planning iv. Strengthen social accountability for gender equality v. Facilitate considerations for gender-friendly infrastructures vi. Implement Affirmative Action (Gender Equality) Act 2024 and other gender-related policies vii. Improve women access to education, health, and skills training in income generating activities 	Gender Equality, Social Inclusion, and Social Protection Monitoring and Evaluation	SDG 5, 10, WHO NCDs Progress monitoring indicators, ECOWAS-P5/SOB5/SOR3
Weak social protection systems for vulnerable groups	Promote social development and services	Strengthen social protection coverage to reach at least 70% of vulnerable populations by 2029	Strengthen social protection for the vulnerable	<ul style="list-style-type: none"> i. Increase advocacy and education on DSGBV and other harmful cultural practices in partnership with religious, traditional, and community organizations 	Gender Equality, Social Inclusion, and Social Protection Monitoring and Evaluation	SDG 10, ECOWAS-P5/SOB5/SOR3, ECOWAS-P2/SOB2/SOR3

				<ul style="list-style-type: none"> ii. Provide and create awareness on support services for GSGBV iii. Provide adequate social services and public facilities to support care work iv. Increase awareness on the effect of child labour v. Scale-up and continue the implementation of the Integrated Social Service delivery initiative for all vulnerable groups vi. Strengthen the DSWCD vii. Strengthen family tribunal and juvenile courts viii. Strengthen mainstreaming of child development and protection issues into development planning and budgeting ix. Expand coverage of SWIMS 	Digital Services and Management	
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4.3 Spatial Contexts of Development Proposals

This section presents the spatial context for the Municipality’s development proposals. Development proposals for infrastructure (transport, energy, education, health, agriculture, communication, sanitation, tourism, etc.) are spatially represented to show the desired future situation. The maps and associated GIS deliverables in this chapter show existing facilities, proposed infrastructure, priority phasing, and the spatial rationale for investment decisions.

4.3.1 The Development Focus

The focus of development for the Municipality was achieved by determining the options for development as shown in the table below where three development paths of planning were matched with two development strategies to generate six planning options. Determination of Developmental Option

Table 22: Development Focus

Development Paths	Development Strategies	
	Growth Pole Approach: Growth points that are central to relatively even demarcated areas. The assumption is that the growth point would have a trickledown effect on the periphery.	Basic Needs Approach: Centered on Poverty Alleviation, promotion of local participation and sustainable development.
Private Sector Led: large sponsorship by communities and private sector including NGOs, community ownership of facilities and community management)	Plan Option 1	Plan Option 2
External/Public Sector Support: Project sponsorship mainly by Municipal Assembly, GOG and External Agencies	Plan Option 3	Plan Option 4
Public-Community Partnership: Communities and NGOs, the Municipal Assembly and GOG or other Development Partners collaborate as Development Partners and the capabilities of each stakeholder determines the role in the plan	Plan Option 5	Plan Option 6

After evaluating the above six planning options by the Municipal Planning Coordinating Unit, the lot fell on the sixth option; the Basic Needs Approach through Public-Community Partnership. This approach would be used to facilitate improvement of the following interventions;

- a. health care, quality education, potable drinking water, decent housing, commercial facilities, social protection programmes for the vulnerable etc.:
- b. Green economy (inclusive economic growth, human development and improved well-being through efficient and sustainable use of natural resources while at the same time protecting the environment from generations yet unborn)
- c. physical development and environmental sanitation.
- d. road and drainage network for easy access to residences and socioeconomic services.
- e. protection from crime and violence:
- f. credit facilities to boost production and employment generation with special preference for industry and agriculture especially for the rural woman;
- g. participation in decisions that affect the lives of the citizenry.

In this regard the development focus of the Agona West Municipal Assembly would be such that expenditure in the plan would be prioritised in the areas of: 1. Local Economic Development (Agricultural led approach with strong linkage with industrialisation, Small and Medium Scale Industries), 2. Infrastructure and related Services (Water, Sanitation, Road, Drainage, Education, Health, Recreation, Security, Energy), 3. Governance (development of sub-structures).

4.3.2 Desired Future Map based on the Development Proposals

Figure 76 depicts the desired future interventions based on the performance review, situational analysis, and community needs assessment. It shows the priority areas for investments during the plan period (2026-2029), and its linkage to the spatial development policy framework.

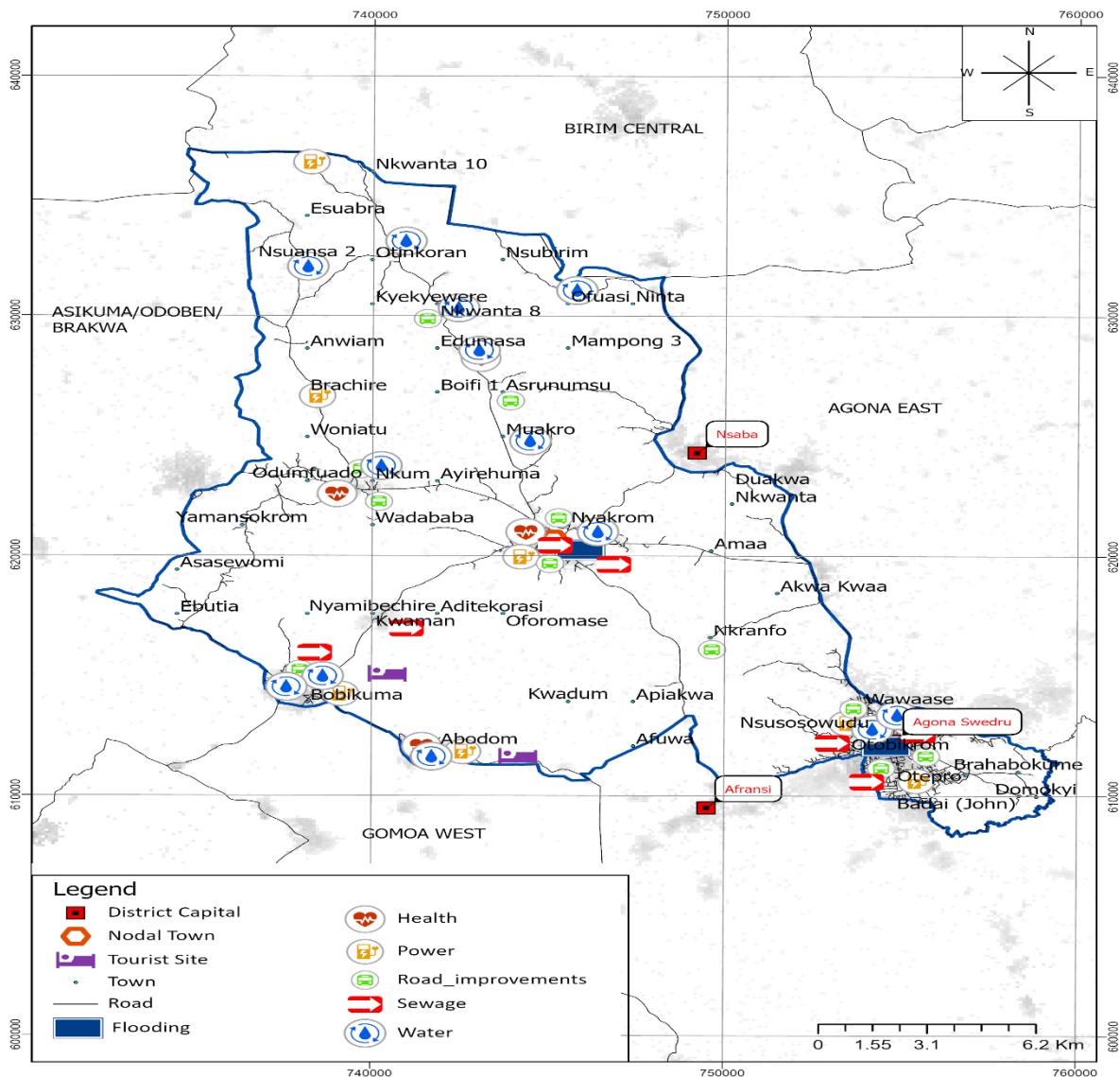


Figure 77: Desired Future Map

4.3.3 Spatial Development Framework

4.3.3.1 Introduction

In 2022, the Assembly prepared a Spatial Development Framework (SDF) to guide the spatial growth and expansion of the Municipality over the next 20 years, beginning 2023. The SDF is anchored on a deeper understanding of the existing challenges, potentials and opportunities which exist with the current spatial economy to proffer a spatial vision for the Municipality. The main goal is to minimise current inequalities in the distribution of population, utilities, social and economic opportunity areas and the overreliance on Agona Swedru to drive the local economy and unlock potentials in the establishment of agro-processing and manufacturing industries on the back of a productive agricultural sector. In the preparation of the 2026-2029 MTDP, the SDF was integrated at all levels of the planning process, predominantly using various spatial tools including Geographic Information System (GIS), Remote Sensing, Scalogram Analysis, and Facility Distribution Maps.

4.3.3.2 Summary of Existing Situation of the SDF

Analysis of the spatial structure reveals worrying trends across major sectors of the municipal economy. The distribution of opportunity areas over the years has been skewed in favour of a few communities, such as Swedru, Nyakrom, Bobikuma, and Abodom, while the majority have been disadvantaged in terms of both physical and economic access to these areas. Notably, residents living in many communities, especially in the northern parts of the Municipality, have to cover longer distances in search of social and economic opportunities. The settlement pattern is dominated by Agona Swedru as the main urban centre, surrounded by peri-urban and rural communities that depend heavily on agriculture and informal trading. Infrastructure provision remains uneven, with relatively better access to electricity, roads, and services in the urban core compared to rural and remote areas. Flood-prone zones along rivers and low-lying areas present recurring risks, compounded by unplanned settlement expansion and inadequate drainage systems. Accessibility to existing health facilities and services is higher in the southern parts of the Municipality (average of 1-2km) than those living in the Northern part. For educational facilities, although existing schools are fairly distributed across most settlements, actual travel distances are higher (average of 3-5km) in the northern parts. Environmental pressures, including deforestation, wetland encroachment, and poor waste management, further challenge sustainable development. This baseline highlights the spatial disparities, environmental vulnerabilities, and service gaps that the SDF must address in guiding future growth and investment.

4.3.3.3 Summary of Desired Scenarios/Spatial Development Options

Three spatial growth models have been proposed and adapted to suit the peculiar characteristics of the Municipality. These include the multi-nuclei spatial growth model, the polycentric spatial growth model, and the linear development. With the multi-nuclei mode, three growth sectors underlined by potentials in agriculture, commerce, and manufacturing are proposed to reduce the over-reliance on Agona Swedru as the main economic centre. Here, the northern sector would serve to enhance the productivity of the agricultural sector of the local economy, the western sector would drive the industrialisation process of the Municipality through the establishment of industries to add value to raw materials, and the southern sector would enhance commercial and mixed-use development. The polycentric model is anchored on the motivation to leverage specific potentials in targeted settlements to create more functional human settlements that are driven by ‘transformation zones’ (transformation zone 1: agriculture; zone 2: commerce; zone 3: trade and logistic hub) as a means to distribute population and economic activities, and eventually move from

a monocentric local economy. The establishment of a trade and logistics hub at Nyakrom as a transformation zone is the main highlight of the polycentric model, as it is intended to boost trade activities across all the zones and open up the rest of the Municipality to sustainable jobs at the hub. The linear development model leverages the existing spatial structure to propose a linear form of spatial development that is based on two commercial cores that are connected by a trunk road. It involves establishing economic corridors along the major trunk road that runs from Winneba through Agona Swedru to Dunkwa in the adjoining Agona East District (primary corridor) and creating another corridor to connect Agona Swedru directly to Nyakrom and onwards to the rural settlements in the North (secondary corridor). The commercial enclave at Agona Swedru, although already expansive, shall be expanded to accommodate further investments into warehousing, multi-purpose buildings, car parks and modern market locations, while the commercial enclave at Nyakrom shall be dedicated to serve the needs of farmers in the rural parts.

4.3.3.4 Proposals and Strategy for Development in the SDF

The various proposals and strategies for development in the SDF are categorized under the various models.

a. Multi-nuclei spatial growth model

- Establishment of processing factories in the North especially in Esuabra, Nsuansa and Otsenkorang.
- Decongest existing market centre in Agona Swedru to enhance trading activities by creating 4 distinct zones in the CBD.
- Construction of major trunk roads to connect the Agona Swedru through the Western Sector to the Northern Sector to enhance connectivity.
- Establishment of cocoa and packaging industries in Bobikuma and Kwaman as part of an industrial hub to boost the manufacturing sector.
- Increase access to micro-credit facilities across all sectors.

b. Polycentric spatial growth model

- Establishment of agricultural extension services in the norther parts.
- Establishment of a major market centre at Kyekyewere.
- Establishment of a trade and logistics hub at Nyakrom.
- Increased focus on high rise development at Agona Swedru to increase availability of commercial space for traders.
- Improvement in public transport services to increase accessibility to off-farm jobs.

c. Linear Development

- Establishment of the Nyakrom commercial enclave to support Agona Swedru.
- Establishment of economic corridors along the Municipality's major truck roads
- Reservation of commercial and industrial lands along major roads to create land space for investments into industry and manufacturing.

4.3.3.5 Composite Map of SDF Proposals

Figure 78 depicts the composite map of the Municipality's SDF proposals

SPATIAL DEVELOPMENT FRAMEWORK FOR AGONA WEST MUNICIPALITY (2023 -- 2042)

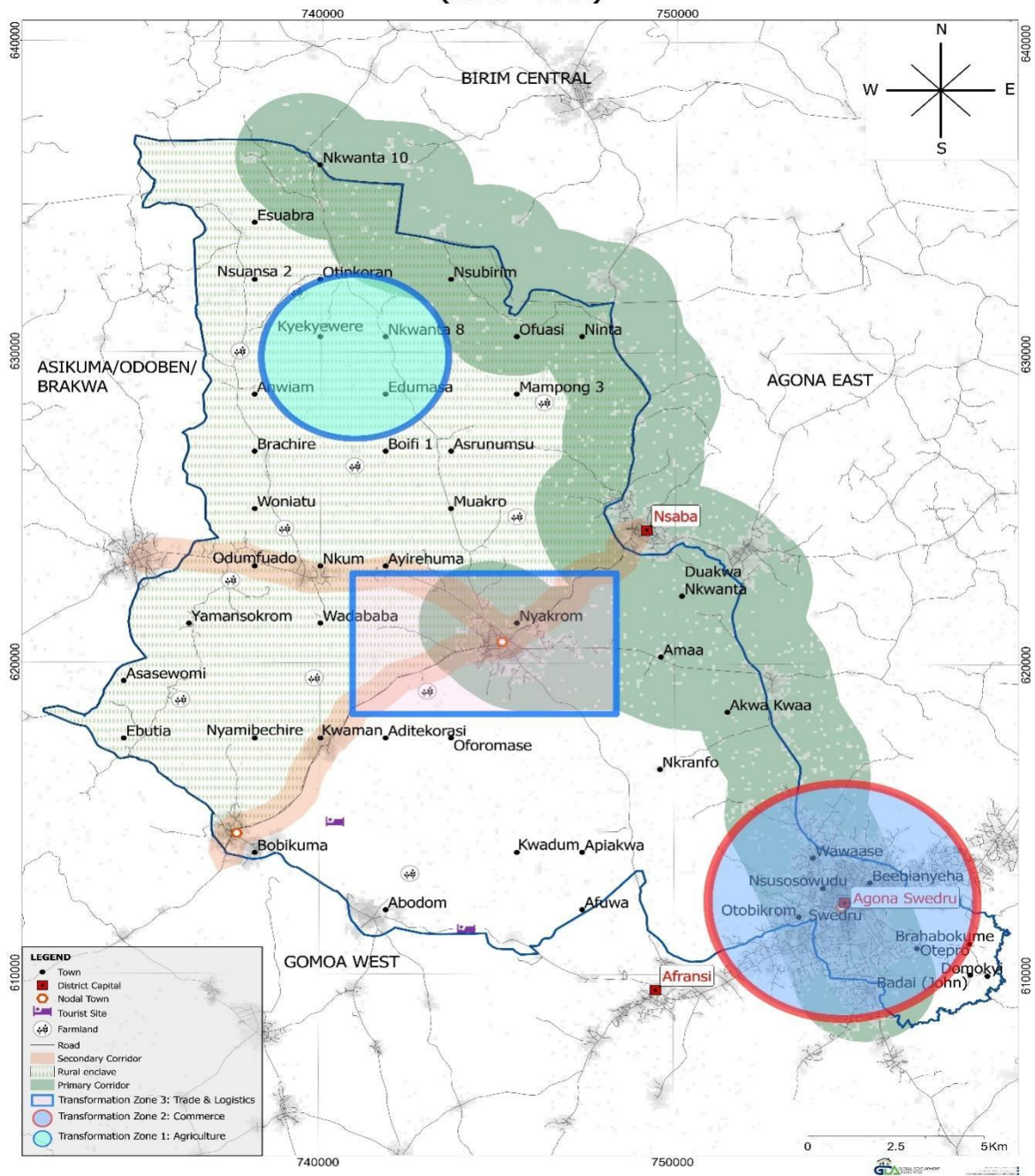


Figure 78: Spatial Development Framework for Agona West Municipality

The map shows the spatial representation of proposed spatial development goals and objectives.

4.3.3.6 Institutional Implementation Framework for the SDF

Table 21 depicts the institutional implementation framework

Table 23: Institutional Implementation Framework for the SDF

Key institution	Sector	Policy goal	Main objective
AMMA, EPA, Minerals Commission, Traditional Authorities, CSOs, Wildlife Division, ECG, GWC	Local economic growth	A more vibrant and diversified local economy that is sustained by the re-energised commerce, agro-processing and mining sectors.	To create an economy that is robust, resilient and dynamically hinged on the sustainable exploitation of natural resources to propel growth in all sectors.
AMMA, Traditional Authorities, SHC, Private developers, ECG, GWC, CWSA	Housing	Equitable distribution of quality and affordable housing infrastructure sustained by an improved construction sector.	To promote access to affordable housing infrastructure for current and future populations.
Ghana Highway Authority, Department of Urban Roads, AMMA Central Government	Road infrastructure	An improved road network defined by higher density of road intersections and connectivity to and within populated areas.	To provide an efficient system of road connectivity to land use activity locations and other related infrastructure that responds to the needs of resident and transient populations.
EPA, Traditional Authorities, Forestry Commission, Ghana Tourist Authority, Lands Commission, AMMA, LUSPA	Natural environment	Utmost protection of natural ecosystems through the preparation and implementation of environmentally friendly spatial plans and strategies.	To ensure the sustainable development of human settlements in tandem with better environmental practices.

4.3.4 Structure Plan

Figure depicts the structure plan of the Municipality’s urban core, which is Agona Swedru. The plan displays the proposed land uses interspersed with existing substantial developments and are zoned into residential, commercial, civic and culture, educational, industrial, agricultural, bus terminal, refuse collection site, river, water retention, and utility service. These uses are proposed to guide the preparation of various local plans for the various local communities in Agona Swedru township.

4.3.4.1 Summary of the Existing Situation of the Structure Plan

Agona Swedru’s urban form has evolved through compact development, with a built-up population density of 10,323 persons/km² in 2010, which initially supported efficient infrastructure provision. However, density has declined by 7.6% annually from 2010, driven by a shift from compound housing to lower-occupancy single-storey buildings. This trend has increased infrastructure costs and contributed to urban sprawl, often into forested areas, leading to significant loss of forest cover and arable land. Despite this, the Municipality retains strong reforestation potential due to suitable soils. Road reservations are frequently encroached upon, as many residents perceive them as underutilised land, resulting in narrow carriageways that constrain mobility and limit the passage of large vehicles. Flood risk is heightened by uncontrolled construction in waterways and low-lying areas, particularly along the central riverbed corridor stretching from the northwest to the south. While the eastern and southeastern zones are less flood-prone, the absence of planned public green spaces limits natural flood mitigation. Land use dynamics reflect increasing economic activity, with

a shift from residential to commercial uses and redevelopment of single-storey homes into multi-storey commercial buildings. The lack of a structured urban-rural green infrastructure network and limited integration of greenspace planning with agriculture and agro-processing further constrain sustainable spatial development.

4.3.4.2 Map of the Structure Plan

Agona Swedru’s Structure Plan reveals a town whose spatial character is still strongly shaped by its agricultural base, with 36% of land devoted to farming activities. Residential areas, which account for 25% of the land, reflect the growing urban population and the pressures of expansion. Educational facilities occupy 11%, a relatively strong share that underscores the town’s role in developing human capital. Commercial and industrial zones together make up 10%, pointing to an emerging economic vibrancy that is gradually reshaping the settlement pattern. Smaller allocations to civic and cultural spaces, utilities, bus terminals, and refuse sites provide the supporting infrastructure needed for a good quality of life, while rivers and marshy areas, though modest in size, remain critical ecological assets.

The desired future scenario builds on this foundation by guiding growth into a more compact and efficient urban form. Residential expansion will be carefully managed to preserve road reservations and prevent sprawl into flood-prone and ecologically sensitive areas. Agricultural land will be protected and linked to an urban-rural green infrastructure network that supports agro-processing and food security, ensuring that farming remains central to the town’s economy. Commercial and industrial zones will be upgraded into vibrant corridors, leveraging ICT and innovation to create jobs and stimulate local competitiveness. Civic, cultural, and educational facilities will be expanded to strengthen social development, while rivers, wetlands, and greenspaces will be safeguarded and integrated into flood mitigation strategies.

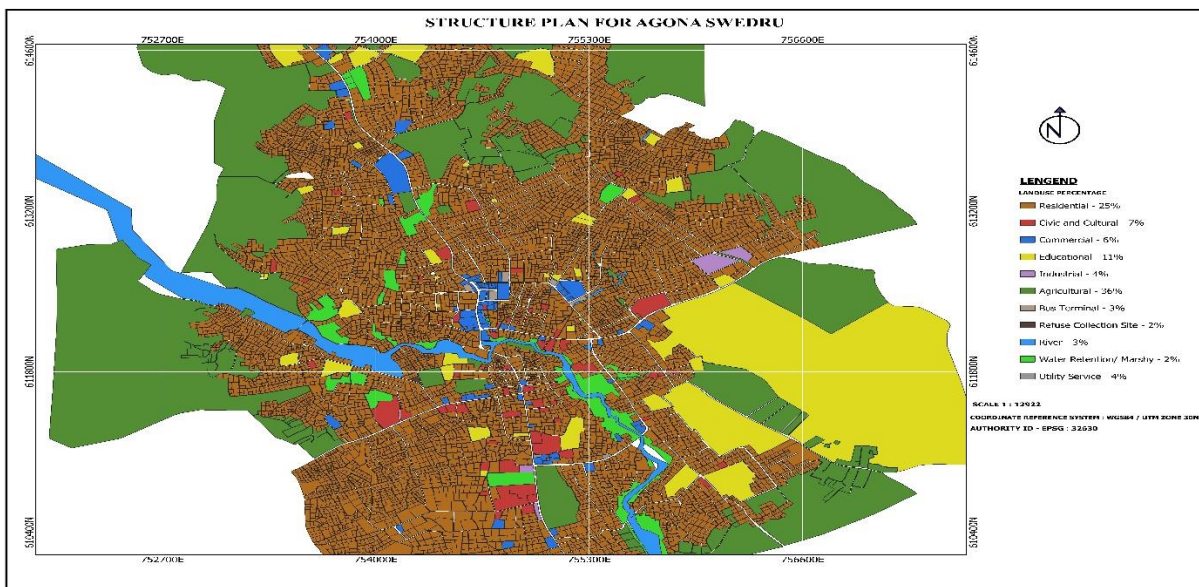


Figure 79: Agona Swedru Structure Plan

CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.0 Introduction

This chapter covers the development programmes, programme costing, the assumption and methodologies used for the costing, strategic environmental assessment of the programmes, and programme financing.

5.1 Assumptions and Methodologies Used for Costing

In pursuant of the Section 31 (2) of the Public Financial Management Regulations 2019 (L.I 2378) which states that “the costing of programmes and capital projects shall be based on assumptions of economic, social and demographic and other standard indicators consistent with the National Development Policy Framework and within the constraint of the Medium-Term Fiscal Framework”. The Assembly during the costing of the programmes and projects several factors into consideration such as the

- Prices of goods and services will remain stable within the plan period
- Inflation rate will remain the same
- Social and environmental factors will be taken into consideration during the implementation of the project
- The cost of the project excludes operation and maintenance cost
- The beneficiaries of the project/programme will not change and the intended benefit will be greater than the expenditure incurred

5.2 Composite Development Programmes

This section covers the development programmes to be implemented over the planning period. It captures the programme, timeframe for implementation, cost, status, and implementing bodies.

Table 24: Composite Development Programmes Matrix

Development Programme	Time Frame				Cost						Project Status		Implementing Institution/Dept	
	2026	2027	2028	2029	GoG	IGF	DACF	DACF-RFG	UDG/CSG	Other	New	Ongoing	Lead	Collab
Trade, Entrepreneurship & Industry	X	X	X	X	7,914,000.00	149,000.00	21,187,339.32		23,074,088.16	11,000.00		X	BAC	CA, BRC, DoA, Works, CNC, MasterCard Foundation.
Tourism & Cultural Development	X	X	X	X	46,000.00	425,000.00	65,000.00	40,000		390,000.00		X	CA	CNC, Traditional Authorities, Assembly Members
Women in Agriculture Development	X	X	X	X		25,000.00	25,000.00				X		DoA	Gender Desk Officer, CA, DSWCD
Youth Development	X	X	X	X	40,000.00	120,000.00	40,000.00			2,000,000.00	X		NYA	CA, BAC, BRC

Agricultural Services and Management	X	X	X	X	256,000.00	1,123,500.00	1,264,500.00					X	DoA	CA, COCOBOD, BAC
Sustainable Agriculture	X	X	X	X		38,000.00	38,000.00				X		DoA	CA
Health and Nutrition Services & Management	X	X	X	X		3,000	60,467,252.00					X	GHS	EHSU, WD, CA, PPD, Traditional Authorities, Assembly Members
Educational Infrastructure and Quality	X	X	X	X	260,000		28,620,403.52					X	GES	CA, WD, TA, AM
Gender Equality, Social Inclusion, & Social Protection	X	X	X	X	214,000	50,000	1,414,500				X		DSW CD	GDO, GHS, GES, CA
Road & Transport Services	X	X	X	X	34,840,000.00	3,066,200.00	51,476.50	300,000.00	1,181,708.25	326,510,000.00		X	URE	WD, CA
Climate Mitigation, Adaptation, and Communication	X	X	X	X	1,240,000.00	32,000	4,873,000	4,360,000.00	4,000,000	69,868,000	X		CA	NADMO, PPD, EHSU, DoA
Disaster Prevention & Management	X	X	X	X	8,000.00	40,000.00	1,000,000			139,200		X	NADMO	GPS, GNFS, PPD, EHSU
Waste Management	X	X	X	X		545,000	4,974,500	200,000		3,453,000		X	EHSU	CA
Food, Water, Drug Safety & Hygiene	X	X	X	X		192,000	8,955,935.72			82,000	X		EHSU	CA, WD, GHS, NADMO
Environmental & Health Promotion	X	X	X	X		150,000	193,000				X		EHSU	CA, GHS
Environmental Protection & Law Enforcement	X	X	X	X		54,000	125,000	35,000			X		EHSU	PPD
Sustainable Urban Development & Management	X	X	X	X	48,000	860,000	240,000				X		PPD	CA, NADMO, EHSU, WD, URE
Natural Resource Conservation and Management	X	X	X	X	10,000	40,000	76,000			20,000		X	NADMO	PPD, EHSU, CA
Energy Dev't & Management	X	X	X	X	20,000	110,000	140,000			40,000	X		WD	CA, URE, BAC, BRC

Governance, Corruption, & Public Accountability	X	X	X	X		9,049,200	5,045,871.2					X	CA	Depts. & Units, Sub-Structures
Knowledge, Management, & Learning	X	X	X	X	116,504.00	187,500.00					X		HRD	CA
Digital Services & Management	X	X	X	X	90,000	640,000	90,000			640,000	X		CA	BAC, BRC, GES, GHS
Revenue Improvement Programmes	X	X	X	X	7,500.00	44,000.00	20,000.00				X		Finance	CA, Revenue, PPD
Development Communication	X	X	X	X		288,000.00					X		CA	Depts, & Units
Maintenance of Assets	X	X	X	X	500,000.00	120,000.00	120,000.00				X		WD	URE
Monitoring & Evaluation	X	X	X	X	101,000.00	668,000.00	498,000.00				X		MPC U	Monitoring Team

5.2.1 Maintenance of Assets

In the implementation of the plan, the Assembly plans to spend an amount of GHC740,000.00 on maintaining assets. The Assembly already has a comprehensive operation and maintenance plan that will be religiously implemented to ensure the sustainability of assets. That notwithstanding, asset management plans for roads, schools, health facilities, and water systems will be prepared annually with recourse to the comprehensive O&M plan and MTDP. Routine maintenance budget will be integrated into annual composite budgets. There will also be a community-based management structure for assets, especially for boreholes and sanitation facilities. Private contractors will also be involved for long-term servicing of critical infrastructure. See annex for details on maintenance programme.

5.3 Programme Financing

This section covers how the programmes to be implemented over the planning period would be financed. It discusses the domestic revenue mobilization, central government transfers, PPP, and donor funding.

