

AKUAPIM SOUTH MUNICIPAL ASSEMBLY

DISTRICT MEDIUM TERM DEVELOPMENT PLAN

(2026-2029).

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

FOREWARD

Development Planning, Management and Administration has become so critical in recent times stemming from the quest of the citizenry to live a more dignified and improved life. It is in view of this recognition that the 1992, Constitution of Ghana, the Planning Systems Act and various statues have enjoined state institutions including MMDAs to prepare Medium Term Development Plans to guide and direct the Development of their Jurisdictions.

The Akuapim South Municipal Assembly in accordance with the laid down processes spelt out in LI 2232, and in accordance with the Guidelines provided by the NDPC, prepared its 2026 -2029 Medium Term Development Plan to serve as a tool to manage and administer development in the municipality for the period in question.

This MTDP is prepared through a participatory process with all interested stakeholders and development partners. This makes the content and activities identified, reflected in the needs and aspirations of the people of Akuapim South. The plan offers a coordinated and inclusive development approach to improve services for the people. It is anchored on guiding principles of equity, decentralization, cultural diversity, accountability and sustainable development.

The plan identifies tourism, agriculture and infrastructure as well as socio-economic services as the bed-rock to transform the municipality.

I commend the Municipal Planning Coordinating Unit, the Eastern Regional Coordinating Council, the National Development Planning Commission, Development partners and all stakeholders for the cooperation, commitment and effort in preparing this plan.


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Municipal Chief Executive
MUNICIPAL CHIEF EXECUTIVE
AKUAPIM SOUTH MUNICIPAL ASSEMBLY
ABURI

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ABBREVIATION

AIDS	-	Acquired Immune Deficiency Syndrome
ASFR	-	Age-Specific Fertility Rate
CBO	-	Community Based Organization
CSOs	-	Civil Society Organizations
DACF	-	District Assemblies' Common Fund
DACF-RFG	-	District Assemblies' Common Fund Responsive Factor Grant
DAs	-	District Assemblies
DDF	-	District Development Facility
NHIS	-	National Health Insurance Scheme
DMTDPs	-	District Medium-Term Development Plans
DPs	-	Development Partners
EIA	-	Environmental Impact Assessment
GET Fund	-	Ghana Education Trust Fund
GIZ	-	German International Development
GPNSP	-	Ghana Productive Safety Net Project
HIV	-	Human Immuno-deficiency Virus
HRD	-	Human Resource Development
HRDBS	-	Human Resource Development and Basic Services
ICT	-	Information and Communication Technology
ILGS	-	Institute of Local Government Studies
MTDP	-	Medium-Term Development Plan
MPCU	-	Municipal Planning Coordinating Unit
MGCSP	-	Ministry of Gender Children and Social Protection

GSGDA	-	Ghana Shared Growth and Development Agenda
NGO	-	Non-Governmental Organization
PoA	-	Programme of Action
POCC	-	Potentials, Opportunities, Constraints and Challenges
RCCs	-	Regional Co-ordinating Councils
RPCUs	-	Regional Planning Co-ordinating Units
SEA	-	Strategic Environmental Assessment

EXECUTIVE SUMMARY

Background

The Akuapim South Municipal Assembly is one of the thirty-three districts in the Eastern Region. The Municipal was carved out of the then Akuapim South Municipality and established by Legislative Instrument (2396).

After a successful implementation of the MTDP 2022 – 2025, the municipality set out to prepare its MTDP 2026 – 2029 based on the Medium-Term National Development Policy Framework: Resetting-Ghana Agenda-Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity. The plan will be implemented after it has been approved and certified by NDPC to ensure that it is consistent with national development policies and priorities as required by section 18, subsection 1 of the National Development Planning (System) Regulation, 2016 (LI. 2232). The Policy Framework is anchored around five development Dimensions: Economic Development, Social Development, Environment, Infrastructure and Human Settlement, Governance, Corruption and Accountability, Ghana's role in international affairs.

Planning Process

The entire process of preparing the plan was by the Akuapim South Municipal Planning Coordination Unit (MPCU), in accordance with the directive Principle of state policy in the constitution of the Republic of Ghana 1992, Article 36 clause 5 and Article 86 and 87, the Local Governance Act of 2016, (ACT 936), the National Development Planning System Act of 1994 (ACT 480), National Development Planning Commission Act, 1994 (Act 479) and Land use and Spatial Planning Act, 2016 (Act 925) which all designate the Municipal Assemblies as the Planning Authority with the mandate to initiate and prepare plans and

settlement structure plans as prescribed by the NDPC with full participation of the local economy.

The preparation of the DMTDP involved various processes, steps and stakeholders. First was the collection and collation of data through the sub-structures on education, health and agriculture, social and economic infrastructure etc. Six hundred Questionnaires were administered in various communities to solicit for community needs and aspirations. The needs identified were harmonized at four zonal Council Public Hearings with a total participation of 450 people comprising of 200 females and 250 males. The planning process was based on the principle of bottom-up, grassroots community participation in the planning and decision-making processes. The Situational Analysis and various stakeholder gatherings also played a crucial role in determining the district priorities.

The harmonized community needs and aspirations were aligned with the key challenges and gaps identified during the performance review to determine the level of correlation.

The Assembly organized two public hearings to afford the people the chance to make more inputs into the programmes and actions that have been drawn to address their needs and aspirations.

The draft plan was adopted by the Development Planning Sub-committee, Executive Committee and finally by the General House Assembly. A final Public Hearing was organized at the Municipal Assembly Hall to present the draft plan to all the stakeholders for their inputs and feedback as required which have been captured into this draft plan.

A plan preparation team of Nine was constituted, spearheaded by the Municipal Planning Officer, Municipal Budget Analyst, Municipal Internal Auditor, Director of Agric and Assistant Planning Officer, with four additional supporting members.

The Plan preparation team collaborated with various state agencies and other organizations within the municipality during the plan preparation process. Among the collaborated bodies include Ghana Water Company Limited, Electricity Company of Ghana, Traditional council of Aburi, Landlords Associations, Peduase Property Owners Association, Information Services Department, Zonal Councils, National Petroleum Authority, Local Media Houses among others.

Development Focus

The focus of the MTDP of the Assembly (2026-2029) is to improve the living standard of the people in the municipality by facilitating effective, balanced, inclusive and sustained growth and reducing poverty in all forms through effective resource mobilization, allocation and management

Development Goal

The medium-term development goal of the Municipal is to achieve sustained accelerated growth, sound environmental management and rapid poverty reduction within decentralized democratic governance.

Objectives and strategies have been developed under the various goals keeping in mind the national strategies and objectives.

The Plan consists of the Programmes of Action which are further developed into a four-year Annual Action Plans to be implemented within the plan period. The activities and projects in the plan are categorized into five main programmes including: Governance and institutional Development, Environment and Human settlement Development, Social Development, Economic Development and Environmental and International Relation. The plan also considers the implementation of the government's flagship programmes as stated in the Coordinated programmes of Economic and Social Development Policy.

Development Programmes

The Medium-Term Development Plan consists of the Programmes of Action which are further developed into a four-year Annual Action Plans to be implemented within the plan period. The activities and projects in the plan are categorized into five main Proposed Development programmes and sub programmes including:

Economic Development

1. Financial Management Programme
2. Local Economic Development Programme
3. Agriculture Modernization and Post Harvest Management Programme

Social Development

1. Vulnerability, Social and Child Protection Programme
2. Health Improvement Programme
3. Water, Environmental Health and Sanitation Programme
4. Education Improvement Programme
5. Youth and Sports Development Programme

Environment and Human Settlements Development

1. Climate Change and Environmental Sustainability Programme
2. Transport Infrastructure and Safety Management Programme
3. Spatial Development Programme

Governance and Institutional Development

1. Governance, Accountability and Public Safety Improvement Programme
2. Sub-Structure Improvement Programme
3. Capacity Building and Productivity Improvement Programme
4. Co-ordination, Monitoring, Evaluation and Learning Programme

International Relations

1. Sister Cities Relations Programme

Implementation Arrangements

The DMTDP will be implemented within the context of the decentralized planning system which promotes broad participation and partnership in the development process at all levels of society. The plan will form the basis of budgeting for the period 2026-2025, as well as for monitoring and evaluating development programmes and projects. Civil Society, public sector, academia development partners and all other development actors will be able to take part in the implementation process at all levels of the plan implementation. It is also expected that additional support would come from Civil Society Organizations, local communities, Traditional Authorities, as well as the citizenry, to ensure a successful implementation of the Plan. Over the implementation period the office of the Akuapim South Municipal Assembly headed by the Municipal Chief Executive will have the primary responsibility of ensuring the successful implementation of the plan.

Monitoring and Evaluation Arrangement

Indicators measuring achievement of goals and objectives have been identified and defined in the plan through the monitoring and evaluation matrix. This document also includes the monitoring and evaluation calendar with tentative dates for each of the plan implementation year. Dissemination and communication strategies publicize and document plan implementation and outcome of monitoring and evaluation such as quarterly and annual progress report, stakeholders' workshop, radio discussions, and town hall meetings were discussed.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter introduces the Akuapim South Municipal Assembly and sets the stage for the entire development plan. It outlines the vision, mission, mandate, and core functions of the Assembly, along with its governance structure and location. This chapter serves as a foundation for understanding the Assembly's strategic focus over the planning period.

1.1 Background

The Akuapim South Municipal Assembly (then a District) was carved from Nsawam/Adoagyiri Municipal Assembly on 6th February, 2012 by Legislative Instrument (L.I.) 2040 and upgraded to a Municipal status on 12th February, 2020 by L.I. 2396. Its area of authority comprises of twenty-six (27) Electoral Areas outlined under the first schedule of the Instrument.

The Assembly exists to improve the quality of life of its people through the provision of social services and the creation of an enabling environment for accelerated and sustainable development within the framework of democratic decentralization. It is bordered to the South by Ga East, La Nkwantanang-Madina and Adenta Municipal Assemblies, to the East by Kpone Katamanso Municipal Assembly, to the West by Nsawam/Adoagyiri Municipal Assembly and to the North by Akuapim North Municipal Assembly.

Akuapim South Municipal Assembly is approximately 20km from Accra, the capital city of Ghana and lies within the South Eastern part of the Eastern Region of Ghana between latitude 5.45N and 5.58N and longitude 0.07W. The total land size of the Municipal is approximately 503sq.km. Aburi is the Municipal Capital of the Akuapim South Municipal.

According to the 2021 Population and Housing Census, the Municipality recorded a total population of 76,922, comprising 37,101 males (48.2%) and 39,821 females (51.8%). This represents a 105% increase compared to the 2010 census population of 37,501.

1.2 Vision Statement

To be a first-class development and client service oriented Municipal Assembly.

1.3 Mission Statement

The Akuapim South Municipal Assembly exists to improve the quality of life of its people through the provision of social services and the creation of an enabling environment for accelerated and sustainable development within the framework of democratic decentralization.

1.4 Core Values

Its core values, which guide the attitudes and behaviours of staff, closely align with those outlined by the Local Government Service. These values include: Accountability, Client-Orientation, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness, and Transparency.

1.5 Functions of the Municipal Assembly

The Assembly performs the following mandatory functions as enshrined in the Local Governance Act, Act 936 of 2016:

- The Assembly exercises Political and Administrative Authority, provides guidance, gives direction to and supervises all other Administrative Authorities in the Municipal.
- The Assembly exercises deliberative, legislative and executive functions in the Municipal.
- The Assembly is responsible for the overall development of the Municipal and ensures preparation and submission of Medium-Term Development Plans of the Municipal, budget and other statutory reports of the Municipal through the Regional Coordinating Council to the NDPC and Ministry of Finance and Economic Planning and the OHLGS.
- The Assembly formulates and executes plans, Programmes and strategies for effective mobilization of the resources necessary for the overall development of the Municipal.

- Promotes and support productive activity and social development in the Municipal and remove any obstacle to initiate developments.
- Initiate programs for the development of basic infrastructure and provide works and services in the Municipal.
- The Assembly is responsible for the development, improvement and management of human settlement and the environment in the Municipal.
- The Assembly is responsible for the maintenance of security and public safety in the Municipal through co-operation with the appropriate national and local security agencies.
- The Assembly executes approved development plans for the Municipal. It guides, encourages and support Sub-municipal structures, public agencies and local communities to perform their roles in the execution of approved Development Plans and Budget.
- The Assembly co-ordinates, integrates and harmonizes the execution of programs and projects under approved development plans for the Municipal and development programs initiated by the Ministries, Departments and public corporations in the Municipal.

1.6 Organizational Structure of the Akuapim South Municipal Assembly

The Akuapim South Municipal Assembly, the highest political and administrative body in the Municipality is made up of 26 elected Assembly Members and 12 appointed members. There exist a Member of Parliament and the Municipal Chief Executive who are also members of the Municipal Assembly.

1.6.1 Executive Committee of the Akuapim South Municipal Assembly

The Executive Committee is composed of the chairpersons of the various sub-committees including the five mandatory ones as listed below:

- i. Finance and Administration,
- ii. Justice and Security,

- iii. Works,
- iv. Social Services, and
- v. Development Planning

The Municipal Chief Executive is the chairperson of the Executive Committee.

1.6.2 Sub-committees of the Municipal Assembly

Five statutory sub-committees were in place in 2021 and each consisted a minimum of 7 Assembly Members and was headed by a chairperson selected from among the members. These sub-committees included:

- i. Finance and Administration
- ii. Works
- iii. Justice and Security
- iv. Social Services
- v. Development Planning

1.6.3 Additional Committees

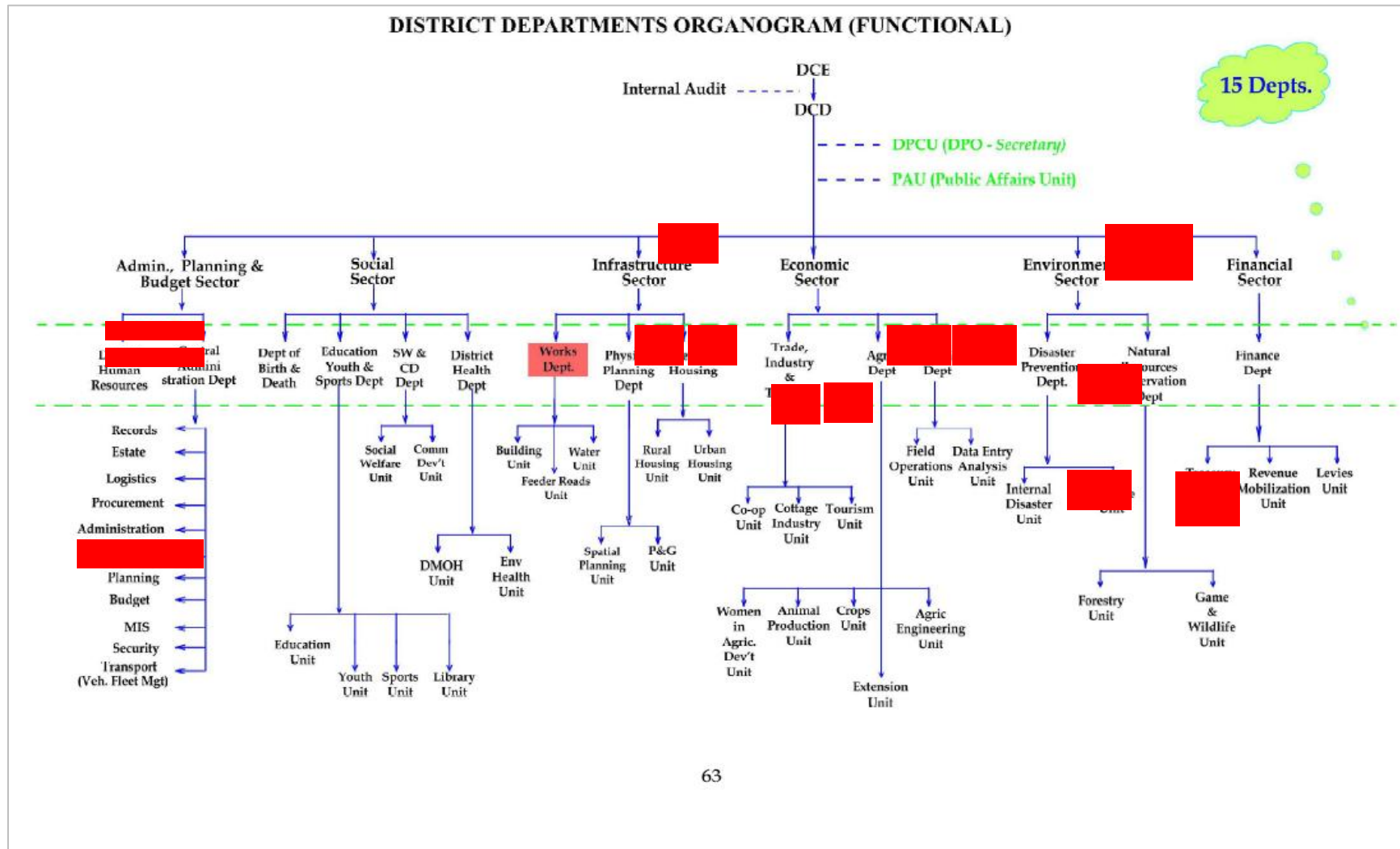
The following additional committees in 2021 worked for the effective and efficient implementation of policies, programs and projects at the Municipal Assembly level.