5.3.1 Funding Sources and Strategy

The financial strategy for the 2026-2029 Medium Term Development Plan for Agona West Municipality has essentially considered the following categories of funding sources:

- Internally Generated Funds (IGF)
- Traditional funding sources such as the District Assembly Common Fund, Urban Development Grant (UDG), District Assemblies Common Fund – Responsiveness Factor Grant, Government of Ghana Funding (GOG)
- Development Partner

Table 25: Programme Financing Matrix

Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Gap (C) = (B-A)
		GoG	IGF	DACF	DACF-RFG	Development Partners (GSCSP, UNICEF, etc.)	Total (B)	
Trade, Entrepreneurship & Industry	8,074,000.00	-	48,068.30	12,934,102.24	-	22,000,000.00	34,982,170.54	26,908,170.54
Tourism & Cultural Development	966,000.00	-	-	-	-	-	-	(966,000.00)
Youth Development	2,200,000.00	-	46,875.00	8,757,914.85	-	-	8,804,789.85	6,604,789.85
Women in Agriculture Development	50,000.00	-	-	-	-	-	-	(50,000.00)
Agricultural Services and Management	2,644,000.00	635,397.00	46,875.00	-	-	-	682,272.00	(1,961,728)
Sustainable Agriculture	76,000.00	-	-	-	-	-	-	(76,000.00)
Health and Nutrition Services & Management	60,470,252.00	-	593,750.00	4,607,530.02	-	-	5,201,280.02	(55,268,971.98)
Educational Infrastructure and Quality	28,880,403.52	-	-	-	-	-	-	(28,880,403.52)
Gender Equality, Social Inclusion, & Social Protection	1,678,500.00	851,819.00	46,875.00	-	-	20,125.00	918,819.00	(759,681)
Road & Transport Services	365,949,384.75	129,679.00	296,875.00	1,547,771.38	800,000.00	3,000,000.00	5,774,325.38	(360,175,059.37)
Climate Mitigation, Adaptation, and Communication	84,373,000.00	-	-	-	-	-	-	(84,373,000.00)
Disaster Prevention & Management	1,187,200.00	-	46,875.00	82,031.86	-	-	128,906.86	(1,058,293.14)
Waste Management	9,172,500.00	-	-	2,291,533.25	-	-	2,291,533.25	(6,880,966.75)

Food, Water, Drug Safety & Hygiene	9,229,935.72	-	-	-	-	-	-	(9,229,935.72)
Environmental & Health Promotion	343,000.00	956,014.00	500,000.00	-	-	-	1,456,014.00	1,113,014.00
Environmental Protection & Law Enforcement	214,000.00	-	-	-	-	-	-	(214,000)
Sustainable Urban Development & Management (Physical Planning Programmes)	1,148,000.00	372,562.00	46,875.00	71,339.86	-	-	490,776.86	(657,223,14)
Natural Resource Conservation and Management	146,000.00	-	46,875.00	-	-	-	46,875.00	(99,125)
Energy Dev't & Management	310,000.00	-	-	-	-	-	-	(310,000.00)
Governance, Corruption, & Public Accountability	14,095,071.20	-	-	-	-	-	-	(14,095,071.20)
Knowledge, Management, & Learning (Staff Workshops, staff trainings)	304,004.00	-	-	-	-	-	-	(304,004.00)
Digital Services & Management	1,460,000.00	-	-	-	-	-	-	(1,460,000.00)
Revenue Improvement Programmes	71,500.00	-	-	-	-	-	-	(71,500.00)
Development Communication (Radio programmes, town hall meetings, etc.)	288,000.00	-	-	-	-	-	-	(288,000)
Maintenance of Assets	740,000.00	-	-	-	-	-	-	(740,000)
Monitoring & Evaluation	1,267,000.00	868,814.98	46,875.00	-	-	-	915,689.98	(351,310.02)

Total funding gap is (532,987,075.31)

The projections for the funding sources have also considered current Government Policy on the DACF. In view of the current DACF sharing arrangements, the DACF ceases to be a major source

of external inflows from the Assembly with respect to the Assembly's own agenda of activities. In deed, it is in response to this new policy that the Assembly seeks to generate substantial amounts of her own Internally Generated Funds (IGF) with the DACF being supplementary which is in line with the existing policy of financial decentralisation.

The key strategies to improve the IGF include:

- Introduce a revenue collection app which automates the billing system.
- Develop an efficient system for updating revenue data
- Vigorous enforcement of Assembly's bye laws on rate and fee paying
- Introduction of on street parking
- Maintenance of vehicle clamping
- Privatisation of billboard collection fees
- Restructuring the penalty system for unauthorised structures
- Rotation of revenue collectors
- Expenditure controls through the GIFMIS System

In terms of the resource mobilisation strategy for development partner, the Assembly intends to adopt three key strategies namely:

1. Organise annual donor conferences of institutions in the Municipality to solicit funding through the corporate social responsibility mandate of such institutions.
2. Establish a partnership with a sister city in the Global North.
3. Proposal writings to various institutions and organisations which include but are not limited to:
 - Africa Women's Development Fund (AWDF)
 - Alliance for Poverty Eradication (AFPE)
 - Business Sector Advocacy Fund (BUSAC)
 - Canada Fund for Local Initiatives (CFLI)
 - Civil Society Strengthening Facility (CSSF)
 - The Commonwealth Education Fund (CEF)
 - Danida Civil Society Fund (DCSF)
 - European Development Fund (EDF)
 - Farmer Based Organizations Development Fund (FBODF)
 - Ghana Accelerated Response Fund (GARFUND)
 - The Local Government Development Programme (LOGODEP) for the Western Region LGs
 - Ghana National Trust Fund (GNTF);
 - Ghana Research and Advocacy Program (G-RAP);

- Global Environmental Facility Small Grants Program (GEFSGP);
- Otumfour Education Fund (OEF);
- Social Investment Fund (SIF);
- U.S.A Embassy-Ambassadors Self-help Program (UEASP);
- World Bank Small Grants program (WBSGP);
- DACF-RFG (Subject to meeting conditions under FOAT)
- Adaptation Fund which is administered by Adaptation Fund Board and geared towards climate change adaption issues.

5.4 Strategic Environmental Assessment

The development programmes were evaluated to determine their environmental consequences. This was to ensure that sustainability issues were included and appropriately addressed at the earliest appropriate stage of programme implementation. Table 25 depicts the assessment conducted.

Table 26: SEA Analysis

SCALE	(0)	1	2	3	4	5			
EFFECT	NOT RELEVANT	Works strongly against the aim	Works Against	On-balance has neutral effects on the aim	Support the aim	Strongly support the aim			
COLOUR	BLACK	RED	RED	YELLOW	GREEN	GREEN			
PROGRAMME: TRADE, ENTREPRENEURSHIP & INDUSTRY									
AIM: ECONOMIC	INDICATORS			PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES									
Protected areas and Natural Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on the maps			(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced.	Vulnerable areas shown on map			(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use maximize use of renewable rather than fossil fuel	Quantity and type of fuel / energy to be identified			(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere water and land should be avoided or minimized	Quantity/ type of pollutant and waste to be identified			(0)	1	2	3	4	5
Use of raw materials : All raw materials should be used to maximize efficiency, and recycled where practical.	Quantity and type of materials			(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/ water levels to be set			(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS									
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed			(0)	1	2	3	4	5
Health and well-being: The activity should benefits the workforce, and the local communities in terms of health and well being, nutrition, shelter , education and cultural expansion	Number of people exposed to waterborne disease or lacking adequate food and shelter to be assessed.			(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women to be empowered			(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people particularly women and young people.	Number of people employed			(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encourage (especially vulnerable and excluded sections)	Level of participation proposed			(0)	1	2	3	4	5
Access to Land : Activity should improve access to land	Number of the poor to be assisted			(0)	1	2	3	4	5
Access to water : Activity should improve access to water.	Number of the poor to be assisted			(0)	1	2	3	4	5

Access to Transport :Activity should improve access to Transport	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation : Activity should improve sanitation	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity :Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups especially vulnerable and excluded groups.	Number of poor to be benefit from on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks : of droughts, bush fires, flood crises, conflicts and epidemics should be reduced.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth : The PPP should result in development that encourages strong and stable economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services : The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital : Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and Labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : TOURISM & CULTURAL DEVELOPMENT							
AIM: ECONOMIC AND SOCIAL	INDICATORS	PERFORMANCES MEASURES					
Effect on Natural resources							
Protected areas and Natural Wildlife : should be enhanced where practical	Sensitive areas shown on the maps	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy : The activity should be encourage efficient energy use and and maximize use of renewable rather than fossil fuel	Quantity and type of fuel / energy to be identified	(0)	1	2	3	4	5
Pollution : Discharges of pollutants and waste products to the atmosphere water and land should be avoided or minimized	Quantity/ type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials :All raw materials should be used to maximize efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies : should be retain their natural character	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character : and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being :The activity should benefits the workforce, and the local communities in terms of health and well being, nutrition, shelter , education and cultural expansion	Number of people exposed to waterborne disease orlacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender : The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation : The activity should create jobs for the local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation : Active participation and involvement of local communities should be encourage (especially vulnerable and excluded sections)	Level or participation	(0)	1	2	3	4	5

Access to Land :Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water : Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport :Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation : Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity :Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups especially vulnerable and excluded groups.	Number of poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks : of droughts, bush fire, flood crises and conflicts and epidemics should be reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth : The PPP should results in development that encourages strong and stable condition of economic growth	Economic output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services : The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital : Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : WOMEN IN AGRICULTURAL DEVELOPMENT							
AIM: ECONOMIC, SOCIAL AND ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife : should be enhanced where practical	Sensitive areas on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy : The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution : Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials : All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies : should retain their natural character	Minimum flows/water level to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character : and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being : The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to waterborne disease, or lacking of adequate food and shelter to be assessed.	(0)	1	2	3	4	5

Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : YOUTH DEVELOPMENT							
AIM: ECONOMIC AND SOCIAL	INDICATORS	PERFORMANCES MEASURES					
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity/ type of materials	(0)	1	2	3	4	5

River and Water Bodies: should retain their natural character	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of people to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of people to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of people to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of people to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of the poor to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : AGRICULTURAL SERVICES AND MANAGMENT							
AIM: ECONOMIC AND ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas on the map	(0)	1	2	3	4	5

Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy : The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution : Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/ type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials : All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character : and cohesion of the local communities should be enhanced where practical	Opinion of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being : The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender : The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation : The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation : Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation proposed	(0)	1	2	3	4	5
Access to Land : Activity should improve access to land	Number of people to be assisted	(0)	1	2	3	4	5
Access to water : Activity should improve access to water.	Number of people to be assisted	(0)	1	2	3	4	5
Access to Transport : Activity should improve access to Transport	Number of people to be assisted	(0)	1	2	3	4	5
Sanitation : Activity should improve sanitation	Number of people to be assisted	(0)	1	2	3	4	5
Equity : Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of people to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks : of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth : The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services : The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital : Development should	Description of investment strategy	(0)	1	2	3	4	5

encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.							
PROGRAMME : SUSTAINABLE AGRICULTURE							
AIM: ECONOMIC, ENVIRONMENT AND SOCIAL	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinion of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of people to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of people to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of people to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of people to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of people to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5

EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : HEALTH AND NUTRITION SERVICES AND MANGEMENT							
AIM: SOCIAL	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/ type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases or lacking of adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of the poor to be assisted	(0)	1	2	3	4	5

Sanitation: Activity should improve sanitation	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : EDUCATIONAL INFRASTRUCTURE AND QUALITY							
AIM: SOCIAL	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel / energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flow/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinion of communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne disease, or lacking of adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5

Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : GENDER EQUALITY, SOCIAL INCLUSION & SOCIAL PROTECTION							
AIM: SOCIAL	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : ROAD AND TRANSPORT SERVICES							
AIM: ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
S							
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : CLIMATE MITIGATION, ADAPTATION AND COMMUNICATION.							
AIM: ENVIRONMENT & SOCIAL		INDICATORS			PERFORMANCES MEASURES		

EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5

Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : DISASTER PREVENTION AND MANAGEMENT							
AIM: ENVIRONMENT & SOCIAL	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5

Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : WASTE MANAGEMENT							
AIM: SOCIAL AND ENVIRONMENT		INDICATORS			PERFORMANCES MEASURES		
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : FOOD, WATER AND DRUG SAFETY & HYGIENE							
AIM: SOCIAL AND ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : ENVIRONMENTAL AND HEALTH PROMOTION.							
AIM: SOCIAL AND ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : ENVIRONMENTAL PROTECTION AND LAW ENFORCEMENT							
AIM: SOCIAL AND ENVIRONMENT	INDICATORS			PERFORMANCES MEASURES			
EFFECT ON NATURAL RESOURCES							

Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5

Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : SUSTAINABLE URBAN DEVELOPMENT & MANAGEMENT							
AIM: ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5

Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : NATURAL RESOURCES CONSERVATION AND MANAGEMENT.							
AIM: ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5

Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : ENERGY DEVELOPMENT AND MANAGEMENT							
AIM: ENVIRONMENT		INDICATORS			PERFORMANCES MEASURES		
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of	Number of people exposed to water borne diseases	(0)	1	2	3	4	5

health and well-being, nutrition, shelter, education and cultural expansion							
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY.							
AIM: GOVERNANCE	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5

River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : KNOWLEGDE, MANAGEMENT AND LEARNING							
AIM: GOVERNANCE	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and and maximise use of renewable rather	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5

than fossil fuel							
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : DIGITAL SERVICES AND MANAGEMENT							
AIM: SOCIAL, ECONOMIC, ENVIRONMENT & GOVERNANCE	INDICATORS			PERFORMANCES MEASURES			

EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5

Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME : REVENUE IMPROVEMENT PROGRAMMES							
AIM: ECONOMIC	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land : Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and maximise use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximise efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to water borne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5

should not discriminate against any groups, especially vulnerable and excluded groups.							
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should results in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME: DEVELOPMENT COMMUNICATION							
AIM: SOCIAL & GOVERNANCE	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and maximize use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water, and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximize efficiency and recycle where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to waterborne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be	Level of participation	(0)	1	2	3	4	5

encouraged (especially vulnerable and excluded sections)							
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should reduce	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, produce and labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME: MAINTENANCE OF ASSETS							
AIM: SOCIAL, ENVIRONMENT AND GOVERNANCE	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use used to maximize the use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere water and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5
Use of raw materials: All raw materials should be used to maximize efficiency and recycle where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expansion	Number of people exposed to waterborne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: Activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should be discriminated against any groups especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should be reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, produce and Labour.	Description of investment strategy	(0)	1	2	3	4	5
PROGRAMME: MONITORING AND EVALUATION							
AIM: SOCIAL, GOVERNANCE AND ENVIRONMENT	INDICATORS	PERFORMANCES MEASURES					
EFFECT ON NATURAL RESOURCES							
Protected areas and Natural Wildlife: should be enhanced where practical	Sensitive areas shown on the map	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided and already degraded land should be enhanced	Vulnerable areas shown on the map	(0)	1	2	3	4	5
Energy: The activity should encourage efficient energy use and maximize use of renewable rather than fossil fuel	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere water and land should be avoided or minimized	Quantity/type of pollutant and waste to be identified	(0)	1	2	3	4	5

Use of raw materials: All raw materials should be used to maximize efficiency and recycle where practical.	Quantity and type of materials	(0)	1	2	3	4	5
River and Water Bodies: should retain their natural character	Minimum flows/water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of the local communities should be enhanced where practical	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and well-being: The activity should benefit the workforce, and the local communities in terms of health and well-being, nutrition, shelter, education and cultural expansion	Number of people exposed to waterborne diseases	(0)	1	2	3	4	5
Gender: The activity should empower women	Number of people empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for the local people, particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Level of participation	(0)	1	2	3	4	5
Access to Land: The Activity should improve access to land	Number of poor to be assisted	(0)	1	2	3	4	5
Access to water: The activity should improve access to water.	Number of poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to Transport	Number of poor to be assisted	(0)	1	2	3	4	5
Sanitation: The Activity should improve sanitation	Number of poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should be discriminated against any groups especially vulnerable and excluded groups.	Number of poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risks: of droughts, bush fire, flood crises and conflicts and epidemics should be reduce.	Occurrences to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable condition of economic growth	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, produce and Labor.	Description of investment strategy	(0)	1	2	3	4	5

CHAPTER SIX: ANNUAL ACTION PLANS

6.0 Introduction

This chapter covers the various projects that will be implemented each year between 2026 and 2029.

Table 27: 2026 Annual Action Plan

Objective: Improve access to modern market infrastructure by 40% by 2029.																
Programme: Trade, Entrepreneurship, and Industry																
Projects	Location	Time Frame				Cost						Project Status		Implementing Institution/Dept		
		Q1	Q2	Q3	Q4	GoG	IGF	DACF	DACF-RFG	UDG/CSG	Other	New	Ongoing	Lead	Collab	
Construction of 24-hour economy model market	Agona Swedru	X	X	X	X			5,046,834.83					X		Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens
Construction of 2-storey ancillary facility building at Mandela market	Agona Swedru	X	X							2,662,357.80			X	Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Construction of phase 2 of 2-storey 24no. Lockable stores and 3-storey 48no. Lockable stores connected to electricity and water	Agona Swedru	X	X							3,106,164.24			X	Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Completion of Market Stalls	Lower Bobikuma	X	X	X				250,000.00					X	Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Objective: Strengthen MSMEs in the Municipality by 2029																
Programme: Trade, Entrepreneurship, and Industry																
Start Your Business workshop	Municipal-wide	X				15,000.00							X	BAC	MasterCard Foundation	
Grow Your Business	Municipal-wide	X				15,000.00							X	BAC	MasterCard Foundation	
Facilitate the certification of the Office of Registrar of Companies (ORC)	Municipal-wide	X	X	X	X	10,000.00							X	BAC	MasterCard Foundation	
Facilitate Proficiency Trade Testing and certification by the National Vocational Technical Institute (NVTI)	Municipal-wide	X	X	X	X	10,000.00							X	BAC	MasterCard Foundation	
Technical Training	Municipal-wide	X				15,000.00							X	BAC		
Local Economic Development Meetings/Forums	Municipal-wide	X		X		35,000.00	35,000.00					X		BAC	Central Administration	
Facilitate the certification of the Food and Drug Authority (FDA)	Municipal-wide	X	X	X	X	50,000.00							X	BAC	MasterCard Foundation	
Facilitating access to institutional credits (grants and loans)	Municipal-wide	X	X	X	X	500,000.00							X	BAC	World Bank, Financial Institutions	
Facilitating HAPPY Project interventions	Municipal-wide	X	X	X	X	500,000.00							X	BAC	MasterCard Foundation	
Alternate Dispute Resolution Services	Municipal-wide	X	X	X	X	500,000.00							X	BAC	Clients	
KAIZEN Implementation	Municipal-wide			X		30,000.00							X	BAC	Medium Enterprises and Businesses	
Objective: Increase tourism-related activities in the Municipality by 2029																
Programme: Tourism and Cultural Development																

Celebrate Masquerade Festival	Agona Swedru				X							20,000.00	X		CNC	Swedru Fancy Dress Federation, Central AWMA, RCC
Celebrate Akwambo Festival	Agona Swedru			X								60,000.00	X		CNC	AWMA, Masquerade Groups, Swedru Traditional Council
Organize Cooking Competition	Agona Swedru		X									25,000.00	X		CNC	AWMA, Association of Market Women
Poetry recital competition	Agona Swedru	X										2,000.00	X		CNC	GES, NCCE
Participate in Central Regional EXPO	To be determined			X			30,000.00						X		CNC	CA
Identify and classify tourism potentials into thematic categories (eco-tourism, agro-tourism, sports tourism, heritage tourism)	Municipal Wide	X	X	X			5,000.00						X		CA	CNC
Develop and update zoning maps to define tourism zones.	Municipal Wide		X	X			60,000.00						X		PPD	CA, Assembly Members, Traditional Authorities, URD
Promote packages through digital platforms and tourism fairs	Municipal Wide	X	X	X			50,000.00						X		CA	BAC, BRC, Media, GTA
Develop an online tourism portal for Agona West	Municipal Wide		X				35,000.00						X		MIS	CA, CNC
Update and maintain tourism digital records	Municipal Wide		X				10,000.00						X		MIS	CA, BAC, BRC, CNC
Develop and implement digital marketing strategies	Municipal Wide	X	X	X			40,000.00						X		MIS	CA, BAC, BRC, CNC
Collect and publish local tourism stories and testimonials	Municipal Wide	X	X	X			60,000.00						X		CA	CNC, MIS, BRC, BACTraditional Authorities, Assembly Members
Produce short documentary series showcasing unique attractions	Municipal Wide	X	X	X			45,000.00						X		AWMA	CNC, MIS, BRC, BAC, Traditional Authorities, Assembly Members
Organize networking sessions with potential investors and tourism agencies.	Municipal Wide	X	X	X				20,000.00	40,000.00				X		CA	CNC, MIS, BRC, BAC, Traditional Authorities, Assembly Members
Formulate a multi-stakeholder tourism committee.	Municipal Wide		X					15,000.00					X		CA	Traditional Authorities, Assembly Members, Depts and units
Organise Agona West trade fair	Agona Swedru	X	X	X	X		50,000.00					50,000.00	X		AWMA	Investors, traders, business associations, trad. Authorities, GEA
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																
Programme: Trade, Entrepreneurship, and Industry																
Facilitating aggregators for the ENABLE Youth	Municipal-wide	X	X	X	X		1,500,000.00							X	BAC	Agricultural Development Funds
Presentation of Start-up Kits to youth in the Municipality	Municipal-wide	X	X	X	X		100,000.00							X	BAC	MasterCard Foundation
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																
Programme: Youth Development																
Construction of Astroturf at Nkum	Agona Nkum	X	X	X	X							1,000,000.00	X		Works Dept	CA, Youth and Sports Ministry, Assembly, Traditional Authorities
Organize Skills Development Training for Youth in the Municipality	Municipal Wide	X	X	X	X		50,000.00						X		CA	BAC, BRC, NYA, Assembly Members
Inter-Circuit Sports Competition	In all the Eight Circuits in the Municipality.	X	X	X	X		10,000.00		10,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																
Programme: Agricultural Services and Management																

Establish and strengthen farmer-based organizations (FBOS)	Municipal Wide	X	X	X	X		7,500.00	7,500.00					X		Agric	CA
Sensitization of farmers On G - SHEP approach to crop production	Municipality-wide	X	X	X			4,000.00	4,000.00					X		Agric	CA
Setting up of oil palm processing Centre	Nkum	X	X	X	X			120,000.00					X		Agric	CA
Support for feed Ghana farm for the assembly								20,000.00					X		Agric	CA
Setting up of Gari processing Centre	Selected Communities	X	X	X	X			120,000.00					X		Agric	CA
Campaign for prophylactic treatment of livestock disease	Municipal Wide	X			X			4,000.00					X		Agric	CA
Sensitization and registration of farmers for the feed Ghana and other government flagship projects	Municipal Wide	X	X	X	X		10,000.00	10,000.00					X		Agric	CA
Organize technical review meetings	Swedru	X	X	X	X		6,000.00	6,000.00					X		Agric	CA
Support to farmers and fishermen's day celebration	Municipal Wide				X		180,000.00	180,000.00					X		Agric	CA
Farmer sensitization and hands-on training in bio char use	Municipal Wide	X	X	X	X		10,000.00	10,000.00					X		Agric	CA
Sensitization on IMO pig & poultry production	Municipal Wide				X		6,000.00	6,000.00					X		Agric	CA
Conduct yield studies for various crops	Municipal Wide	X	X	X	X		10,000.00	10,000.00					X		Agric	CA
Train livestock farmers on biosecurity	Municipal Wide		X	X			4,000.00	4,000.00					X		Agric	CA
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																
Programme: Women in Agriculture Development																
Train women in value addition (processing, packaging, marketing of agricultural products)	Municipal Wide		X	X			6,000.00	6,000.00					X		Agric	CA
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																
Programme: Sustainable Agriculture																
Sensitization of farmers on climate resilient agriculture	Municipality-wide	X	X	X	X		12,000	6,000					X		Agric	CA
Promote backyard garden	Municipality-wide		X	X			4,000.000	4,000.00					X		Agric	CA
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029																
Programme: Health and Nutrition Services and Management																
Construction of Fence Wall at Municipal Health Directorate	Swedru	X	X	X	X			350,000.00					X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of facility fence wall Abodom Health Centre	Abodom	X	X	X	X			350,000.00					X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of facility fence wall Otabikrom Health Centre	Swedru	X	X	X	X			350,000.00					X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of facility fence wall Nkum Health Centre	Nkum	X	X	X	X			350,000.00					X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of facility fence wall Nyakrom Health Centre	Nyakrom	X	X	X	X			350,000.00					X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of facility fence wall Bobikuma Health Centre	Bobikuma	X	X	X	X			350,000.00					X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Prepare a site plan and indentures for facility land	Odom CHPS, Nsuansa CHPS, Otsenkrang CHPS, Edukrom CHPS, Nyamendam CHPS, Armah CHPS, Nana Khadija CHPS,	X	X	X	X			50,000					X		PPD	GHS, PPD, URE, Traditional Authority, Assembly Member

	Amponsah CHPS, Abigyakrom CHPS. Otabilokrom Health Center, Nyarkrom Health Center, Nkum Health center, Abodom Health Center, Bobikuma Health Center.																	
Construction of 1No. CHPS Compound	Agona Kukurantumi	X											X		Work dept.	GHS		
Construction of 1No. CHPS Compound	Lower Bobikuma	X											X		Works dept.	GHS		
Construction of 1No. 2-Storey Male and Female Wards including Laboratory and Maternity Block	Nyakrom (PHASE 1)	X	X	X	X								X		Works Dept.	GHS		
Completion of CHPS Compound	Bosompa	X	X	X										x	Works Dept.	GHS		
Completion of 1No. CHPS Compound	Nkranfo	X	X											X	Works dept.	GHS		
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029																		
Programme: Gender Equality, Social Inclusion, and Social Protection																		
Organization of Health Screening (Blood Pressure, Diabetes, HIV) for General Public (especially market women and drivers)	Municipal Wide				X									X	Gender Desk Officer	GHS, CA, SWCD		
Completion of adolescent weighing center	Ahamadonko	X												X	Works Dept	GES		
Construction of Sick Bay	SWD Salv. Army sch for the Deaf	X	X	X	X									X	Works department	Central Adin, Ges, Physical Planning Dept, Ure, ECG, GWCL, Assembly Members, Traditional Authorities		
Objective: Increase access to quality education across all levels by 2029																		
Programme: Educational Infrastructure and Quality Improvement																		
Construction of 1no. 3-unit classroom block with ancillary facilities	Odom A.M.E Zion Basic School	X												X	Works Dept.	GES		
Construction of 1no. 3-unit classroom block with ancillary facilities	Agona Kwaman	X												X	Works Dept.	GES		
Construction of 1No. KG block at Swedru A.M.E 'B' Zion	Agona Swedru	X												X	Works Dept.	GES		
Completion of 1No. 4-unit classroom block with ancillary facility	Nyakrom Catholic School	X	X	X										X	Works Dept	GES		
Completion of 4-Unit Teachers Quarters	Abigyakrom	X	X	X	X									X	Works Dept.	GES		

Completion of 12-Unit Classroom Block	Salem Presby	X	X	X	X			400,000.00					X	Works Dept.	GES
Construction of ICT Laboratory	SWD Salv Army Sch for the Deaf, Bosompa Basic Sch, Otsenkorang Presby, Nsonan, Edukrom,	X	X	X	X			1,000,000.00					X	Works Department	Central Adin, Ges, Physical Planning Dept, Ure, Eeg, Gwcl, Assembly Members, Traditional Authorities
Completion of library	Bebianiha	X						100,000.00					X	Works Dept.	GES
Construction of Library	Bosompa Basic Sch, Nsonan, Edukrom, Nyakrom Methodist B	X	X	X	X			2,000,000.00					X	Works Department	Central Adin, GES, Physical Planning Dept, URE, ECG, GWCL, Assembly Members, Traditional Authorities
Provision of electricity	Bosompa Basic Sch, Otsenkorang Presby, Nsonan, Edukrom, Nyakrom Ama B	X	X	X	X			40,000.00					X	Works Department	Central Adin, GES, Physical Planning Dept, URE, ECG, GWCL, Assembly Members, Traditional Authorities
Completion of 3 bedroom Apartment	Agona Swedru	X	X	X	X			300,000.00					X	Works Dept.	GES
Construction of 1 no. 3-unit classroom block	Swedru Girls Model JHS	X	X	X	X			709,366.96					X	Works Dept.	GES
Organize Annual School Reading Festival	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		5,000.00					X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize & Conduct MOCK EXAMS for BECE Candidates.	In all the Eight Circuits in the Municipality.	X	X	X	X	15,000.00		5,000.00					X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Procurement of Furniture	Selected Schools in the Municipality	X	X	X	X			357,000.00					X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize "My First Day at School".	All Schools			X		5,000.00							X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Capacity Building Clinic for Science and Maths teachers	Agona West Municipal Education Office	X	X	X	X	10,000.00							X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organization of teachers' continuous professional development meetings for all basic schools in the municipality	Swedru Salv. Army Sch. For the Deaf	X	X	X	X	15,000.00							X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Training of Teachers on the Common Core Programme.	Agona West Municipal Education Directorate	X				10,000.00							X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															
Programme: Maintenance of Assets															
Renovation of Fourteen (14) Dilapidated Basic School Buildings	In the concerned Circuits within the Municipality.	X	X	X	X	20,000		30,000.00					X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															
Programme: Monitoring and Evaluation															
MDE's Monitoring of Schools in the Municipality.	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		10,000.00					X	Education Directorate	AWMA, MP
Organize Annual Education Review & Stakeholders' Engagement.	In the Zonal Council Centers.	X				7,000.00		7,000.00					X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP

Comprehensive School Inspection.	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		10,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
SISIOs & Teaching Staff Monitoring	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		5,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize Municipal Education Oversight Committee Meetings (MEOC).	Municipal Assembly	X	X	X	X		12,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029																
Programme: Gender Equality Social Inclusion, and Social Protection																
Visit to inclusive schools (School for the Deaf)	Swedru Salv. Army Sch. For the Deaf	X	X	X	X	10,000.00							X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Sensitize parents of special needs children on the need to take them to school.	Municipal wide		X				20,000.00						X		GES	GDO, SWCD
Construction of Adm. Block	Swd Salv Army Sch For The Deaf	X	X	X	X	50,000.00		30,000.00					X		Works Department	Central Adin, Ges, Physical Planning Dept, Ure, Eeg, Gwcl, Assembly Members, Traditional Authorities
Objective: Achieve gender equality in access to resources, participation in decision-making, and service delivery by 2029																
Programme: Gender Equality, Social Inclusion, and Social Protection																
Organize a day sensitization workshop to educate the girl child on teenage pregnancy	Selected schools	X						2,5000.00					X		AWMA, GES, GHS	AWMA, DACF
Celebration of international women's day	Market women	X						2,5000.00					X		AWMA	DOVVSU
Celebration of world menstrual hygiene day	Selected schools: Girls Model JHS Holy Quran JHS Swedru Ahmadiyya JHS		X					5,000.00						X	AWMA	DOVVSU
Sensitization forum on domestic violence against women and children	Emmanuel Methodist Church Women Ministries and junior youth), Agona Swedru			X				5,000.00					X		AWMA	DOVVSU
Organization of International Day for the Girl Child	Selected schools			X				3,000.00							AWMA, GES	AWMA, DACF
Objective: Strengthen social protection coverage to reach at least 70% of vulnerable populations by 2029																
Programme: Gender Equality, Social Inclusion, and Social Protection																
Undertake 150 child protection cases or issues (family welfare, child maintenance, custody, paternity, family reconciliation, child abuse etc.)	Municipality-wide	X	X	X	X	3,000.00							X		SW	DOVVSU GHS
To protect one two hundred (200) children from child protection related issues.	Municipality-wide	X	X	X	X	2,000.00							X		SW	GES Family Members.

Conduct quarterly monitoring visit and inspection of 50 early childhood development centre	Municipality-wide	X	X	X	X	2,500.00							X	SW	GES, DCC Operators
Undertake sensitization and awareness creation in ten (10) communities and ten (10) schools on child protection and gender based violence issues.	Municipality-wide	X	X	X	X	3,500.00					3,000.00		X	CD	GES GHS TRADITIONAL LEADERS NGO
Conduct Quarterly Monitoring and Inspection of Residential Home for Children	Agona Swedru	X	X	X	X	1,000.00							X	SW	RESIDENTIAL HOME.
Identify and register 200 persons with disability	Municipality-wide	X	X	X	X			2,000.00					X	SW	ASS. MEMBERS PWDs
Quarterly update of PWD album	Municipality-wide	X	X	X	X			2,000.00				X	SW	PWDs ASSEMBLY MEMBERS	
Support 200 PWDs to start a trade, expand their trade. Educational needs and medication	Municipality-wide	X	X	X	X			200,000.00					X	SW	RESIDENTIAL HOME.
Embark on quarterly monitoring of PWDs beneficiaries of common fund support.	Municipality-wide	X	X	X	X			6,000.00					X	SW	PWDs AWMA
Provide hospital welfare services to clients.	Municipality-wide	X	X	X	X	2000.00							X	SW	GHS AWMA
Embark on 6 bi-monthly beneficiary households LEAP cash grant payments and monitoring.	LEAP comm.	X	X	X	X	3,000.00							X	SW	AWMA CFPs Financial Institution
Conduct social and public education in basic schools	Municipality-wide	X	X	X	X	4,000.00							X	SW	GES
Embark on the registration and renewal of NHIS cards for indigents Municipality-wide	Municipality-wide	X	X	X	X	5,000.00							X	SW	NHIA
Carry out adult education programmes such as mass and study group meetings, school engagement in 10 communities and school	Municipality-wide	X	X	X	X	4,000.00							X	CD	ASS. MEMBERS
Conduct social enquiry reports for the family and juvenile court	Municipality-wide	X	X	X	X	1,000.00							X	SW	FAMILY TRIBUNAL

																	JUVENILE COURT, DOVVSU
Objective: Improve accessibility and mobility by upgrading municipal and feeder roads by 2029.																	
Programme: Road and Transport Services																	
Construction of 3 No. Single And 1No.Double 1.2m Diameter Pipe Culverts of 7meter Lenth	Atokyerkwa(Upper Bobikuma),Osei Yaw(Wawase) and Kojo Arma Near Kingsridge School (Wawase)		X					51,476.50						X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Grading of 60 Km Roads	Municipal Wide	X	X	X	X		360,000							X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG, GWCL, DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Tarring of 470m Road At Roman Catholic Avenue	Swedru		X				246,200.00							X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Construction of Otabilkrom Road(0.575km) with Double Bituminous Surfacing and Construction of Side Drain with Slab Cover in Agona West Municipality	Swedru			X						110,858.92				X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Construction of Double Bituminous Surfacing of 0.26km V-Land Road With 260m 0.9m Drain And 1 No.1.2m Pipe Culvert at Wawase	Swedru			X						70,738.33				X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Bitumenous Surfacing of 4km Road with Road Line Marking, Rubble Strips and 0.6m Diameter U-Drain on Both Sides of 900m Length of Road at Woraba in Agona West Municipality	Swedru				X					1,000,111				X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction of 12 Km Nyakrom to Otsenkorang Road	Nyakrom, Edukrom ,Otsenkorang	X	X	X	X							60,000,000		X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction of 7km Inner Roads	Nyakrom	X	X	X	X							30,000		X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder

																		roads,Assembly Members, Traditional Authorities
Pothole Patching	Swedru and Nyakrom	X	X			200,000						X		Roads Dept.				Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Objective: Improve visibility across all levels of transport by 50% through street lighting																		
Programme: Road and Transport Services																		
Grass cutting of 120km along the roads		X	X			60,000.00						X		Roads Dept.				Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Installation of 3No. Traffic light	Agona Swedru	X				600,000.00						X		Roads Dept				Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Objective: Improve visibility across all levels of transport by 50% through street lighting																		
Programme: Maintenance of Assets																		
Maintenance of 2 Traffic lights	Agona Swedru	X				200,000.00						X		Roads Dept				Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Objective: Increase environmental resilience and sustainability by 2029																		
Programme: Climate Mitigation, Adaptation, and Communication Programmes																		
Public education on climate change and adaptation	Municipal Wide		X		X							11,700.00		X	NADMO			AWMA MEDIA EH & SD MOFA
Afforestation – nursing and distribution of 100 trees seedlings	Bobikuma, Abodom	X	X									4,000.00	X		NADMO			AWMA MOFA
Document and promote appropriate indigenous knowledge and best practices	Municipal wide	X	X	X	X	10,000.00		30,000.00							Development Planning - CA			NADMO, EHSU, DoA
Construction of 8no. Single and 1no. Double 1.2m Diameter Pipe Culvert with Approaches	Nyakrom, Swedru,	X	X	X	X			630,000	800,000				X		Road Dept.			Central Admin, Physical Planning Dept, URE, ECG, GWCL, DUR, GHA, Feeder roads, Assembly Members, Traditional Authorities
Construction of 3no. 1.8 m diameter with culvert with approaches	Nkranfo	X						900,000.00					X		Roads Dept.			Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Desilting of 20 Drains and Culverts	Municipal wide	X	X	X	X							300,000	X		Road Dept.			Central Admin, Physical Planning

																		Dept. URF, ECG,GWCL,DUR ,GHA,Feeder roads,Assemby Members, Traditional Authorities
Public education on hydrometeorological disasters	Municipality-wide		X	X								11,800.00		X		NADMO		AWMA EH & SD MEDIA
Training on Climate Change Adaptation & Disaster Risk Reduction for staff	Agona Swedru				X			2,000.00					X			HRD		EPA, NADMO, DoA, CA
Objective: Strengthen post-disaster response and recovery mechanisms reaching at least 50% of affected communities by 2029																		
Programme: Disaster Prevention and Management																		
Hazard Identification	Municipal Wide	X	X	X	X			250,000				9,300.00		X		NADMO		AWMA ECG GNFS MEDIA EH & SD
World disaster day celebration	Municipality-wide			X								28,800.00	X			NADMO		AWMA MEDIA EH&SD MOFA
Public education on domestic fires and bush fires	Municipality-wide			X	X							9,200.00		X		NADMO		AWMA ECG, GNFS MOFA
Provision of relief items	Municipal wide	X	X	X	X	2,000.00	10,000.00							X		NADMO		AWMA
Objective: Achieve 70% coverage of solid waste collection																		
Programme: Waste Management																		
Purchase of 50 pieces of 240 litres Dust bins	Municipal Wide			X				80,000.00				40,000.00		X		EHSU		MFO, PU
Daily sweeping of open spaces, markets and principal streets	Municipal Wide	X	X	X	X			240,000.00				10,000.00		X		EHSU		
Purchase of 10 communal refuse containers	Municipal Wide			X			30,000.00	45,000.00				600,000.00	X			EHSU		MFO, PU
Sanitation Improvement Package (At Source)	Municipal Wide	X	X	X	X			400,000.00						X		AWMA EHSU		
Support to sanitation activities	Municipal Wide	X	X	X	X			400,000.00	50,000.00					X		EHSU		
Procure of Tricycle for refuse collection	Municipal Wide			X			15,000.00	30,000.00					X			EHSU		MFO, PU
Clearing of dumping site	Municipal Wide	X	X	X	X			480,000.00				120,000.00		X		EHSU		Waste Landfill company
Weekly clean-up exercise	Municipal Wide	X	X	X	X		50,000.00							X		EHSU		
Purchase of sanitation tools	Municipal Wide			X			40,000.00	100,000.00				10,000.00		X		EHSU		Finance, CA
Objective: Achieve 50% coverage of liquid waste management																		
Programme: Waste Management																		
Construct at least 10 public and institutional urinals/ latrines	Municipal Wide	X	X	X	X			20,000.00					X			EHSU		Works Department
Drainage Cleansing	Municipal Wide	X	X	X	X			30,000.00						X		EHSU		Private Waste Management Companies
Support to sanitation activities	Municipal Wide	X	X	X	X			200,000.00						X		EHSU		CA
Ensure the construction of latrines by store owners	Municipal Wide	X	X	X	X			100,000.00				10,000.00		X		EHSU		Works Department, Physical Planning
Objective: Achieve 100% open defecation-free coverage																		
Programme: Waste Management																		
Facilitate the construction of Household Latrines in all Communities	Municipal Wide	X	X	X	X			80,000.00				10,000.00		X		EHSU		UNICEF, IDA, Chiefs, Natural leaders, Community members, Others
Facilitate Community-Led Total Sanitation to get 30 communities Open Defecation Free (ODF)	Municipal Wide	X	X	X	X			30,000.00				10,000.00		X		EHSU		Unicef, IDA, Chiefs, Natural leaders, Community members
Objective: Achieve 100% household access to safe drinking water by 2029																		
Programme: Food, Water, Drug Safety, and Hygiene																		
Education on effects on Open defaecation in water bodies	Municipal Wide	X	X	X	X			15,000.00						X		EHSU		Chiefs, Comm. members

Education on the effects of illegal mining in water bodies	Municipal Wide	X	X	X	X		15,000.00					X	EHSU	Chiefs, Comm. members
Facilitate the provision of safe and wholesome water for domestic use	Municipal Wide	X	X	X	X		60,000.00			10,000.00		X	EHSU	GWCL, Chiefs, Comm. members
Extension of Piped Water	Amakyekrom	X	X				90,000.00				X		Works Dept.	GWCL
Drilling of 30No. Mechanized and Non-Mechanized Boreholes with overhead poly tank	Selected Communities	X					1,928,733.93				X		Works Dept.	GWCL
Data collection on Boreholes	Municipality-wide			X			7,000.00				X		Dept of Statistics	WD, CA
Objective: Improve hygiene, food, and drug safety by 2029														
Programme: Food, Water, Drug Safety, and Hygiene														
Inspection of supermarkets and drug stores	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	FDA
Inspection of food products from the market to ensure the wholesomeness of the products	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	FDA
Ensure Hygienic slaughtering of food animals	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	Vert. Service Butchers
Facilitate the screening of food and drink sellers certification process	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	FDA,GHS, Private Laboratory Services
Purchase of Disinfectants, Insecticides, and Repellants	Municipal Wide	X	X	X	X		30,000.00			10,000.00		X	EHSU	PU, Central Administration, Finance Dept.
Sanitary burial of infectious bodies	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	GHS,GPS,IDCS
Procurement of Personal Protective Equipments (PPEs)	Municipal Wide	X			X		50,000.00					X	EHSU	PU, Central Administration, Finance Dept.
Disinfection and disinfestation	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	AWMA
Daily inspection of eating and drinking premises	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	
Daily inspection of market sanitation	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	Market Leaders
Domiciliary inspection to call abatement of nuisances	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	Judicial Service, Ghana Police
Construction of office block	Swedru Cemetery		X	X	X		50,000.00				X		Works Dept.	Central Admin
Stray animal impound	Agona Swedru		X	X	X		20,000.00				X		Works Dept.	Central Admin
Objective: Improve hygiene, food, and drug safety by 2029														
Programme: Environmental and Health Promotion														
Education on basic hygiene and sanitation practices in communities	Municipal Wide	X	X	X	X		15,000.00					X	EHSU	NCCE, GES
Educational Programme to improve hygiene and sanitation at schools.	Municipal Wide	X	X	X	X		15,000.00					X	EHSU	GES, GHS Others
Hospitality industry inspection	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	
Education on Covid-19 safety and preventive protocols	Municipal Wide	X	X	X	X		15,000.00					X	EHSU	GHS, NCCE, GES
Educational programme on environmental sanitation management in communities.	Municipal Wide	X	X	X	X		15,000.00					X	EHSU	
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029														
Programme: Environmental Protection and Law Enforcement														
Prosecution of sanitary offenders	Municipal Wide	X	X	X	X		5,000.00					X	EHSU	Judicial Service
Enforcement of sanitation bye laws	Municipal Wide	X	X	X	X		15,000.00			5,000.00		X	EHSU	Judicial Service, Traditional Authorities
Procure of Noise detection gadgets to control noise pollution.	Municipal Wide	X					20,000.00			10,000.00	X		EHSU	PU, AWMA
Map out all scrap yards	Municipal Wide	X	X	X	X		5,000.00	5,000.00				X	PPD, EHD	Lands Commission, EPA

Incorporate and propose scrap yard site in a local plan	Municipal Wide	X	X	X	X		2,000.00	5,000.00					X		PPD	LUSPA, EPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Monitoring and Evaluation																
Conduct development control and monitoring exercise	Municipal Wide	X	X	X	X		5,000.00						X		PPD	EPA, LUSPA, Lands Commission
Frequent and effective monitoring on all developments around water bodies	Municipal Wide	X	X	X	X			2,500.00					X		PPD	EPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Sustainable Urban Development and Management																
Organisation of public education for permit applicants during permit applications and site inspections	Municipal Wide	X	X	X	X		5,000.00						X		PPD	TSC, Works Dep't
Frequent and Effective monitoring on all developments in the municipality	Municipal Wide	X	X	X	X	5,000.00	80,000.00						X		PPD, WORKS DEPT	TSC, SPC
Identify and create a street naming database	Municipal Wide	X	X	X	X		50,000.00	30,000.00					X		PPD	LUSPA, Traditional Authorities
Data collection on the preparation and revision of spatial plans	Municipal Wide	X	X	X	X	5,000.00	40,000.00	10,000.00					X		PPD	TSC & SPC, LUSPA
Spatial Analysis on Spatial data	Municipal Wide	X	X	X	X		20,000.00						X		PPD	TSC & SPC, LUSPA
Design of Structure Plans	Municipal Wide	X	X	X	X	2,000.00	20,000.00	20,000.00					X		PPD	TSC & SPC, LUSPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Natural Resource Conservation and Management																
Revision of local plans to incorporate the protected areas	Municipal Wide	X	X	X	X		10,000.00	10,000.00					X		PPD	EPA, Traditional Authorities, Assembly members
Spatial Analysis on water reservation/buffer	Municipal Wide	X	X	X	X	2,500.00		4,000.00					X		PPD	EPA
Facilitate local community involvement in resource management	Municipal wide	X	X	X	X			20,000.00			20,000.00		X		CA	NADMO, EHSU, DoA, Traditional Authorities, Assembly Members
Objective: Achieve 100 % coverage of electricity in the municipality by 2029																
Programme: Energy Development and Management Programmes																
Electrical maintenance works	Municipal wide	X	X	X	X		15,000.00						X		WD	Central Admin
Extension of electricity	New sites and remote areas	X	X	X	X			50,000.00					X		WD	CA
Sensitize public on efficient use of energy and of renewable energy sources	Municipal wide	X	X	X	X		3,000.00								CA	MESTI, Assembly Members
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029																
Programme: Governance, Corruption, and Public Accountability																
Organize general assembly meetings	Agona Swedru	X	X	X	X		120,000.00						X		Admin Unit	Other Departments
Organize statutory subcommittee meetings	Agona Swedru	X	X	X	X		90,000.00						X		Admin Unit	Other Departments
Organize executive committee meetings	Agona Swedru	X	X	X	X		20,000.00						X		Admin Unit	Other Departments
Organize management meetings	Agona Swedru	X	X	X	X		7,200.00						X		Admin Unit	Other Departments
Organize PRCC Meetings	Agona Swedru	X	X	X	X		12,300.00						X		Admin Unit	Other Departments
Organize MCE's community engagement	Municipal Wide	X	X	X	X		40,000.00						X		Admin Unit	Other Departments

Hosting of official visitors	Agona Swedru	X	X	X	X		50,000.00.00						X	Admin Unit	GES, Traditional Authority, CSO
Prepare annual administrative report and other statutory reports	Agona Swedru	X	X	X	X		800.00						X	Procurement	Admin Unit
Organize national Celebrations	Municipal Wide	X					40,000.00						X	Admin Unit	GES, Traditional Authority, CSO
Retainer and legal services	Agona Swedru						100,000.00						X	AWMA	Judiciary
Administrative Data Compilation	Municipality-wide	X	X	X	X	1,500.00						X		Dept of Statistics	WD, CA, Assembly Members
Organisation of Technical Sub-Committee and Spatial Planning Meeting and inspections on all development permit applications	Municipality-wide	X	X	X	X		100,000.00					X		PPD	TSC, SPC
Completion of Decentralized office block	Agona Swedru	X	X	X				700,000.00					X	Works Dept.	Central Admin
Procure office equipment and furniture	Agona Swedru	X			X		100,000.00							Procurement	Admin Unit
Procurement of one (1) vehicle	Agona Swedru						500,000.00							Procurement	Admin Unit
Maintenance and repairs of vehicles	Agona Swedru	X	X	X	X		100,000.00							Transport Officer	Procurement & Admin Unit
Fuel and lubricants for official vehicles	Agona Swedru	X	X	X	X		400,000.00							Transport Officer	Procurement & Admin Unit
Procure logistics for security officer	Agona Swedru		X		X		30,000.00							Procurement	Admin Unit
Provide fuel and logistical support to security services	Agona Swedru	X	X	X	X		60,000.00							Admin Unit	Security Agencies
Fuel, insurance and road worthy of official vehicle, and motor bike	Swedru		X	X			10,000.00	10,000.00				X		Agric	CA
Payment of utilities and internet subscription	Swedru	X	X	X	X		4,000.00	4,000.00				X		Agric	CA
Embossment of the assembly's name and logo on the main Building	Swedru				X		6,000.00					X		Estate unit	Central Admin
Fixed asset Coordinating Unit Meetings	Agona Swedru	X	X	X	X		8,000.00					X		FACU	Central Admin
Organize Adhoc and other meetings	Agona Swedru	X	X	X	X		160,000.00						X	Admin Unit	Central Admin
Special meetings	Agona Swedru	X	X	X	X		12,000.00							Admin Unit	Other Departments

Renovation of 5No. Staff Bungalow	Agona Swedru	X	X	X	X			547,467.80						X	Works Dept.	Central Admin	
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029																	
Programme: Monitoring and Evaluation Programmes																	
Monitoring and support to substructures	Zonal councils offices	X	X	X	X			100,000.00							Admin Unit	ASEMA	
Monitoring of school feeding Programme	Municipality-wide	X	X	X	X			10,000.00							GSF Desk Officer	Mun. Implementation Committee	
Monitoring of agric related activities	Municipality-wide	X	X	X	X			50,000.00	50,000.00				X		Agrie CA	CA	
Monitoring of Assembly's projects and programmes	Muniipal wide	X	X	X	X			40,000.00							CA	Depts, Traditional Authorities, Assembly Members	
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029																	
Programme: Knowledge, Management, & Learning																	
Staff Capacity Building Training (Workshops & Seminars)	Agona Swedru	X		X				12,000.00	15,000.00					X	HRD	Depts and Units	
Staff Performance Appraisal & Review Sessions	Agona Swedru		X		X			4,500.00	7,200.00					X	HRD	Depts and Units	
Recruitment and Onboarding Exercises for New Staff	Agona Swedru	X	X	X				2,600.00	5,800.00					X	HRD	CA	
Welfare & Motivation Programmes (Staff Durbar, Team Building)	Agona Swedru			X				3,000.00	4,500.00					X	HRD	Depts and Units	
Development of HR Database & Records Digitization	Agona Swedru	X	X	X	X			7,026.00	9,875.00					X	HRD	Depts and Units	
Training on Occupational Health & Safety	Agona Swedru		X					2,500.00					X		HRD	Depts and Units	
Manage the District Development Data Platform (DDDP)	Agona Swedru	X	X	X	X			2,000.00						X	CA	MIS, Statistics	
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029																	
Programme: Development Communication																	
Organization of Townhall Meetings	Municipal Wide	X		X				60,000.00							X	CA	Depts and Units, Traditional Authorities, Assembly Members, Local Communities, Media, Business Associations, State and Non-State Institutions
Embark on regular development discussions via radio programmes	Municipal wide	X	X	X	X			10,000.00						X	AWMA	Media	
Regularly publish development activities on the Assembly's website	Agona Swedru	X	X	X	X			2,000.00						X	MIS	Depts and Units	
Increase IGF contribution by 25% and expand resource mobilization through PPPs and external partnerships by at least 20% by 2029																	
Revenue Improvement Programmes																	
Data Analysis and Visualization on Revenue Collection	Municipality-wide	X	X	X	X			2,000.00						X	Dept of Statistics	CA	
Prepare and Implement Revenue Improvement Plan	Municipal wide	X	X	X	X			20,000.00						X	Finance	Budget, CA, Revenue	
Objective: Expand ICT access and digital literacy by 50% by 2029; ensure ICT-enabled service delivery across sectors																	

Programme: Digital Services and Management															
Implement SMART Workplace	Agona Swedru	X	X	X	X		80,000.00					80,000.00	X	CA	Depts and Units
Implement Digital Revenue Collection	Municipal Wide	X	X	X	X		80,000.00					80,000.00	X	CA	Finance, Revenue

Table 28: 2027 Annual Action Plan

Objective: Improve access to modern market infrastructure by 40% by 2029.																
Programme: Trade, Entrepreneurship, and Industry																
Projects	Location	Time Frame				Cost						Project Status		Implementing Institution/Dept		
		Q1	Q2	Q3	Q4	GoG	IGF	DACF	DACF-RFG	UDG/CSG	Other	New	Ongoing	Lead	Collab	
Construction of 24-hour economy model market	Agona Swedru	X	X	X	X			5,046,834.83					X		Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens
Construction of 2-storey ancillary facility building at Mandela market	Agona Swedru	X	X							2,662,357.80			X	Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Construction of phase 2 of 2-storey 24no. Lockable stores and 3-storey 48no. Lockable stores connected to electricity and water	Agona Swedru	X	X							3,106,164.24			X	Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Completion of Market Stalls	Lower Bobikuma	X	X	X				250,000.00					X	Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Objective: Strengthen MSMEs in the Municipality by 2029																
Programme: Trade, Entrepreneurship, and Industry																
Start Your Business workshop	Municipal-wide	X				15,000.00							X	BAC	MasterCard Foundation	
Grow Your Business	Municipal-wide	X				15,000.00							X	BAC	MasterCard Foundation	
Facilitate the certification of the Office of Registrar of Companies (ORC)	Municipal-wide	X	X	X	X	10,000.00							X	BAC	MasterCard Foundation	
Facilitate Proficiency Trade Testing and certification by the National Vocational Technical Institute (NVTI)	Municipal-wide	X	X	X	X	10,000.00							X	BAC	MasterCard Foundation	
Technical Training	Municipal-wide	X				15,000.00							X	BAC		
Local Economic Development Meetings/Forums	Municipal-wide	X		X		35,000.00	35,000.00					X		BAC	Central Administration	
Facilitate the certification of the Food and Drug Authority (FDA).	Municipal-wide	X	X	X	X	50,000.00							X	BAC	MasterCard Foundation	
Facilitating access to institutional credits (grants and loans)	Municipal-wide	X	X	X	X	500,000.00							X	BAC	World Bank, Financial Institutions	
Facilitating HAPPY Project interventions	Municipal-wide	X	X	X	X	500,000.00							X	BAC	MasterCard Foundation	
Alternate Dispute Resolution Services	Municipal-wide	X	X	X	X	500,000.00							X	BAC	Clients	
KAIZEN Implementation	Municipal-wide			X		30,000.00							X	BAC	Medium Enterprises and Businesses	
Objective: Increase tourism-related activities in the Municipality by 2029																
Programme: Tourism and Cultural Development																

Celebrate Masquerade Festival	Agona Swedru				X										20,000.00	X		CNC	Swedru Fancy Dress Federation, AWMA, RCC	
Celebrate Akwambo Festival	Agona Swedru			X											60,000.00	X		CNC	AWMA, Masquerade Groups, Swedru Traditional Council	
Organize Cooking Competition	Agona Swedru		X												25,000.00	X		CNC	AWMA, Association of Market Women	
Poetry recital competition	Agona Swedru	X													2,000.00	X		CNC	GES, NCCE	
Participate in Central Regional EXPO	To be determined			X					30,000.00							X		CNC	CA	
Organize quarterly tourism meetings for strategy reviews and updates.	Agona Swedru	X	X	X					20,000.00							X		CA	Traditional Authorities, Assembly Member, CNC, Heads of Department	
Host tourism investment forums to attract investors.	Municipal Wide	X	X	X					30,000.00						40,000.00	X		AWMA	CNC, GTA, Traditional Authorities, Assembly Member	
Set up a tourism business facilitation desk.	Agona Swedru		X						5,000.00							X		CA	CNC, BRC, BAC	
Conduct sensitization workshops for potential investors.	Municipal Wide	X	X	X						30,000.00								AWMA	GTA, CNC	
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																				
Programme: Trade, Entrepreneurship, and Industry																				
Facilitating aggregators for the ENABLE Youth	Municipal-wide	X	X	X	X				1,500,000.00									X	BAC	Agricultural Development Funds
Presentation of Start-up Kits to youth in the Municipality	Municipal-wide	X	X	X	X				100,000.00									X	BAC	MasterCard Foundation
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																				
Programme: Youth Development																				
Construction of Astro turf at Nkum	Agona Nkum	X	X	X	X										1,000,000.00	X		Works Dept	CA, Youth and Sports Ministry, Assembly, Traditional Authorities	
Organize Skills Development Training for Youth in the Municipality	Municipal Wide	X	X	X	X				50,000.00							X		CA	BAC, BRC, NYA, Assembly Members	
Inter-Circuit Sports Competition	In all the Eight Circuits in the Municipality.	X	X	X	X				10,000.00		10,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP	
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																				
Programme: Agricultural Services and Management																				
Zoonosis surveillance	Agona Swedru	X							3,000.00	3,000.00						X		Agrie	Veterinary	
Setting up of gari processing centre	Municipal Wide	X	X	X					100,000									X	Agrie	Central Admin
Train 150 farmers on safe handling of agro chemicals	Municipal Wide			X							5,000.00							X	Agrie	Central Administration, Farmers
Campaign for prophylactic treatment of livestock disease	Municipal wide	X			X						4,000.00							X	Agrie	Veterinary
Sensitization of farmers on malnutrition	Municipal Wide		X	X					3000	3,000.00						X		Agrie	Health	
Sensitization of farmers on feed ghana and other government flagship projects	Municipal Wide		X	X					10,000.00	10,000.00						X		Agrie	Central Admin, Farmers	
Demonstrate IMO pig production	Municipal Wide	X	X						20,000.00	20,000.00								X	Agrie	Central Administration
Organize technical review meetings	Agona Swedru	X	X	X	X				6,000.00	6,000.00						X		Agrie	Central Administration, Farmers	
Support to farmers' and fishermen's day celebration	Municipal Wide				X				180,000.00	180,000.00						X		Agrie	Central Administration	
Promote use of certified seeds and climate-resilient crop varieties	Municipal Wide		X								4,000.00					X		Agrie	Central Administration	
Conduct yield studies for various crops	Municipal wide		X	X	X				8,000.00	8,000.00								X	Agrie	
Promote small ruminant farming	Municipal Wide	X	X	X					15,000.00	15,000.00						X		Agrie	Central Administration	

Train livestock farmers on biosecurity	Municipal Wide		X	X			4,000.00	4,000.00					X		Agrie	Central Administration
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																
Programme: Women in Agriculture Development																
Train women in value addition (processing, packaging, marketing of agricultural products)	Municipal Wide		X	X				7,000.00	7,000.00				X		Agrie	CA
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																
Programme: Sustainable Agriculture																
Sensitization of farmers on climate resilient agriculture	Municipality-wide	X	X	X	X			12,000	6,000				X		Agrie	CA
Promote backyard garden	Municipality-wide		X	X				4,000.000	4,000.00				X		Agrie	CA
Promote use of certified seeds and climate-resilient crop varieties	Municipal Wide		X						4,000.00				X		Agrie	Central Administration
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029																
Programme: Health and Nutrition Services and Management																
Construction of CHPS Compound with staff quarters at Bobikuma Lower	Bobikuma Lower	X	X	X	X				5,000,000.00				X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of CHPS Compound with staff quarters at Abodom Kukurantumi	Kukurantumi	X	X	X	X				5,000,000.00				X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Completion of 1No. CHPS compound	Nkranfo	X	X						550,000.00					X	Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of 1No. CHPS compound	Agona Kukurantumi	X							1,009,366.97				X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Construction of 1No. CHPS compound	Lower Bobikuma	X							1,009,366.97				X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Completion of CHPS compound	Bosompa	X	X	X					150,000.00					X	Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Renovation of Municipal Director of Health Services Bungalow	Agona Swedru	X							1,000,000.00				X		Works Dept	GHS, PPD, URE, Traditional Authority, Assembly Member
Community nutrition education and cooking demonstrations	Municipal Wide		X	X				3,000.00	3,000.00				X		Agrie	CA
Construction of 1no. 2-storey male and female wards including laboratory and maternity block	Nyakrom (PHASE 1)	X	X	X	X				1,260,000.06				X		Works Dept.	GHS
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029																
Programme: Gender Equality, Social Inclusion, and Social Protection																
Organization of Health Screening (Blood Pressure, Diabetes, HIV) for General Public (especially market women and drivers)	Municipal Wide				X				5,000.00				X		Gender Desk Officer	GHS, CA, SWCD
Completion of adolescent weighing center	Ahamadonko	X							100,000.00					X	Works Dept	GES
Celebration of world menstrual hygiene day	Selected schools: Girls Model JHS Holy Quran JHS Swedru Ahmadiyya JHS		X						5,000.00					X	AWMA	DOVVSU
Objective: Increase access to quality education across all levels by 2029																