- Public Relations and Complaints committee (PRCC)
- Education Oversight Committee (EOC)
- Disability Fund Management Committee (DFMC)
- Municipal Security Council (MUSEC)
- Municipal Entity Tender Committee
- Statutory Planning Committee (SPC)
- Market Committee
- Municipal AIDS Committee
- Municipal Audit Committee

- Municipal Sanitation Sub-Committee

1.6.4 Functional Organogram of the Akuapim South Municipal Assembly

Figure 1.1 The Organogram of the Assembly



1.7 Map of the Akuapim South Municipal Assembly

The Akuapim South Municipal is one of the thirty-three (33) Municipalities/Districts in the Eastern Region of Ghana. The Akuapim South Municipal was elevated to the status of a municipality by Legislative Instrument (L.I.) 2396 of 2020 on 12th February, 2020.

The Akuapim South Municipal (then a district before 2020) established on 6th February, 2012 under L.I 2040, Act 1742 was carved out of the former Akwapim South Municipal, now referred to as Nsawam Adoagyiri Municipal. Aburi is the municipal capital.

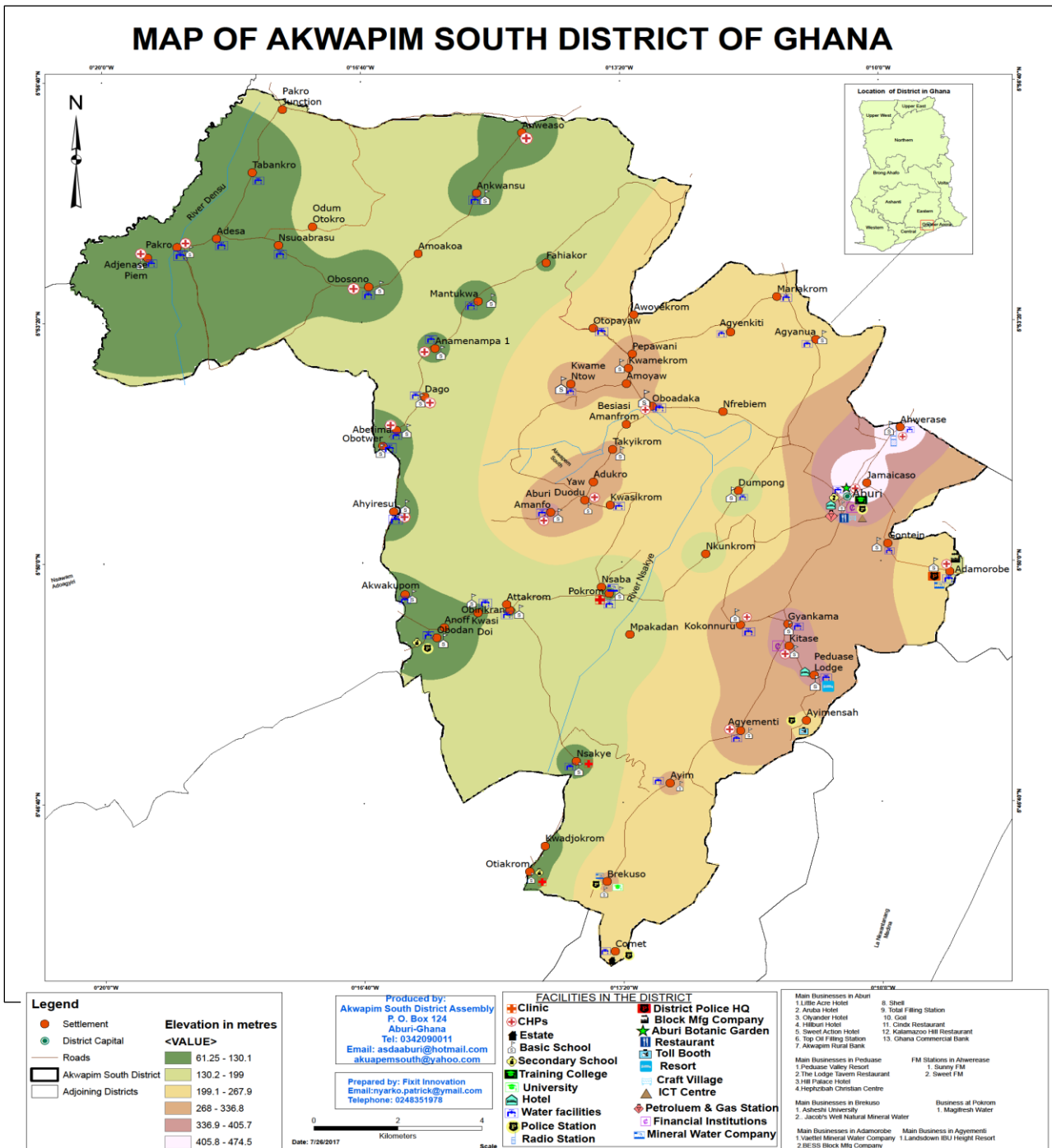
The municipal shares boundaries with the Nsawam/Adoagyiri Municipal to the West, South-East by the Kpone – Katamanso District, to the South by the Ga-East Municipal and to the North-East by the Akwapim North Municipal.

Geographically, the Akuapim South Municipal lies between latitudes 5.5° N and 5.58°N and longitude 0.0° W. According to the 2021 Population and Housing Census, the Municipality recorded a total population of 76,922, representing 2.6% of the Eastern Region's population. Females constitute 51.77% (39,821) while males make up 48.23% (37,101). The 2026 projected population stands at 107,852, with 55,833 females and 52,019 males, maintaining the same gender ratio. whereas its population in 2010 was 37,501. The municipality covers a land area of 224.13km².

There are two major areas of comparative advantage in the municipality. These are the **agricultural** and **tourism** sectors. Consequently, development programmes of the Municipal Assembly have focused on exploiting the advantages in these areas with the aim of making development replicative into other sectors.

1.7.1 Locational Map of Akuapim South

Figure 1.2 Map of the Akuapim South Municipal Assembly



1.7.2 Scope of the Plan

The First Chapter covers a general introduction of the MTDP, outlining the background of the Assembly which includes the vision, mission, functions, and mandate. The chapter further provides an overview of the structure and content of the document, setting the stage for the detailed planning and development processes to follow.

Chapter Two presents a data-driven situational analysis conducted to assess existing conditions across various sectors, including the Economy, Environment, Social, Security and Governance. Through this analysis, the current state of these sectors is diagnosed, highlighting both opportunities and challenges. The development implications of these conditions are demonstrated, focusing on key issues that require targeted intervention. Additionally, a performance review of the 2022-2025 MTDP, including financial performance, is conducted to evaluate progress. Lastly, a medium-term needs assessment and projections are provided to forecast future resource requirements and strategic actions necessary for sustainable development.

The Third Chapter outlines the prioritization of key development issues identified in Chapter two, using an agreed-upon set of criteria and prioritization tools. The issues were ranked based on factors such as the severity and diversity of the problem, as well as the potential social, economic, and environmental benefits of addressing them. Additionally, the analysis considered the multiplier effects, such as the attraction of investors, job creation, income increases, and overall economic growth. The prioritization also focused on issues with significant linkage effects on meeting basic human needs and rights. A narrative is provided on how the prioritization process was conducted, highlighting the reasons behind the selection of specific issues. The tool(s) used for the prioritization are also identified, with explanations of why they were chosen to ensure objective, data-driven decision-making. Chapters Four and Five focus on formulating development goals, objectives, and strategies, and translating them into comprehensive programmes for the planning period. Chapter Four details the alignment of goals and strategies with the Spatial Development Framework and Structural plans, using a matrix to link them to National Objectives. Chapter Five expands on these strategies, outlining broad programmes that cover areas like Development Programmes, Programme Financing, Revenue Generation measures and Strategic Environmental

Assessment. The Development Programmes entails, Monitoring and Evaluation, communication, asset maintenance, Knowledge Management and learning and joint development programmes.

Both chapters address assumptions and methodologies for costing, time frames, costs, implementing institutions and, ensuring a structured approach to resource allocation and implementation.

Chapters Six and Seven focus on Annual Action Plans, project formulation and the monitoring and evaluation of projects and programme progress. Chapter Six details the Annual Action Plans (AAPs) based on development programmes from Chapter Five, with projects aligned to the Medium-Term expenditure framework.

Chapter Seven outlines the M&E arrangements for tracking and assessing the progress of the MTDP's implementation. It includes data collection, Stakeholder Analysis, field visits and regular evaluations (ex-ante, mid-term, and terminal) to inform decision-making. Participatory M&E tools like PRA, CRC, and CSC are used to ensure community involvement and effective assessment throughout the implementation period.

Chapter Eight focuses on formulating a communication strategy to ensure transparent and efficient execution of the MTDP. The strategy clearly defines its goals, targeting key stakeholders, including gender and vulnerable groups. It involves developing tailored key messages for each target audience and selecting the most effective communication channels to reach them. Additionally, the strategy included indicators to assess its effectiveness, ensuring that communication efforts are impactful and aligned with the overall objectives of the development plan.

The estimated cost of the plan is **GHC 32,418,586.12**. About 23 percent of this will be financed from Internally Generated Funds and the rest from District Assembly Common Fund, DACF RFG, Donor partners and Government of Ghana's interventions among others.

In the wake of government fiscal difficulties, the Assembly is also looking for more innovative ways of funding its development programmes on a sustainable basis.

It is anticipated that the proposed interventions will contribute in solving the socio-economic problems and challenges confronting the municipality.

CHAPTER TWO

SITUATIONAL ANALYSIS OF AKUAPIM SOUTH MUNICIPALITY

2.0 Introduction

This chapter examines the current development status of the municipality. It reviews the progress made during the 2022–2025 period in key areas such as education, health, infrastructure, economic development, and governance. It also assesses financial performance and presents a SWOT analysis. The insights here provide a clear understanding of the municipality’s strengths, gaps, and future development needs.

2.1 Legislative and Policy Context for Development Planning

In accordance with the Directive Principles of State Policy enshrined in Article 36(5) of the 1992 Constitution of the Republic of Ghana, and pursuant to the provisions of key national planning and governance legislation—including Sections 86 and 87 of the Local Governance Act, 2016 (Act 936), the National Development Planning (System) Act, 1994 (Act 480), the National Development Planning Commission Act, 1994 (Act 479), and the Land Use and Spatial Planning Act, 2016 (Act 925)—District Assemblies are formally designated as Planning Authorities. Within this mandate, Metropolitan, Municipal, and District Assemblies (MMDAs) are legally empowered to initiate, prepare, coordinate, and implement development plans and settlement or structural schemes, following the formats and methodologies prescribed by the National Development Planning Commission (NDPC).

Critically, these statutory frameworks emphasize the requirement for full and inclusive participation of local communities in the development planning process, thereby ensuring that planning is not only technically sound but also socially responsive and democratically legitimate.

2.1.1 Medium-Term Development Planning in Akuapim South Municipality

In line with the above-stated legal and policy directives, the Akuapim South Municipal Assembly prepared a comprehensive four-year Medium-Term Development Plan (MTDP) for the period 2022–2025. This plan was formulated in alignment with the national Medium-Term Development Policy Framework (MTDPF) titled *"Agenda for Jobs: Creating Prosperity and Equal Opportunities for All"* and developed according to the guidelines issued by the NDPC. The 2022–2025 MTDP served as the Assembly's principal planning document, outlining priority development goals, programmes, and projects for implementation within the specified planning cycle.

As the current MTDP draws to a close in 2025, the Municipal Assembly has initiated the preparation of a successive plan in compliance with the requirements of the Local Governance Act, 2016 (Act 936) and Legislative Instrument (LI) 2232. This next planning cycle, spanning 2026–2029, is also anchored on the revised national development framework— *Resetting- Ghana Agenda-Creating Jobs, ensuring Accountability and promoting Shared Prosperity (2026–2029)* and is structured to ensure continuity, sustainability, and coherence in local development interventions.

2.1.2 Situational Analysis and Strategic Planning Approach

This chapter presents a comprehensive, data-driven situational analysis of the Akuapim South Municipality. The analysis was undertaken in collaboration with the Ghana Statistical Service (GSS) and Municipal Statistical Officers, and it encompasses a multi-sectoral assessment across four thematic areas: Economy, Environment, Social Development, and Governance. The aim is to diagnose the current development landscape, identify key trends, and highlight the critical opportunities and constraints influencing sustainable development within the Municipality.

Based on the findings, the chapter articulates the development implications of existing conditions, with an emphasis on strategic issues requiring targeted interventions. A performance review of the ongoing 2022–2025 Medium-Term Development Plan is also conducted, assessing implementation progress and financial performance. This review informs the identification of gaps and lessons learned, which serve as input into the planning of the next medium-term period.

Finally, the chapter provides a forward-looking medium-term needs assessment and strategic projections. This includes estimates of resource requirements, development priorities, and policy actions necessary to achieve inclusive, equitable, and sustainable growth across the Municipality in the 2026–2029 planning period.

2.2 District Development Goal

The focus of the MTDP of the Assembly (2026-2029) is to improve the living standard of the people in the municipality by facilitating effective, balanced, inclusive and sustained growth and reducing poverty in all forms through effective resource mobilization, allocation and management

2.3 Performance Review of DMTDP (2022-2025)

This section presents a comprehensive performance review of the 2022–2025 Medium-Term Development Plan (MTDP) implemented by the Akuapim South Municipal Assembly. The review is guided by the planning Legislative Instrument 2232, and the guidelines provided by the National Development Planning Commission (NDPC). It aims to assess the extent to which development targets were met, identify key outcomes and impacts of interventions, and distil the lessons learned to inform the preparation of the 2026–2029 MTDP.