Programme: Educational Infrastructure and Quality Improvement														
Construction of 1no. 3-unit classroom block with ancillary facilities	Odom A.M.E Zion Basic School	X						709,366.96				X	Works Dept.	GES
Construction of 1no. 3-unit classroom block with ancillary facilities	Agona Kwaman	X						709,366.96				X	Works Dept.	GES
Construction of 1No. KG block at Swedru A.M.E 'B' Zion	Agona Swedru	X						600,000.00				X	Works Dept.	GES
Completion of 1No. 4-unit classroom block with ancillary facility	Nyakrom Catholic School	X	X	X				130,000.00				X	Works Dept	GES
Completion of 4-Unit Teachers Quarters	Abigyakrom	X	X	X	X			300,000.00				X	Works Dept.	GES
Completion of 12-Unit Classroom Block	Salem Presby	X	X	X	X			400,000.00				X	Works Dept.	GES
Completion of library	Bebianiha	X						100,000.00				X	Works Dept.	GES
Construction of Library	Nyakrom Anglican, Nyakrom AMA B, Abigyakrom AMA Basic, Abodom Presby	X	X	X	X			2,000,000.00				X	Works Department	Central Admin, Ges, Physical Planning Dept, Ure, Eeg, Gwel, Assembly Members, Traditional Authorities
Construction of ICT Laboratory	Nyakrom Ama B, Nyakrom Anglican, Abodom Basic, Abigyakrom Ama Basic, Bobikuma Methodist, Kwaman Methodist, Odomu Ame Zion Basic,	X	X	X	X			1,000,000.00				X	Works Department	Central Admin, Ges, Physical Planning Dept, Ure, Eeg, Gwel, Assembly Members, Traditional Authorities
Construction of Kitchen For GSFP	Bobikuma Zion	X	X	X	X	50,000.00		×				To Be Implemented	Works Department	Central Admin, Ges, Physical Planning Dept, Ure, Eeg, Gwel, Assembly Members, Traditional Authorities
Provision of electricity	Bosompa Basic Sch, Otsenkorang Presby, Nsonan, Edukrom, Nyakrom Ama B	X	X	X	X			40,000.00				X	Works Department	Central Admin, Ges, Physical Planning Dept, Ure, Eeg, Gwel, Assembly Members, Traditional Authorities
Construction of Institutional Toilet	Bobikuma Zion, Mandela, Kwaman Methodist	X	X	X	X			200,000.00				X	Works Department	Central Admin, Ges, Physical Planning Dept, Ure, Eeg, Gwel, Assembly Members, Traditional Authorities
Completion of 3 bedroom Apartment	Agona Swedru	X	X	X	X			300,000.00				X	Works Dept.	GES
Construction of 1 no. 3-unit classroom block	Swedru Girls Model JHS	X	X	X	X			709,366.96				X	Works Dept.	GES
Organize Annual School Reading Festival	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		5,000.00				X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize & Conduct MOCK EXAMS for BECE Candidates.	In all the Eight Circuits in the Municipality.	X	X	X	X	15,000.00		5,000.00				X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Procurement of Furniture	Selected Schools in the Municipality	X	X	X	X			357,000.00				X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize "My First Day at School".	All Schools			X		5,000.00						X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP

Capacity Building Clinic for Science and Maths teachers	Agona West Municipal Education Office	X	X	X	X	10,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organization of teachers' continuous professional development meetings for all basic schools in the municipality	Swedru Salv. Army Sch. For the Deaf	X	X	X	X	15,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Training of Teachers on the Common Core Programme.	Agona West Municipal Education Directorate	X				10,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															
Programme: Maintenance of Assets															
Renovation of Fourteen (14) Dilapidated Basic School Buildings	In the concerned Circuits within the Municipality.	X	X	X	X	20,000		30,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															
Programme: Monitoring and Evaluation															
MDE's Monitoring of Schools in the Municipality.	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		10,000.00				X		Education Directorate	AWMA, MP
Organize Annual Education Review & Stakeholders' Engagement.	In the Zonal Council Centers.	X				7,000.00		7,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Comprehensive School Inspection.	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		10,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
SISIOs & Teaching Staff Monitoring	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		5,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize Municipal Education Oversight Committee Meetings (MEOC).	Municipal Assembly	X	X	X	X		12,000.00						X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															
Programme: Gender Equality Social Inclusion, and Social Protection															
Visit to inclusive schools (School for the Deaf)	Swedru Salv. Army Sch. For the Deaf	X	X	X	X	10,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Sensitize parents of special needs children on the need to take them to school.	Municipal wide	X	X	X	X		20,000.00					X		GES	CA, GDO, DSWCD
Objective: Achieve gender equality in access to resources, participation in decision-making, and service delivery by 2029															
Programme: Gender Equality, Social Inclusion, and Social Protection															
Celebration of international women's day	Market women	X						2,500.00				X		AWMA	DOVVSU
Sensitization forum on domestic violence against women and children	Emmanuel Methodist Church Women Ministries and junior youth), Agona Swedru			X				5,000.00				X		AWMA	DOVVSU
Organization of International Day for the Girl Child	Selected schools			X				3,000.00						AWMA, GES	AWMA, DACF
Organize a day sensitization workshop to educate the girl child on teenage pregnancy	Selected schools	X						2,500.00				X		AWMA, GES, GHS	AWMA, DACF

Objective: Strengthen social protection coverage to reach at least 70% of vulnerable populations by 2029															
Programme: Gender Equality, Social Inclusion, and Social Protection															
Undertake 150 child protection cases or issues (family welfare, child maintenance, custody, paternity, family reconciliation, child abuse etc.)	Municipality-wide	X	X	X	X	3,000.00							X	SW	DOVVSU GHS GES
To protect one two hundred (200) children from child protection related issues.	Municipality-wide	X	X	X	X	2,000.00							X	SW	Family Members.
Conduct quarterly monitoring visit and inspection of 50 early childhood development centre	Municipality-wide	X	X	X	X	2,500.00							X	SW	GES, DCC Operators
Undertake sensitization and awareness creation in ten (10) communities and ten (10) schools on child protection and gender based violence issues.	Municipality-wide	X	X	X	X	3,500.00				3,000.00			X	CD	GES GHS TRADITIONAL LEADERS NGO
Conduct Quarterly Monitoring and Inspection of Residential Home for Children	Agona Swedru	X	X	X	X	1,000.00							X	SW	RESIDENTIAL HOME.
Identify and register 200 persons with disability	Municipality-wide	X	X	X	X			2,000.00					X	SW	ASS. MEMBERS PWDs
Quarterly update of PWD album	Municipality-wide	X	X	X	X			2,000.00				X	SW	PWDs ASSEMBLY MEMBERS	
Support 200 PWDs to start a trade, expand their trade. Educational needs and medication	Municipality-wide	X	X	X	X			200,000.00					X	SW	RESIDENTIAL HOME.
Embark on quarterly monitoring of PWDs beneficiaries of common fund support.	Municipality-wide	X	X	X	X			6,000.00					X	SW	PWDs AWMA
Provide hospital welfare services to clients.	Municipality-wide	X	X	X	X	2000.00							X	SW	GHS AWMA
Embark on 6 bi-monthly beneficiary households LEAP cash grant payments and monitoring.	LEAP comm.	X	X	X	X	3,000.00							X	SW	AWMA CFPs Financial Institution
Conduct social and public education in basic schools	Municipality-wide	X	X	X	X	4,000.00							X	SW	GES
Embark on the registration and renewal of NHIS cards for indigents	Municipality-wide	X	X	X	X	5,000.00							X	SW	NHIA

Municipality-wide																	
Carry out adult education programmes such as mass and study group meetings, school engagement in 10 communities and school	Municipality-wide	X	X	X	X	4,000.00								X	CD	Ass. Members	
Conduct social enquiry reports for the family and juvenile court	Municipality-wide	X	X	X	X	1,000.00									SW	Family Tribunal Juvenile Court, DOVVSU	
Objective: Improve accessibility and mobility by upgrading municipal and feeder roads by 2029.																	
Programme: Road and Transport Services																	
Construction of 12 Km Nyakrom to Okyenkorang Road	Nyakrom,Addokrom ,Otsenkorang	X	X	X	X								60,000,000	X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Construction of 5km Pipetank-Wawase Area Road	Nyamedam,Wawase,Pipe Tank		X	X	X								25,000,000	X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG, GWCL, DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Gravelling of Amponsah-Nkranfo Road	Amponsah-Nkranfo		X	X									1,200,000	X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Grading of 120 Km Roads	Municipal Wide	X	X	X	X		720,000							X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Construction of 5 Speed Humps	Mahodwe,Wawase,Ayensukumn,Old Zongo,Bungalow Junction,Kwaman	X	X	X	X				300,000					X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Pothole Patching	Swedru And Nyakrom	X	X	X	X	400,000	200,000							X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Asphalt Overlay of 5km	Swedru	X				25,000,000									X	Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Resealing of 13km Roads	Nyakrom And Swedru	X	X			7,000,000								X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction of 10km and 0.6m Udrain Road	Municipal Wide	X	X	X	X								5,000,000			Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR

Desilting of 20 Drains and Culverts	Municipal wide	X	X	X	X	80,000.00					300,000.00	X		Road Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Feasibility Studies on Double Carriage Way Bridge at Old Zongo	Swedru	X	X	X	X	1,000,000								Roads Dep	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA, Feeder roads, Assembly Members, Traditional Authorities
Construction of 70m Storm drain and double 2.4m box Culvert at Mandela market	Agona Swedru	X	X								200,000.00	X		Roads Dep	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction of 10 No. 1.2m Diameter Pipe Culvert	Municipal wide	X	X	X	X		700,000	800,000				X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Public education on hydrometeorological disasters	Municipality-wide		X	X							11,800.00		X	NADMO	AWMA EH & SD MEDIA
Objective: Strengthen post-disaster response and recovery mechanisms reaching at least 50% of affected communities by 2029															
Programme: Disaster Prevention and Management															
Hazard Identification	Municipal Wide	X	X	X	X			250,000			9,300.00		X	NADMO	AWMA ECG GNFS MEDIA EH & SD
World disaster day celebration	Municipality-wide			X							28,800.00	X		NADMO	AWMA MEDIA EH&SD MOFA
Public education on domestic fires and bush fires	Municipality-wide			X	X						9,200.00		X	NADMO	AWMA ECG, GNFS MOFA
Provision of relief items	Municipal wide	X	X	X	X	2,000.00	10,000.00						X	NADMO	AWMA
Objective: Achieve 70% coverage of solid waste collection															
Programme: Waste Management															
Purchase of 50 pieces of 240 litres Dust bins	Municipal Wide			X			80,000.00				40,000.00		X	EHSU	MFO, PU
Daily sweeping of open spaces, markets and principal streets	Municipal Wide	X	X	X	X		240,000.00				10,000.00		X	EHSU	
Purchase of 10 communal refuse containers	Municipal Wide			X		30,000.00	45,000.00				600,000.00	X		EHSU	MFO, PU
Sanitation Improvement Package (At Source)	Municipal Wide	X	X	X	X		400,000.00						X	AWMA EHSU	
Support to sanitation activities	Municipal Wide	X	X	X	X		400,000.00	50,000.00					X	EHSU	
Procure of Tricycle for refuse collection	Municipal Wide			X		15,000.00	30,000.00					X		EHSU	MFO, PU
Clearing of dumping site	Municipal Wide	X	X	X	X		480,000.00				120,000.00		X	EHSU	Waste Landfill company
Weekly clean-up exercise	Municipal Wide	X	X	X	X	50,000.00							X	EHSU	
Purchase of sanitation tools	Municipal Wide			X		40,000.00	100,000.00				10,000.00		X	EHSU	Finance, CA
Objective: Achieve 50% coverage of liquid waste management															
Programme: Waste Management															
Construct at least 10 public and institutional urinals/ latrines	Municipal Wide	X	X	X	X		20,000.00					X		EHSU	Works Department
Drainage Cleansing	Municipal Wide	X	X	X	X		30,000.00						X	EHSU	Private Waste Management Companies

Support to sanitation activities	Municipal Wide	X	X	X	X			200,000.00					X	EHSU	CA
Ensure the construction of latrines by store owners	Municipal Wide	X	X	X	X			100,000.00			10,000.00		X	EHSU	Works Department, Physical Planning
Objective: Achieve 100% open defecation-free coverage															
Programme: Waste Management															
Facilitate the construction of Household Latrines in all Communities	Municipal Wide	X	X	X	X			80,000.00			10,000.00		X	EHSU	UNICEF, IDA, Chiefs, Natural leaders, Community members, Others
Facilitate Community-Led Total Sanitation to get 30 communities Open Defecation Free (ODF)	Municipal Wide	X	X	X	X			30,000.00			10,000.00		X	EHSU	Unicef, IDA, Chiefs, Natural leaders, Community members
Objective: Achieve 100% household access to safe drinking water by 2029															
Programme: Food, Water, Drug Safety, and Hygiene															
Education on effects on Open defecation in water bodies	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	Chiefs, Comm. members
Education on the effects of illegal mining in water bodies	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	Chiefs, Comm. members
Facilitate the provision of safe and wholesome water for domestic use	Municipal Wide	X	X	X	X			60,000.00			10,000.00		X	EHSU	GWCL, Chiefs, Comm. members
Extension of Piped Water	Amakyekrom	X	X					90,000.00				X		Works Dept.	GWCL
Drilling of 30No. Mechanized and Non-Mechanized Boreholes with overhead poly tank	Selected Communities	X						1,928,733.93				X		Works Dept.	GWCL
Objective: Improve hygiene, food, and drug safety by 2029															
Programme: Food, Water, Drug Safety, and Hygiene															
Inspection of supermarkets and drug stores	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	FDA
Inspection of food products from the market to ensure the wholesomeness of the products	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	FDA
Ensure Hygienic slaughtering of food animals	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	Vert. Service Butchers
Facilitate the screening of food and drink sellers certification process	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	FDA,GHS, Private Laboratory Services
Purchase of Disinfectants, Insecticides, and Repellants	Municipal Wide	X	X	X	X			30,000.00			10,000.00		X	EHSU	PU, Central Administration, Finance Dept.
Sanitary burial of infectious bodies	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	GHS,GPS,IDCS
Procurement of Personal Protective Equipments (PPEs)	Municipal Wide	X			X			50,000.00					X	EHSU	PU, Central Administration, Finance Dept.
Disinfection and disinfection	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	AWMA
Daily inspection of eating and drinking premises	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	
Daily inspection of market sanitation	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	Market Leaders
Domiciliary inspection to call abatement of nuisances	Municipal Wide	X	X	X	X			5,000.00					X	EHSU	Judicial Service, Ghana Police
Objective: Improve hygiene, food, and drug safety by 2029															
Programme: Environmental and Health Promotion															
Education on basic hygiene and sanitation practices in communities	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	NCCE, GES

Educational Programme to improve hygiene and sanitation at schools.	Municipal Wide	X	X	X	X			15,000.00						X	EHSU	GES, GHS Others
Hospitality industry inspection	Municipal Wide	X	X	X	X		5,000.00							X	EHSU	
Education on Covid-19 safety and preventive protocols	Municipal Wide	X	X	X	X			15,000.00						X	EHSU	GHS, NCCE, GES
Educational programme on environmental sanitation management in communities.	Municipal Wide	X	X	X	X			15,000.00						X	EHSU	
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Environmental Protection and Law Enforcement																
Prosecution of sanitary offenders	Municipal Wide	X	X	X	X		5,000.00							X	EHSU	Judicial Service
Enforcement of sanitation bye laws	Municipal Wide	X	X	X	X			15,000.00			5,000.00			X	EHSU	Judicial Service, Traditional Authorities
Procure of Noise detection gadgets to control noise pollution.	Municipal Wide	X						20,000.00			10,000.00	X			EHSU	PU, AWMA
Map out all scrap yards	Municipal Wide	X	X	X	X		5,000.00	5,000.00					X		PPD, EHD	Lands Commission, EPA
Incorporate and propose scrap yard site in a local plan	Municipal Wide	X	X	X	X		2,000.00	5,000.00					X		PPD	LUSPA, EPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Monitoring and Evaluation																
Conduct development control and monitoring exercise	Municipal Wide	X	X	X	X		5,000.00						X		PPD	EPA, LUSPA, Lands Commission
Frequent and effective monitoring on all developments around water bodies	Municipal Wide	X	X	X	X			2,500.00					X		PPD	EPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Sustainable Urban Development and Management																
Organisation of public education for permit applicants during permit applications and site inspections	Municipal Wide	X	X	X	X		5,000.00						X		PPD	TSC, Works Dep't
Frequent and Effective monitoring on all developments in the municipality	Municipal Wide	X	X	X	X	5,000.00		80,000.00					X		PPD, WORKS DEPT	TSC, SPC
Identify and create a street naming database	Municipal Wide	X	X	X	X		50,000.00	30,000.00					X		PPD	LUSPA, Traditional Authorities
Data collection on the preparation and revision of spatial plans	Municipal Wide	X	X	X	X	5,000.00		40,000.00	10,000.00				X		PPD	TSC & SPC, LUSPA
Spatial Analysis on Spatial data	Municipal Wide	X	X	X	X			20,000.00					X		PPD	TSC & SPC, LUSPA
Design of Structure Plans	Municipal Wide	X	X	X	X	2,000.00		20,000.00	20,000.00				X		PPD	TSC & SPC, LUSPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Natural Resource Conservation and Management																
Revision of local plans to incorporate the protected areas	Municipal Wide	X	X	X	X		10,000.00	10,000.00					X		PPD	EPA, Authorities, Traditional Assembly members
Spatial Analysis on water reservation/buffer	Municipal Wide	X	X	X	X	2,500.00		4,000.00					X		PPD	EPA

Objective: Achieve 100 % coverage of electricity in the municipality by 2029														
Programme: Energy Development and Management Programmes														
Electrical maintenance works	Municipal wide	X	X	X	X		15,000.00					X	Estate unit	Central Admin
Extension of electricity	New sites and remote areas	X	X	X	X			50,000.00				X	WD	CA
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029														
Programme: Governance, Corruption, and Public Accountability														
Organize general assembly meetings	Agona Swedru	X	X	X	X		120,000.00					X	Admin Unit	Other Departments
Organize statutory subcommittee meetings	Agona Swedru	X	X	X	X		90,000.00					X	Admin Unit	Other Departments
Organize executive committee meetings	Agona Swedru	X	X	X	X		20,000.00					X	Admin Unit	Other Departments
Organize management meetings	Agona Swedru	X	X	X	X		7,200.00					X	Admin Unit	Other Departments
Organize PRCC Meetings	Agona Swedru	X	X	X	X		12,300.00					X	Admin Unit	Other Departments
Organize MCE's community engagement	Municipal Wide	X	X	X	X		40,000.00					X	Admin Unit	Other Departments
Hosting of official visitors	Agona Swedru	X	X	X	X		50,000.00.00					X	Admin Unit	ASEMA
Prepare annual administrative report and other statutory reports	Agona Swedru	X	X	X	X		800.00					X	Procurement	Admin Unit
Organize national Celebrations	Municipal Wide	X					40,000.00					X	Admin Unit	ASEMA
Retainer and legal services	Agona Swedru						100,000.00					X	Admin Unit	ASEMA
Administrative Data Compilation	Municipality-wide	X	X	X	X	1,500.00					X		Dept of Statistics	WD, CA, Assembly Members
Organisation of Technical Sub-Committee and Spatial Planning Meeting and inspections on all development permit applications	Municipality-wide	X	X	X	X		100,000.00				X		PPD	TSC, SPC
Completion of Decentralized office block	Agona Swedru	X	X	X				700,000.00				X	Works Dept.	Central Admin
Procure office equipment and furniture	Agona Swedru	X			X		100,000.00						Procurement	Admin Unit
Procurement of one (1) vehicle	Agona Swedru						500,000.00						Procurement	Admin Unit
Maintenance and repairs of vehicles	Agona Swedru	X	X	X	X		100,000.00						Transport Officer	Procurement & Admin Unit
Fuel and lubricants for official vehicles	Agona Swedru	X	X	X	X		400,000.00						Transport Officer	Procurement & Admin Unit
Procure	Agona Swedru		X		X		30,000.00						Procurement	Admin Unit

logistics for security officer															t	
Provide fuel and logistical support to security services	Agona Swedru	X	X	X	X		60,000.00								Admin Unit	Security Agencies
Fuel, insurance and road worthy of official vehicle, and motor bike	Swedru		X	X			10,000.00	10,000.00					X		Agric	CA
Payment of utilities and internet subscription	Swedru	X	X	X	X		4,000.00	4,000.00					X		Agric	CA
Embossment of the assembly's name and logo on the main Building					X		6,000.00						X		Estate unit	Central Admin
Fixed asset Coordinating Unit Meetings	Agona Swedru	X	X	X	X		8,000.00						X		FACU	Central Admin
Extra Gratia for Assembly Members	Municipal wide	X	X	X	X		308,000.00							X	Finance	CA
Organize Adhoc and other meetings	Agona Swedru	X	X	X	X		160,000.00							X	Admin Unit	Central Admin
Special meetings	Agona Swedru	X	X	X	X		12,000.00								Admin Unit	Other Departments
Renovation of 5No. Staff Bungalow	Agona Swedru	X	X	X	X			547,467.80						X	Works Dept.	Central Admin
Data collection on Assembly's bungalows. (Details of occupant, status of the bungalow and where it is located, rent payment details)	Agona Swedru			X				7000.00					X		Statistics	CA
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029																
Programme: Monitoring and Evaluation Programmes																
Monitoring and support to substructures	Zonal councils offices	X	X	X	X		100,000.00								Admin Unit	ASEMA
Monitoring of school feeding Programme	Municipality-wide	X	X	X	X		10,000.00								GSF Desk Officer	Mun. Implementation Committee
Monitoring of agric related activities	Municipality-wide	X	X	X	X		50,000.00	50,000.00					X		Agric	CA
Carry out monitoring exercise of all the decentralized departments of the Assembly	Municipal Assembly	X	X	X	X	3,000.00	10,000.00							X	HRD	All decentralized department
Monitoring of Assembly's projects and programmes	Muniipal wide	X	X	X	X			40,000.00							CA	Depts, Units, Traditional Authorities, Assembly Members

Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															
Programme: Knowledge, Management, & Learning															
Staff Capacity Building Training (Workshops & Seminars)	Agona Swedru	X		X		12,000.00	15,000.00						X	HRD	Depts and Units
Staff Performance Appraisal & Review Sessions	Agona Swedru		X		X	4,500.00	7,200.00						X	HRD	Depts and Units
Recruitment and Onboarding Exercises for New Staff	Agona Swedru	X	X	X		2,600.00	5,800.00						X	HRD	CA
Welfare & Motivation Programmes (Staff Durbar, Team Building)	Agona Swedru			X		3,000.00	4,500.00						X	HRD	Depts and Units
Development of HR Database & Records Digitization	Agona Swedru	X	X	X	X	7,026.00	9,875.00						X	HRD	Depts and Units
Training on Occupational Health & Safety	Agona Swedru		X				2,500.00					X		HRD	Depts and Units
Manage the District Development Data Platform (DDDP)	Agona Swedru	X	X	X	X		2,000.00						X	CA	MIS, Statistics
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															
Programme: Development Communication															
Organization of Townhall Meetings	Municipal Wide	X		X			60,000.00						X	CA	Depts and Units, Traditional Authorities, Assembly Members, Local Communities, Media, Business Associations, State and Non-State Institutions
Embark on regular development discussions via radio programmes	Municipal wide	X	X	X	X		10,000.00						X	AWMA	Media
Regularly publish development activities on the Assembly's website	Agona Swedru	X	X	X	X		2,000.00						X	MIS	Depts and Units
Increase IGF contribution by 25% and expand resource mobilization through PPPs and external partnerships by at least 20% by 2029															
Revenue Improvement Programmes															
Data Analysis and Visualization on Revenue Collection	Municipality-wide	X	X	X	X	2,000.00							X	Dept of Statistics	CA
Prepare and Implement Revenue Improvement Plan	Municipal wide	X	X	X	X		20,000.00						X	Finance	Budget, CA, Revenue
Objective: Expand ICT access and digital literacy by 50% by 2029; ensure ICT-enabled service delivery across sectors															
Programme: Digital Services and Management															
Implement SMART Workplace	Agona Swedru	X	X	X	X		80,000.00					80,000.00	X	CA	Depts and Units
Implement Digital Revenue Collection	Municipal Wide	X	X	X	X		80,000.00					80,000.00	X	CA	Finance, Revenue
Organize Science, Technology & Mathematics Innovation Education.	On Cluster Basis	X	X	X	X	30,000.00		20,000.00					X	Agona West Municipal Education Directorate	Agona West Municipal Assembly, MP
Digitize the licensing and registration process.	Municipal Wide	X	X	X				30,000.00						MIS	CA, Finance

Table 29: 2028 Annual Action Plan

Objective: Improve access to modern market infrastructure by 40% by 2029																
Programme: Trade, Entrepreneurship, and Industry																
Project	Location	Time frame (2028)				Cost						Project status		Implementation institution/depts		
		Q 1	Q 2	Q 3	Q 4	GoG	IGF	DACF	DACF-RFG	UDG/CSG	Other	New	On-going	Lead	Collab	
Construction of 24-hour economy model market	Agona Swedru	X	X	X	X			5,046,834.83					X		Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens
Construction of 2-storey ancillary facility building at Mandela market	Agona Swedru	X	X							2,662,357.80			X	Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Construction of phase 2 of 2-storey 24no. Lockable stores and 3-storey 48no. Lockable stores connected to electricity and water	Agona Swedru	X	X							3,106,164.24			X	Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Completion of Market Stalls	Lower Bobikuma	X	X	X				250,000.00					X	Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Objective: Strengthen MSMEs in the Municipality by 2029																
Programme: Trade, Entrepreneurship, and Industry																
Facilitate the certification of the Office of Registrar of Companies (ORC)	Municipal-wide	X	X	X	X	10,000.00							X	BAC		
Facilitate Proficiency Trade Testing and certification by the National Vocational Technical Institute (NVTI)	Municipal-wide	X	X	X	X	10,000.00							X	BAC		
Technical Training	Municipal-wide	X				20,000.00							X	BAC		
Local Economic Development Forums/ Meetings	Municipal-wide	X		X		37,000.00	37,000.00					X		BAC	Central Administration	
Facilitating access to institutional credits (grants and loans)	Municipal-wide	X	X	X	X	500,000.00							X	BAC	Financial Institutions	
KAIZEN Implementation	Municipal-wide			X		30,000.00							X	BAC	Medium Enterprises and Businesses	
Objective: Increase tourism-related activities in the Municipality by 2029																
Programme: Tourism and Cultural Development																
Excursion to Nzulezu	Agona Swedru	X									6,000.00	X		CNC	GES,NCCE	
Akwambo Festival	Agona Swedru				X						50,000.00	X		CNC	AWMA, Chiefs and elders masquerades groups, Swedru traditional council	

Masquerade Festival	Agona Swedru				X									30,000.00	X		CNC	Swedru fancy dress federation
Participate in Central Regional Expo	Municipal-wide			X											X		CA	BAC, CA, MOFA
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																		
Programme: Trade, Entrepreneurship, and Industry																		
Entrepreneurial/ Management Training	Municipal-wide	X					20,000.00								X		BAC	AWMA, Government of Ghana
Make-up Tutorials	Agona Swedru		X											5,000.00	X		CNC	AWMA,GAVA,NCCA
Marketable skills training	Agona Swedru			X										6,000.00	X		CNC	AWMA,GAVA, the general public
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																		
Programme: Youth Development																		
Inter-Circuit Sports Competition	In all the Eight Circuits in the Municipality.	X	X	X	X		10,000.00		10,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																		
Programme: Agricultural Services and Management																		
Monitor and regulate pesticide dealer compliance and offer refresher training	Swedru	X					2,000.00	2,000.00							X		Agric	CA
Livelihood empowerment for vulnerable groups	Municipality-wide	X	X	X			6,000.00	6,000.00							X		Agric	CA, social welfare
Sensitize farmers on integrated pest management (IPM)	Nkum, Upper and lower Bobikuma			X				5,000.00							X		Agric	CA
Campaign for prophylactic treatment of livestock disease	Municipality-wide			X	X			5,000.00							X		Agric	CA
Sensitization on-farm storage solutions to reduce post-harvest losses	Municipality-wide		X	X			3,000.00	3,000.00							X		Agric	CA
Sensitization of farmers on feed Ghana and other government flagship projects	Municipality-wide		X	X			8,000.00	8,000.00							X		Agric	CA
Organize technical review meetings	Swedru	X	X	X	X		6,000.00	6,000.00							X		Agric	CA
Support to farmers' and fishermen's day celebration					X		190,000.00	190,000.00							X		Agric	CA
Carry out demonstration on backyard garden	Nyakrom, Swedru		X	X			15,000.00	15,000.00							X		Agric	CA
Fuel, insurance and road worthy of official vehicle, and motor bike	Swedru		X	X			13,000.00	13,000.00							X		Agric	CA
Payment of utilities and internet subscription	Swedru	X	X	X	X		5,000.00	5,000.00							X		Agric	CA
Monitoring	Municipality-wide	X	X	X	X		50,000.00	50,000.00							X		Agric	CA

Conduct yield studies for various crops	Municipality-wide		X	X	X		9,000.00	9,000.00				X		Agric	CA
Train livestock farmers on biosecurity	Municipality-wide		X	X			4,000.00	4,000.00				X		Agric	CA
Train farmers on feed formulation using local materials	Municipality-wide		X	X			4,000.000	4,000.00				X		Agric	CA
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices															
Programme: Women in Agriculture Development															
Train women and youth in food preservation techniques	Municipality-wide		X	X			6,000.00	6,000.00				X		Agric	CA
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices															
Programme: Sustainable Agriculture															
Promote use of certified seeds and climate-resilient crop varieties	Municipality-wide		X					4,000.00				X		Agric	CA
Sensitization on-farm storage solutions to reduce postharvest losses	Municipality-wide		X	X			3,000.00	3,000.00				X		Agric	CA
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029															
Programme: Health and Nutrition Services and Management															
Construction of nurses and staff quarters at municipal hospital	Agona Swedru	X	X	X	X			8,000,000.00				X		District Assembly	GHS
Construction of doctors bungalow	Agona Swedru	X	X	X	X			5,000,000.00						District Assembly	GHS
Expansion of mortuary cold room at municipal hospital	Agona Swedru	X	X	X	X			1,000,000.00						District Assembly	GHS
Construction of staff quarters at municipal health directorate	Agona Swedru	X	X	X	X			8,000,000.00						District Assembly	GHS
Construction of 1No. 2-storey male and female wards including laboratory and maternity block	Nyakrom (PHASE 1)	X	X	X	X			1,260,000.06				X		Works Dept.	GHS
Completion of CHPS compound	Bosompa	X	X	X				150,000.00					X	Works Dept	GHS
Completion of 1No. CHPS compound	Nkranfo	X	X					550,000.00					X	Works Dept	GHS
Construction of 1No. CHPS compound	Agona Kukurantumi	X						1,009,366.97				X		Works Dept.	GHS
Construction of 1No. CHPS compound	Lower Bobikuma	X						1,009,366.97				X		Works Dept.	GHS
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029															
Programme: Gender Equality, Social Inclusion, and Social Protection															
Completion of adolescent weighing center	Ahamadonko	X						100,000.00					X	Works Dept	GES
Objective: Increase access to quality education across all levels by 2029															
Programme: Educational Infrastructure and Quality Improvement															

Construction of 1No. 3-unit classroom block with ancillary facilities	Odom A.M.E Zion Basic School	X						709,366.96				X		Works Dept.	GES
Construction of 1No. 3-unit classroom block with ancillary facilities	Agona Kwaman	X						709,366.96				X		Works Dept.	GES
Construction of 1No. KG block at Swedru A.M.E 'B' Zion	Agona Swedru	X						600,000.00				X		Works Dept.	GES
Completion of 1No. 4-unit classroom block with ancillary facility	Nyakrom Catholic School	X	X	X				130,000.00				X		Works Dept.	GES
Completion of 4-Unit Teachers Quarters	Abigyakrom	X	X	X	X			300,000.00				X		Works Dept.	GES
Completion of 12-Unit Classroom Block	Salem Presby	X	X	X	X			400,000.00				X		Works Dept.	GES
Completion of library	Bebianiha	X						100,000.00				X		Works Dept.	GES
Construction of Library	Abodom Methodist, Bobikuma Methodist, Kwaman Methodist, Bobikuma Zion, Bobikuma Methodist Basic	X	X	X	X			2,000,000.00				X		Works Department	Central Admin, GES, Physical Planning Dept, URE, ECG, GWCL, Assembly Members, Traditional Authorities
Construction of ICT Laboratory	Bobikuma Methodist, Kwaman Methodist, Odomu Ame Zion Basic	X	X	X	X			1,000,000.00				X		Works Department	Central Adin, Ges, Physical Planning Dept, Ure, Ecg, Gwcl, Assembly Members, Traditional Authorities
Completion of 3 bedroom Apartment	Agona Swedru	X	X	X	X			300,000.00				X		Works Dept.	GES
Construction of 1 no. 3-unit classroom block	Swedru Girls Model JHS	X	X	X	X			709,366.96				X		Works Dept.	GES
Organize Annual School Reading Festival	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		5,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize & Conduct MOCK EXAMS for BECE Candidates.	In all the Eight Circuits in the Municipality.	X	X	X	X	15,000.00		5,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Procurement of Furniture	Selected Schools in the Municipality	X	X	X	X			357,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize "My First Day at School".	All Schools			X		5,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Capacity Building Clinic for Science and Maths teachers	Agona West Municipal Education Office	X	X	X	X	10,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organization of teachers' continuous professional development meetings for all basic schools in the municipality	Swedru Salv. Army Sch. For the Deaf	X	X	X	X	15,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Training of Teachers on the Common Core Programme.	Agona West Municipal Education Directorate	X				10,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															
Programme: Maintenance of Assets															

Renovation of Fourteen (14) Dilapidated Basic School Buildings	In the concerned Circuits within the Municipality.	X	X	X	X	20,000		30,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Maintenance of Office Vehicles	Designated Shops	X	X	X	X		20,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															
Programme: Monitoring and Evaluation															
MDE's Monitoring of Schools in the Municipality.	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		10,000.00				X		Education Directorate	AWMA, MP
Organize Annual Education Review & Stakeholders' Engagement.	In the Zonal Council Centers.	X				7,000.00		7,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Comprehensive School Inspection.	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		10,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
SISIOs & Teaching Staff Monitoring	In all the Eight Circuits in the Municipality.	X	X	X	X	10,000.00		5,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize Municipal Education Oversight Committee Meetings (MEOC).	Municipal Assembly	X	X	X	X		12,000.00						X	Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Checking safety protocols, punctuality and regularity of teachers and pupils Educate students on Safety Protocols. Check Attendance of Teachers and Students. Improve Teaching and Learning in Schools.	All Schools	X	X	X	X							X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
To conduct regular inspection of school's administrative records	Swedru Salv. Army Sch. For the Deaf	X	X	X	X							X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
To participate in organized Municipal Education review programmes	In all the Zonal Council Centers.	X										X		Agona West Municipal Education Directorate	MoE & GES
Objective: Increase access to quality education across all levels by 2029															
Programme: Gender Equality Social Inclusion, and Social Protection															
Visit to inclusive schools (School for the Deaf)	Swedru Salv. Army Sch. For the Deaf	X	X	X	X	10,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Sensitize parents of special needs children on the need to take them to school.	Municipal wide	X	X	X	X	10,000.00						X		Agona West Municipal Education Directorate	AWMA
Objective: Achieve gender equality in access to resources, participation in decision-making, and service delivery by 2029															
Programme: Gender Equality, Social Inclusion, and Social Protection															
Celebration of international women's day	Market women	X					2,500.00					X		AWMA	DOVVSU
Sensitization forum on domestic violence	Emmanuel Methodist Church Women Ministries and junior			X			5,000.00					X		AWMA	DOVVSU

against women and children	youth), Agona Swedru															
Organization of International Day for the Girl Child	Selected schools			X				3,000.00							AWMA, GES	AWMA, DACF
Organize a day sensitization workshop to educate the girl child on teenage pregnancy	Selected schools	X						2,5000.00				X			AWMA, GES, GHS	AWMA, DACF
Objective: Strengthen social protection coverage to reach at least 70% of vulnerable populations by 2029																
Programme: Gender Equality, Social Inclusion, and Social Protection																
Undertake 150 child protection cases or issues (family welfare, child maintenance, custody, paternity, family reconciliation, child abuse etc.)	Municipality-wide	X	X	X	X			3,000.00						X	SW	DOVVSU GHS GES
Protect one two hundred (200) children from child protection related issues.	Municipality-wide	X	X	X	X			2,000.00						X	SW	Family Members.
Conduct quarterly monitoring visit and inspection of 50 early childhood development centre	Municipality-wide	X	X	X	X			2,500.00						X	SW	GES, DCC Operators
Undertake sensitization and awareness creation in ten (10) communities and ten (10) schools on child protection and gender-based violence issues.	Municipality-wide	X	X	X	X			3,500.00					3,000.00	X	CD	GES GHS TRADITIONAL LEADERS NGO
Conduct Quarterly Monitoring and Inspection of Residential Home for Children	Agona Swedru	X	X	X	X			1,000.00						X	SW	RESIDENTIAL HOME.
Identify and register 200 persons with disability	Municipality-wide	X	X	X	X									X	SW	ASS. MEMBERS PWDs
Quarterly update of PWD album	Municipality-wide	X	X	X	X									X	SW	PWDs ASSEMBLY MEMBERS
Support 200 PWDs to start a trade, expand their trade. Educational needs and medication	Municipality-wide	X	X	X	X									X	SW	RESIDENTIAL HOME.
Embark on quarterly monitoring of PWDs beneficiaries of common fund support.	Municipality-wide	X	X	X	X									X	SW	PWDs AWMA
Provide hospital welfare services to clients.	Municipality-wide	X	X	X	X			2000.00						X	SW	GHS AWMA
Embark on 6 bi-monthly beneficiary households LEAP cash grant	LEAP comm.	X	X	X	X			3,000.00						X	SW	AWMA CFPs Financial Institution

payments and monitoring.																	
Conduct social and public education in basic schools	Municipality-wide	X	X	X	X	4,000.00							X	SW	GES		
Embark on the registration and renewal of NHIS cards for indigents	Municipality-wide	X	X	X	X	5,000.00							X	SW	NHIA		
Carry out adult education programmes such as mass and study group meetings, school engagement in 10 communities and school	Municipality-wide	X	X	X	X	4,000.00							X	CD	ASS. MEMBERS		
Conduct social enquiry reports for the family and juvenile court	Municipality-wide	X	X	X	X	1,000.00								SW	FAMILY TRIBUNAL JUVENILE COURT, DOVVSU		
Objective: Improve accessibility and mobility by upgrading municipal and feeder roads by 2029.																	
Programme: Road and Transport Services																	
Construction of 12 Km Nyakrom to Otsenkorang Road	Nyakrom,Addokrom ,Otsenkorang	X	X	X	X							60,000,000	X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities	
Construction of 5km Pipetank-Wawase Area Road	Nyamedam,Wawase, Pipe Tank	X	X	X	X							25,000,000	X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities	
Gravelling of Amponsah-Nkranfo Road	Amponsah-Nkranfo	X	X	X	X							1,200,000	X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities	
Grading of 120 Km Roads	Municipal Wide	X	X	X	X		720,000						X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities	
Pothole Patching	Swedru And Nyakrom	X	X	X	X	400,000	200,000						X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities	
Asphalt Overlay of 10km	Swedru	X										25,000,000		X	Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities	
Resealing of 13km Roads	Nyakrom And Swedru	X	X	X	X							7,000,000	X		Roads Dept.	Central Admin, Physical Planning Dept, URE,	

																		roads,Assembly Members, Traditional Authorities
Construction of 70m Storm Drain and Double 2.4m Box Culvert At Mandela Market	Swedru	X	X	X	X					4,000,000	X		Roads Dep	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities				
Construction of 10 No. 1.2m Diameter Pipe Culvert	Municipal Wide	X	X					700,000	800,000		X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities				
Objective: Strengthen post-disaster response and recovery mechanisms reaching at least 50% of affected communities by 2029																		
Programme: Disaster Prevention and Management																		
Hazard Identification	Municipal Wide	X	X	X	X			250,000			9,300.00		X	NADMO	AWMA ECG GNFS MEDIA EH & SD			
World disaster day celebration	Municipality-wide			X							28,800.00	X		NADMO	AWMA MEDIA EH&SD MOFA			
Public education on domestic fires and bush fires	Municipality-wide			X	X						9,200.00		X	NADMO	AWMA ECG, GNFS MOFA			
Provision of relief items	Municipal wide	X	X	X	X	2,000.00	10,000.00						X	NADMO	AWMA			
Objective: Achieve 70% coverage of solid waste collection																		
Programme: Waste Management																		
Purchase of 100 pieces of 240 litres Dust bins	Municipality-wide			X				80,000.00			40,000.00		X	EHSU	MFO, PU			
Clearing of dumping site	Municipality-wide	X	X	X	X			480,000.00			120,000.00		X	EHSU	Waste Landfill company			
Purchase of Bulldozer to Clear Final Disposal Site	Municipality-wide			X				300,000.00			200,000.00	X		EHSU	MFO, PU			
Procure of Tricycle for refuse collection	Municipality-wide	X	X			15,000.00	30,000.00					X		EHSU	MFO, PU			
Support to sanitation activities	Municipality-wide	X	X	X	X			400,000.00	50,000.00				X	EHSU				
Weekly clean-up exercise	Municipality-wide	X	X	X	X		50,000.00						X	EHSU				
Daily sweeping of open spaces, markets and principal streets	Municipality-wide	X	X	X	X			240,000.00			10,000.00		X	EHSU				
Purchase of 10 communal refuse containers	Municipality-wide	X	X	X	X	30,000.00	45,000.00				600,000.00	X						
Purchase of sanitation tools	Municipality-wide	X	X	X	X	40,000.00	100,000.00				10,000.00		X	EHSU	MFO, PU			
Objective: Achieve 50% coverage of liquid waste management																		
Programme: Waste Management																		
Procure one cesspit emptier	Municipal Wide			X				350,000.00			35,000.00	X		EHSU	MFO, PU			

Support to sanitation activities	Municipal Wide	X	X	X	X			35,000.00					X	EHSU	
Drainage Cleansing	Municipal Wide	X	X	X	X			28,000.00					X	EHSU	Private Waste Management Companies
Objective: Achieve 100% open defecation-free coverage															
Programme: Waste Management															
Construct at least 15 public and institutional urinals/ latrines	Municipal Wide	X	X	X	X			150,000.00				X		EHSU	Works Department
Facilitate the construction of Household Latrines in all Communities	Municipal Wide	X	X	X	X			200,000.00					X	EHSU	Unicef, IDA, Chiefs, Natural leaders, Community members, Others
Ensure the construction of latrines by store owners	Municipality-wide	X	X	X	X			15,000.00					X	EHSU	Works Department, Physical Planning
Purchase of Disinfectants, Insecticides, and Repellants	Municipality-wide	X	X	X	X			28,000.00					X	EHSU	Private Waste Management Companies
Objective: Achieve 100% household access to safe drinking water by 2029															
Programme: Food, Water, Drug Safety, and Hygiene															
Facilitate the provision of safe and wholesome water for domestic and agricultural use	Municipality-wide	X	X	X	X			40,000.00		12,000.00			X	EHSU	GWC, Chiefs, Comm. members
Drilling of 30No. Mechanized and Non-Mechanized Boreholes with overhead poly tank	Selected Communities	X						1,928,733.93				X		Works Dept.	GWCL
Extension of Piped Water	Amakyekrom	X	X					90,000.00				X		Works Dept.	GWCL
Data collection on Boreholes	Municipal Wide			X				7,000.00				X		Dept of Statistics	WD, CA
Education on effects on Open defecation in water bodies	Municipal Wide						5,000.00						X	EHSU	GHS
Education on the effects of illegal mining in water bodies	Municipal Wide	X	X	X	X		5,000.00						X	EHSU	Chiefs, Comm. members
Objective: Improve hygiene, food, and drug safety by 2029															
Programme: Food, Water, Drug Safety, and Hygiene															
Inspection of food products from the market to ensure the wholesomeness of the products	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	FDA
Ensure Hygienic slaughtering of food animals	Municipal Wide	X	X	X	X			12,000.00					X	EHSU	Vert. Service Butchers
Food and drink sellers screening and certification	Municipality-wide	X	X	X	X			11,000.00					X	EHSU	
Inspection of supermarkets and drug stores	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	FDA
Routine House-to House inspection	Municipal Wide	X	X	X	X		15,000.00						X	EHSU	Judicial Service, Ghana Police
Daily inspection of market sanitation	Municipal Wide	X	X	X	X		15,000.00						X	EHSU	

Daily inspection of eating and drinking premises	Municipal Wide	X	X	X	X		15,000.00					X	EHSU	
Procurement of Personal Protective Equipments (PPEs)	Municipal Wide	X	X	X	X		10,000.00					X	EHSU	PU, Central Administration, Finance Dept.
Disinfection and disinfection	Municipal Wide	X	X	X	X	9,000.00						X	EHSU	Private Waste Management Companies
Construction of office block	Swedru Cemetery		X	X	X						X		Works Dept.	Central Admin
Stray animal impound	Agona Swedru		X	X	X						X		Works Dept.	Central Admin
Construction of 10-seater toilet facility	Lower Bobikuma	X					200,000.00					X	Works Dept.	Assembly Member
Fumigation (At Source)	Municipality-wide	X	X	X	X		39,000.00			10,000.00		X	EHSU	PU, Central Administration, Finance Dept.
Objective: Improve hygiene, food, and drug safety by 2029														
Programme: Environmental and Health Promotion														
Hospitality industry inspection	Municipality-wide	X	X	X	X		5,000.00					X	EHSU	
Education on cholera preventive protocols	Municipality-wide	X	X	X	X		5,000.00					X	EHSU	GHS, NCCE, GES
Educational programme on environmental sanitation management in all the communities	Municipality-wide	X	X	X	X		5,000.00					X	EHSU	
Education on basic hygiene and sanitation practices in communities	Municipality-wide	X	X	X	X		5,000.00					X	EHSU	NCCE, GES
School Health Educational Programme	Municipality-wide	X	X	X	X		8,000.00					X	EHSU	GES, GHS Others
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029														
Programme: Environmental Protection and Law Enforcement														
Enforcement of sanitation bye laws	Municipality-wide	X	X	X	X		5,000.00					X	EHSU	Judicial Service, Traditional Authorities
Prosecution of sanitary offenders	Municipality-wide	X	X	X	X		6,000.00					X	EHSU	Judicial Service
Map out all scrap yards	Municipality-wide	X	X	X	X		5,000.00	5,000.00				X	PPD, EHD	Lands Commission, EPA
Incorporate and propose scrap yard site in a local plan	Municipality-wide	X	X	X	X		2,000.00	5,000.00				X	PPD	LUSPA, EPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029														
Programme: Monitoring and Evaluation														
Conduct development control and monitoring exercise	Municipality-wide	X	X	X	X		5,000.00					X	PPD	EPA, LUSPA, Lands Commission
Frequent and effective monitoring on all developments around water bodies	Municipality-wide	X	X	X	X			2,500.00				X	PPD	EPA
Procure of Pick-up	Municipality-wide	X	X					180,000.00		12,000.00		X	EHSU	

Procure of 2 motor bikes	Municipality-wide	X	X					50,000.00					X		EHSU	PU
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Sustainable Urban Development and Management																
Organization of public education for permit applicants during permit applications and site inspections	Municipality-wide	X	X	X	X			5,000.00					X		PPD	TSC, Works Dep't
Frequent and Effective monitoring on all developments in the municipality	Municipality-wide	X	X	X	X			5,000.00	80,000.00				X		PPD, DEPT	TSC, SPC
Identify and Create a street naming database	Municipality-wide	X	X	X	X			50,000.00	30,000.00				X		PPD	LUSPA, Traditional Authorities
Data collection on the preparation and revision of spatial plans	Municipality-wide	X	X	X	X			5,000.00	40,000.00	10,000.00			X		PPD	TSC & SPC, LUSPA
Spatial Analysis on Spatial data	Municipality-wide	X	X	X	X				20,000.00				X		PPD	TSC & SPC, LUSPA
Design of Structure plans	Municipality-wide	X	X	X	X			2,000.00	20,000.00	20,000.00			X		PPD	TSC & SPC, LUSPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Natural Resource Conservation and Management																
Revision of local plan to incorporate the protected areas	Municipality-wide	X	X	X	X			10,000.00	10,000.00				X		PPD	EPA, Traditional Authorities, Assembly members
Spatial Analysis on water reservation/buffer	Municipality-wide	X	X	X	X			2,500.00		4,000.00			X		PPD	EPA
Objective: Achieve 100 % coverage of electricity in the municipality by 2029																
Programme: Energy Development and Management Programmes																
Electrical maintenance works								15,000.00							Estate unit	Central Admin
Extension of electricity	New sites and remote areas	X	X	X	X			20,000.00	50,000.00			40,000.00		X	WD	ECG
Provision of electricity	Bosompa Basic Sch, Otsenkorang Presby, Nsonan, Edukrom, Nyakrom Ama B	X	X	X	X					40,000.00			X		Works Department	Central Admin, GES, Physical Planning Dept, URE, ECG, GWCL, Assembly Members, Traditional Authorities
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029																
Programme: Governance, Corruption, and Public Accountability																
Organize general assembly meetings	Agona Swedru	X	X	X	X			120,000.00					X		Admin Unit	Other Departments
Organize statutory subcommittee meetings	Agona Swedru	X	X	X	X			90,000.00					X		Admin Unit	Other Departments
Organize executive committee meetings	Agona Swedru	X	X	X	X			20,000.00					X		Admin Unit	Other Departments
Organize management meetings	Agona Swedru	X	X	X	X			7,200.00					X		Admin Unit	Other Departments

Organize Meetings	PRCC	Agona Swedru	X	X	X	X		12,300.00						X	Admin Unit	Other Departments
Embossment of the assembly's name and logo on the main building						X		6,000.00							Estate unit	Central Admin
Fixed asset coordinating meetings	unit	Agona Swedru						8,000.00							FACU	Central Admin
Organize ADHOC and other		Agona Swedru	X	X	X	X		160,000.00							Admin Unit	Central Admin
Special meetings		Agona Swedru													Admin Unit	Other Departments
Procure office equipment and furniture		Agona Swedru	X			X		100,000.00							Procurement	Admin Unit
Procurement of one (1) vehicle		Agona Swedru						500,000.00							Procurement	Admin Unit
Maintenance and repairs of vehicles		Agona Swedru	X	X	X	X		100,000.00							Transport Officer	Procurement & Admin Unit
Fuel and lubricants for official vehicles		Agona Swedru	X	X	X	X		400,000.00							Transport Officer	Procurement & Admin Unit
Procure logistics for security officer		Agona Swedru		X		X		30,000.00							Procurement	Admin Unit
Hosting of official visitors		Agona Swedru	X	X	X	X		50,000.00.00							Admin Unit	ASEMA
Organize MCE's community engagement		Municipal Wide	X	X	X	X		40,000.00					X		Admin Unit	Other Departments
Hosting of official visitors		Agona Swedru	X	X	X	X		50,000.00.00					X		Admin Unit	ASEMA
Prepare annual administrative report and other statutory reports		Agona Swedru	X	X	X	X		800.00					X		Procurement	Admin Unit
Organize national Celebrations		Municipal Wide	X					40,000.00						X	Admin Unit	ASEMA
Retainer and legal services		Agona Swedru						100,000.00						X	Admin Unit	ASEMA
Administrative Data Compilation		Municipality-wide	X	X	X	X	1,500.00						X		Dept of Statistics	WD, CA, Assembly Members
Organization of Technical Sub-Committee and Spatial Planning Meeting and inspections on all development permit applications		Municipality-wide						100,000.00					X		PPD	TSC, SPC
Data Analysis and Visualization on Revenue Collection		Municipal Wide	X	X	X	X							X		Dept of Statistics	CA
Completion of Decentralized office block		Agona Swedru	X	X	X				700,000.00					X	Works Dept.	Central Admin
Renovation of 5No. Staff Bungalow		Agona Swedru	X	X	X	X			547,467.80					X	Works Dept.	Central Admin

Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															
Programme: Monitoring and Evaluation Programmes															
Monitoring and support to substructures	Zonal councils offices	X	X	X	X		100,000.00						Admin Unit	ASEMA	
Monitoring of school feeding programme	Municipality-wide	X	X	X	X		10,000.00						Desk Officer	Mun. Implementation Committee	
Monitoring of Assembly's projects and programmes	Municipal wide	X	X	X	X			40,000.00					CA	Depts, Units, Traditional Authorities, Assembly Members	
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															
Programme: Knowledge, Management, & Learning															
Staff Capacity Building Training (Workshops & Seminars)	Agona Swedru	X		X			12,000.00	15,000.00					X	HRD	Depts and Units
Staff Performance Appraisal & Review Sessions	Agona Swedru		X		X		4,500.00	7,200.00					X	HRD	Depts and Units
Recruitment and Onboarding Exercises for New Staff	Agona Swedru	X	X	X			2,600.00	5,800.00					X	HRD	CA
Welfare & Motivation Programmes (Staff Durbar, Team Building)	Agona Swedru			X			3,000.00	4,500.00					X	HRD	Depts and Units
Development of HR Database & Records Digitization	Agona Swedru	X	X	X	X		7,026.00	9,875.00					X	HRD	Depts and Units
Training on Occupational Health & Safety	Agona Swedru		X					2,500.00				X		HRD	Depts and Units
Manage the District Development Data Platform (DDDP)	Agona Swedru	X	X	X	X			2,000.00					X	CA	MIS, Statistics
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															
Programme: Development Communication															
Organization of Townhall Meetings	Municipal Wide	X		X			60,000.00						X	CA	Depts and Units, Traditional Authorities, Assembly Members, Local Communities, Media, Business Associations, State and Non-State Institutions
Embark on regular development discussions via radio programmes	Municipal wide	X	X	X	X		10,000.00						X	AWMA	Media
Regularly publish development activities on the Assembly's website	Agona Swedru	X	X	X	X		2,000.00						X	MIS	Depts and Units
Increase IGF contribution by 25% and expand resource mobilization through PPPs and external partnerships by at least 20% by 2029															
Revenue Improvement Programmes															
Data Analysis and Visualization on Revenue Collection	Municipality-wide	X	X	X	X		1,500.00						X	Dept of Statistics	CA

Prepare and Implement Revenue Improvement Plan	Municipal wide	X	X	X	X			20,000.00					X		Finance	Budget, CA, Revenue	
Organize training for revenue collectors	Municipal wide	X						4,000.00					X		Finance	Budget, Revenue	
Objective: Expand ICT access and digital literacy by 50% by 2029; ensure ICT-enabled service delivery across sectors																	
Programme: Digital Services and Management																	
Implement SMART Workplace	Agona Swedru	X	X	X	X			80,000.00					80,000.00	X		CA	Depts and Units
Implement Digital Revenue Collection	Municipal Wide	X	X	X	X			80,000.00					80,000.00	X		CA	Finance, Revenue
Organize Science, Technology & Mathematics Innovation Education.	On Cluster Basis	X	X	X	X			30,000.00						X		Agona West Municipal Education Directorate	Agona West Municipal Assembly, MP

Table 30: 2029 Annual Action Plan

Objective: Improve access to modern market infrastructure by 40% by 2029.																	
Programme: Trade, Entrepreneurship, and Industry																	
Projects	Location	Time Frame				Cost						Project Status		Implementing Institution/Dept			
		Q1	Q2	Q3	Q4	GoG	IGF	DACF	DACF-RFG	UDG/CSG	Other	New	Ongoing	Lead	Collab		
Construction of 24-hour economy model market	Agona Swedru	X	X	X	X			5,046,834.83					X		Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Construction of 2-storey ancillary facility building at Mandela market	Agona Swedru	X	X										X		Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Construction of phase 2 of 2-storey 24no. Lockable stores and 3-storey 48no. Lockable stores connected to electricity and water	Agona Swedru	X	X										X		Works Dept.	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Completion of Market Stalls	Lower Bobikuma	X	X	X				250,000.00						X	Works Dept	PPD, URE, CA, Traditional Authorities, Assembly Members, Market Queens	
Objective: Strengthen MSMEs in the Municipality by 2029																	
Programme: Trade, Entrepreneurship, and Industry																	
Facilitate the certification of the Office of Registrar of Companies (ORC).	District-wide	X	X	X	X			20,000.00						X		BAC	Central Admin,

Facilitate Proficiency Trade Testing and certification by the National Vocational Technical Institute (NVTI).	District-wide	X	X	X	X	35,000.00								X	BAC	Clients
Technical Training	District-wide	X				20,000.00								X	BAC	
Local Economic Development Forums/ Meetings	District-wide	X		X		37,000.00	37,000.00						X		BAC	Central Admin
Facilitate the certification of the Food and Drug Authority (FDA).	District-wide	X	X	X	X	50,000.00								X	BAC	Central Admin
Facilitating access to institutional credits (grants and loans)	District-wide	X	X	X	X	500,000.00								X	BAC	Financial Institutions
KAIZEN Implementation	Municipal-wide			X		30,000.00								X	BAC	Medium Enterprises and Businesses
Objective: Increase tourism-related activities in the Municipality by 2029																
Programme: Tourism and Cultural Development																
Masquerade Festival	Agona Swedru			X		30,000.00							X		CNC	AWMA, Nananom, Masquerade groups, Fancy dress federation
Akwambo Festival	Agona Swedru				X	50,000.00							X		CNC	AWMA, Nananom
Participate in Central Regional Expo 2029	Cape Coast			X		20,000.00									BAC	Central Admin, MOFA
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																
Programme: Trade, Entrepreneurship, and Industry																
Marketable Skills Training	Municipal Wide		X			5000.00							X		CNC	Association of Ghana Visual Artist
Entrepreneurial/ Management Training	District-wide	X				35,000.00								X	BAC	Central Admin,
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities																
Programme: Youth Development																