The review is also consistent with national development planning principles that emphasize transparency, accountability, evidence-based planning, and participatory development. Accordingly, the assessment was

conducted with technical input from the Ghana Statistical Service (GSS) and Municipal Statistical Officers, covering all key thematic areas of development.

2.3.1 Objectives of the Performance Review

The primary purpose of the performance review was to:

1. Assess the performance of the Akuapim South Municipal Assembly in implementing the 2022–2025 MTDP;
2. Determine the extent to which planned targets and indicators were achieved across various sectors;
3. Evaluate the outcomes and impacts of implemented projects and programmes;
4. Identify key challenges and lessons learned that will have implications for the development of the 2026–2029 MTDP.
5. The review focused on four (4) development dimensions, as classified by the NDPC. These include: Economic Development; Governance, Corruption and Public Accountability; Environment, Infrastructure, and Human Settlements; and Social Development.

2.3.2 Summary of Overall Implementation Performance

Table 2.1 presents the indicator performance for the 2022–2025 Medium-Term Development Plan (MTDP). The overall project/programme implementation rate under the 2022–2025 MTDP stood at **75.7%**, falling short of the target implementation rate of 97%. Despite this moderate performance, significant progress was made in several sectors, with many development indicators showing positive trends relative to baseline values. However, none of the development dimensions fully achieved their set indicator targets, suggesting a need for more robust planning, resource mobilization, and monitoring mechanisms.

2.3.3 Sectoral Performance Review

2.3.3.1 Economic Development

Under the Economic Development dimension, the Assembly implemented a range of national and local-level interventions, notably the **Planting for Food and Jobs (PFJ)**, **Modernizing Agriculture in Ghana (MAG)** programme, **Planting for Export and Rural Development (PERD)**, and Youth Employment initiatives. These interventions contributed to increased agricultural production, improved access to farm inputs, and enhanced employment opportunities, especially for the youth. However, only **54.5%** of the planned economic development projects were implemented. This limited the scale of economic transformation within the municipality and underscored the need to strengthen institutional capacity and financing for economic initiatives in the next planning cycle.

2.3.3.2 Social Development

The **Social Development** dimension recorded the highest implementation rate at **98%**, with notable achievements in education, health, sanitation, and social protection. Basic school enrolment increased significantly during the period, although a proportion of school-age children still remain outside the formal school system. The number of classrooms under trees was reduced through the construction and renovation of educational infrastructure. Investments in health infrastructure and the delivery of public health education campaigns resulted in improved health outcomes, including increased Outpatient Department (OPD) attendance, higher family planning acceptance rates, and broader immunization coverage.

Social protection interventions, particularly in child protection, led to an increase in the resolution of child maintenance cases. The expansion of social services at the community level played a critical role in promoting equity and ensuring inclusive access to development opportunities. However, the prevalence of Gender-Based violence, inequality, inequity and Teenage Pregnancy still dominates in some rural areas within the municipality. Additionally, there was a notable increase in sanitation coverage, driven by extensive public sensitization on

household toilet construction. Despite this progress, no community in the Municipality has yet attained Open Defecation Free (ODF) status, highlighting the need for intensified sanitation interventions.

2.3.3.3 Environment and Human Settlements

Under the **Environment, Infrastructure Human Settlements** dimension, the Municipality exceeded expectations, implementing **109%** of the planned interventions. Key achievements include the successful execution of spatial planning targets from 2021 to 2023, though the 2024 target was not achieved. However, the extension of electricity to unserved communities remains a critical challenge. Most communities within the Dago Zonal Council area are yet to be connected to the national grid, adversely affecting performance indicators in this sector. Furthermore, the Municipality recorded poor performance in the street naming and property addressing sub-sector, indicating the need for renewed attention and resource allocation.

2.3.3.4 Governance, Corruption, and Public Accountability

In the **Governance, Corruption, and Public Accountability** dimension, approximately **50%** of planned activities were implemented. The execution of security-related interventions, including those led by the Municipal Security Council (MUSEC), contributed to a reduction in chieftaincy disputes, land-related conflicts, and crime rates. However, the intended governance and accountability outcomes were not fully realized, suggesting the need for stronger institutional mechanisms, citizen engagement, and transparency measures.

2.3.4 Lessons Learned and Implications for Future Planning

The performance review has revealed several insights that are critical for shaping future development planning in the Akuapim South Municipality:

- ❖ The high implementation rate under social and environmental dimensions demonstrates the Municipality’s relative strengths in social infrastructure delivery and spatial planning. These strengths should be consolidated and scaled in the next plan.
- ❖ Economic transformation remains a challenge due to limited project implementation and weak linkages between agricultural support programmes and local market development.
- ❖ Governance outcomes were mixed, highlighting the need for continuous public sector reform and deeper community involvement in planning and monitoring.
- ❖ Persistent issues such as rural electrification gaps, poor sanitation certification, and substandard street addressing systems require renewed attention and investment.
- ❖ The reliance on centrally driven programmes underscores the importance of building local capacity to generate internal revenue and develop context-specific solutions.

2.3.5 Conclusion and Outlook

In conclusion, the Akuapim South Municipality has made commendable progress in implementing its 2022–2025 Medium-Term Development Plan, with several sectors showing improved performance compared to baseline conditions. Although the overall implementation rate of 75.7% falls short of the targeted 97%, the municipality is projected to achieve between **80% and 97%** completion by the end of December 2025, assuming continued momentum and efficient resource utilization.

The insights derived from this performance review will directly inform the design and prioritization of interventions in the upcoming 2026–2029 MTDP. As the Assembly transitions to the new planning cycle, it must deepen stakeholder engagement, strengthen institutional coordination, and leverage data-driven decision-making to ensure inclusive, resilient, and sustainable development outcomes across the municipality.

Table 2.1 Performance Review (2022-2025)

Development Dimensions	Indicators	Baseline (2021)	2022 -2025 Medium Target	Cumulative Achievements		Remarks
				Data on Actual Performance		
				2022-2025	Data	
GOAL: BUILD A PROSPEROUS SOCIETY						
	No. of markets developed and market stalls constructed	2	8	2022 2023 2024 2025(1 st qtr)	1 2 0 0	
	Percentage change in IGF performance	28.32%	50%	2022 2023 2024 2025(1 st qtr)	11.68% 2.70% 34.1% 8.26%	Diverse initiatives should be incorporated to generate more revenue
	Farmer Extension Agent Ratio	1:2,000	1;1225	2022 2023 2024 2025(1stq tr)	1:2931 1:1758 1:4396 1:4600	More extension officers needed
	Total output in Agricultural Production (mt/ha)			2022	1705mt 9,050.77mt 56.56mt 1,905mt 37426mt 0mt 0mt 589mt 600mt 650mt 202,205mt	Financial and logistical constraints retarding data collection
	Maize	1,493.7 mt	21,000mt			
	Cassava	625.9 mt	16,500mt			
	Cocoyam	3,560 mt	25,700mt			
	Plantain	1,029.6 mt	12,700mt			
	Pineapple	42.40mt	55,000mt			
	Tomatoes	38,000mt	0mt			
	Pepper	64.9 mt	0mt			
	Sheep	3,189mt	0mt			
	Goat	2,151mt	0mt			
	Pig	4,202mt	0mt			
	Poultry	1,068mt	0mt			
		7,733mt			2347mt 25254.60mt 1301.40mt 4249,70mt 45688.8mt 0 mt	

				2023	0 mt 2789 mt 3735 mt 2911 mt 177104 mt 2440.00mt 2600.00mt 1400mt 4400,00mt 46200mt 0mt 0mt 2900mt 3850mt 3000mt 180,500mt 85.05mt	
				2024	165.75mt 2.08mt 128.32mt 4151.74mt 0mt 0mt 1.02mt 0.38mt 8.66mt 7.6mt	
				2025(1 st qtr.)		
	Average productivity of selected crops(mt/ha)			2022	0mt 0mt 0mt 0mt 0mt	
	Cassava	30mt	120mt			
	Maize	2.9mt	12mt			
	Pineapple	61.7mt	240mt	2023	29.4mt 2.88mt	
	Plantain	9mt	36mt		61.7 mt 9.1 mt	
	Cocoyam	5.4	25mt	2024	5.4 mt 29.5mt 2.90mt 51.0mt	

				2025(1 st qtr)	8.0mt 5.4mt Data yet to be collected.	
	Percentage of arable land under cultivation	55%	280%	2022 2023 2024 2025(1 st qtr.)	11.13% 42.08% 12.0% 10%	
	Number of new industries established i. Agriculture ii. Industry iii. Service	1 1 1	12 8 4	2022 2023 2024 2025(1 st qtr)	0 0 0 0 0 0 0 0 0	
	Number of new jobs created i. Agriculture ii. Industry iii. Service	1,290	9,500	2022 2023 2024 2025(1 st qtr)	10 15 45 50 8 15 65 12 12 0 0 0	

Development Dimensions	Indicator	Baseline (2021)	2022-2025 Medium Target	Development Outcomes		
				Data on Actual Performance		
				2022-2025	Data	
GOAL: BUILD A PROSPEROUS SOCIETY						
Economic Development	Percentage of communities covered by electricity			2022	90% 40% 95%	
	District:	85%	100%	2023	92% 56% 98%	
	Rural:	30%	40%	2024	100% 95%	
	Urban	55%	60%	2025(1stqtr)	100% 55% 95%	
GOAL: CREATE OPPORTUNITY FOR ALL						
Social Development	Net Enrolment rate:			2022	108% 135% 107%	Initiatives and policies such as Free SHS and school feeding helped to increase enrolment in schools.
	Kindergarten:	103.3%	100%	2023	110% 108% 135%	
	Primary:	132%	100%	2024	71% 90% 52.6%	
	JHS:	65.4%	100%	2025(1stqtr)	65.47% 50.94% 11.74%	

Gender Parity Index: Kindergarten: Primary: JHS:	0.90%	1.0%	2022	1.0 1.0 8.9	Initiatives such as promotion of gender mainstream among JHS Pupil and gender club activities helped to bridge the gender gap among some of the pupil.
	1.32%	1.0%	2023	1.4 0.94 0.97	
	0.90%	1.0%	2024	0.90 0.90 0.90	
			2025(1stqtr)	0.93 0.92 1.02	
Completion Rate: Kindergarten: Primary: JHS:	68.2%	320%	2022	117% 148% 96%	Increase in completion rate among is as result of education on Gender club activities.
	65.7%	320%	2023	0% 154% 156%	
	61.7%	320%	2024	115% 248.60% 85.32%	
			2025(1stqtr)	86.84% 76.93% 183.11%	
Percentage change in Pass Rate: JHS:	68.2%	10%	2022	-0.9	
			2023	1.7%	
			2024		
			2025(1stqtr)	-5.5	

					The 2025 BECE exams is yet to be conducted.	
	Number of STEM, STMIE and Mock Exams Organized	5	20	2022 2023 2024 2025(1stqtr)	4 5 6 2	

	Number of operational health facilities			2022	24	
		24			1	
	CHPS Compound	1			5	
		5			1	
	Clinics	0		2023	24	
			80		1	
	Health center		4		5	
	Hospital		20		1	
			4			
				2024	24	
					1	
					5	
					1	

				2025(1st qtr)	24	
					1	
					5	
					1	
	Number of CHPS compounds completed	2	8	2022	0	
				2023	1	
				2024	2	
				2025(1st qtr)	1	
	Number of Population with valid NHIS Card			2022	21770	
					52313	
			100%		74083	
			220%		2147	
	i)Male		320%		17662	
	ii)female	40104	12%		5876	
		46619	160%		46040	
	iii)Total	86723	28%		2358	
	iv)Indigents	3249	16%			
	v)Informal	37395		2023	41236	
		5666			47590	

	vi)Aged	38280			88826	
	vii)Under 18years	3674			4219	
	viii)Pregnant Women				32542	
					3978	
					36619	
					3709	
				2024	43236	
					48590	
					91826	
					4000	
					33000	
					4000	
					38619	
					3900	
				2025(1st qtr)	41236	
					47590	
					88826	
					4219	
					32542	
					3978	
					36619	

					3709	
	Prevalence of malnutrition			2022	0	
	- Wasting	0	0		0	
	- Underweight	0	0	2023	0	
	- Stunting	0	0		0	
				2024	0	
					0	
					0	
				2025(1st qtr)	0	
					0	

Maternal Mortality Ratio (insti): number of Deaths due to Pregnancy and child birth per 100,000 live birth)	0	0	2022	1	Maternal Mortality Ratio Reduced as a result of intensive anti natal education and Improved technology.
			2023	0	
			2024	0	
			2025(1 st qtr)	0	
Number of OPD cases	59,916	100,000	2022	55791	OPD cases increased to depict quality health care service rendered. to patience.
			2023	71639	
			2024	84489	
			2025(1 st qtr)	20603	
Number of people tested positive for HIV	55	0	2022	70	
			2023	143	
			2024		
			2025(1 st qtr)	173	
				0	

	Malaria Case Fatality (institutional) of children under 5 years Per 10,000.00 Population.			2022	0	Malaria case fatality recoded zero because of intensive education and immunization.
					0	
					0	
	Male	0	0	2023	0	
	Female				0	
	Age group	0	0	2024	0	
		0	0		0	
		0	0		0	
		0-5years	0-5years	2025(1st qtr)	0	
					0	
Percentage change in Skilled delivery	36.50%	80%	2022	23%		
			2023	26.1%		
			2024	14.7%		
			2025(1st qtr)	26.9		

Proportion of Children fully immunized (Penta 3 Coverage)	75.26%	20%	2022	79.26	
			2023	88.99	
			2024	81.26	
			2025(1stqtr)	74.46	
Institutional Maternal Mortality Rate	0	0	2022	0	Anti natal education strengthened in the municipality
			2023	0	
			2024	0	
			2025(1stqtr)	0	
Percentage of population with sustainable access to safe drinking water sources			2022	72.40%	Availability and Accessibility of mechanized boreholes in more than 80% in the communities.
Municipal:	71%		2023	72.40%	
Rural:		220%		49.00%	

	Urban:	45.2%			23.40%	
		25.38%	90%	2024	82.71%	
			130%	2025(1st qtr)	56.30%	
					26.41%	
	Percentage of population with access to improved sanitation Services			2022	82.71%	
					56.30%	
					26.41%	
	Municipal:	50.4%	250%	2023	56.00%	
	Urban:		150%		30.00%	
	Rural:	26.4%	100%	2024	26.00	
		24%			87.83%	
				2025(1st qtr)	58.31%	
					29.52%	
					87.83%	

					58.31%	
					29.52%	
	Percentage of households with access to improved toilet facilities	59.3%	160%	2022	40%	Continues sensitization and support to the construction of household toilets has helped to minimize open defecation
				2023	48%	
				2024	52.50%	
				2025 (1 st qtr)	18.50%	
	Percentage improvement in solid waste coverage	51.2%	160%	2022	40%	
				2023	51%	

				2024	55	
				2025(1st qtr)	17.50	
Development Dimensions	Indicator	Baseline (2021)	2022-2025 Medium Target	2022--2025	Data	
Social Development						
	No. of Recorded Cases of Child trafficking and Abuse			2022	0	Intensive sensitization and protection of child welfare and the vulnerable has helped to curb cases of abuse and trafficking in the municipality.
	Trafficking	0	0		0	
	Male	0	0		1	
	Female	1	0		0	
	Sexual Abuse	4	0		1	
	Male	0	0	2023	0	
	Female	0	0		0	
					0	
					0	
					0	