Inter-Circuit Sports Competition	In all the Eight Circuits in the Municipality.	X	X	X	X		10,000.00		10,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organization of youth development seminars	Municipal wide			X				20,000.00							CA	NYA, BRC
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																
Programme: Agricultural Services and Management																
Sensitization on crop-livestock integration	Municipal wide	X					5,000.00	5,000.00					X		Agric	Central Admin
Sensitization on-farm storage solutions to reduce postharvest losses	Municipal wide	X	X	X			6,000.00	6,000.00						X	Agric	Central Admin, Farmers
Sensitize farmers on integrated pest management (IPM)	Nkum, upper and Lower Bobikuma			X				5,000.00					X		Agric	Central Admin
Campaign for prophylactic treatment of livestock disease	Municipal wide			X	X			5,000.00						X	Agric	Veterinary
Train 150 farmers on safe handling of agro chemicals	Municipal wide		X	X			3,000.00	3,000.00						X	Agric	Central Admin
Sensitization of farmers on feed Ghana and other government flagship projects	Municipal wide		X	X			10,000.00	10,000.00					X		Agric	Central Admin
Organize technical review meetings	Swedru	X	X	X	X		6,000.00	6,000.00						X	Agric	Central Admin, Farmers
Support to farmers 'and fishermen's day celebration	Municipal wide				X		200,000.00	200,000.00					X		Agric	Central Admin
Sensitization on household food security and diet diversity.	Municipal wide		X	X			6,000.00	6,000.00					X		Agric	Central Admin
Conduct yield studies for various crops	Municipal wide		X	X	X		10,000.00	10,000.00					X		Agric	Central Admin
Train livestock farmers on bio security	Municipal wide		X	X		4,000.00	4,000.00						X		Agric	Central Admin
Train farmers on feed formulation using local materials	Municipal wide		X	X		4,000.000	4,000.00						X		Agric	Central Admin, Farmers
Fuel, insurance and road worthy of official	Swedru		X	X		13,000.00	13,000.00							X	Agric	Central Admin

vehicle, and motor bike																	
Payment of utilities and internet subscription	Swedru	X	X	X	X	5,000.00	5,000.00						X	Agric	Central Admin		
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																	
Programme: Women in Agriculture Development																	
Train women and youth in food preservation techniques	Municipality-wide		X	X			6,000.00	6,000.00					X	Agric	CA		
Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices																	
Programme: Sustainable Agriculture																	
Promote use of certified seeds and climate-resilient crop varieties	Municipal wide		X					4,000.00					X	Agric	Central Admin		
Conduct sensitization on backyard garden	Swedru			X			3,000.00	3,000.00					X	Agric	Central Admin		
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029																	
Programme: Health and Nutrition Services and Management																	
Construction of Staff quarters at Bobikuma Health Centre	Bobikuma	X	X	X	X			2,500,000.00					X	District Assembly	GHS		
Construction of Staff quarters Abodom Health Centre	Abodom	X	X	X	X			2,500,000.00					X	District Assembly	GHS		
Construction of Staff quarters Otabilkrom Health Centre	Otabilkrom	X	X	X	X			2,500,000.00					X	District Assembly	GHS		
Construction of Mechanize Borehole for 10 CHPS Compound	Odom, Nsuansa, Otsenkrang, Edukrom, Nyamendam, Armah, Nana Khadija, Amponsah, Abigyakrom	X	X	X	X			3,000,000.00					X	District Assembly	GHS		
Procurement of 100 hospital beds for Municipal Hospital	Swedru	X	X					1,050,000.00					X	District Assembly	GHS		
Procurement of 50 delivery beds for Municipal Hospital	Swedru	X	X					1,050,000.00					X	District Assembly	GHS		

Procurement of delivery beds for 3 each for CHPS Compound	All six Sub-district	X	X						1,050,000.00				X		District Assembly	GHS
Procurement of delivery beds 10 each for Health Cent res	All six Sub-district	X	X						1,050,000.00				X		District Assembly	GHS
Procurement of hospital beds 10 each for Health Centre	Swedru	X	X						1,050,000.00				X		District Assembly	GHS
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029																
Programme: Gender Equality, Social Inclusion, and Social Protection																
Completion of adolescent weighing center	Ahamadonko	X							100,000.00				X		Works Dept	GES
Objective: Increase access to quality education across all levels by 2029																
Programme: Educational Infrastructure and Quality Improvement																
Construction of 1no. 3-unit classroom block with ancillary facilities	Odom A.M.E Zion Basic School	X							709,366.96				X		Works Dept.	GES
Construction of 1no. 3-unit classroom block with ancillary facilities	Agona Kwaman	X							709,366.96				X		Works Dept.	GES
Construction of 1No. KG block at Swedru A.M.E 'B' Zion	Agona Swedru	X							600,000.00				X		Works Dept.	GES
Completion of 1No. 4-unit classroom block with ancillary facility	Nyakrom Catholic School	X	X	X					130,000.00				X		Works Dept	GES
Completion of 4-Unit Teachers Quarters	Abigyakrom	X	X	X	X				300,000.00				X		Works Dept.	GES
Completion of 12-Unit Classroom Block	Salem Presby	X	X	X	X				400,000.00				X		Works Dept.	GES
Completion of library	Bebianiha	X							100,000.00				X		Works Dept.	GES

Construction of Library	Bosompa Basic Sch, Nsonan, Edukrom, Nyakrom Methodist B	X	X	X	X			2,000,000.00				X		Works Department	Central Adin, GES, Physical Planning Dept, URE, ECG, GWCL, Assembly Members, Traditional Authorities
Provision of electricity	Bosompa Basic Sch, Otsenkorang Presby, Nsonan, Edukrom, Nyakrom Ama B	X	X	X	X			40,000.00				X		Works Department	Central Adin, GES, Physical Planning Dept, URE, ECG, GWCL, Assembly Members, Traditional Authorities
Completion of 3 bedroom Apartment	Agona Swedru	X	X	X	X			300,000.00					X	Works Dept.	GES
Construction of 1 no. 3-unit classroom block	Swedru Girls Model JHS	X	X	X	X			709,366.96				X		Works Dept.	GES
Organize Annual School Reading Festival	In all the Eight Circuits in the Municipality.	X	X	X	X		10,000.00	5,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize & Conduct MOCK EXAMS for BECE Candidates.	In all the Eight Circuits in the Municipality.	X	X	X	X		15,000.00	5,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Procurement of Furniture	Selected Schools in the Municipality	X	X	X	X			357,000.00				X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organize "My First Day at School".	All Schools				X		5,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Capacity Building Clinic for Science and Maths teachers	Agona West Municipal Education Office	X	X	X	X		10,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Organization of teachers' continuous professional development meetings for all basic schools in the municipality	Swedru Salv. Army Sch. For the Deaf	X	X	X	X		15,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Training of Teachers on the Common Core Programme.	Agona West Municipal Education Directorate	X					10,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Increase access to quality education across all levels by 2029															

Programme: Gender Equality Social Inclusion, and Social Protection															
Visit to inclusive schools (School for the Deaf) Sensitize parents of special needs children on the need to take them to school.	Swedru Salv. Army Sch. For the Deaf	X	X	X	X		10,000.00					X		Agona West Municipal Education Directorate	Agona West Municipal Assembly & MP
Objective: Achieve gender equality in access to resources, participation in decision-making, and service delivery by 2029															
Programme: Gender Equality, Social Inclusion, and Social Protection															
Celebration of international women's day	Market women	X					2,500.00					X		AWMA	DOVVSU
Sensitization forum on domestic violence against women and children	Emmanuel Methodist Church Women Ministries and junior youth), Agona Swedru			X			5,000.00					X		AWMA	DOVVSU
Organization of International Day for the Girl Child	Selected schools			X			3,000.00							AWMA, GES	AWMA, DACF
Organize a day sensitization workshop to educate the girl child on teenage pregnancy	Selected schools	X					2,500.00					X		AWMA, GES, GHS	AWMA, DACF
Objective: Strengthen social protection coverage to reach at least 70% of vulnerable populations by 2029															
Programme: Gender Equality, Social Inclusion, and Social Protection															
Undertake 150 child protection cases or issues (family welfare, child maintenance, custody, paternity, family reconciliation, child abuse etc.)	Municipality-wide	X	X	X	X		3,000.00						X	SW	DOVVSU GHS GES
To protect one two hundred (200) children from child protection related issues.	Municipality-wide	X	X	X	X		2,000.00						X	SW	Family Members.
Conduct quarterly monitoring visit and inspection of 50 early childhood development centre	Municipality-wide	X	X	X	X		2,500.00						X	SW	GES, DCC Operators

Undertake sensitization and awareness creation in ten (10) communities and ten (10) schools on child protection and gender based violence issues.	Municipality-wide	X	X	X	X	3,500.00						3,000.00		X	CD	GES GHS TRADITIONAL LEADERS NGO	
Conduct Quarterly Monitoring and Inspection of Residential Home for Children	Agona Swedru	X	X	X	X	1,000.00								X	SW	RESIDENTIAL HOME.	
Identify and register 200 persons with disability	Municipality-wide	X	X	X	X				2,000.00					X	SW	ASS. MEMBERS PWDs	
Quarterly update of PWD album	Municipality-wide	X	X	X	X				2,000.00				X		SW	PWDs ASSEMBLY MEMBERS	
Support 200 PWDs to start a trade, expand their trade. Educational needs and medication	Municipality-wide	X	X	X	X				200,000.00					X	SW	RESIDENTIAL HOME.	
Embark on quarterly monitoring of PWDs beneficiaries of common fund support.	Municipality-wide	X	X	X	X				6,000.00					X	SW	PWDs AWMA	
Provide hospital welfare services to clients.	Municipality-wide	X	X	X	X	2000.00								X	SW	GHS AWMA	
Embark on 6 bi-monthly beneficiary households LEAP cash grant payments and monitoring.	LEAP comm.	X	X	X	X	3,000.00								X	SW	AWMA CFPs Financial Institution	
Conduct social and public education in basic schools	Municipality-wide	X	X	X	X	4,000.00								X	SW	GES	
Embark on the registration and renewal of NHIS cards for indigents	Municipality-wide	X	X	X	X	5,000.00								X	SW	NHIA	
Carry out adult education programmes such as mass and study group meetings, school engagement in 10 communities and school	Municipality-wide	X	X	X	X	4,000.00								X	CD	ASS. MEMBERS	

Conduct social enquiry reports for the family and juvenile court	Municipality-wide	X	X	X	X	1,000.00								DSWCD	FAMILY TRIBUNAL JUVENILE COURT, DOVVSU
Organize a day sensitization workshop to educate the girl child on teenage pregnancy	Selected schools	X						2,5000.00				X		AWMA, GES, GHS	AWMA, DACF
Objective: Improve accessibility and mobility by upgrading municipal and feeder roads by 2029.															
Programme: Road and Transport Services															
Construction of Km Pipe Tank To Kwansakrom	Swedru	X	X	X	X					20,000,000	X			Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Gravelling Of 10Km Roads	Municipal Wide	X	X	X	X					1,600,000	X			Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Grading Of 120 Km Roads	Municipal Wide	X	X	X	X		720,000				X			Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Pothole Patching	Swedru And Nyakrom	X	X	X	X	400,000	200,000				X			Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Asphalt Overlay Of 15Km	Swedru,Nyakrom	X								25,000,000		X		Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction of 10Km Road and 0.6M Udrain	Municipal Wide	X	X	X	X					5,000,000				Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Objective: Improve visibility across all levels of transport by 50% through street lighting															
Programme: Road and Transport Services															
Grasscutting of 120km along the Roads	MUNICIPAL WIDE	X	X	X	X	60,000				240,000	X			Roads Dept.	Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Objective: Increase environmental sustainability by 2029															
Programme: Climate Mitigation, Adaptation, and Communication Programmes															
Public education on climate change and adaptation	Municipal Wide		X		X					11,700.00		X		NADMO	AWMA MEDIA EH & SD MOFA
Afforestation – nursing	Bobikuma, Abodom	X	X							4,000.00	X			NADMO	AWMA

and distribution of 100 trees seedlings																	MOFA
Construction of 300m of 0.9m Diameter Drains	Nyakrom, Swedru ECTG	X	X	X	X			300,000				X		Roads Dept.			Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Desilting of 20 Drains and Culverts	Municipal Wide	X	X	X	X	80,000				300,000		X		Road Dept.			Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction of Double Carriage Way Bridge at Old Zongo	Swedru	X	X	X	X					30,000,000				Roads Dep			Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction Of 70M Storm Drain and Double 2.4M Box Culvert at Mandela Market	Municipal Wide	X	X	X	X					4,000,000		X		Roads Dep			Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Construction Of 10 No. 1.2M Diameter Pipe Culvert	Municipal wide	X	X				700,000	800,000				X		Roads Dept.			Central Admin, Physical Planning Dept, URE, ECG,GWCL,DUR ,GHA,Feeder roads,Assembly Members, Traditional Authorities
Objective: Strengthen post-disaster response and recovery mechanisms reaching at least 50% of affected communities by 2029																	
Programme: Disaster Prevention and Management																	
Hazard Identification	Municipal Wide	X	X	X	X		250,000			9,300.00		X		NADMO			AWMA, ECG, GNFS, MEDIA, EH & SD
World disaster day celebration	Municipality-wide			X						28,800.00		X		NADMO			AWMA, MEDIA, EH&SD,MOFA
Public education on domestic fires and bush fires	Municipality-wide			X	X					9,200.00			X	NADMO			AWMA, ECG, GNFS, MOFA
Provision of relief items	Municipal wide	X	X	X	X	2,000.00	10,000.00						X	NADMO			AWMA
Objective: Achieve 70% coverage of solid waste collection																	
Programme: Waste Management																	
Purchase of 10 communal refuse containers	Municipal Wide		X		X		15,000	100,000.00		200,000.00		X		EHSU			MFO, PU
Purchase of 90 pieces of 240 litres Dust bins	Municipal Wide			X				80,000.00		40,000.00			X	EHSU			MFO, PU
Clearing of dumping site	Municipal Wide	X	X	X	X			480,000.00		120,000.00			X	EHSU			Waste Landfill company
Purchase of Bulldozer to Clear Final Disposal Site	Municipal Wide			X				300,000.00		200,000.00		X		EHSU			MFO, PU

Support to sanitation activities	Municipal Wide	X	X	X	X			400,000.00	50,000.00				X	EHSU	
Procure of Tricycle for refuse collection	Municipal Wide				X			15,000.00	30,000.00				X	EHSU	Finance Dept, CA
Daily sweeping of open spaces, markets and principal streets	Municipal Wide	X	X	X	X			240,000.00			10,000.00		X	EHSU	URE
Weekly clean-up exercise	Municipal Wide	X	X	X	X			50,000.00					X	EHSU	
Purchase of sanitation tools	Municipal Wide	X	X	X	X			40,000.00	100,000.00		10,000.00		X	EHSU	Finance Dept, CA
Purchase of 10 communal refuse containers	Municipal Wide		X		X			15,000	100,000.00		200,000.00	X		EHSU	MFO, PU
Objective: Achieve 50% coverage of liquid waste management															
Programme: Waste Management															
Support to sanitation activities	Municipal Wide	X	X	X	X			50,000.00					X	EHSU	CA
Drainage Cleansing	Municipal Wide	X	X	X	X			30,000.00					X	EHSU	Private Waste Management Companies
Objective: Achieve 100% open defecation-free coverage															
Programme: Waste Management															
Construct at least 10 public and institutional urinals/ latrines	Municipal Wide		X	X	X			120,000.00			28,000.00	X		EHSU	Works Department
Facilitate the construction of Household Latrines in all Communities	Municipal Wide	X	X	X	X			80,000.00					X	EHSU	UNICEF, IDA, Chiefs, Natural leaders, Community members, Others
Ensure the construction of latrines by store owners	Municipal Wide	X	X	X	X			15,000.00			10,000.00		X	EHSU	Works Department, Physical Planning
Objective: Achieve 100% household access to safe drinking water by 2029															
Programme: Food, Water, Drug Safety, and Hygiene															
Education on effects on Open defaecation in water bodies	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	Chiefs, Comm. members
Education on the effects of illegal mining in water bodies	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	Chiefs, Comm. members
Facilitate the provision of safe and wholesome	Municipal Wide	X	X	X	X			60,000.00			10,000.00		X	EHSU	GWC, Chiefs, Comm. members

water for domestic l use																	
Extension of Piped Water	Amakyekrom	X	X					90,000.00					X		Works Dept.	GWCL	
Drilling of 30No. Mechanized and Non-Mechanized Boreholes with overhead poly tank	Selected Communities	X						1,928,733.93					X		Works Dept.	GWCL	
Objective: Improve hygiene, food, and drug safety by 2029																	
Programme: Food, Water, Drug Safety, and Hygiene																	
Inspection of supermarkets and drug stores	Municipal Wide	X	X	X	X			5,000.00						X	EHSU	FDA	
Inspection of food products from the market to ensure the wholesomeness of the products	Municipal Wide	X	X	X	X			5,000.00						X	EHSU	FDA	
Ensure Hygienic slaughtering of food animals	Municipal Wide	X	X	X	X			5,000.00						X	EHSU	Vert. Service Butchers	
Food and drink sellers screening and certification	Municipal Wide	X	X	X	X			5,000.00						X	EHSU	GHS, Private Laboratory Services	
Purchase of Disinfectants, Insecticides, and Repellants	Municipal Wide	X	X	X	X			30,000.00			10,000.00			X	EHSU	PU, Central Administration, Finance Dept.	
Sanitary burial of infectious bodies	Municipal Wide	X	X	X	X			5,000.00						X	EHSU	GHS,GPS,IDCS	
Procurement of Personal Protective Equipments (PPEs)	Municipal Wide	X			X			50,000.00						X	EHSU	PU, Central Administration, Finance Dept.	
Disinfection and disinfestation	Municipal Wide	X	X	X	X			5,000.00						X	EHSU	AWMA	
Daily inspection of eating and drinking premises	Municipal Wide	X	X	X	X			5,000.00						X	EHSU		
Daily inspection of market sanitation	Municipal Wide	X	X	X	X			5,000.00						X	EHSU	Market Leaders	

Domiciliary inspection to call abatement of nuisances	Municipal Wide	X	X	X	X		5,000.00						X	EHSU	Judicial Service, Ghana Police
Construction of office block	Swedru Cemetery		X	X	X					50,000.00	X			Works Dept.	Central Admin
Stray animal impound	Agona Swedru		X	X	X		8,000.00				X			Works Dept.	Central Admin
Objective: Improve hygiene, food, and drug safety by 2029															
Programme: Environmental and Health Promotion															
Education on basic hygiene and sanitation practices in communities	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	NCCE, GES
Hospitality industry inspection	Municipal Wide	X	X	X	X		5,000.00						X	EHSU	
Education on Covid-19 safety and preventive protocols	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	GHS, NCCE, GES
Educational programme on environmental sanitation management in communities.	Municipal Wide	X	X	X	X			15,000.00					X	EHSU	
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029															
Programme: Environmental Protection and Law Enforcement															
Prosecution of sanitary offenders	Municipal Wide	X	X	X	X		5,000.00						X	EHSU	Judicial Service
Enforcement of sanitation bye laws	Municipal Wide	X	X	X	X			15,000.00		5,000.00			X	EHSU	Judicial Service, Traditional Authorities
Map out all scrap yards	Municipal Wide	X	X	X	X		5,000.00	5,000.00				X		PPD, EHD	Lands Commission, EPA
Incorporate and propose scrap yard site in a local plan	Municipal Wide	X	X	X	X		2,000.00	5,000.00				X		PPD	LUSPA, EPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029															
Programme: Monitoring and Evaluation															
Conduct development control and monitoring exercise	Municipal Wide	X	X	X	X		5,000.00					X		PPD	EPA, LUSPA, Lands Commission

Frequent and effective monitoring on all developments around water bodies	Municipal Wide	X	X	X	X			2,500.00					X		PPD	EPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Sustainable Urban Development and Management																
Organisation of public education for permit applicants during permit applications and site inspections	Municipal Wide	X	X	X	X			5,000.00					X		PPD	TSC, Works Dep't
Frequent and Effective monitoring on all developments in the municipality	Municipal Wide	X	X	X	X	5,000.00	80,000.00						X		PPD, WORKS DEPT	TSC, SPC
Identify and create a street naming database	Municipal Wide	X	X	X	X		50,000.00	30,000.00					X		PPD	LUSPA, Traditional Authorities
Data collection on the preparation and revision of spatial plans	Municipal Wide	X	X	X	X	5,000.00	40,000.00	10,000.00					X		PPD	TSC & SPC, LUSPA
Spatial Analysis on Spatial data	Municipal Wide	X	X	X	X		20,000.00						X		PPD	TSC & SPC, LUSPA
Design of Structure Plans	Municipal Wide	X	X	X	X	2,000.00	20,000.00	20,000.00					X		PPD	TSC & SPC, LUSPA
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029																
Programme: Natural Resource Conservation and Management																
Revision of local plans to incorporate the protected areas	Municipal Wide	X	X	X	X		10,000.00	10,000.00					X		PPD	EPA, Traditional Authorities, Assembly members
Spatial Analysis on water reservation/buffer	Municipal Wide	X	X	X	X	2,500.00		4,000.00					X		PPD	EPA
Objective: Achieve 100 % coverage of electricity in the municipality by 2029																
Programme: Energy Development and Management Programmes																
Electrical maintenance works	Municipal wide	X	X	X	X		15,000.00						X		Estate unit	Central Admin
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029																
Programme: Governance, Corruption, and Public Accountability																
Organize general assembly meetings	Agona Swedru	X	X	X	X		120,000.00						X		Admin Unit	Other Departments

Organize statutory subcommittee meetings	Agona Swedru	X	X	X	X		90,000.00						X	Admin Unit	Other Departments
Organize executive committee meetings	Agona Swedru	X	X	X	X		20,000.00						X	Admin Unit	Other Departments
Organize management meetings	Agona Swedru	X	X	X	X		7,200.00						X	Admin Unit	Other Departments
Organize PRCC Meetings	Agona Swedru	X	X	X	X		12,300.00						X	Admin Unit	Other Departments
Organize MCE's community engagement	Municipal Wide	X	X	X	X		40,000.00						X	Admin Unit	Other Departments
Hosting of official visitors	Agona Swedru	X	X	X	X		50,000.00.00						X	Admin Unit	ASEMA
Prepare annual administrative report and other statutory reports	Agona Swedru	X	X	X	X		800.00						X	Procurement	Admin Unit
Organize national Celebrations	Municipal Wide	X					40,000.00						X	Admin Unit	GES, Trad. Authority, CSO
Retainer and legal services	Agona Swedru						100,000.00						X	Admin Unit	ASEMA
Administrative Data Compilation	Municipality-wide	X	X	X	X	1,500.00							X	Dept of Statistics	WD, CA, Assembly Members
Organisation of Technical Sub-Committee and Spatial Planning Meeting and inspections on all development permit applications	Municipality-wide						100,000.00						X	PPD	TSC, SPC
Completion of Decentralized office block	Agona Swedru	X	X	X				700,000.00					X	Works Dept.	Central Admin
Procure office equipment and furniture	Agona Swedru	X			X		100,000.00							Procurement	Admin Unit
Procurement of one (1) vehicle	Agona Swedru						500,000.00							Procurement	Admin Unit

Maintenance and repairs of vehicles	Agona Swedru	X	X	X	X		100,000.00							Transport Officer	Procurement & Admin Unit
Fuel and lubricants for official vehicles	Agona Swedru	X	X	X	X		400,000.00							Transport Officer	Procurement & Admin Unit
Procure logistics for security officer	Agona Swedru		X		X		30,000.00							Procurement	Admin Unit
Provide fuel and logistical support to security services	Agona Swedru	X	X	X	X		60,000.00							Admin Unit	Security Agencies
Fuel, insurance and road worthy of official vehicle, and motor bike	Swedru		X	X			10,000.00	10,000.00				X		Agric	CA
Payment of utilities and internet subscription	Swedru	X	X	X	X		4,000.00	4,000.00				X		Agric	CA
Embossment of the Assembly's name and logo on the main building	Swedru				X		6,000.00					X		Estate unit	Central Admin
Fixed asset Coordinating Unit Meetings	Agona Swedru	X	X	X	X		8,000.00					X		FACU	Central Admin
Extra Gratia for Assembly Members	Municipal wide	X	X	X	X		308,000.00						X	Finance	CA
Organize Adhoc and other meetings	Agona Swedru	X	X	X	X		160,000.00						X	Admin Unit	Central Admin
Special meetings	Agona Swedru	X	X	X	X									Admin Unit	Other Departments
Renovation of 5No. Staff Bungalow	Agona Swedru	X	X	X	X			547,467.80					X	Works Dept.	Central Admin
Data collection on Assembly's bungalows. (Details of occupant, status of the bungalow and where it is located, rent payment details)	Agona Swedru			X				7000				X		Statistics	CA
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															

Programme: Monitoring and Evaluation Programmes															
Monitoring and support to substructures	Zonal councils offices	X	X	X	X		100,000.00						Admin Unit	ASEMA	
Monitoring of school feeding Programme	Municipality-wide	X	X	X	X		10,000.00						GSF Desk Officer	Mun. Implementation Committee	
Monitoring of agric related activities	Municipality-wide	X	X	X	X		50,000.00	50,000.00				X	Agric	CA	
Monitoring of Assembly's projects and programmes	Municipal wide	X	X	X	X			40,000.00					CA	Depts, Units, Traditional Authorities, Assembly Members	
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															
Programme: Knowledge, Management, & Learning															
Staff Capacity Building Training (Workshops & Seminars)	Agona Swedru	X		X		12,000.00	15,000.00						X	HRD	Depts and Units
Staff Performance Appraisal & Review Sessions	Agona Swedru		X		X	4,500.00	7,200.00						X	HRD	Depts and Units
Recruitment and Onboarding Exercises for New Staff	Agona Swedru	X	X	X		2,600.00	5,800.00						X	HRD	CA
Welfare & Motivation Programmes (Staff Durbar, Team Building)	Agona Swedru			X		3,000.00	4,500.00						X	HRD	Depts and Units
Development of HR Database & Records Digitization	Agona Swedru	X	X	X	X	7,026.00	9,875.00						X	HRD	Depts and Units
Training on Occupational Health & Safety	Agona Swedru		X				2,500.00					X		HRD	Depts and Units
Manage the District Development Data Platform (DDDP)	Agona Swedru	X	X	X	X		2,000.00						X	CA	MIS, Statistics
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029															
Programme: Development Communication															
Organization of Townhall Meetings	Municipal Wide	X		X			60,000.00						X	CA	Depts and Units, Traditional Authorities, Assembly Members, Local Communities, Media, Business Associations, State and Non-State Institutions

Embark on regular development discussions via radio programmes	Municipal wide	X	X	X	X		10,000.00						X	AWMA	Media
Regularly publish development activities on the Assembly's website	Agona Swedru	X	X	X	X		2,000.00						X	MIS	Depts and Units
Increase IGF contribution by 25% and expand resource mobilization through PPPs and external partnerships by at least 20% by 2029															
Revenue Improvement Programmes															
Data Analysis and Visualization on Revenue Collection	Municipality-wide	X	X	X	X		2,000.00						X	Dept of Statistics	CA
Objective: Expand ICT access and digital literacy by 50% by 2029; ensure ICT-enabled service delivery across sectors															
Programme: Digital Services and Management															
Implement SMART Workplace	Agona Swedru	X	X	X	X		80,000.00					80,000.00	X	CA	Depts and Units
Implement Digital Revenue Collection	Municipal Wide	X	X	X	X		80,000.00					80,000.00	X	CA	Finance, Revenue
Organize Science, Technology & Mathematics Innovation Education.	On Cluster Basis	X	X	X	X		30,000.00		20,000.00				X	Agona West Municipal Education Directorate	Agona West Municipal Assembly, MP

CHAPTER SEVEN: MONITORING & EVALUATION

7.0 Introduction

This chapter covers the arrangements for tracking and assessing the implementation of the Medium-Term Development Plan for the plan period. It covers an analysis of stakeholders, monitoring matrix, monitoring calendar, reporting arrangements, participatory M&E, and knowledge management and learning.

7.1 Stakeholders Analysis

Using the PESTLE and power-interest analytical tools, the various stakeholders to be involved in conducting M&E over the planning period were identified and their roles defined. Table 28 shows the result of the analysis.

Table 31: Stakeholders Analysis Matrix

M&E Stakeholders	Classification	Interest/Needs	Involvement in M&E Activities
Municipal Planning Co-ordinating Unit (MPCU)	Primary	<ol style="list-style-type: none"> 1. Needs Assessment 2. Data Collection, Collation and Analysis 3. Preparation & Co-ordinating of DMTPD & M&E Plan 4. M&E Plan 5. Implementation Information Dissemination	<ol style="list-style-type: none"> 1. Assess the needs of the people in the Municipal 2. Collect, Collate and Analyze Data for M&E 3. Prepare & Co-ordinate DMTPD & M&E Plan 4. Disseminate Information on M&E
Zonal Councils, Departments, Units, Committees and Sub-Committees of the Assembly	Primary	<ol style="list-style-type: none"> 1. Information Dissemination 2. Data Collection 3. Monitoring 	<ol style="list-style-type: none"> 1. Disseminate Information 2. Assist in Collection of Data 3. Monitor on going Project/Programmes in their Localities
Municipal Assembly	Primary	<ol style="list-style-type: none"> 1. Decision making 2. By-laws 3. Deliberation and adoption of plans 	M&e Seminars, meetings, inspections, dissemination and reporting.
Members of Parliament (MPs)	Primary	<ol style="list-style-type: none"> 1. Decision making 2. Provision of Common Fund for projects. 3. Monitoring 	M&e Seminars, meetings, inspections, dissemination and reporting.
Development Partners (NGO's etc)	Secondary	<ol style="list-style-type: none"> 1. Transparency and Accountability 2. Capacity Building 3. Logistics and Financial Support 4. Monitoring 5. Human Resource Development/Research Inputs 	<ol style="list-style-type: none"> 1. Support in Building Capacity of DA Staff on Monitoring Issues 2. Provide Logistics and Financial Support on Monitoring Issues 3. Monitor the Funded Projects and Programmes 4. Develop Human Resource Support in Providing Research Inputs
Development Partners, Community Based Organizations (CBOs) or Civil Society Organization (e.g. Youth Clubs), Small Business Associations (e.g. GPRTU, Dressmakers Association etc.), Vulnerable groups	Secondary	<ol style="list-style-type: none"> 1. Provide Data 2. Information Dissemination 3. Advocacy 4. Financial and material resources 5. Transparency and accountability 	M&E Seminars and meetings, supervision, project inspection, evaluations M&E results reporting and dissemination.
Traditional Authorities	Primary	Advisory services, land, transparency and accountability	M&E Seminars and meetings, supervision, project inspection,

			evaluations M&E results reporting and dissemination.
Local Government Service Secretariat,	Primary	Technical assistance, job analysis, management of services etc	M&E Seminars and meetings, supervision, project inspection, evaluations M&E results reporting and dissemination.
NDPC	Primary	Policy Direction, guidelines, capacity building	M&E Plan preparation, evaluation, M&E results dissemination etc
MLGRD	Primary	Policy Direction, guidelines, performance targets, advisory services.	M&E Plan preparation, evaluation, M&E results dissemination etc
DACF, UDG and DDF Secretariats,	Primary	Financial resources, advisory services etc.	M&E Plan preparation, evaluation, M&E results dissemination etc
RCC	Primary	Technical assistance, advisory services, capacity building, performance targets etc.	M&E Plan preparation, evaluation, M&E results dissemination etc
Media	Secondary	Transparency and accountability, etc.	Project inspection, dissemination and communication of M&E results.
Other MMDAs	Secondary	Guidelines, performance targets, advisory services etc.	Data collection, M&E results reporting and dissemination.
Consultants	Secondary	Technical Assistance	M&E Plan preparation, evaluation, PM&E etc

7.2 Monitoring Matrix

The matrix overleaf is the monitoring matrix to be used to track progress of projects and programmes earmarked for implementation for the 2026-2029 plan period.