					0	
	Child Labour	4	0		0	
	Male	4	0		0	
	Female	0	0		0	
		0	0		0	
	Emotional Abuse				1	
	Male	0	0	2024	0	
	Female	0	0		0	
					1	
					0	
	Neglect	0	0		0	
	Male				0	
	Female	2	1		0	
		4	1		0	
					0	
	Early Marriage			2025(1st qtr)	0	
	Male				0	
	Female				3	
					1	

	Female Genital Mutilation				0	
	female				0	
					1	
					0	
	Child Separation				2	
	Male				2	
					2	
	Female				6	
					0	
					0	
					0	
					0	
					0	
					0	
					2	
					0	
					0	
					0	
					0	
					0	
					0	
					0	

					0 0 0 0 0	
	Number of LEAP beneficiaries (Households)	106	920	2022	4	Leap beneficiaries get to increase depict the zeal to alleviate poverty with in the municipality.
				2023	20	
				2024	522	
				2025(1st qtr)	429 471	
	No. of PWDs provided with financial support	250	940	2022	30(M;11, F=19)	The assemble through the help of social welfare department is doing their best to sponsor needy but brilliant PWD
				2023	73(M:18, F;55)	
				2024	28(M=10, F=18)	

				2025(1st qtr)	9(M =7, F=2)	students in school.
	No. of PWDs identified and engaged in income generating activities		940	2022	204	PWD's are supported economically to reduce unemployment and alleviate poverty
				2023	8	
				2024	36	
				2025(1st qtr)	30	
Environment, Infrastructure and Human Settlement	Percentage of road networks in good shape.			2022	60%	Periodic Reshaping and maintenance of road has improved smooth transportation of goods.
	Total	71.5%	71.5%		36%	
	Urban		5%	2023	60%	
	Feeder	5%			36%	
			66.5%		24%	
		66.5%		2024	90%	
					50%	
					65%	

				2025(1st qtr)	107% 54% 53%	
	Number of public educations organized for fringe communities	8	16	2022	8 Public education programmes were organized 60 farmers,90 households and	
				2023	3communities were sensitized	
				2024	8 Public education programmes were organized	

				2025(1 st qtr)	<p>100 households were sensitized</p> <p>10 Public education programmes were organized</p> <p>Total participant: 337 M=247, F=90 and 9 communities.</p> <p>3 Public education programmes were organized</p> <p>20 communities were sensitized</p>	
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	Length of road maintained/Rehabilitated			2022	3km	Periodic maintenance culture has improved road conditions and reduced accidents.
	i. Town roads				3km	
	ii. Urban roads	9.4	22.2	2023	17km	
	iii. Feeder roads				1km	
					1km	
		29.6	40		14km	
					2km	
				2024	2km	
		37.0	120		27km	
					0km	
					0km	
				2025(1st qtr)	0km	

Number of I. Culverts ii. foot bridges constructed	5	12	2022	1 no. 0 5no.	Increase in the number of culverts constructed has reduced flood rate.
			2023	0 4no. 0	
			2024	0 0	
			2025(1st qtr)		
Number of communities with layout (Local Plans)	2	8	2022	4	Improved local lay outs of the municipality will minimize flood issues and other spatial planning deficit.
		2023	5		
		2024	6		
		2025(1st qtr)	1		
Number of inspections organized	8	48	2022	9	
		2023	9		
		2024	12		

				2025(1st qtr)	2	
	No. of communities with	2	12	2022	12	This has improved the local plan of the municipality.
	I street names			2023	20	
	ii properties addressed				12	
					200	
				2024	7	
					100	
				2025(1st qtr)	1	
					50	
	No. of communities affected by disasters (Natural and Manmade)	12	40	2022	3	
	Bush fire				1	
	Floods			2023	0	
					3	
					0	

	Winds/Rainstorm			2024	1 0	
				2025(1 st qtr)	0 4	
	Number of Zonal councils fully functional	3	32	2022	3	
				2023	4	
				2024	4	
				2025(1 st qtr)	4	
	Number of General Assembly meetings organized	4	16	2022	3	This has improved the governance and administration of the municipality.
				2023	4	
				2024	3	
				2025(1 st qtr)	0	

	Level of stakeholder involvement in Annual and Mid-year meetings and town hall meetings	45%	80%	2022	100%	
				2023	100%	
				2024	100%	
				2025(1 st qtr)	50%	
	Number of town hall meetings organized	2	8	2022	2	
				2023	2	
				2024	2	
				2025(1 st qtr)	1	
	Number of Annual action plans and composite budget prepared	1	4	2022	1	
				2023	1	
				2024	1	
				2025(1 st qtr)	0	

	Number of MPCU, Budget committee, Tender committee and Audit committee meetings organized.	16	64	2022	16	
				2023	16	
				2024	16	
				2025(1 st qtr).	4	
	Reported cases of crime, Major crimes, including Defilement, Rape, Armed Robbery, peddling, drug abuse, domestic violence and Murder recorded.			2022	23	
					15	
					6	
		0	0		3	
		0	0			
		0	0	2023	24	
		0	0		18	
	Total:				2	
	Men				4	
	Women			2024	25	
Children				7		
				18		
				0		

				2025(1 st qtr)	8 0 3 5	
	Percentage of women participation in decision making.	2	40%	2022	30%	
				2023	26%	
				2024	25%	
				2025(1 st qtr)	30%	
	No. of communities educated on Government and Assembly's Policies	30	140	2022	60	
				2023	56	
				2024	50	
				2025(1 st qtr)	10	
	Number of Chieftaincy disputes resolved	4	5	2022	0	
				2023	1	

				2024	0	
				2025(1st qtr)	0	
	Number of disputes resolved			2022	3	
	I land	3	10		0	
	ii Boundary	0	5	2023	2	
					0	
				2024	4	
					0	
				2025(1st qtr)	4	
					0	
	Number of M&E exercise carried out	4	16	2022	5	
				2023	6	
				2024	7	
				2025(1st qtr)	2	

	Proportion of the overall medium-term development plan implemented	17.9%	97 %	2022	18.38	
				2023	20	
				2024	23	
				2025(1st qtr)	14.3	

Source: MPCU Monitoring and Evaluation, 2022-2025

2.4 Financial Performance

The Assembly's revenue sources for the period under review consisted of Government of Ghana (GoG) transfers (District Assemblies Common Fund –DACF, Compensation transfers, Goods and Services transfers, Member of Parliament Common Fund – MPCF, People with Disability Fund – PWD, Social Intervention Programme – SIP and DACF Responsiveness Factor Grant – DACF-RFG), Donor Partners, and Ghana Productive Safety Net Project – GPSNP) and Internally Generated Fund – IGF.

The Assembly, except for IGF has no control on the other funding sources as they were determined by the Central Government and the DPs.

Table 2.2 presents a comparative analysis of the total revenue budgeted for the period January 2022 to December 2025 and the actual revenue realized from January 2022 to the end of the first quarter of 2025. During this period, the Assembly projected total revenue of **₵32,418,586.12**, out of which **₵17,622,822.85** was actually mobilized. This translates into a revenue performance rate of **54.4%**, leaving a funding gap of **₵14,795,763.27**.

The shortfall in revenue significantly constrained the Assembly's ability to execute its full complement of development programmes and capital projects as outlined in the Medium-Term Development Plan (MTDP). The primary factor contributing to this substantial variance was the **low and irregular releases of funds from the Central Government**, especially with respect to the District Assemblies Common Fund (DACF) and other statutory transfers.

This revenue underperformance has important implications for planning, as it affects project timelines, disrupts service delivery, and undermines public confidence in local governance. It also highlights systemic challenges in fiscal decentralization and the need for greater financial autonomy at the subnational level.

To address the revenue performance challenges experienced during the 2022–2025 planning period and to strengthen the financial foundation for effective plan implementation, a range of strategic policy measures must be pursued. Central to this is the need to significantly enhance the Municipality’s capacity to mobilize Internally Generated Funds (IGF). This can be achieved by expanding the local revenue base through the formalization of previously untapped economic activities, particularly in the informal sector. Improvements in property rate administration, business licensing, and market toll collections, supported by the digitization of revenue collection systems, will help to reduce leakages and increase compliance. At the same time, building the capacity of revenue officers and deploying technology-driven monitoring systems are essential to optimizing the efficiency and transparency of revenue administration.

In parallel, the Assembly must improve the robustness and realism of its revenue forecasting and financial planning processes. Aligning revenue projections with historical trends and macroeconomic conditions will ensure that budget preparation is more grounded and less prone to unrealistic assumptions. This will contribute to better resource allocation and more achievable implementation targets.

Given that a major constraint on revenue performance during the review period was the low and inconsistent release of central government transfers, there is an urgent need to strengthen institutional engagements with key national agencies such as the Ministry of Finance and the District Assemblies Common Fund Secretariat. Timely and adequate disbursement of statutory funds such as the DACF and other central government grants must be prioritized to enable Assemblies to fulfil their development mandates. Moreover, reforms are needed at the national level to improve the predictability, transparency, and fairness of fund allocation mechanisms.

In addition to improving domestic resource mobilization and advocating for efficient intergovernmental transfers, the Assembly must also explore alternative and innovative sources of development financing. Strategic partnerships with non-state actors—including the private sector, development partners, and civil society organizations—can play a vital role in co-financing infrastructure and service delivery projects. Mechanisms such as public-private partnerships (PPPs) and local investment schemes should be further explored and institutionalized as sustainable financing models.

Furthermore, strengthening financial accountability and transparency remains critical. The regular publication of financial statements, budget execution reports, and audit outcomes will help build public trust and enhance oversight. Internal control systems must be reinforced to ensure efficient use of public funds, and performance monitoring mechanisms must be embedded within all financial processes to promote value-for-money in development spending.

Finally, the broader challenge of fiscal decentralization must be addressed through national policy reform. Local governments must be empowered with greater fiscal autonomy, including the authority to introduce and retain a wider range of local taxes and fees. Reforms to the intergovernmental fiscal framework should aim to provide MMDAs with adequate, equitable, and predictable funding streams, enabling them to meet their developmental responsibilities effectively.

In conclusion, the implementation of these policy recommendations is essential not only for improving revenue performance but also for strengthening the financial sustainability of the Assembly. These reforms will provide a more stable and responsive financial environment for the effective execution of the 2026–2029 Medium-Term Development Plan, ensuring that development interventions are adequately funded, timely, and impactful.

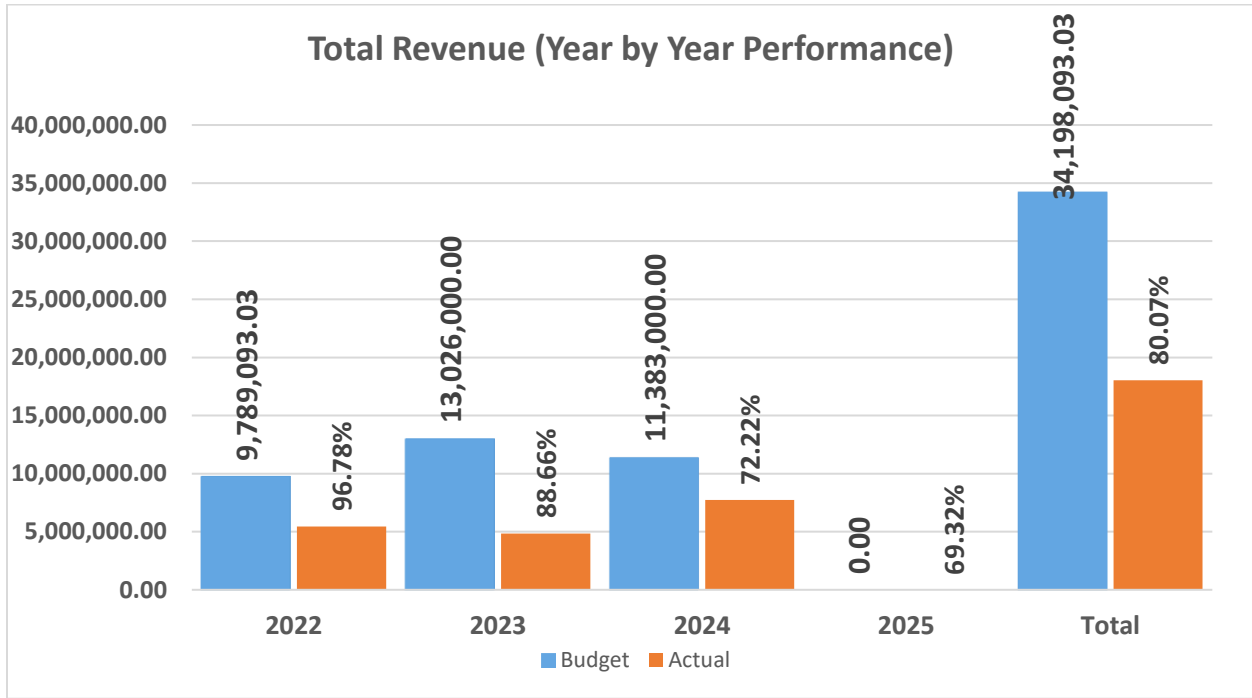
Table 2.2 All sources Revenue Performance 2022 - 2025

Revenue Heads	Total Estimated cost of Plan(A)	Total Amount Received(B)	Variance C=(A-B)
IGF	7,345,506.82	5,876,464.43	1,469,042.39
DACF	11,295,194.18	3,915,038.69	7,380,155.49
DACF – RFG	4,803,373.00	2,972,511.20	1,830,861.8
MP CF	3,615,000.00	2,204,879.28	1,410,120.72
PWDs CF	654,930.91	595,385.87	59,545.04
MSHA (HIV/AIDS Fund)	60,493.09	38,300.75	22,192.34
GPSNP	3,832,832.00	1,245,145.98	2,587,686.02
UNICEF	105,000.00	90,000.00	15,000.00
GoG Grants	149,836.00	68,190.47	81,645.53
LEAP...	556,420.12	616,906.18	(60,486.00)
Totals	32,418,586.12	17,622,822.85	14,795,763.00

The figure illustrates the year-on-year performance of total revenue over the four-year period under review. As depicted in Figure 2.1, the fiscal year 2022 recorded the highest revenue performance, achieving 96.78% of its annual revenue target. This was followed by the 2023 fiscal year, which attained an achievement rate of 88.66%. Conversely, the lowest-performing years were 2024 and 2025, which recorded revenue performance rates of 72.22% and 69.32%, respectively. It is important to note

that the 2025 performance figure reflects only first-quarter data and does not represent the full-year outcome.

Figure 2.1 Year by year Performance of sources of funds



2.5 Expenditure Performance Analysis

The Akuapim South Municipal Assembly's expenditure for the 2022–2025 period was structured under three primary economic classifications, namely: **Compensation of Employees, Goods and Services, and Capital Expenditure**. These classifications are consistent with the Government of Ghana's Chart of Accounts and reflect the strategic allocation of public funds toward administrative operations, service delivery, and infrastructure development.

For the period under review, the Assembly's total approved expenditure budget amounted to **€48,399,642.30**. Of this amount, actual expenditure incurred stood at **€32,028,568.80**, representing an overall execution rate of **66%**. Consequently, the Assembly recorded an unspent balance (variance) of **€16,371,073.50**. This unutilized allocation highlights a substantial gap between planned and actual spending and raises concerns about fiscal absorption capacity, revenue adequacy, and implementation efficiency.

A deeper analysis reveals that this variance significantly impacted capital investments and developmental outputs. Out of the total variance, an estimated **€9,173,350.00** worth of planned development interventions—particularly those categorized under Capital Expenditure—could not be implemented. This shortfall can be primarily attributed to the corresponding revenue underperformance discussed in Section 2.3, especially delays and shortfalls in statutory transfers from the central government and under-collection of Internally Generated Funds (IGF).

The relatively low expenditure performance also suggests constraints in project execution, procurement bottlenecks, limited technical capacity, and potential challenges in aligning fund flows with implementation timelines. While the Assembly may have exhibited prudent fiscal management

by avoiding overspending, the opportunity cost of under-expenditure, especially in critical infrastructure and service delivery sectors, is substantial.

It is essential for the Assembly to strengthen its budget execution processes, align expenditure closely with cash flow forecasts, and ensure that revenue mobilization strategies are effectively integrated with expenditure planning. Timely disbursement of funds, efficient procurement procedures, and enhanced monitoring and evaluation mechanisms are also necessary to improve the overall budget performance and maximize development impact in the next planning cycle.

Going forward, the Assembly must take proactive measures to enhance both revenue inflows and expenditure efficiency to ensure full realization of development priorities, particularly those aimed at improving livelihoods, infrastructure, and service delivery at the community level.

Table 2.3 Year by year Performance of sources of funds

Total Expenditure Performance -All Sources					
Expenditure Heads	Baseline 2021	Total estimated cost (2022-2025)-A	Total Amount Spent (2022-2025)-B	%	Variance(A-B)
Compensation	116,274.81	15,411,283.00	15,366,146.20	99.7	45,136.8
Goods and Services	964,275.43	11,585,045.8	4,432,488.87	38.3	7,152,556.93
CAPEX	2,515,462.49	21,403,313.5	12,229,933.80	57	9,173,350.0
TOTAL	8,483,762.54	48,399,642.3	32,028,568.8	66	16,371,073.5

Source: Akuapim south Municipal Assembly’s Finance Department

The Assembly's expenditure trends over the five-year period (2021–2025) reveal notable fluctuations in fiscal performance across all three economic classifications: **Compensation of Employees, Goods and Services, and Capital Expenditure (CAPEX)** as presented in table 2.4 below. The analysis shows mixed results in budget execution, with periods of strong performance interspersed with sharp declines, particularly in the most recent fiscal year.

2.5.1 Compensation of Employees

Expenditure on Compensation increased significantly from the baseline of C506,206.50 in 2021 to a peak approved budget of C8,898,396.00 in 2025. Notably, the actual expenditure rose from C116,274.81 in 2021 to C5,456,044.50 in 2024, reflecting a general improvement in staff cost coverage. The most outstanding performance was recorded in 2022 at **128%**, indicating an overrun likely due to the unplanned recruitment or adjustment in salary levels. However, a sharp decline was observed in 2025, with only **24.8%** of the approved compensation budget disbursed by the end of the first quarter. This underperformance could indicate delays in transfers, recruitment freezes, or payroll management issues, warranting closer examination.

2.5.2 Goods and Services

Performance under Goods and Services demonstrated relatively stable growth from 2021 to 2024, with expenditure increasing from C1,011,693.25 to C5,591,101.04. The performance ratios for the same period (68%, 81%, 66%, and 91%, respectively) suggest improving efficiency in service-related spending, particularly in 2024. However, 2025 marks a dramatic fall to just **10.6%** execution, with C672,567.52 spent out of C6,342,472.00 approved. This steep decline signals fiscal stress, possibly due to revenue shortfalls, delays in fund releases, or prioritization challenges affecting operational activities.

2.5.3 Capital Expenditure (CAPEX)

Capital investment saw significant volatility over the review period. From an extremely low baseline execution of **8%** in 2021, performance improved to **66%** in 2022, followed by a substantial decline to **20%** in 2023. The recovery to **81%** in 2024 suggests that implementation challenges were temporarily overcome. However, by 2025, **no capital expenditure** had been recorded (0% execution), despite an approved budget of C4,279,744.00. This outcome underscores a severe financing or administrative bottleneck and represents a missed opportunity to deliver critical infrastructure and development projects.

2.5.4 Overall Expenditure Performance

In aggregate, the Assembly's total approved expenditure increased substantially from C13.9 million in 2021 to over C39 million in 2025. While this expansion reflects growing development ambition, the ability to translate plans into actual spending was highly inconsistent. The Assembly improved its overall execution rate from **18%** in 2021 to **90%** in 2024, indicating effective fiscal management and improved capacity during this period. However, in 2025, overall expenditure plummeted to **7.3%**, with only C2.88 million spent as of the first quarter. This sharp drop could reflect late budget approvals, delayed disbursements, or constrained cash flows, especially from central transfers.

2.5.5 Implications and Observations

The data points to a concerning trend in 2025, where all expenditure categories experienced significant declines, particularly CAPEX, which saw no disbursements. The Assembly risks derailing progress made in earlier years if these trends persist. The year 2022 appears to have been the most stable and responsive fiscal year, especially with strong compensation coverage and substantial

capital investment. Conversely, 2025 represents the lowest performance period and signals urgent need for policy and administrative action to restore fiscal discipline and spending efficiency.

To ensure continuity and sustainability in development outcomes, the Assembly must proactively address structural issues affecting fiscal execution, especially the predictability of funding and alignment of expenditure with strategic priorities. Strengthening the Medium-Term Expenditure Framework (MTEF), enhancing revenue forecasting accuracy, and tightening expenditure tracking will be critical to reversing the 2025 downturn and optimizing budget utilization in subsequent fiscal year.

Table 2.4: Year by Year Expenditure Performance

Expenditure Item	Baseline 2021			2022			2023			2024			2025		
	Approved	Expenditure	Performance (%)	Approved	Expenditure	Performance (%)	Approved	Expenditure	Performance (%)	Approved	Expenditure	Performance (%)	Approved	Expenditure	Performance (%)
Compensation	506,206.50	116,274.81	22.90	3,512,086.57	4,515,485.45	128	6,194,642.48	5,394,616.34	87	5,708,554.00	5,456,044.50	96	8,898,396.00	2,210,298.97	24.8
Goods and Services	1,480,693.50	1,011,693.25	68	1,659,906.82	1,359,024.91	81	3,804,358.00	2,514,362.92	66	6,120,781.00	5,591,101.04	91	6,342,472.00	672,567.52	10.6
CAPE X	11,571,315.14	964,275.43	8	11,283,778.51	7,496,505.11	66	5,674,535.00	1,137,251.45	20	4,445,000.00	3,596,177.22	81	4,279,744.00	0.00	0.00
Total	13,901,905.14	2,515,462.49	18	16,622,771.90	13,501,426.43	31	16,618,840.48	10,425,688.55	62	16,274,335.00	14,643,322.76	90	39,041,224.00	2,882,866.49	7.3

2.6 Analysis of Financial Mobilization and Management Challenges of the Assembly (2022–2025)

A critical review of the Assembly's financial performance over the review period reveals significant structural and operational challenges in both resource mobilization and financial management. The Assembly achieved an overall revenue performance of **75.09%**, indicating a shortfall of **24.91%** in expected revenues. This gap in realization has had considerable implications for the Assembly's ability to meet its development objectives, deliver public services effectively, and implement planned capital projects. Below is an expanded analysis of the core challenges that constrained the Assembly's financial mobilization and management capacity:

2.6.1. Low Inflows from Central Government

A key challenge undermining the Assembly's financial performance is the low and inconsistent flow of funds from the Government of Ghana. Transfers such as the District Assemblies Common Fund (DACF), District Development Facility (DDF), and other earmarked grants often experienced delays or fell short of expected disbursements. The unpredictability and shortfall of these transfers severely affected the Assembly's cash flow planning and its ability to execute time-bound projects. Additionally, these central government resources constitute a significant portion of the Assembly's total revenue mix. Thus, any reduction or delay in their disbursement undermines not only project implementation but also the Assembly's credibility with contractors, service providers, and stakeholders.

2.6.2 Weak Internally Generated Fund (IGF) Mobilization

The performance of the Assembly's Internally Generated Funds (IGF) was suboptimal during the review period. This underperformance is largely attributable to the low level of economic activity within the jurisdiction, which constrained the capacity of local businesses, households, and institutions to comply with levies, licenses, and other local taxes. Compounding this situation are operational

challenges such as poor revenue collection systems, inadequate data on revenue potentials, leakages due to manual collection processes, and limited staff capacity. In many instances, poor public engagement and resistance from ratepayers due to inadequate service delivery further worsened compliance levels. The net effect is a narrow revenue base and persistent under-collection of IGFs, limiting the Assembly's autonomy and flexibility in budget execution.

2.6.3 Revenue Planning and Forecasting Gaps

The shortfall in revenue realization also points to weaknesses in the Assembly's revenue forecasting mechanisms. The variance between budgeted and actual revenues suggests that projections may have been overly optimistic, not grounded in realistic economic assessments, or not sufficiently responsive to macroeconomic changes such as inflation, market shocks, or sectoral shifts. Without robust forecasting tools and regular market intelligence, the Assembly is likely to continue grappling with unrealistic revenue targets that result in large fiscal deficits during implementation.

2.6.4 Overdependence on External Transfers

The analysis shows that the Assembly remains heavily dependent on central government transfers to finance its operations and development programmes. This dependence increases vulnerability to fiscal policy shifts at the national level and weakens the Assembly's financial resilience. It also limits local decision-making, as funds from the center often come with specific conditions, reducing the Assembly's discretion in aligning spending with local development priorities.

2.6.5 Delayed Budget Releases and Cash Flow Management

Even when funds are approved and allocated, delays in actual disbursements adversely affect the Assembly's ability to execute projects on schedule. These delays not only inflate project costs due to price escalations but also erode public trust in local governance. Inefficient cash flow management—

stemming from misaligned revenue and expenditure cycles—has further constrained operational planning, leading to the accumulation of arrears and suboptimal service delivery.

2.6.6 Institutional and Capacity Constraints

Underlying many of the fiscal challenges are institutional issues such as inadequate capacity in financial planning, monitoring, and control. The limited use of digital financial management systems, weak internal audit mechanisms, and poor data collection on revenue potentials hinder effective revenue mobilization and expenditure tracking. Furthermore, low staff motivation and high attrition in revenue-related departments undermine institutional memory and consistency in financial administration.

2.6.7 Conclusion

In sum, the Assembly's inability to fully realize its budgeted revenues—falling short by nearly 25%—reflects a combination of systemic and operational challenges. These include unreliable central government transfers, weak IGF mobilization, capacity gaps in financial forecasting and management, and an overreliance on external funding. If these challenges persist unaddressed, the Assembly risks compromising its development agenda, undermining service delivery, and eroding citizen confidence. Strengthening institutional capacity, reforming revenue collection systems, deepening fiscal decentralization, and building economic activity at the local level must form the cornerstone of the Assembly's future financial strategy.

2.7 ANALYSIS OF EXISTING CONDITIONS AND DIAGNOSIS

2.7.1 Physical Characteristics

2.7.1.1 Topography, Relief and Drainage

The topography of the municipality generally is undulating with a general elevation of the land averaging 100-500 meters above sea level, and a peculiar coastal savannah soil, ground water laterite and tropical black earth. The municipality is a low-lying coastal plain with flatland in the south and rolling plain to the north. About 60% of the total land area lies below 100 feet contour line and rising to cover over 200 feet in the northern parts.

The Densu Plains cover the Western half of the municipality. The Densu plains are undulating with occasional isolated peaks such as the Amama Hill, which reaches about 5000 feet above sea level, and the Nyanao Hill with a height of about 1000 feet above sea level. The plains constitute a potential for irrigation and mechanized farming in the municipal. Aburi, the District Capital is located on the plains. Given the Geography, and the inadequate drainage facilities, parts of the town are liable to floods. Pools of stagnant water are also common in the rainy season leading to the breeding of mosquitoes and other vectors.

Nearly all the rivers and streams in the district dry up during the dry season usually December-March. This inhibits farming activities greatly; especially in the area where other clay deposits are known to exist.

The Pompom Narrow Lowland is located at the north east. It has an average height of between 150 feet and 200 feet above sea level. There are few isolated hills such as around Pakro, reaching heights of about 1000 feet above sea level.

The Akuapim – Togo Ranges are found to the east of the municipal. The hills provide a good view of the Accra Plains and are therefore attractive sites for tourism development and for first residential class development. The Akuapim – Togo Ranges in the District form part of the South-East Greenbelt where developments are to be strictly controlled. The district is drained by Densu and its tributaries such as the Ntua, Pompom, Ahumfra and Dobro.

2.7.1.2 Climate

Weather conditions in the municipal are generally cool, lying in the wet semi-equatorial climate with a double maxima rainfall recording an average annual rainfall of between 1250mm and 1700mm per annum.

The first rainy season is from May to June, with the heaviest rainfall experienced in June and a second rainy season from September to October, accounting for the all-year-round farming practice of two farming seasons based on rain-fed agriculture.

The highest temperatures averaging 35°C are recorded between March and April. With the lowest average temperature of 23°C recorded in August.

This makes the temperature of the district very low and conducive for human habitation thereby serving as a major reason for the urban sprawl into the district with the rich grapping lands at very high prices for development. This development in the long run will have an effect on the existing social amenities in the district as well as can serve as a booster to local economic development.

Table 2.5: Key Indicators of Rainfall Distribution in the municipality

Zone	Major Communities	Average rainfall per month
Forest Zone	Attakrom Oboadaka Pokrom-Nsabaa Aburi-Amanfro Dumpong Obodan Aburi Kitase Ahwerease Adamorobe	Average of 12, days of rainfall per month

Source: ASMA, 2021 PHC

2.7.1.3 Vegetation

The main ecological zones that can be identified in the municipality are the semi-deciduous forest and Coastal Savanna Grassland.

The forest covers 60% of the municipality. Most of the tree species shed their leaves between November and March. Very little of this forest remain today due to uncontrolled exploitation for the timber resources and the shifting cultivation system of farming.

Tree species are mainly of the Antirari-chloropgroa, such as *Aningeria robusta*, *chrysophyllum Arcanum* and *Mansonia altissima*.

The coastal savanna grassland covers the remaining 40% in the south and forms the transition zone between the costal savanna and rain forest region. It is dominated by *Andropogon gayanus* and

Hyperemia rufa (Spean and elephant grass). The vegetation of the municipality contains various historical sites including the famous Aburi Botanic Gardens.

The Aburi Botanic Garden established by the Basel Missionaries in 1890 contains various species of trees important for aesthetic and scientific purposes as well as animals of all kinds, making it the most reserved botanic forest in the sub-region. The Gardens receives on average a little over 35,000 tourists annually from across the globe.

2.7.1.4 Geology and Soils

The geology of the municipality is mainly sedimentary rocks metamorphosed to quartzites, schist, shale and phillite, forming the Akuapim – Togo ranges. Quarrying activities are taking place at the foot of the ridge to supply aggregates for the construction industry in the municipality and in Accra.

In the most semi-deciduous forest zone, the principal soil is forest ochrosols. However, the location and relief pattern make modification to the soil. In the lowlands and valleys, the soil shares enough soil water and tend to be water logged near rivers. At higher altitudes and hillside, the soils are shallow, drier and often stony.