The components of the matrix include;

- Policy goal
- Objective
- Programme
- Indicator
- Indicator Definition
- Indicator Type
- Baseline
- Annual Targets for the plan period
- Disaggregation with respect to location, gender, age etc where necessary
- Monitoring frequency
- Responsibility.

Table 32: Monitoring Matrix

Goal: 1. Stimulate inclusive and resilient local economic development (Linked to SDGs 1, 2, 8, 12)										
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities										
Programme: Trade, Entrepreneurship, and Industry										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of youth benefiting from skills/apprenticeship and entrepreneurial training	Ratio of youth benefiting from skills/apprenticeship and entrepreneurial training expressed as a percentage	Outcome	30%	40%	50%	55%	60%	Zonal Council and Locality, PWDs, age, gender specific.	Quarterly	BAC Head
Proportion of youth benefiting from Feed Ghana programme	Ratio of youth benefiting from Feed Ghana programme expressed as a percentage	Outcome	N/A	40%	50%	55%	60%	Zonal Council and Locality, PWDs, age, gender specific.	Quarterly	Dept. of Agric
Objective: Reduce youth unemployment by 2029 through skills development, entrepreneurship, and expanded job opportunities										
Programme: Youth Development										
Number of athletes identified for advanced competitions	Count of athletes formally selected	Outcome	N/A	5%	10%	10%	15%	Zonal Council and Locality, School, PWDs, age, gender specific.	Annually	GES, AWMA, CNC, NYA
Number of athletes identified for scholarships	Count of athletes formally selected	Outcome	N/A	10%	10%	15%	15%	Zonal Council and Locality, School, PWDs, age, gender specific.	Annually	GES, AWMA, CNC, NYA
Objective: Improve access to modern market infrastructure by 40% by 2029.										
Programme: Trade, Entrepreneurship, and Industry										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of markets / shops constructed	Count of markets / shops constructed	Output	11	15	17	19	21	Locality specific, road length.	Quarterly	Municipal Works Engineer

Objective: Strengthen MSMEs in the Municipality by 2029

Programme: Trade, Entrepreneurship, and Industry

No. of New Agricultural Establishments	The count of new agricultural industries established	Outcome	44	10	15	20	20	Locality specific, road length.	Quarterly	Municipal Agric Director
No. of New Manufacturing Industries	The count of new manufacturing industries established	Outcome	N/A	15	18	25	35	Zonal Council and Locality, PWDs, age, gender specific.	Quarterly	Municipal Development Planning Officer
No. of New Service Establishments	The count of new service industries established	Outcome	15	17	25	37	45	Locality specific, road length.	Quarterly	Municipal Development Planning Officer
No. of New Agricultural Jobs created	The count of new agricultural jobs created	Outcome	122	500	600	700	800	Zonal Council and Locality, PWDs, age, gender specific.	Quarterly	Municipal Agric Director
No of New Manufacturing Jobs created	The count of new manufacturing jobs created	Outcome	N/A	450	550	650	750	Zonal Council and Locality, PWDs, age, gender specific.	Quarterly	Municipal Development Planning Officer
No of New Service Jobs created	The count of new service jobs created	Outcome	20	420	560	660	760	Zonal Council and Locality, PWDs, age, gender specific.	Quarterly	Municipal Development Planning Officer
No. of enterprises benefitting from institutional credits	The count of businesses benefitting from institutional credits	Output	N/A	5	10	15	20	Business Type, Locality	Annually	Head, BAC

Objective: Increase tourism-related activities in the Municipality by 2029

Programme: Tourism and Cultural Development										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of tourist potentials identified	Count of tourist potentials identified	Output	7	10	11	12	13	Zonal Council, Locality specific,	Quarterly	Municipa 1 Planning Officer
Number of tourist potentials developed	Count of tourist potentials developed	Output	0	3	5	6	7	Zonal Council, Locality specific,	Quarterly	Municipa 1 Planning Officer
Number of potential tourism investors identified	Count of tourism potential investors identified	Output	0	3	5	6	7	Zonal Council, Locality specific,	Quarterly	Municipa 1 Planning Officer
Number of tourism forums held	Count of tourism forums held	Output	1	4	8	12	16	Zonal Council, Locality specific,	Quarterly	Municipa 1 Planning Officer

Objective: Reduce post-harvest losses by 30% and increase agricultural productivity by 30% by 2029 through technology adoption, value chain strengthening, and climate-smart practices

Programme: Agricultural Services and Management

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Change in livestock production Cattle Sheep Goat Pig Poultry	Percentage change in output of livestock production Cattle Sheep Goat Pig Poultry	Outcome	Cattle = 0.01% Sheep = 5.92% Goat = 11.71% Pig = 4.77% Poultry = 73.16%	Cattle = 1% Sheep = 7% Goat = 12% Pig = 6% Poultry = 75%	Cattle = 1.5% Sheep = 7.5% Goat = 12.5% Pig = 6.5% Poultry = 77%	Cattle = 2% Sheep = 8% Goat = 13% Pig = 7% Poultry = 79%	Cattle = 3% Sheep = 10% Goat = 15% Pig = 9% Poultry = 85%	Locality specific, Crops	Annually	Dept of Agric, DoA
Percentage of arable land under cultivation	The measure of total percentage of arable land cultivated.	Output	N/A	20%	25%	30%	35%	Locality specific, Crops	Annually	Dept of Agric, DoA
Percentage change of output of production of selected staple crops (%):	Ratio of change of output of production of selected crops expressed as a percentage with.	Output	Maize:8% Cassava:20%	10% 25%	17% 28%	22% 32%	25% 35%	Locality specific, Crops, Sex of farmers	Quarterly	Dept of Agric, DoA

			Plantain:12%	16%	20%	25%	30%			
Percentage change in output/yield per unit area (Mt/Ha):	Ratio of change of yield/ output/ unit area of selected crops expressed as a percentage.	Output	49%	51%	53%	55%	57%	<u>Locality specific, Crops, Sex of farmers</u>	<u>Quarterly</u>	Dept. of Agric, DoA
Total number of beneficiaries with access to various Agriculture technologies	Count of the number of beneficiaries of various Agriculture technologies.	Output	43,700	47,500	52,050	57,055	62,562	<u>Locality specific.</u>	<u>Quarterly</u>	Dept. of Agric, DoA
No. of farmers getting access to Extension service	Count of farmers getting access to extension services	Output	75% of farmers	75% of farmers	80% of farmers	90% of farmers	100% of farmers	<u>Gender, Age, Locality specific.</u>	<u>Quarterly</u>	Municipal Director of Agriculture
% of logistics (Motor Bikes, Vaccines and Protective Clothing) provided for Agric Dept.	Ratio of logistics (Motor Bikes, Vaccines and Protective Clothing) provided for Agric Dept expressed as a percentage.	Output	0	40%	50%	100%	100%	<u>Locality specific.</u>	<u>Quarterly</u>	Central Administration Head, DoA
Extension officer-Farmers ratio	Ratio of farmers per extension officer.	Output	1:6434	1:5,000	1:5,000	1:5,000	1:5,000	<u>Locality specific, Crops, Sex of farmers</u>	<u>Quarterly</u>	Agric. Director
% of youth employed under FEED Ghana programme	Ratio of youth employed under FEED Ghana programme. expressed as a percentage.	Outcome	N/A	550	1550	1600	1850	<u>Zonal Council, Locality, gender, PWD, Sex specific, Age</u>	<u>Quarterly</u>	Municipal Director of Agriculture.
% of farmers adopting climate-smart agricultural practices	Ratio of farmers adopting climate-smart agricultural practices expressed as a percentage	Outcome	N/A	40%	50%	60%	70%	<u>Zonal Council, Locality, gender, PWD, Sex specific, Age</u>	Quarterly	Municipal Director of Agriculture.
No. of agro-processing industries	Count of agro-processor industries the Municipality	Output	N/A	5	10	15	20	<u>Zonal Council, Locality Specific, Type of industry</u>	Annually	DoA

Goal: 2. Promote social development and services (Linked to SDGs 3, 4, 5, 6, 10)										
Objective: Improve accessibility, affordability, and equity of quality health care services by 2029										
Programme: Health and Nutrition Services and Management										
No. of CHPS Compounds operational	Count of the number of CHPS Compounds provided.	Output	11	18	22	23	23	Zonal Council and Locality.	Quarterly	Works Engineer.
No. of Clinics operational	The Count of No. of operational Clinics	Output	2	2	2	2	3	Zonal Council and Locality.	Quarterly	Works Engineer.
No. of Health Centres operational	The Count of No. of operational Health Centres	Output	5	5	5	7	7	Zonal Council and Locality.	Quarterly	Works Engineer.
No. of Maternity Homes operational	The Count of No. of operational Maternity homes	Output	2	2	2	2	2	Zonal Council and Locality.	Quarterly	Works Engineer.
No. of Hospitals operational	The Count of No. of operational Hospitals	Output	2	2	2	2	2	Zonal Council and Locality.	Quarterly	Works Engineer.
No. of Polyclinics operational	Count of No. of operational Polyclinics	Output	0	0	1	2	3	Zonal Council and Locality.	Quarterly	Works Engineer.
Number of children 0-59 months assessed for underweight	Count of Children 0-59 months assessed for underweight	Outcome	Severe Underweight : 0 Moderate Underweight: 0.6	Severe Underweight : 0 Moderate Underweight: 0	Severe Underweight : 0 Moderate Underweight: 0	Severe Underweight : 0 Moderate Underweight: 0	Severe Underweight : 0 Moderate Underweight: 0	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipal Director of Health Services.
Number of children 0-59 months assessed for stunting	Count of Children 0-59 months assessed for stunting	Outcome	Severe stunting: 0 Moderate stunting: 0.07	Severe stunting: 0 Moderate stunting: 0	Severe stunting: 0 Moderate stunting: 0	Severe stunting: 0 Moderate stunting: 0	Severe stunting: 0 Moderate stunting: 0	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipal Director of Health Services.
Maternal mortality ratio.	Number of deaths due to pregnancy and childbirth per 100,000 live births	Outcome	38.12/100,000	18.2/100,000	18.2/100,000	1/100,1000	0/100,000	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipal Director of Health Services.

Under-five mortality rate.	Number of deaths occurring between birth and exact age five per 1000 live births	Outcome	2.29	1	1	1	0	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipa 1 Director of Health Services.
Infant-mortality rate	Number of deaths of infants under one year of age per 1,000 live births	Outcome	0.00	0.00	0.00	0.00	0.00	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipa 1 Director of Health Services.
Malaria case fatality in children.	Number of fatal cases of malaria in children under five years per 10,000 population	Outcome	0.01	0.0	0.0	0.0	0.0	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipa 1 Director of Health Services.
Proportion of population with valid NHIS card (%)	Ratio of population with valid NHIS cards	Outcome	70%	75%	80%	85%	90%	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipa 1 Director of Health Services, NHIA
Doctor to population ratio	The measure of ratio of Doctors to Population	Outcome	1:13,628	1:10,000	1:10,000	1:10,000	1:10,000	Zonal Council, Locality specific, Age, Gender	Quarterly	Municipa 1 Director of Health Services
No. of health infrastructure promoting gender equity	Count of health infrastructure promoting gender equity	Output	1	2	2	2	2	Zonal Council, Locality specific, Gender, Facility type	Annually	Municipa 1 Director of Health Services
No. of health infrastructure promoting disability equity	Count of health infrastructure promoting disability equity		0	1	2	2	2	Zonal Council, Locality specific, Gender, Facility type	Annually	Municipa 1 Director of Health Services
Goal: Expand and equitably distribute educational infrastructure and resources										
Objective: Increase access to quality education across all levels by 2029										
Programme: Educational Infrastructure and Quality Improvement										
Net enrolment rate in Basic Schools	The ratio of the number appropriately	Outcome	KG: 72% Primary: 86.2	KG: 91.0	KG: 93.0 Primary: 100.9	KG: 95.0	KG: 97.0 Primary: 100.3	Zonal Council and Locality, School, gender specific.	Annual	Municipa 1 Director of

	aged pupils/student enrolled in the schools to the number of children in Basic Schools.		JHS: 80.1	Primary: 101.2 JHS: 60.5	JHS: 61.2	Primary: 100.6 JHS: 61.9	JHS: 62.6			Education
Completion rate in basic schools	Ratio of the total number of pupils/students enrolled in the last grade of in basic schools regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education	Outcome	<u>KG</u> 118% <u>Primary</u> 120.9% <u>JHS</u> 128.3%	<u>KG</u> 120 <u>Primary</u> 131 <u>JHS</u> 130	<u>KG</u> 120.2 <u>Primary</u> 131.2 <u>JHS</u> 130.2%	<u>KG</u> 120.4 <u>Primary</u> 131.4 <u>JHS</u> 130.4%	<u>KG</u> 120.6 <u>Primary</u> 131.6 <u>JHS</u> 130.6%	Zonal Council and Locality, School, gender specific.	Annual	Municipal Director of Education
BECE Performance	Percent of pass rate candidate with aggregate 6-25	Outcome	66.7%	80%	82%	84%	86%	Zonal Council and Locality, School, gender specific.	Annual	Municipal Director of Education
Percent of trained teachers	Ratio of trained teachers against the total number of teachers expressed as a percentage.	Outcome	Kindergarten 82.21% Primary 50% JHS 94.5% SHS 91.3%	Kindergarten 79.5 Primary 84.5 JHS 96.2 SHS 85.9	Kindergarten 80.0 Primary 84.9 JHS 96.3 SHS 86.3	Kindergarten 80.5 Primary 85.3 JHS 96.4 SHS 86.7	Kindergarten 81.0 Primary 85.7 JHS 96.5 SHS 87.1	Zonal Council and Locality, School, gender specific.	Annual	Municipal Director of Education
Pupil/student per teacher ratio	The ration of the number of Pupil/student per teacher	Outcome	JHS 1:35 SHS 1:32	JHS 1:24 SHS 1:26	JHS 1:19 SHS 1:23	JHS 1:14 SHS 1:20	JHS 1:14 SHS 1:17	Zonal Council and Locality, School, gender specific.	Annual	Municipal Director of Education

Gender Parity Index	Ratio between girls' and boys' enrolment rates, the balance of parity is 1.00)	Outcome	Kindergarten 1:1, Primary 1:1 JHS 1:1 SHS 1:1	Kindergarten 1:1 Primary 1:1 JHS 1:1 SHS 1:1	Kindergarten 1:1 Primary 1:1 JHS 1:1 SHS 1:1	Kindergarten 1:1 Primary 1:1 JHS 1:1 SHS 1:1	Kindergarten 1:1 Primary 1:1 JHS 1:1 SHS 1:1	Zonal Council and Locality, School, gender specific.	Annual	Municipal Director of Education
No. of schools benefitting from National School Feeding Programme	Count of schools benefitting from National School Feeding Programme	Output	24	24	27	30	32	Zonal Council, School and Locality.	Quarterly	Schedule Officer for School Feeding Programme
No. of Library / ICT Centres constructed	Count of of Library / ICT Centres constructed	Output	1	4	4	4	1	Zonal Council and Locality.	Quarterly	Municipal Works Engineer.

Objective: Increase access to quality education across all levels by 2029

Programme: Maintenance of Assets

No. of dilapidated basic school buildings renovated	Count of dilapidated school buildings renovated	Output	4	14	14	14	14	Zonal Council and Locality, Type of School Ownership; Level of School	Annual	Municipal Works Engineer.
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Objective: Increase access to quality education across all levels by 2029

Programme: Monitoring and Evaluation

No. of educational monitoring conducted	Count of educational monitoring activities conducted	Output	4	4	4	4	4	Circuit specific; type of school; level of school	Quarterly	DoE
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Objective: Increase access to quality education across all levels by 2029

Programme: Gender Equality Social Inclusion, and Social Protection

No of visits to inclusive schools	Count of visits to inclusive schools	Output	4	4	4	4	4	Circuit specific; type of school; level of school	Quarterly	DoE
No. of parents sensitized on the need to take special needs children to school	Count of parents sensitized on the need to take special needs children to school	Output	N/A	50	100	150	200	Zonal Council and Locality, Age; Gender	Annual	DoE
Objective: Achieve gender equality in access to resources, participation in decision-making, and service delivery by 2029										
Programme: Gender Equality, Social Inclusion, and Social Protection										
% change in stigma, abuse, discrimination, and harassment of vulnerable people	Ratio of stigma, abuse, discrimination, and harassment of vulnerable people expressed as a percentage	Outcome	15%	50%	65%	75%	At least 85%	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Social Welfare Officer.
% change in programmes, projects and activities mainstreamed and effectively implemented on gender, child, PWDs and other vulnerable issues	Ratio of programmes, projects and activities mainstreamed and effectively implemented on gender, child, PWDs and other vulnerable issues expressed as a percentage.	Outcome	15%	50%	65%	75%	At least 85%	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Social Welfare Officer.
% change in women participation in Assembly decision-making committees	Proportion of Sub-Committee members who are women expressed as a percentage	Outcome	40%	50%	50%	50%	50%	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Head, Admin
Objective: Strengthen social protection coverage to reach at least 70% of vulnerable populations by 2029										
Programme: Gender Equality, Social Inclusion, and Social Protection										
Child Abuse	The count of No. of children abused	Output	N/A	0	0	0	0	Zonal Council, Locality, gender, PWD, specific,	Quarterly	Municipal Social Welfare Officer
Proportion of PWDs benefitting from PWDs Fund	The percentage of No. of PWD benefited from the Fund	Output	100%	100%	100%	100%	100%	Zonal Council, Locality, gender, PWD, specific,	Quarterly	Municipal Social Welfare Officer
Proportion of vulnerable groups benefitting from LEAP Programme	Ratio of vulnerable groups benefitting from LEAP Programme expressed as a percentage	Outcome	100%	100%	100%	100%	100%	Zonal Council, Locality, gender, PWD, specific,	Quarterly	Municipal Social Welfare Officer

% change in coordination and official handling of children related issues among all stakeholders in the municipality.	Ratio of coordination and official handling of children related issues among all stakeholders in the municipality expressed as a percentage.	Outcome	15%	50%	65%	75%	At least 85%	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Social Welfare Officer.
% change in official handling of children related issues in the municipality due to acquired skills by Social welfare staff.	Ratio of official handling of children related issues in the municipality due to acquired skills by Social welfare staff expressed as a percentage..	Outcome	15%	50%	65%	75%	At least 85%	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Social Welfare Officer.
% change in official handling of children related issues in the municipality due to acquired skills by Social welfare staff.	Ratio of official handling of children related issues in the municipality due to acquired skills by Social welfare staff expressed as a percentage..	Outcome	15%	50%	65%	75%	At least 85%	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Social Welfare Officer.
No. of women benefitting from income generation trainings	Count of women trained in income generating activities	Output	200	200	250	300	350	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Social Welfare Officer.
% of PWDs benefitting from income generation activities	Ration of PWDs benefitting from income generation activities expressed as a percentage	Outcome	45%	60%	70%	80%	90%	Zonal Council, Locality, Gender, Age Specific.	Quarterly	Social Welfare Officer.

Objective: Achieve 50% coverage of liquid waste management
Programme: Waste Management

Proportion of population with access to improved sanitation services (%) (District)	Percentage change in population with access to improved Sanitation	Outcome	33.33%	40%	50%	60%	70%	Zonal Council and Locality, Houses and household specific.	Quarterly	Environmental Health Officer
Proportion of population with access to improved sanitation services (%) (Urban)	Percentage change in population with access to improved Sanitation in Urban Areas	Outcome	19.56%	26%	30%	34%	38%	Zonal Council and Locality, Houses and household specific.	Quarterly	Environmental Health Officer
Proportion of population with access to improved	Percentage change in population with access to	Outcome	13.77%	14	20%	26%	32%	Zonal Council and Locality, Houses	Quarterly	Environmental

sanitation services (%) (Rural)	improved Sanitation in Rural Areas							and household specific.		Health Officer
No. of communities being registered as Open Defecation Free (ODF)	Count. Of communities being registered as Open Defecation Free (ODF)	Outcome	75	84	89	94	99	Zonal Council and Locality, Houses and household specific.	Quarterly	Environmental Health Officer
Objective: Achieve 100% household access to safe drinking water by 2029 Programme: Food, Water, Drug Safety, and Hygiene										
District	Percentage change in population with access to basic drinking water	Outcome	85%	89%	93%	97%	100%	Zonal Council and Locality, Houses and household specific.	Quarterly	Works Engineer
Urban	Percentage change in population with access to basic drinking water in Urban Areas	Outcome	53%	55%	57%	59%	60%	Zonal Council and Locality, Houses and household specific.	Quarterly	Works Engineer
Rural	Percentage change in population with access to basic drinking water in Rural Areas	Outcome	32%	34%	36%	38%	40%	Zonal Council and Locality, Houses and household specific.	Quarterly	Works Engineer
Objective: Achieve 70% coverage of solid waste collection Programme: Waste Management										
% change in refuse cart to final disposal site	Proportion of refuse cart to the final disposal site	Outcome	47.3%	50%	55%	60%	65%	Locality specific, Zonal Council specific	Quarterly	EHSU
Number of approved dumping sites	Count of approved dumping sites	Output	18	21	24	28	31	Locality specific, Zonal Council specific	Annual	EHSU
Goal: 3. Build resilient, sustainable and well-managed built and natural environment (Linked to SDGs 7, 9, 11, 13, 15)										
Objective: Improve accessibility and mobility by upgrading municipal and feeder roads by 2029. Programme: Road and Transport Services										
Feeder Road in good Condition Mix [Good=60 and above KMH; Fair =40-	Length of feeder road conditions in the Municipality	Outcome	Good = 63.00	Good = 80.00	Good = 96.00	Good = 100.00	Good = 106.00	Locality specific, road length.	Quarterly	Urban Roads Engineer

59KMH; Poor=20-39KMH; Bad=1-19KMH]										
Urban Road in good Condition Mix [Good=60 and above KMH; Fair =40-59KMH; Poor=20-39KMH; Bad=1-19KMH]	Length of urban road conditions in the Municipality	Outcome	Good = 63.00	Good = 80.00	Good = 96.00	Good = 100.00	Good = 106.00	Locality specific, road length.	Quarterly	Urban Roads Engineer
Trunk Road in good Condition Mix [Good=60 and above KMH; Fair =40-59KMH; Poor=20-39KMH; Bad=1-19KMH]	Length of trunk road conditions in the Municipality	Outcome	Good = 20.00	Good = 25.00	Good = 30.00	Good = 35.00	Good = 40.00	Locality specific, road length.	Quarterly	Urban Roads Engineer
Objective: Improve visibility across all levels of transport by 50% through street lighting Programme: Road and Transport Services										
No. of streetlights installed/repaired	Count of functioning streetlights	Output	N/A	120	120	120	120	Locality specific	Annual	Urban Roads Engineer
Objective: Increase environmental resilience and sustainability by 2029; Programme: Climate Mitigation, Adaption, and Communication Programmes										
No. of trees planted annually	Count of numbers of trees planted annually	Output	N/A	10,000 trees	10,000 trees	10,000 trees	10,000 trees	Zonal Council and Locality.	Quarterly	Municipa l Parks and Gardens.
No. of climate change sensitization programmes held	Count of number of climate change sensitization programmes	Output	5	5	6	9	11	Zonal Council specific., locality, sex, age,	Quarterly	Municipa l Planning Officer
Percentage of drainage projects implemented per year.	Proportion of drainage projects implemented per year.	Output	100%	At least 80% drainage projects annually.	At least 80% drainage projects annually.	At least 80% drainage projects annually.	At least 80% drainage projects annually.	Locality specific, road length.	Quarterly	Urban Roads Engineer
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029 Programme: Sustainable Urban Development and Management										
% of communities with spatial plans	Proportion of communities with spatial plans	Outcome	30%	40%	50%	60%	70%	Locality specific	Quarterly	PPD

No. of sensitization held on permit processes and acquisition	Count of sensitization programmes on permit processes and acquisition	Output	3	4	4	4	4	Locality specific, zonal council specific	Quarterly	PPD
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029 Programme: Natural Resource Conservation and Management										
No. of natural resource areas incorporated into local plans	Count of natural resource areas incorporated into local plans	Output	2	10	15	20	25	Locality specific, zonal council specific	Quarterly	PPD
Objective: Increase compliance with land use, environmental, and noise pollution regulations by 2029 Programme: Environmental Protection and Law Enforcement										
% of offenders prosecuted successfully	Proportion of offenders prosecuted successfully	Outcome	30%	100%	100%	100%	100%	Locality specific, zonal council specific, Age, Gender	Quarterly	EHSU
Objective: Strengthen post-disaster response and recovery mechanisms reaching at least 50% of affected communities by 2029 Programme: Disaster Prevention and Management										
No. of relief items provided	Count of relief items provided	Output	N/A	50	50	50	50	Type of material; quantity	Annual	NADMO
Percentage of communities with access to electricity (Urban; Rural)	Proportion of communities with access to electricity (urban; rural)	Outcome	Urban = 98% Rural = 85%	Urban = 100% Rural = 100%	Urban = 100% Rural = 100%	Urban = 100% Rural = 100%	Urban = 100% Rural = 100%	Locality specific, zonal council specific,	Quarterly	Works Dept
Objective: Promote the usage of clean and affordable energy Programme: Energy Development & Management										
Percentage of renewable energy	Rate of renewable energy usage in the municipality	Outcome	Solar = 5% Hydropower = 45%	Solar = 10% Hydropower = 50%	Solar = 10% Hydropower = 50%	Solar = 10% Hydropower = 50%	Solar = 10% Hydropower = 50%	Locality specific, zonal council specific,	Quarterly	Works Dept
Objective: Expand ICT access and digital literacy by 50% by 2029; ensure ICT-enabled service delivery across sectors Programme: Digital Services and Management										
Rate of digital literacy	Ratio of population literate in digital economy expressed as a percentage	Outcome	N/A	10%	20%	30%	50%	Zonal Council and Locality specific, Gender, age	Annual	Development

										Planning Unit
No. of departments accessing SMARTWorkplace	Count of department with access to SMARWorkplace	Output	0	17	17	17	17	Department specific, unit specific	Annual	Human Resource Manager
Goal: 4. Strengthen municipal governance and resource mobilization (Linked to SDG 17)										
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029 Programme: Governance, Corruption, and Public Accountability										
No. of Zonal Councils in operation	Percentage change in Operational Area Council	Outcome	6	6	6	6	6	Zonal Council specific., locality	Quarterly	MCD
No of Logistics provided	Count of Logistics provided (types and categories)	Output	Furniture for offices =3 AC for offices and conference room = 4 Printers = 3 Laptops = 3	Provide new furniture for offices and conference room. Computer & printers: 4 Lap top: 3	Computer & printers: 4 Lap top: 3 Pick up: 1 furniture	Computer & printers: 3 Lap top: 3 furniture	Computer & printers: 3 Lap top: 3 Pick up: 1 furniture	Departmental, Unit, Zonal Council specific.	Annually	MCD
% of statutory meetings held	Count .of statutory meetings held	Output	100%	100%	100%	100%	100%	Departmental, Unit, Assembly Members.	Quarterly	MCD
No. of PFM town hall meetings held	Count of town hall meetings held	Output	2	At least 2	At least 2	At least 2	At least 2	Zonal Council, Departmental, Unit, Assembly Members, Community Members, Locality, Gender.	Quarterly	MCD
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029 Programme: Monitoirng and evaluation										

No. of monitoring conducted	Count of monitoring held	Output	4	4	4	4	4	Locality specific, zonal council specific, sector specific	Quarterly	Development Planning Unit
Objective: Strengthen institutional capacity and efficiency of the municipal assembly by 30% by 2029 Programme: Knowledge, management & learning										
No. of staff trained annually	Count of staff trained annually	Output	Senior: 45 Junior; 70	Junior; 30 comissioned collectors Senior: 65 Junior; 75	Senior: 65 Junior; 75	Senior: 65 Junior; 75	Senior: 65 Junior; 75	Zonal Council, Department, Staff Class (Senior and Junior) gender specific,	Annually	Municipal Human Resource Manager
% of Assembly Members trained annually	Count of Assembly Members trained annually expressed as a percentage	Output	100%	100%	100%	100%	100%	Zonal Council, Electoral Area, gender specific,	Annually	Municipal Human Resource Manager
Objective: Increase IGF contribution by 25% and expand resource mobilization through PPPs and external partnerships by at least 20% by 2029 Programme: Revenue Improvement Programme										
Percentage of internally generated revenue	Percentage performance of internally generated revenue for the given year	Outcome	114%	120%	125%	130%	135%	Zonal council, Locality specific., Revenue Collector	Monthly	Municipal Finance Officer
Percentage of IGF contribution to DMTDP	Ratio of the amount of IGF contribution to DMTDP expressed as a percentage	Outcome	11.64%	15%	15%	20%	25%	Zonal Council and Locality specific,	Annually	Municipal Finance Officer
Amount of Development Partner and NGO funds contribution to DMTDP	Ratio of the amount of Development Partner and NGO funds contribution to DMTDP expressed as a percentage	Outcome	39.67%	40%	40%	40%	40%	Zonal Council and Locality specific,	Annually	Municipal Finance Officer

In developing the indicators, cognizance was taken of the five criteria including clear, relevant, economic, adequate, and monitorable. This criteria is abbreviated as “CREAM”, meaning:

“CREAM” Criteria	Meaning
Clear	Precise and unambiguous
Relevant	Appropriate to subject at hand
Economic	Available at reasonable cost
Adequate	Sufficient to assess performance
Monitorable	Easily monitored, and amenable to independent validation

In implementing the monitoring of projects and programmes, the following register will be used:

1	Project/Programme Name
2	Development Dimension
3	Project Location
4	Contractor
5	Contract Sum
6	Date of Award
7	Source of Funding
8	Date Started
9	Expected Date of Completion
10	Expenditure to Date
11	Implementation Status
12	Strategies to Improve Completion Rate
13	How Citizens were Involved in Monitoring of Works Contract
14	Remarks

7.3 Evaluation

Evaluation measures have also been identified to assess the achievement of objectives and ascertain the relevance of such objectives in meeting the identified goals. The evaluation process should be guided by specific norms to ensure that it meets the minimum quality standards. The following are the general norms:

7.3.1 Evaluation Norms

1. Internationally agreed principles, goals and targets

It is the responsibility of evaluation managers and evaluators to uphold and promote in their evaluation practice internationally agreed principles, goals and targets, for example, the SDGs.