Detailed analysis of the soil types, show that there are mainly two types, which are outlined below

Sandy loam and clay soil: It is well-drained but susceptible to draught and erosion due to maximum soil aeration. The vegetation and soil are suitable for cultivation of a variety of crops including cocoa, citrus, oil palm and staple food crops such as plantain, cassava, yam, cocoyam, maize, rice and vegetables.

The municipality also contributes the production of industrial crops such as cocoa, pineapple, pawpaw and oil palm. Available also are sedative crops such as green pepper and cabbage which are mainly important as export commodity.

2.7.1.5 Implications for Development

The physical characteristics of the Akuapim South municipal contain a basket of potentials that can be tapped for the socio-economic development of the area.

In terms of topography and drainage, the vast expanse of flat land is a potential for large scale mechanized farming. Road construction and other activities will also be relatively less costly.

2.8 DEMOGRAPHIC CHARACTERISTICS

2.8.1 Population Size and Distribution

The municipality is predominantly rural with 60 percent of the population living in rural areas as compared to 40 percent in the urban areas. The municipality has a total land size of 224. 13km.sq and has a population density of 343.20 km. sq This means that the district is sparsely populated.

Population growth is estimated at 6.8 per annum which is higher than both the country's rate of 2.1% and the region's population growth rate of 1.0% per annum

2.8.2 Sex Ratio

From table 1.2, the sex ratio (the number of males per 100 females) of the district is 94. This means there are 94 males per every 100 females in the municipality. Urban sex ratio (84) is less than rural sex ratio (99). This implies more females than males are living in rural centers than in urban centres.

Table 2.6: Population Size by Locality of Residence by Sex

District/ Sex	All Localities		Urban		Rural	
	Number	Percent	Number	Percent	Number	Percent
Total	76922	100.00	30913	100.0	46009	100.0

Male	37101	48.20	14140	45.74	22961	49.90
Female	39821	51.80	16773	54.26	23048	50.10
Sex Ratio	94.0		84.0		99.0	

Source: Ghana Statistical Service, 2021 Population and Housing Census

2.8.3 Age-Sex Structure of the Municipality and Its Implications on Development

The age-sex structure of the municipality, based on the 2025 population projections, aligns closely with both regional and national demographic patterns, reflecting the characteristics of a youthful population common to developing countries such as Ghana. The data, as presented in Table 2.8, reveals that a significant proportion—**64%** of the total population falls below the age of 65, underscoring the predominance of a young and economically active demographic.

More specifically, the male population within the under-65 age group constitutes **47.4%**, while females account for **53%**, indicating a slight female majority in this segment. This distribution exhibits a consistent decline in population proportions as age increases, with the exception of the **30–59** and **60+** age groups, which recorded higher figures than the **25–29** age category. This suggests possible demographic shifts influenced by migration, fertility, or mortality trends.

The sex structure presents a nuanced picture. Among individuals below the age of 15, males slightly outnumber females, a trend often associated with natural birth sex ratios. However, in nearly all other age groups beyond 15 years, the number of females surpasses that of males. This may reflect higher male out-migration in search of economic opportunities or differences in life expectancy, where females tend to live longer.

2.8.3.1 Implications on Development Planning

The youthful nature of the municipality's population presents both opportunities and challenges for sustainable development. A large youth population implies a potential demographic dividend if the necessary investments are made in education, healthcare, and employment generation. Harnessing this

potential requires forward-looking planning to create job opportunities, expand access to quality secondary and tertiary education, and promote entrepreneurial development. Failure to do so could result in youth unemployment, increased dependency ratios, and potential social unrest.

Additionally, the predominance of females in most adult age categories necessitates gender-responsive policies that prioritize women's access to economic resources, healthcare, skills training, and participation in governance. Programs aimed at empowering women, especially in the informal sector, could have a significant multiplier effect on household welfare and community resilience.

The gradual increase in the population aged 60 years and above also signals a rising demand for social protection mechanisms and age-friendly services, such as accessible healthcare and pensions. The municipality must therefore begin to incorporate ageing-related considerations into its development agenda.

Therefore, the age-sex structure of the municipality underscores the urgent need for integrated demographic planning that balances the needs of a growing youth population with the emerging realities of an ageing cohort. Strategic investments in human capital development, social protection, and inclusive economic growth will be crucial to transforming these demographic trends into sustainable development outcomes.

2.8.4 Age dependency ratio

The dependency ratio is a critical demographic indicator that measures the proportion of the dependent population comprising individuals below 15 years and those aged 65 years and above relative to the economically productive population aged 15 to 64 years. This ratio provides valuable insight into the potential economic burden placed on the working-age population, as it reflects the number of dependents each economically active person is likely to support.

According to the 2021 Population and Housing Census (PHC), the overall age dependency ratio for the district stands at **55.4**. This implies that for every 100 individuals in the working-age group, there are

approximately 55 persons in the dependent age categories. Such a ratio suggests a moderately high level of dependency, which has direct implications for household income, social service delivery, and long-term economic planning.

Disaggregating the data, the **child dependency ratio** representing individuals under 15 years of age is **47.5%**, which is significantly higher than the **old-age dependency ratio** of **8%**. This reflects a predominantly young dependent population, indicating a continued need for investment in basic education, childcare, and health services to cater to the needs of children and adolescents.

Gender-specific analysis shows that the **overall age dependency ratio is higher for males than for females**. Similarly, the child dependency ratio is also greater among males. Conversely, the old-age dependency ratio is higher for females, suggesting that women tend to live longer and may require additional support in old age, particularly in the form of healthcare, social protection, and age-sensitive infrastructure.

In conclusion, the district's dependency structure highlights the importance of proactive planning to reduce the economic strain on the working population. Policies should focus on expanding employment opportunities, improving access to quality education and healthcare, and strengthening social protection systems particularly for children and the elderly to ensure balanced and inclusive development.

2.8.5 Ethnicity and Culture

The district is predominantly Akuapims, who are part of the Akan ethnic groups. The main dialect in the district is the Akuapim Twi. There are other ethnic groups who have migrated to settle in the district and these include Ewes, Gas and Hausas.

Traditionally, the district is under the Akuapiman Traditional Council with Akuapimhene as the Paramount Chief. The Chief of Aburi, who is the Adontenhene of Akuapim traditional area is also the traditional head of the district, with many sub-chiefs under him.

The major festival celebrated by the people of the district is the Odwira festival. It is celebrated in October every year. The matrilineal system of inheritance is practiced by the people of the municipality.

2.8.6 Religious Affiliation

Table 2.9 shows that the dominant religious denomination in the municipality is Christianity with over 92 percent of the population professing adherence to the Christian faith.

Among the Christian group, those who belong to the Pentecostal / Charismatic denomination constitute majority of 95 percent. Muslims form only 2.8 percent of the population.

Those who do not profess adherence to any of the religion mentioned in table 2.9 form 4.4 percent of the population while the traditionalists make up about 0.487 percent. Among the sexes, more males (6.8%) than females (4.0%) do not belong to any religion.

Table 2.7: Religion and Sex, 2021

Religion	Both sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
Total	76825	100	69738	91	7179	100
No religion	3390	4.4	2475	6.78	915	2.3
Catholic	2595	3.4	1349	52	1246	48
Protestants (Anglican Lutheran etc.)	24199	32	11275	47	12924	53
Pentecostal/Charismatic	34308	45	15583	45	18725	55
Other Christians	8987	12.6	4499	50	4488	50
Islam	2137	2.8	1188	56	949	44
Traditionalist	811	1.1	228	28	653	72
Others	835	1.1	435	52	400	48

Source: Ghana Statistical Service, 2021 Population and Housing Census

2.8.7 Migration (Emigration and Immigration)

Migration refers to the movement of individuals from one geographic location to another within a specified period. In demographic analysis, migration statistics are typically derived by comparing an individual's place of birth with their place of enumeration during census data collection.

According to the 2021 Population and Housing Census, **66.7 percent** of the population residing in the district are natives born within the municipality while **33.3 percent** were born outside the district but have since migrated and settled there. This indicates a significant level of **in-migration**, suggesting that the district is an attractive destination for people from other areas. This trend is consistent with regional migration patterns, reflecting broader socio-economic dynamics within the region.

The implications of high in-migration for local development planning are substantial. On one hand, increased migration may positively contribute to the local economy by expanding the labour force, enhancing productivity, and stimulating local commerce. On the other hand, if the population influx is not properly anticipated and integrated into the municipality's planning framework, it may place significant pressure on existing social and economic infrastructure. Public services such as healthcare, education, housing, sanitation, and transportation could become overstretched, thereby undermining the quality-of-service delivery and overall living standards.

To address these challenges, it is essential for development planners to adopt proactive and responsive strategies that incorporate migration trends into medium- and long-term plans. This includes improving data collection on migration, enhancing spatial planning, and scaling up infrastructure investments to accommodate population growth in a sustainable manner.

2.8.8 Settlement Systems

The settlement system in the municipality can be described as either chained or dispersed. Most of the urban communities are almost inseparable and hence can be described as chained-communities whereas the rural communities are scattered on their farmlands. The average household size in the district is 3.17 (GSS, 2021 PHC).

2.8.9 Housing Conditions and Development Planning Implications

Housing constitutes a critical component of a district's physical and socio-economic infrastructure, serving not only as a key indicator of infrastructural development but also as a fundamental necessity

for the well-being of residents and potential visitors, including tourists. In the context of Akuapim South Municipality, the state of housing directly influences the quality of life, settlement planning, disaster resilience, and the attractiveness of the district for investment and human capital retention.

According to the 2021 Population and Housing Census (PHC), the total housing stock in the municipality is 28,562 units, representing approximately 2.6% of the Eastern Region's total of 1,087,824 housing units. The distribution of housing across the district reflects significant spatial disparities. Urban localities account for 10,096 housing units (35.28% of the district total), while the majority—18,520 units (64.72%) are situated in rural areas. This rural-urban housing pattern has important implications for service delivery, infrastructure investment, and spatial planning.

In terms of dwelling types, the district is predominantly characterized by separate houses, which constitute 67% of all housing units. These are followed by compound houses (18.5%) and semi-detached units (7.5%). The remaining 7.1% comprises other forms of accommodation such as flats/apartments, huts or improvised dwellings, kiosks, containers, living quarters attached to shops, and uncompleted buildings. The prevalence of informal and substandard housing options signals underlying structural and affordability issues within the housing market.

2.8.10 Challenges in the Housing Sector in the Municipality

The municipality faces several structural housing challenges that hinder its development aspirations. First, the quality of housing, particularly in rural settlements and peripheral urban areas, remains poor. A significant number of homes are built with inferior materials such as mud walls and thatched roofs, making them highly susceptible to environmental hazards including fire outbreaks, windstorms, and flooding. These structural vulnerabilities pose safety risks to inhabitants and complicate disaster management planning.

Second, land scarcity, especially in fast-growing urban centres within the municipality, leads to inefficient land use. Many residents, constrained by limited land availability, construct homes without

adherence to established spatial planning and building regulations. This phenomenon contributes to the proliferation of unplanned settlements, congestion, and poor access to utilities and social services.

Third, there is a widespread lack of basic services in residential areas. Many homes do not have reliable access to potable water, household toilets, electricity, or appropriate waste disposal systems. Even in areas where these services exist, demand often outpaces supply, placing undue pressure on limited infrastructure.

2.8.11 Development Planning Implications and Recommendations

The housing situation in the municipality presents challenges in terms of quantity, quality, and access to essential services. In response, a multidimensional development planning approach is required to address current deficits and lay the foundation for sustainable urban and rural development.

In the short to medium term, increasing the total housing stock particularly in urban centres should be a key policy priority. This will help reduce high room occupancy rates and mitigate the risk of overcrowding, which is often linked to the spread of communicable diseases and declining living standards. Special attention must be given to encouraging the construction of durable and affordable housing units through public-private partnerships and the implementation of housing financing schemes.

Improving housing-related services is also crucial. Investments in the extension of potable water systems, sanitation infrastructure, electricity, and solid waste management will greatly enhance the habitability of residential communities. These infrastructure improvements should be integrated into broader settlement planning to ensure equity and efficiency in service delivery.

Furthermore, the role of spatial planning institutions, particularly the Town and Country Planning Department and the Statutory Planning Committee, must be strengthened. These bodies should enforce land-use regulations, promote orderly settlement layouts, and ensure that new developments conform

to the municipality's planning schemes. Integrated land-use planning will be essential in addressing the dual challenge of land scarcity and unregulated construction.

In conclusion, resolving the municipality's housing challenges requires a coordinated planning response that balances the need for increased housing supply with improvements in quality and infrastructure. Prioritizing these interventions within the district's Medium-Term Development Plan will support the realization of a more inclusive, safe, and resilient built environment.

2.8.12 Location and Distribution of Services

The location, distribution, and functionality of services within a municipality are fundamental indicators of its socio-economic development and spatial equity. A systematic analysis of these services reveals not only disparities in access and quality but also provides valuable insights for targeted infrastructure and service delivery interventions. In this context, the **Scalogram Analysis** and **Settlement Functional Matrix** have been adopted as analytical tools to assess the functionality of settlements within the district.

The scalogram approach enables planners to ascertain the presence or absence of key facilities and services across various settlements. It offers a non-statistical yet highly informative spatial representation of infrastructural and institutional availability. Through this matrix, services are arranged by their ubiquity—how widespread or rare they are—and settlements are ranked by their functional complexity, which refers to the diversity and quantity of services available. This makes it possible to distinguish between central and peripheral settlements, based on the range and threshold population necessary to sustain certain types of services.

In applying this methodology to the district, a range of socio-economic facilities such as healthcare institutions, educational facilities, potable water infrastructure, sanitation facilities, energy supply, market and banking institutions, postal and security services, hospitality infrastructure, and transport

nodes were assessed across several settlements. The matrix not only identifies service availability but also highlights deficiencies in service provision across the municipality.

The results of the scalogram reveal a highly uneven distribution of services. **Aburi**, for instance, emerges as the most functionally complex and service-rich settlement, with an extensive array of services including healthcare, education, piped water, electricity, financial institutions, security, hospitality, and transportation infrastructure. This is expected, as Aburi serves as the municipal capital and a sub-regional hub. In contrast, **smaller and peripheral settlements** such as **Oboadaka, Ahyeresu, Nsakyee, and Yaw Duodu** exhibit lower centrality indices, reflecting limited access to basic public services and infrastructure. Most of these communities lack health facilities, reliable water sources, sanitation infrastructure, market centers, and road connectivity—critical components for improving human development and economic activity.

Moreover, the analysis points to a **spatial inequality** in development patterns, where rural and smaller settlements suffer from marginalization. For example, while Aburi and Kitase have multiple CHPS compounds and JHSs, many settlements like Dago, Ahwerease, and Adamorobe depend on fewer or no proximate health facilities and educational institutions. Access to potable water also remains a challenge in several areas, with reliance on hand-dug wells or absence of any water source in some communities. The implications of these service disparities are far-reaching, affecting public health outcomes, educational attainment, economic mobility, and overall quality of life.

From a development planning perspective, these findings have several important implications. Firstly, there is a pressing need to **prioritize infrastructure investments** in lower-ranked settlements, especially in basic services such as healthcare, water and sanitation, and education. Strategic infrastructure investments guided by equity and spatial justice will help in bridging the rural-urban service divide. Secondly, the municipal assembly, in collaboration with decentralised departments, should **enhance inter-settlement connectivity**, particularly through improved feeder road networks,

to facilitate mobility and access to centralized services. Thirdly, the scalogram provides a critical tool for **project selection and prioritization** in the municipal development agenda—interventions should target settlements with the greatest service deficits while considering population thresholds that can sustain and maximize service utilization.

Finally, the functional settlement matrix should inform the **preparation of spatial development frameworks**, integrating land use planning with service distribution strategies to ensure balanced growth across the municipality. An integrated approach that combines demographic data, centrality indices, and service coverage will enhance both the efficiency and inclusiveness of future development planning efforts in the municipality.

Table 2.8 Scalogram Analysis Matrix of services and Facility Availability

Pop/ Settlement		FACILITIES & SERVICES																									
Settlement	Population	Hospital	Clinic/CHPS/Health centre	SHS/Voc Tech	JHS	Primary Sch	College/Tert. Inst	Pipe borne water	Borehole	Hand Dug Well	WC Toilet	KVIP	Electricity	Market facility	Bank/financial Inst.	Post office/ Agent	Police station	Circuit court	Hotel/ Guest Hse	Telephone services	Lorry Park	2nd Class Rd	Community centre	Feeder Rd	Total # of functions	Total Centrality Index (100)	Settlement Ranking
Weight(100/N)											4														2		
Aburi	19057	1	3	2	1	1	1	22	22	1	5	0	0	1	2	1	1	1	10	0	0	2	2	0	0	79	100
Kitase	3667	0	1	6	4	5		6	6	1	0	0	0	1	2	0	1	0	4	0	0	0	0	0	0	37	100
Berekuso	3880	0	2	0	1	1	1	6	6	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	19	100
Comet	6185	0	1	0	1	1	0	4	4	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	13	100
Pakro	3353	0	5	0	4	4	0	16	16	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	46	100
Konkonuru	3244	0	1	0	1	1	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	100
Dago	665	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	100
Obotweri	2315	0	1	0	1	1	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	13	100
Ahyeresu	583	0	1	2	1	1	0	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	100
Obodan	1544	0	1	0	1	1	0	4	4	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	15	100
Ahwerease	3353	0	1	0	0	0	0	14	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	29	100
Pokrom	3880	0	1	0	1	1	0	4	4	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	13	100
Adamorobe	4652	0	1	0	1	1	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11	100
Nsakyee	1306	0	1	0	1	1	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	100

Oboadaka	645	0	1	0	0	0	0	20	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	41	100	
Yaw Duodu	951	0	1	1	1	1	0	4	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13	100	
Peduase	1521	0	0	1	1	1	0	2	22	1	0	0	0	0	0	0	0	0	3	0	0	0	2	0	0	33	100		
Gyankama	2315	0	0	2	1	1	0	22	6	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	34	100		
Dumpong		1	0	0	0	0	0	9	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14			

2.9 SOCIAL

2.9.1 Education

There are a total number of 135 basic schools both privately (68) and publicly (67) owned in the municipality. 80 pre-schools, 77 primary schools and 58 Junior High Schools. There are 7 Senior High\Technical Schools, one College of Education, one tertiary educational institution and one Post – Secondary.

There are inadequate classrooms at both the KG and primary levels. The situation is even worse in rural communities. At the primary level, there are 12 classrooms under tree and 26 dilapidated ones. Most of the schools do not have ancillary facilities like toilets and urinals. Where these facilities exist, they are either in deplorable state or they are not enough for the pupils and teachers.

Table 2.9 Total number of Schools

No.	Type	Public	Private	Total
1.	KG (Pre-school)	35	45	80
2.	Primary	34	43	77
3.	Junior High School	33	25	58
4.	Senior High /Technical School	4	3	7
5.	Post-Secondary	1	0	1
6.	Tertiary	1	1	2
	Total	108	117	225

Source: MPCU, ASMA, 2025

2.9.1.1 Access and Participation to Education

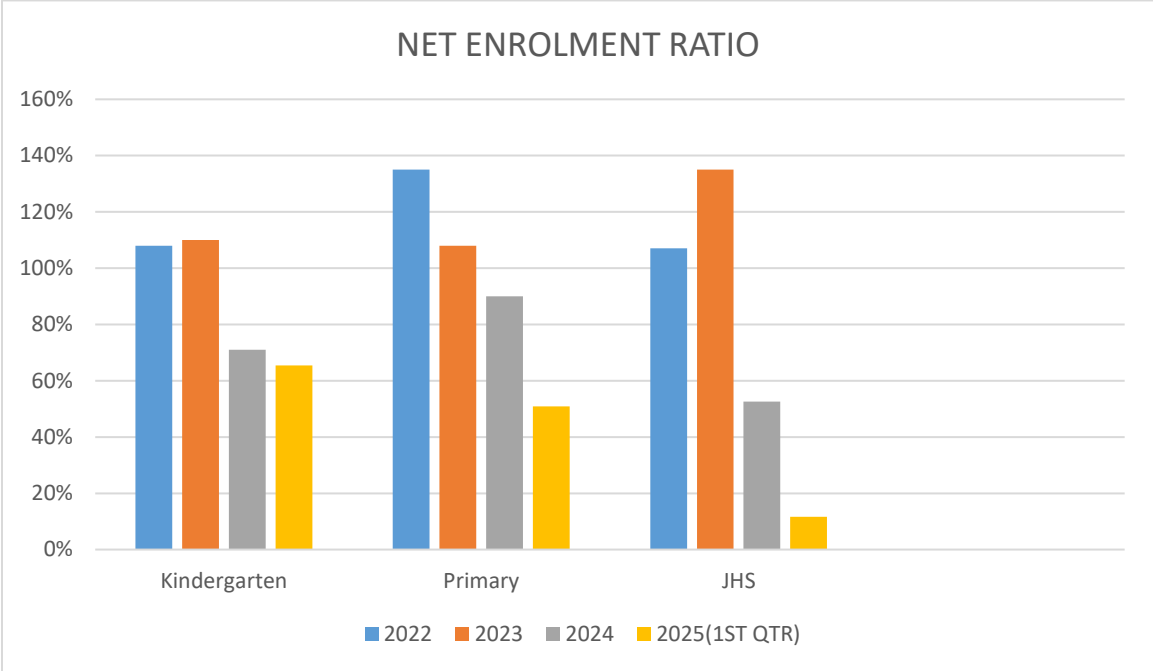
The Net Enrolment Ratio (NER) is a critical indicator used to assess the proportion of children of official school-going age who are enrolled in a particular level of education. A high NER reflects positive progress in access to education and, by extension, human capital development. In the context of the district, the NER suggests that over 80 percent of children within the official school-going age are enrolled across all educational levels, indicating commendable levels of school attendance and enrolment coverage.

However, analysis of enrolment patterns, as illustrated in Figure 2.11, reveals a gradual decline in enrolment as students' progress to higher levels of education. This trend may be attributed to factors such as financial constraints, early childbearing (particularly among girls), limited availability of secondary and tertiary schools within accessible distances, and lack of parental or community support. These dynamics suggest the need for targeted interventions to reduce dropout rates and ensure progression through the educational ladder.

Moreover, the Gender Parity Index (GPI) – which compares the number of girls to boys enrolled at each level of education – indicates a positive outcome in the district. The data shows that more girls are now actively participating in school, narrowing the historical gap between male and female enrolment. This improvement underscores the success of gender-focused policies and interventions aimed at promoting girls' education, such as the provision of scholarships, girl-friendly school facilities, community sensitization, and the enforcement of policies against child marriage and child labour.

The progress in gender parity not only supports the goals of Sustainable Development Goal 4 (quality education) and Goal 5 (gender equality), but also reflects a gradual shift towards inclusive development where both boys and girls have equitable opportunities to acquire knowledge and skills.

Figure 2.2: Access and Participation to Education



Source: Akuapim South Municipal Education Directorate, 2025

2.9.2 Health Infrastructure and Service Delivery in the Municipality

The state of health service delivery in the municipality reveals a pronounced spatial disparity, with a heavy concentration of health infrastructure and personnel in the urban centers, while rural communities remain underserved. This urban-centric distribution of healthcare facilities creates significant barriers to access for residents in outlying settlements, undermining the equity and inclusiveness of the health system.

Currently, the municipality is served by a total of 31 health facilities, which include one hospital, 24 Community-Based Health Planning and Services (CHPS) compounds, one clinic, and five health centers located in Pokrom, Obotweri, Pakro, Berekuso, and Konkonuru. All these facilities are reported to be equipped with basic medical supplies and materials, enabling them to deliver essential primary healthcare services to the population.

Despite this numerical adequacy, a deeper qualitative assessment reveals infrastructural and operational weaknesses. Out of the 24 CHPS compounds, five are operating from temporary structures—either rented premises or makeshift wooden buildings—which significantly compromises their ability to offer safe and efficient care. Additionally, two of the CHPS facilities are still under construction, thereby limiting the reach of services to communities that may be in critical need. Furthermore, a polyclinic is currently under development in the municipality, which, upon completion, is expected to expand the range of outpatient services and ease the burden on the district hospital.

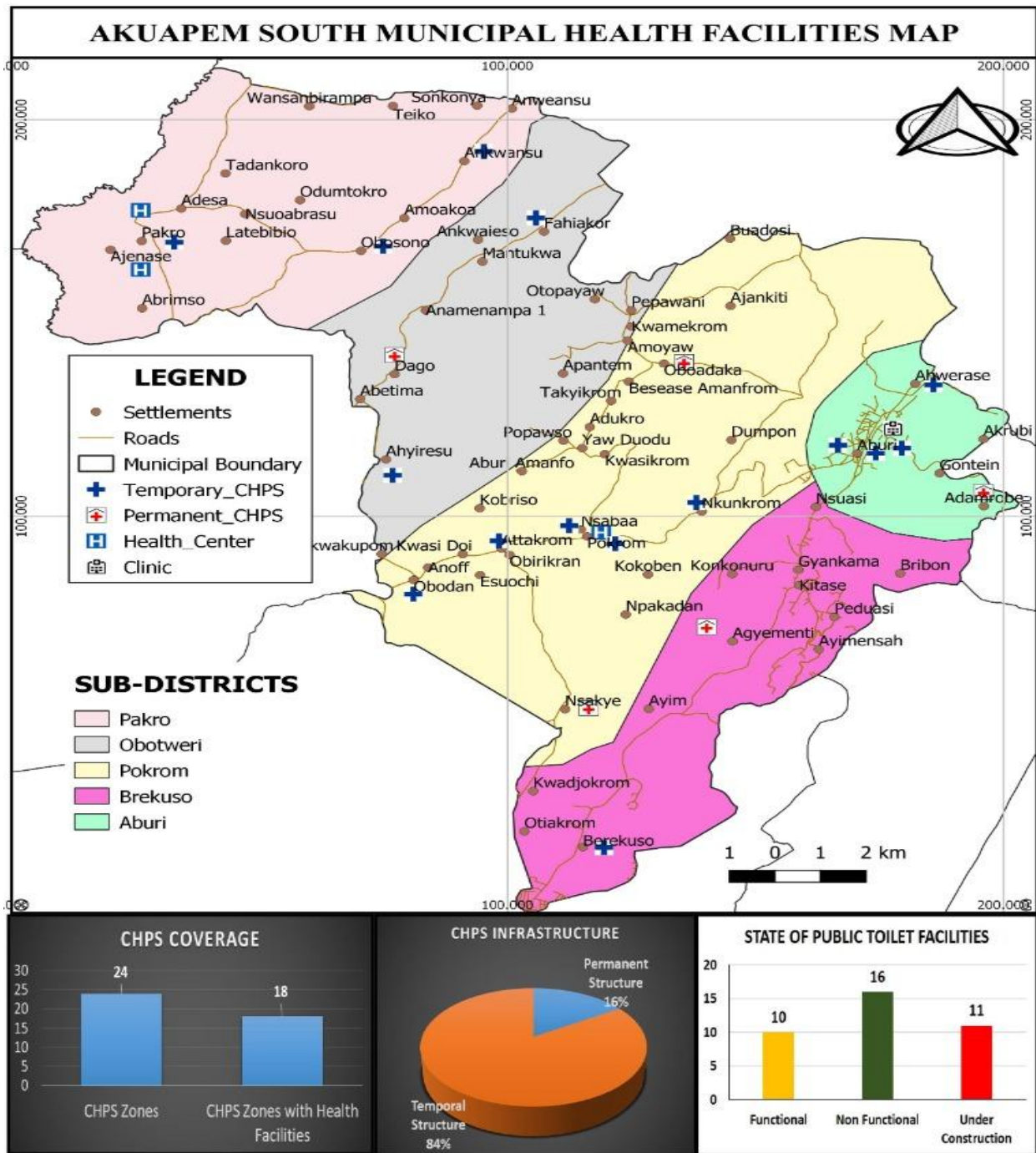
The skewed health facility distribution has several implications for development planning. Firstly, it exacerbates health inequalities, particularly for the rural poor who may face long travel times and higher transportation costs to access care. Secondly, it reduces the responsiveness of the health system to emergencies in peripheral areas. This situation calls for a deliberate realignment of health infrastructure investments, prioritizing underserved rural communities in the siting of new facilities and the upgrading of temporary CHPS compounds into permanent, fully equipped structures.

Strategically, bridging the rural-urban healthcare gap should be central to the district's medium- to long-term development agenda. This includes not only physical infrastructure expansion but also ensuring adequate staffing, logistics supply chains, and community-based health education. The

successful completion and operationalization of the ongoing polyclinic project will also serve as a major step toward improving secondary healthcare access in the municipality.

Ultimately, a more equitable distribution of healthcare infrastructure, supported by sustainable financing and decentralised planning, will enhance the overall resilience of the municipal health system and contribute meaningfully to achieving universal health coverage (UHC) at the local level.

Figure 2.3: Health Facility Maps



2.9.2.1 Top ten diseases

Malaria continues to be the topmost diseases that affect majority of the people in the municipality.

Malaria trend has been increasing over the years ranging from 16454 cases in 2022 to 19,714 in 2024 cases followed by Upper Respiratory Tract Infection, Rheumatism and Diarrhoea in 2022 to 2024.

2.9.2.2 HIV and AIDS

Outpatient Department (OPD) records reveal a notable increase in the incidence of Sexually Transmitted Infections (STIs) within the municipality, including a concerning rise in reported cases of HIV and AIDS. While these trends point to a growing public health challenge, the accurate determination of HIV prevalence within the municipality remains constrained due to the absence of a designated HIV sentinel surveillance site.

According to the Municipal Health Directorate, the lack of sentinel data limits the municipality's ability to track and respond proactively to the spread of the disease. This gap underscores the urgent need for the establishment of a sentinel site to facilitate routine surveillance and generate reliable epidemiological data for planning and intervention.

In the interim, efforts to control the spread of HIV and other STIs must be intensified through comprehensive public health education, increased access to Voluntary Counselling and Testing (VCT) services, and stigma-free support for individuals living with HIV and AIDS. Expanding community awareness campaigns, promoting safer sexual practices, and integrating STI management into primary healthcare services are critical components of a responsive and inclusive health strategy.

In addition, partnerships with civil society organizations, youth groups, and traditional leaders should be leveraged to promote behavioral change and ensure sustained community engagement in prevention

and treatment efforts. Addressing these issues holistically is essential to reducing the transmission of infections and improving the health and wellbeing of affected populations across the municipality.

2.9.2.3 National Health Insurance Scheme (NHIS) Operations in the Municipality

Currently, the municipality does not operate an independent National Health Insurance Scheme (NHIS). Instead, it functions as a sub-office under the broader Nsawam Health Insurance Scheme. This administrative arrangement poses a significant challenge in disaggregating and analyzing health insurance data specific to the municipality, thereby limiting effective monitoring and targeted planning.