2. Utility

In commissioning and conducting an evaluation there would be a clear intention to use the resulting analysis, conclusions or recommendations to inform decisions and actions.

3. Credibility

Evaluations would be credible. Credibility is grounded on independence, impartiality and a rigorous methodology. Key elements of credibility include transparent evaluation processes, inclusive approaches involving relevant stakeholders and robust quality assurance systems.

4. Independence

Independence of evaluation is necessary for credibility and also influences the ways in which an evaluation is used and allows evaluators to be impartial and free from undue pressure throughout the evaluation process.

5. Impartiality

The key elements of impartiality are objectivity, professional integrity and absence of bias. The requirement for impartiality exists at all stages of the evaluation process.

6. Ethics

Evaluation would be conducted with the highest standards of integrity and respect for the beliefs, manners and customs of the social and cultural environment for human rights and gender equality.

7. Transparency

Transparency is an essential element of evaluation because it establishes trust and builds confidence, enhances stakeholder ownership and increases public acceptability. Evaluation products would be publicly accessible.

8. Human Rights and Gender Equality

The universally recognised values and principles of human rights and gender equality need to be integrated into all stages of an evaluation. It would be the responsibility of evaluators and evaluation managers to ensure that these values are respected, addressed and promoted.

9. Professionalism

Evaluations would be conducted with professionalism and integrity. Professionalism would contribute towards the credibility of evaluators as well as the evaluation function. Key aspects include adherence to ethics.

7.3.2 Standards for Evaluation

In conducting evaluations, evaluation managers and evaluators would abide by the standards outlined below:

i. Institutional Framework

An institutional framework should be in place to guide the conduct of evaluations.

ii. Management of the Evaluation Function

The evaluation manager and the evaluator would adhere strictly to all the process entailed in the conduct of evaluation to ensure that the evaluation results are credible.

iii. Evaluation Competencies

In carrying out an evaluation, the evaluator would have the competencies required for the specific evaluation assignment.

iv. Conduct of Evaluation

The Assembly would be guided by the evaluation steps in the M&E Manual.

v. Quality of Evaluation

The Assembly would have a quality control system in place to make the results of evaluation acceptable to all stakeholders.

The evaluation process is therefore expected to provide a better insight into the design of new or subsequent plans.

The process entails the following activities.

- i. Assessing the need for an evaluation (provide the background).
- ii. Developing clear ideas on the rationale and objectives of the evaluation.
- iii. Determining the type of evaluation to undertake.
- iv. Specifying the methods, scope and timing of the evaluation.
- v. Identifying and analysing stakeholders. Appendix ...shows the stakeholder analysis.
- vi. Estimating the costs involved which should be factored into the budget of the AAP.
- vii. Preparing Terms of Reference (TOR) and contractual agreements based on items (i) to (iv) above. The TOR should be prepared by the DPCU in collaboration with stakeholders. It is important to have a broad agreement on the TOR because it will form the basis for the evaluation exercise. More importantly, the TOR will be the formal reference for the consultant or team of consultants to be recruited.
- viii. Recruiting a consultant or a team in accordance with the provisions of the Procurement Act, 2003 (Act 663).
- ix. Organising meetings to discuss the inception and draft reports with stakeholders.
- x. Organising a validation meeting with stakeholders before submission of the final report.
- xi. Disseminating the results and acting on the findings and recommendation as part of the dissemination and communications strategy based on evaluation norms and standards.

7.3.3 The Evaluation Matrix

To ensure effective evaluation of the various interventions in the 2026-2029 Medium Term Development Plan, each project and programme shall be subject to the following evaluation criteria where main and sub questions shall be probed;

- Relevance
- Efficiency
- Effectiveness
- Impact
- Sustainability
- Coherence

For each criterion, information would be collected based on data needed and data sources based on the corresponding data collection methods.

The Evaluation Matrix below shall be the guide to assess the success of the plans.

Table 33: Evaluation Matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Method
	Main Questions	Sub-Questions			
Relevance		1.1 Is the program consistent with the NMDPF?	2026-2029 National Medium-Term	NMDPF,	Questionnaire

	1.0 Is the program purpose set in line with the NMDPF	1.2 Is the program consistent with the prioritized development needs of the Assembly? 1.3 Is the program consistent with the DMTDP?	Development Policy Framework 2026-2029 Development programmes of the DMTDP	NDPC Guidelines, 2026-2029 DMTDP	
Efficiency	2.0 Is the scenario to achieve the program purpose appropriate?	2.1 Is the program purpose clear? 2.2 Can the program purpose be examined based on the data or facts? 2.3 Can the program purpose (its target value) be achieved within the plan period? 2.4 Is the logical sequence from each sub-component project to the program purpose clear? 2.5 Was the funding of the program prudent? 2.6 Was the Program structured by considering the accomplishments of the district and other districts in order to achieve the program purpose effectively?	POA	2026-2029 DMTDP,	Questionnaire, Interview
Effectiveness	3.0 Were the sub-programmes implemented properly to achieve the program purpose?	3.1 Were the plans (approval and implementation of sub-component projects) conducted as planned? 3.2 Was there an integrated system to manage the sub-component projects of the Assembly Program (an assignment of program manager and others)? 3.3 Was the understanding of the Assembly's Program by related persons adequate? 3.4 Was the monitoring system shared among the related persons? Was the necessary data and information collected and accumulated? 3.5 Were other program management activities (collaboration and coordination with the ERCC and other departments of the assembly, risk management, revision of the program, and others) conducted properly?	Quarterly/Annual Progress reports	Progress report file	Questionnaire, Interview
Impact	4.0 Was the program purpose achieved?	4.1 To what extent was the program purpose achieved? 4.2 What kinds of impact did the implementation of the Program generate to achieve the development goal of the NDPC? 4.3 What other impact was generated by the implementation of the Program?	Annual Progress Reports	Progress report file	Questionnaire, Interview

Sustainability	5.0 Was the program outcome sustainable?	5.1 To what extent was the program outcome sustainable?	Evaluation Reports	Evaluation Reports	Questionnaire, Interview
Coherence	6.0 Was the program aligned to regional, continental, and global instruments and aspirations?	6.1 to what extent were the strategies driven towards achieving regional, continental, and global goals?	Quarterly/Annual Progress reports Agenda2030, SDGs	Progress report file ECOWAP document, Agenda 2030 document, SDGs	Questionnaire, Interview

7.4 Participatory Monitoring and Evaluation

The key methods to be used in the evaluation activities include:

- i. Participatory Rural Appraisal.
- ii. Citizen Report Card.
- iii. Community Score Card.
- iv. Participatory Expenditure Tracking Surveys.

The following steps shall be adopted by the Municipal Planning Coordinating Unit in planning for PM&E:

- i. Deciding on the need for PM&E.
- ii. Deciding on the PM&E method to use.
- iii. Identifying the key stakeholders.
- iv. Identifying a lead facilitator.
- v. Determining the performance questions.
- vi. Determining the resources and time available.
- vii. Defining a TOR for the lead facilitator or consultant.
- viii. Training the team to carry out the PM&E.
- ix. Disseminating the results and acting on the findings and recommendations as part of the dissemination and communication strategy.

All the identified stake holders associated with the preparation of the MTDP have been identified and classified based on their interests, needs, their roles in the planning process of the MTDP. The involvement of these stakeholders at all levels of plan preparation, implementation, Monitoring and evaluation is expected to facilitate consensus building among the stakeholders during review meetings. Stakeholders in this regard can be categorized into two categories: the Practitioners at the district and regional level such as department heads, quasi-government institutions etc as well as intended beneficiaries such as community members at the Area Council and Community Levels and Traditional Rulers. Other stakeholders include Donor Agencies, Private Sector Groups, NGOs, FBOs, CSOs etc.

Table 34: Participatory M&E

Type of Evaluation	Period	Actors	Participatory Evaluation Techniques
Ex-Ante Evaluation	Before the start of the project/ programme	Extended MPCU, Community representatives	Feasibility studies, historical accounts, community-technical interfaces
Mid Term	During the implementation of the project/programme	Internal Evaluators (Extended MPCU, Traditional Groupings, Political Heads, Opinion Leaders, SMEs, CBOs Security Agencies etc)	<ul style="list-style-type: none"> • Focus Group Discussions, • Participatory Rural Appraisal. • Citizen Report Card.

Terminal	At the end of the project/programme	External Evaluators (Development Partners, MDAs as well as all actors listed in the Mid Term)	<ul style="list-style-type: none"> • Community Score Card. • Participatory Expenditure Tracking Surveys • Impact Assessment Surveys, • Inspections, • Discussions, • Workshops.
Ex-post Evaluation	Minimum of five years after project/programme implementation	External Evaluators (Development Partners, MDAs as well as all actors listed in the Mid Term)	

7.5 Knowledge Management and Learning

The Assembly will use the following frameworks to enhance planning, decision-making, implementation, and reporting processes.

7.5.1 Staff Durbar

The Assembly will organise periodic staff durbar to discuss issues concerning the implementation of development interventions across the various development dimensions. This will also include the sharing of knowledge on the improvement of staff welfare and competencies.

7.5.2 District Development Data Platform

The Assembly will use the District Development Data Platform (DDDP) to store, manage, analyse, and report district data. This will ensure that the various units, decentralised and non-decentralised departments, get easy access to any relevant data to support development policy and planning decisions.

7.5.3 Stakeholders' Review Meetings

Periodic stakeholders' review meetings will be organised to review the performance of the Departmental Annual Action Plans. This meeting will help to track, assess, and adjust activities to meet the medium-term district goals and objectives.

7.5.4 Inter-Sectoral Collaborative Meetings

Periodic inter-sectoral meetings will be held to share lessons among the various state and non-state institutions within the Municipality. This will provide a platform for the various sectors to exchange knowledge for integrated development planning in the Municipality.

7.5.5 Digital Platforms

The Assembly already has various digital platforms, particularly WhatsApp, where information is shared with relevant staff. During the planning period, the Assembly will intensify the usage of the platform by maintaining the existing ones, and creating other relevant platforms where necessary.

7.5.6 Reporting Arrangement

The implementation of the projects and programmes in the Medium-Term Development Plan is also complemented by certain key activities that are designed to ensure effective reporting of activities. These activities comprise:

1. Annual Progress Review Meetings in January each year for an annual review of the plan
2. Compilation of Annual Progress Reports by the end of January each year, which should be based on the review meetings.
3. Information dissemination to be done over a three-day period in May each year to disseminate the findings, lessons and recommendations in the review reports.
4. Organisation of quarterly review meetings with developmental partners and department heads in the first month of each quarter to assess the performance of plans.
5. Quarterly field visits to be embarked upon at the last month of each quarter to verify issues in the field and monitor the performance of plans.

The reporting format for monitoring and evaluation is shown below.

Quarterly and Annual Progress Reports Format

Title Page

- i. Name of the MMDA
- ii. Time period for the M&E report

Introduction

- i. Summary of achievements and challenges with the implementation of the DMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

M&E Activities Report

- i. Programme/Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations

Participatory M&E undertaken

- vi. and their results

The Way Forward

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations

CHAPTER EIGHT: DEVELOPMENT COMMUNICATION STRATEGY

8.0 Introduction

Apart from monitoring and evaluation arrangements, the success of this plan also depends strongly on an effective communication strategy to not only create awareness on developmental issues in the plan but also to disseminate the outcomes or results in a manner that is acceptable to all stakeholders. This chapter covers the components of the strategy to disseminate and communicate the findings of the reports to stakeholders.

8.1 Development of Communication Committees

The Assembly would form a Development Communication Committee. The Committee shall be chaired by the Presiding Member with the Public Relations Officers/Information Officers as Secretary. The Committee shall facilitate the following actions:

- Dissemination of Results Derived from the Implementation Process:

The ultimate outcome of the Monitoring and Evaluation Exercises is to report in a user-friendly manner, the key observations and findings of the implementation process first to management of the Assembly for verification. This is followed by dissemination of the results to other stakeholders external to the Assembly. This is aimed not only at increasing accountability and transparency but to demonstrate commitment in meeting the goals of the plan as well. These stakeholders include but are not limited to the Central Regional Coordinating Council through the RPCU, Ministries Departments and Agencies (Including the National Development Planning Commission), Development Partners, Community Members, Civil Society Groups, Private Sector Organizations, Research Institutions, Media Houses.

The technique to be adopted for dissemination will involve series of meetings or discussions to suit the various categories of stakeholders and in all such meeting the press shall be invited to facilitate further dissemination of the issues to other members of the public. Examples of such meetings include community or site meeting, heads of department meetings, workshops, focus group discussions or public fora. The issues to be discussed and disseminated at such meetings in relation to the Annual Progress Reports and the Medium-Term Development Plan would therefore cover progress of work, observations, challenges and gaps identified in the various projects visited to enable management of the Assembly take pragmatic decisions.

The results to be disseminated would be generated through systematic analysis using bar charts, line graphs, maps tables and other methods of data analysis to show the results being produced by each project or programme identified in the plan. In the process care would be taken to highlight the disseminate the performance of each indicator in the achievement of goals, objectives and targets of the plan to provide opportunities for feedback of lessons learned in the implementation process.

- Awareness Creation on Stakeholder Roles:

All the identified stakeholders associated with the preparation of the MTDP have been identified and classified based on their interest, needs and their roles in the planning process of the MTDP. In this regard it would be prudent for effective awareness creation on the various roles of the stakeholders to ensure harmonious monitoring and evaluation. The strategy is to sensitize these

stakeholders at all levels of plan preparation, implementation, monitoring and evaluation of the plan. This is expected not only to ensure the success of the plan but also lead to capacity and consensus building among the stakeholders during review meetings on the plan. Stakeholders in this regard can be categorized into two categories; the practitioners at the district and regional level on the plan such as department heads, quasi-government institutions etc as well as intended beneficiaries such as:

- o Community Members at the Area Council and Community Levels.
 - o Traditional Rulers.
 - o Donor Agencies and the Private Sector Operating in the NGOs, FBOs, CSO,s stakeholders would also be made to know and understand their roles to ensure clarity in the implementation process.
- Promotion of Dialogue in Plan Implementation.

Effective dialogue shall be promoted among all stakeholders to ensure harmony in plan implementation. This would be promoted at various meetings and fora depending on the stakeholders involved. Examples of such meetings include; Community Meeting, Site Meetings Heads of Department Meetings, Workshops, Focus Group Discussions, Public Fora, Projects Site Visits, People’s Assembly. More specifically the following activities shall be embarked upon to promote dialogue among stakeholders.

- i. Information Dissemination to be done through workshops over a three day period in May every year to disseminate the finding, lessons and recommendations in the review reports.
- ii. Organization of Quarterly Review Meetings with partners at the first month of each quarter to assess performance of plans.
- iii. Quarterly Field Visits to be embarked upon at the last month of each quarter to verify issues on the field and monitor performance of plans.

- Promotion of Access and Management of Expectations of the Public:

In order to ensure that the expectations and access to information of the intended beneficiaries of the plan are prudently managed the following four strategies shall be adopted.

- Strengthening of the Client’s Service Unit:

An important aspect of ensuring access to information and managing expectation of the public on services rendered by the Assembly would be to strengthen the Client’s Service Unit of the Assembly through adequate training of the officer, making enough fliers, documentation and other documents available, ensuring prompt responses to complaints and requests, refurbishing the office etc.

- Sensitization of Staff on the Mission of the Assembly

The mission statement of the Assembly which is a reflection of what local governance in the municipality stands for should be well understood by staff to ensure that the broader organizational vision is achieved. In this regard the roles of every department or unit in enhancing the organizational mission should be well understood and practiced to ensure efficient and effective delivery of services to the populace.

☐ Strengthen the Public Relations Unit/ Officer

The Public Relations Unit/ Officer, which is the official mouthpiece of the Assembly, would be well-resourced to inform the public and clarify or explain pertinent development issues to the public.

☐ Sensitisation on the Complaints Committee

All stakeholders and clients who have a relationship with the Assembly are entitled to good services in respect of the varied services provided. However, there may be instances where issues may be raised with regard to the interaction between staff and clients and even among staff, which would demand redress or amicable solutions. In this regard, the public would be sensitised on the presence of the Complaints Committee of the Assembly, which has been established through a provision in the Local Governance Act 963, which has a focus on facilitating conflict resolution among clients and practitioners at the Assembly.

Table 35: Communication Strategy Matrix

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Community sensitization	To create awareness on the DMTDP	Community members, Traditional authorities etc.	Community durbars, drama, role play, social media, website etc.	Quarterly	MCD/MPO/ Chairman of Dev't. Sub-committee
Radio Discussions	Disseminate and receive feedback on plan performance.	All stakeholders	Panel Discussions	Monthly	MCE/ MPO
Stakeholders Workshop	Annual review of plan performance	Community members, Departmental and Unit Heads, Assembly Members, Unit Committees, etc	power point presentation, plenary sessions	February each year	MPO
Focus Group Discussions	Receive feedback from different categories of stakeholders	-do-	Interview guides	July Each Year	MPO
Community Score Card	Assess community satisfaction of various interventions in the plan	Zonal Council Actors, Assembly Members	Questionnaires (both supply side and demand side) to assess satisfaction of services rendered	15 th to 20 th December	MPO
Meeting with Political leadership	1. To get them to appreciate the DMTDP.	DCE, Presiding member, MPs and chairpersons of the sub-committees	Meetings with audio-visuals	15 th to 30 th January	MCE
	2. To update them on the status of implementation		Round-table discussion and, PowerPoint presentations.	October to December	

ANNEX 1: BIBLIOGRAPHY

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ANNEX 2: KNOWLEDGE MAPPING MATRIX & COMPETENCY MAPPING MATRIX FOR LEARNING

Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Medium-Term Development Planning (MTDP)	Municipal Planning Officer	MTDP, NDPC Guidelines, Annual Progress Reports	Advanced results-based planning and impact evaluation by various departments and units
Spatial Planning & Development Control	Physical Planner, Works Engineer, Urban Roads Engineer	Local Plans, Building Permit Records, Site Inspection Reports	Updated base maps, GIS modelling, drone mapping
Local Revenue Mobilisation	Finance Officer, Revenue Superintendent	IGF Reports, Rate Registers, Financial Statements	Revenue forecasting, automation of billing and tracking
Monitoring & Evaluation (MEL)	Dev't Planning Unit, MPCU Members	APRs, Field Monitoring Reports, Indicator Tracking Sheets	Digital dashboards, data quality assurance systems
Disaster Risk Management	NADMO Officer, Environmental Health Officer	Incident Reports, Hazard Maps, Community Risk Assessments	GIS-based risk modelling, climate adaptation planning
Procurement & Contract Management	Procurement Officer, Works Department, Urban Roads Dept.	Procurement Plans, Contract Documents	E-procurement systems, contract performance analytics
Tourism & Local Economic Development	Municipal Dev't Planning Officer, LED focal person,	Tourism Development Plan, Business Registry Data	Market analytics, investment profiling tools
Data & MIS Management	Municipal Dev't Planning Officer, MIS Officer, Statistics Officer	KoboCollect Data, Census Data, Administrative Records	Centralised database system, advanced data analytics

Competency Matrix for Learning:

Competency	Training Programme	Evaluation Criteria	Learning Objectives
Results-Based Planning	Results-Based Management (RBM) Training	Quality of MTDP & AAP outputs	Strengthen logical framework and indicator alignment
GIS & Spatial Analysis	Advanced GIS & Remote Sensing Training	Practical mapping outputs	Improve spatial decision-making and risk analysis
Financial & Revenue Management	IGF Enhancement & Financial Forecasting Workshop	Revenue growth trends, audit outcomes	Enhance revenue optimisation and compliance

Monitoring & Evaluation	Digital M&E Systems & Data Quality Training	Timeliness and accuracy of APRs	Improve performance tracking and reporting
Leadership & Team Coordination	Public Sector Leadership Programme	360-degree feedback, team performance review	Strengthen supervision and inter-departmental collaboration
Community Engagement	Participatory Planning & Stakeholder Engagement Training	Stakeholder satisfaction surveys	Improve citizen participation and transparency
Disaster Risk & Climate Resilience	Climate Adaptation & DRR Training	Integration into plans and projects	Mainstream resilience into municipal planning

ANNEX 3: GLOSSARY

Term	Definition
Activities	The collection of tasks to be carried out in order to achieve an output.
Assumption	Positively-stated external factors which are important for the success of the intervention, are probable (not certain/unlikely) to happen, and are beyond its control.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.
Goal	The long-term result that an intervention seeks to achieve, which may be contributed to by factors outside the intervention.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	A unit of measurement that helps determine what progress is being made towards the achievement of an intended result (objective).
Monitoring	The routine collection and analysis of information in order to track progress, check compliance and make informed decisions for project/programme management
Objective	The intended results of an intervention which can be split by levels of increasing
Policy	A general course of action or proposed overall direction that a government or other institution is, or would be, pursuing and which guides ongoing decision making.
Problem	An existing negative situation
Programme	A collection of related projects and activities that are managed in a coordinated way to achieve a broader strategic goal or long-term outcome. Unlike a project, which is temporary and focused on specific outputs, a programme is often ongoing or conducted over a longer period and focuses on delivering benefits and sustaining impact.
Project	A temporary, goal-oriented effort undertaken to create a unique product, service, or result. It has a clear beginning and end, specific objectives, defined resources, and usually follows a set of planned activities to achieve its outcomes.
Stakeholder	A functional category of actors with a direct dependency on certain environmental resources, in terms of their use and management for specific goals. In many cases the stakeholder is also the 'primary actor'.
Strategy	This identifies what is needed to achieve a policy goal. They are specific and measurable targets for accomplishing a goal. They mark interim steps
Outputs	These are goods and services to be produced in given period in order to achieve stated objectives

ANNEX 4: PUBLIC HEARING REPORT

REPORT OF PUBLIC HEARING HELD ON 23RD DECEMBER, 2025

District: Agona West Municipal Assembly

Region: Central Region

Purpose: Presentation of Medium-Term Development Plan Draft (2026-2029).

Venue: Parish Hall

Date: 23rd December, 2025

S/N	Proceedings
a.	<p data-bbox="289 632 581 663">Medium of Invitation</p> <p data-bbox="289 695 1365 768">Letters were dispatched to the various interest groups two weeks prior to the start of the public hearing.</p>
b.	<p data-bbox="289 863 829 894">Interest Groups and Individuals Invited</p> <p data-bbox="289 926 1317 957">The following interest groups and individuals were invited to the public hearing;</p> <ol data-bbox="337 989 1065 1850" style="list-style-type: none"><li data-bbox="337 989 829 1020">1. Hon. MCE, Agona West Municipal<li data-bbox="337 1052 841 1083">2. Hon. MP, Agona West Constituency<li data-bbox="337 1115 678 1146">3. RPCU, Central Region<li data-bbox="337 1178 802 1209">4. All Assembly Members, AWMA<li data-bbox="337 1241 764 1272">5. All MPCU Members, AWMA<li data-bbox="337 1304 846 1335">6. All Heads of Departments and Units<li data-bbox="337 1367 756 1398">7. GPRTU, Agona West Branch<li data-bbox="337 1430 699 1461">8. Persons with Disabilities<li data-bbox="337 1493 764 1524">9. People living with HIV/AIDS<li data-bbox="337 1556 724 1587">10. Agona Traditional Council<li data-bbox="337 1619 805 1650">11. NGO's in Agona West Municipal<li data-bbox="337 1682 927 1713">12. The Head of Muslim Council, Agona West<li data-bbox="337 1745 943 1776">13. The Head of Christian Council, Agona West<li data-bbox="337 1808 1065 1839">14. Head of the Market Women Association, Agona West

	<p>15. Municipal Chief Farmer</p> <p>16. Contractors' Association, Agona West</p> <p>17. Civil Society Representative, Agona West</p> <p>c. Number of Persons at the Hearing</p> <p>There was a total of one-twenty (120) people at the public hearing including the Municipal Chief Executive, MP of Agona West Constituency, Municipal Co-ordinating Director, and the Presiding Member.</p> <p>d. Opening Remarks</p> <p>The meeting started at 10:07am with the opening prayer said by an Assembly Member. The Municipal Chief Executive welcomed the house and thanked them for honouring the invitation. He also urged the members to get involved in whatever that will be done in order to ensure a successful programme.</p> <p>e. Major Issues</p> <p>The major issue discussed at the hearing was the Medium Term Development Plan Draft (2026-2029). The Municipal Planning Officer (MPO), Angelina Baffoe through a powerpoint presentation, presented the draft to the house. Highlights of the presentation include:</p> <ul style="list-style-type: none"> ❖ Development projections, implications, and needs. ❖ Development goals, objectives, and strategies. ❖ Composite Development Programmes. ❖ Programme financing ❖ Stakeholder Responsibilities ❖ Monitoring and Evaluation <p>f. Questions/Controversies/Complaints</p>
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After the presentation, the floor was opened to the house for questions and other relevant issues. The following controversies, complaints and concerns were raised:

- ❖ Much development focus on Agona Swedru, neglecting other communities in the Municipality (Urban bias).
- ❖ Low involvement of Assembly Members and community members in project planning and implementation.
- ❖ Clarification of stakeholders' responsibilities in monitoring and evaluation.
- ❖ Increasing rate of urbanization resulting in a myriad of urban problems including but not limited to traffic and market congestion and poor sanitation.
- ❖ Poor nature of roads especially in the farming communities.
- ❖ General concerns were raised about the need for proper drainage systems in various communities in the Municipality.

g.

Resolutions

All controversies, concerns and complaints were resolved. All questions were also responded to.

h.

General level of participation

All participants actively participated in the deliberations and were fully cooperative and satisfied with the MTDP.

i.

Wrap-up and Closing Remarks

The Municipal Chief Executive congratulated the team involved in the designing of the D-Plan and entreated them to put in more effort in completing the plan. He also made resolutions to certain complaints that were raised during the discussions.

The AWMA Information Officer thanked everyone for honouring the invitation.

The closing prayer was said by the National Commission on Civic Education officer. The hearing closed at 2:34pm.

MCE:

Hon. Eric Gyamfi Odoom

MCD:

Mr. Simon Asare

Presiding Member:

Hon. Ebenezer Bimpong

Chairman of Development Planning Sub-Committee:

Hon. Samuel Ametepey

Municipal Planning Officer:

Angelina Baffoe

ANNEX 5: MAINTENANCE PROGRAMME

Type of Infrastructure/Assets	Type of Maintenance	Schedule of Maintenance (Start – End)	Estimated Allocation (GHC)	Location	Responsibility
Road Network (Urban & Rural Roads)	Routine grading, pothole patching, resurfacing	2026–2030 (annual cycles)	220,000.00	Agona Swedru, Nyakrom, Abodom	Municipal Works Dept., Dept. of Urban Roads
School Buildings (Basic & JHS)	Structural repairs, painting, provision of gender-sensitive washrooms	2026–2028	95,000.00	Across all educational circuits	GES, Municipal Assembly
Health Facilities (CHPS Compounds, Clinics)	Roof repairs, equipment servicing, sanitation upgrades	2026–2029	90,000.00	Swedru, Kwaman, Bobikuma, Kukurantumi, and other selected communities	GHS, Municipal Assembly
Water Systems (Boreholes, Small Town Systems)	Pump servicing, replacement of pipes, community-based management	2026–2030	85,000.00	Rural communities (Bobikuma, Otsenkorang, Nkum, and other selected communities)	Municipal Assembly, WATSAN Committees
Sanitation Facilities (Public Toilets, Waste Containers)	Cleaning, desludging, replacement of broken units	2026–2030	80,000.00	Swedru, Nyakrom, Abodom	Municipal Assembly, Private Contractors
Electricity Infrastructure (Streetlights, Community Connections)	Bulb replacement, wiring checks, transformer servicing	2026–2030	75,000.00	Swedru, Nyakrom, Abodom	ECG, Municipal Assembly
Drainage Systems (Stormwater Channels)	Desilting, concrete lining, expansion works	2026–2030	95,000.00	Flood-prone areas in Swedru, Nyakrom, and other communities	Municipal Works Dept., NADMO