Despite these constraints, available indicators suggest that enrolment and utilization of the scheme remain high, with a steady increase in new registrations. This trend reflects growing public confidence in the scheme and its potential to enhance access to affordable healthcare services.

The Municipal Assembly recognizes the critical role of a fully autonomous NHIS scheme in strengthening health service delivery, improving accountability, and ensuring tailored responses to the unique healthcare needs of its residents. It is therefore the expectation of the Assembly that all necessary steps will be taken both administratively and logistically to establish a fully operational, standalone NHIS scheme within the municipality in the near future. This will enhance the efficiency of health insurance administration and enable more precise tracking of health coverage and financial performance at the local level.

2.9.3 Child Protection

The Akuapim South Municipality has a predominantly youthful population, with a significant proportion of children living under the guardianship of their grandparents or other extended family members. This caregiving arrangement often results from the migration of parents to urban centers in

search of economic opportunities. Unfortunately, many of these elderly caregivers face economic and physical limitations that hinder their ability to provide adequate parental care, guidance, and supervision which sometimes results in Child Abuse.

In response to these vulnerabilities, the Department of Social Welfare and Community Development has intensified efforts to promote child protection and ensure the well-being of children within the municipality. The department implements a range of social protection and child welfare initiatives designed to safeguard children from abuse, neglect, and exploitation.

Key interventions include community-based sensitization campaigns, education on child rights and responsibilities, and the establishment of community child protection committees. These initiatives are carried out in collaboration with local stakeholders, traditional authorities, school authorities, and parent-teacher associations. Emphasis is placed on increasing public awareness of the psychological, physical, and social consequences of child abuse and neglect. The department also monitors cases of child trafficking, forced child labour, and child marriage, working closely with law enforcement agencies to ensure that reported incidents are addressed swiftly and appropriately.

Moreover, support services are extended to vulnerable children, including those with disabilities, orphans, and children in conflict with the law. These services encompass counselling, reintegration, and referrals to specialized institutions. Through these coordinated efforts, the municipality aims to create a safer and more supportive environment that promotes the rights, safety, and development of every child.

2.9.4 Social Protection

The Municipality continues to implement several national social protection programmes aimed at addressing poverty, reducing inequality, and promoting inclusive development, particularly for the most vulnerable groups. These interventions are guided by the national social protection framework and tailored to meet local needs through collaborative efforts among government agencies, civil society organizations, and development partners.

One of the flagship initiatives is the **Livelihood Empowerment Against Poverty (LEAP)** program, which provides bi-monthly cash transfers and health insurance premium waivers to extremely poor households, particularly those with elderly persons, persons with disabilities, and orphans. LEAP beneficiaries in the municipality have also received complementary services such as skills development and social counselling to promote self-reliance.

The **Ghana School Feeding Programme (GSFP)** is also operational in selected basic schools, offering one nutritious meal each school day to enrolled pupils. This intervention not only enhances school enrolment and retention but also improves learning outcomes and local agricultural productivity by sourcing foodstuffs from local farmers.

The **National Health Insurance Scheme (NHIS)** continues to provide access to essential health services for residents, including indigent populations and school children. The scheme plays a crucial role in reducing the financial burden associated with accessing healthcare services.

In addition, the **Ghana Productive Safety Net Project (GPSNP)** has been introduced to support poor and food-insecure households through labour-intensive public works, cash-for-work programmes, and

capacity-building training, with the goal of building resilience and enhancing income-generating opportunities.

Other interventions include the **Free Senior High School (Free SHS)** policy, which has significantly expanded access to secondary education, and the **Capitation Grant** for basic education, which supports school management and operational costs.

Collectively, these programmes contribute to human capital development, poverty alleviation, and social inclusion. However, gaps in coverage, delays in disbursement, and logistical challenges occasionally undermine the full impact of these initiatives. As such, there is a growing need to improve coordination, monitoring, and data management systems to ensure that these social protection interventions are efficiently delivered and equitably accessed by the intended beneficiaries across the municipality.

2.10 POVERTY SITUATION IN THE MUNICIPALITY

Poverty remains a significant developmental concern in the Akuapim South Municipality, as in many other parts of the country. It presents both a challenge and a key target for public policy, given that most development interventions be they in health, education, infrastructure, or agriculture, are ultimately aimed at improving the living conditions of the poor and enhancing their access to essential services and opportunities.

Although poverty is not uniform across the municipality, it persists in both rural and peri-urban communities, often characterized by limited access to basic services, low-income levels, underemployment, and inadequate infrastructure. The poverty situation in the municipality can be described as moderate, largely because the majority of the population relies on agriculture and related

activities as their primary source of livelihood. While agriculture provides subsistence and employment for many, its productivity is constrained by traditional farming practices, low access to markets, erratic rainfall patterns, and limited extension services, thereby affecting household income and food security.

The implementation of national and local development initiatives, such as the Planting for Food and Jobs programme, LEAP, and GPSNP, have brought some relief to vulnerable households. However, the overall effectiveness of these programmes in lifting beneficiaries out of poverty remains mixed, largely due to funding constraints, targeting inefficiencies, and poor coordination among implementing agencies.

Addressing poverty in the municipality therefore requires a more integrated and sustainable approach that promotes inclusive economic growth, enhances human capital development, strengthens agricultural value chains, and improves access to social protection and financial services. Particular attention must also be given to gender and youth dimensions of poverty, ensuring that interventions are tailored to address the specific vulnerabilities of women, children, persons with disabilities, and other marginalized groups.

2.11 SANITATION FACILITIES & METHOD OF WASTE DISPOSAL

With increasing population and industrialization, waste management is becoming a severe problem in Ghana. Proper means of waste disposal is crucial to public health and the environment. This helps reduce the chances of spreading diseases. Proper waste disposal also reduces the probability of contamination of the soil and groundwater.

The 2021 PHC result revealed that 37 percent of household dispose their solid waste at public dump (open space), 30 percent burn their solid waste, while 0 percent dump their waste indiscriminately. On

the other hand, only 20 percent has their waste collected, 10 percent uses public container while 4 percent buried their waste.

By type of locality, while the proportion using of open space in the rural areas is 47 percent, that of the urban areas is 22 percent. The proportions using public dumps (containers) are 16 percent in the urban areas and 6.1 percent in the rural areas.

On liquid waste disposal, majority of households (71.07) have their waste thrown onto the compound while 34.0 percent throw their waste onto the street. Relatively small proportion practice more improved system (through the sewerage system [1.64%], through drainage system into a gutter [11.47%], through drainage into a pit/soak away [11.83%], and thrown into gutter [15.46%]).

By type of locality, 14.2 percent of households in the rural areas throw their liquid waste onto the compound as compared with 56.88 percent in the urban areas.

Currently there are 29 public toilet facilities owned and operated by the Assembly with 12 of the being flush Pull, 17 KVIP with 4 non-functional.

2.12 FOOD SECURITY IN THE MUNICIPALITY

Food security refers to the availability and affordability of food in a particular region. Food security is a key measure of improved standard of living. The production of staple foods is in abundance in the district especially pineapple and citrus as well as maize and plantain.

Though many farmers cultivate on subsistence basis, a good number of subsistence farmers release their surpluses to the market. As a result, there is always abundance of foodstuffs during the harvest season thereby making food affordable and accessible during the harvest season. This affects the prices of foodstuffs during the season of harvest making farmers improvised. Factors including favorable rainfall patterns and rich soil fertility influence the availability of food in the district. However, it is estimated that majority of the farmers are not abreast with modern practices of chemical application

thereby affecting food quality and safety especially at the local level. This is further exacerbated by inadequate storage facilities to store most farm produce especially perishable ones.

Climate change is increasingly likely to create conditions of food insecurity, including erratic weather patterns such as drought and flooding, which reduce the certainty of crop production.

2.12.1 Nutrition Security

Statistics show that, 20 percent of children are malnourished (have less than three meals a day and take meals which do not provide all body nutrient requirements). At the household level, it is revealed that, the farming households rely on their produce for food, which is mostly carbohydrate-rich and lacking most of the other nutrients such as protein and vitamins.

2.13 Contributions of Institutions to Child Development

Some of the Institutions that contribute in various ways to the development of children in the district.

Table 2.10: Institutions Contributing to Child Welfare and Areas of Contribution

Institutions	Areas of Contribution
Department of Social Welfare & community Development	Educating, sensitizing and welfare supports for marginalized children.
Domestic Violence and Victims Support Unit of the Ghana Police Service	Helps to entrench the rights of children, using available legal provisions. Example: Enforcement of Children’s Act, 1998 (Act 560).
Non-Governmental Organizations	Assist in providing educational materials and infrastructure, and responding to general needs of children
Community Based Organizations	Educating the public and members on proper child development issues and providing financial cushioning.

Source: MPCU, Akuapim South Municipal Assembly, 2025

2.14 Gender and Vulnerability Analysis

The social structure of most communities within the Akuapim South Municipality remains predominantly patriarchal, with men traditionally occupying key leadership and decision-making roles. Despite this cultural orientation, deliberate efforts through gender-inclusive policies and vulnerability-focused interventions have begun to yield positive results in promoting gender equity and empowering marginalized groups, particularly women and children.

The integration of gender mainstreaming strategies across various institutions and community-based programs has fostered greater participation of women in public life and local governance. Notably, in the 2023 District Assembly Elections, the municipality recorded a significant improvement in female political participation, with several women contesting for Assembly seats—three of whom were successfully elected. This marked a positive increase compared to the 2019 elections, where only one woman contested and won. Currently, out of the 38 Assembly Members in the municipality, three are women—one elected and two appointed by government. However, female representation remains critically low at the Unit Committee level, where women constitute less than 3 percent of all elected members, highlighting the need for more targeted advocacy and affirmative action policies.

Vulnerability in the municipality also manifests in multiple dimensions, particularly among the extremely poor, persons with disabilities (PWDs), and other socially disadvantaged groups. These populations face heightened exposure to risks such as illness, unemployment, asset loss, and social exclusion, which compound their poverty and limit their ability to cope or recover from shocks.

In response, the Department of Social Welfare and Community Development has intensified efforts to identify, register, and support vulnerable populations, particularly PWDs. Through the equitable distribution of the Disability Common Fund (DACF), the Assembly provided financial and logistical

support to 145 PWDs between 2023 and 2024. These interventions have helped beneficiaries acquire assistive devices, vocational tools, and income-generating support to promote their economic independence and social inclusion.

Going forward, the Assembly recognizes the need to strengthen gender-responsive planning and budgeting, expand inclusive education and health services, and enhance the economic empowerment of women, youth, and PWDs. These measures will not only address existing gender disparities but also contribute to building a more resilient and equitable society across the municipality.

2.14.1 Gender Equality

According to the 2021 Population and Housing Census, the sex distribution in the district shows that females constitute 51.8% of the population, while males represent 48.2%. A further disaggregation by locality reveals that women are more concentrated in urban areas, accounting for 52.4% of the urban population, compared to 47.6% for men. Conversely, in rural areas, men slightly outnumber women, representing 50.3% of the rural population.

An assessment of gender roles within the district reveals a dynamic and evolving pattern. Traditionally, males have dominated the formal employment sector, while females have been more prevalent in informal economic activities such as petty trading, small-scale food processing, and market vending. However, these conventional boundaries are gradually shifting. Notably, the data indicates that 49.1% of households in the district are headed by females, while 49.9% are headed by males. This near-equal distribution reflects a transition toward more shared responsibilities within the household structure.

The increasing incidence of female-headed households underscores the critical economic and social contributions of women in the district. It also highlights a significant shift from the historically male-dominated role of sole provider toward a more equitable household management model. This evolving gender dynamic presents opportunities for fostering inclusive development and reinforces the

importance of ensuring that both men and women are actively involved in all aspects of community decision-making, resource allocation, and governance processes. Promoting gender equity and recognizing the integral roles of both sexes is essential for achieving balanced and sustainable development outcomes in the municipality. However, Gender base violence, inequality, inequity, child abuse and teenage pregnancy issues are still prevalence in some rural communities within the Municipalities.

2.15 ECONOMY OF THE MUNICIPALITY

2.15.1 Agriculture

More than two- third of the labour force is employed in the agriculture sector with majority engaged in crop farming. The municipal is one of the leading producers of pineapples, mangoes and citrus fruits in the country. Most of these farm produces are exported outside the country. There are also peasants who cultivate foodstuff as well as few other commercial farmers. Food crops that are cultivated include maize, cassava, plantain and vegetables, whilst livestock reared are poultry, sheep, goats, pigs, cattle and non-traditional animals such as grass cutters.

2.15.1.1 Access to Extension Services

There are 15 extension Operational areas in the municipality and each operational area is entitled to one extension officer bringing the total number of extension agents needed in the district to Fifteen (15) but only three extension officers are at post. The Agriculture Department would require 12 more extension officers. Inadequate motorbikes, inadequate training (capacity building) for staff, low motivation (including travelling and transport allowance) are some major challenges that affect the operation of extension officers.

2.15.2 Financial Institutions & Economic Activities

Financial Institutions play key roles in the mobilization of resources in the municipality. An analysis of financial institutions gives an indication of how local people access and utilize credit for internal development. The financial Institutions operating in the municipality include Akwapim Rural bank and Maroon Microfinance.

2.15.3 Tourism Development in the Municipality

Akuapim South Municipality is richly endowed with a variety of significant national monuments and tourism attractions, making it a key destination within the Eastern Region of Ghana. Tourism is a vital pillar of the local economy, contributing over 60 percent to the municipality's internally generated revenue and serving as a major source of employment and income for residents. The municipality's unique natural environment, cultural heritage, and historical assets offer immense potential for sustainable tourism development.

Among the most iconic sites is the **Presidential Lodge at Peduase**, built by Ghana's first President, Dr. Kwame Nkrumah. The lodge stands not only as a historical symbol of Ghana's political past but also as a serene and strategically located facility often used for presidential retreats and diplomatic meetings.

Another prominent attraction is the **Aburi Botanical Gardens**, established by the Basel Missionaries in 1890. This century-old garden is recognized nationally and internationally for its role in conserving rare plant species and promoting biodiversity. It serves as both a recreational and educational site, drawing local and foreign tourists, researchers, students, and nature enthusiasts throughout the year. Often described as a revered national treasure, the garden's unique flora and beautifully landscaped grounds enhance its reputation as one of Ghana's most important ecological landmarks.

Complementing these is the **Aburi Craft Village**, which showcases the municipality's vibrant artisanal culture. The village is a central hub for the production and sale of traditional crafts, wood carvings, fabrics, and souvenirs. It plays a crucial role in preserving cultural identity and heritage while supporting the livelihoods of many artisans and traders.

Despite these notable assets, the full potential of the tourism sector in Akuapim South remains underexploited. Infrastructural deficits, limited investment, weak promotional strategies, and inadequate policy coordination continue to constrain the growth and sustainability of the industry. Several other tourism sites within the municipality possess high development potential but have not yet received the necessary investment and infrastructural upgrades. These include natural waterfalls, scenic viewpoints along the Akwapim-Togo range, cultural festivals, and sacred groves that could attract both domestic and international tourists if well developed.

The Assembly recognizes tourism as a strategic sector for inclusive local economic development. Therefore, there is a growing urgency to improve access roads to key sites, expand hospitality facilities, enhance security and sanitation, and intensify promotional campaigns. The Assembly is also exploring public-private partnerships (PPPs) and donor collaborations to unlock investments and build the requisite capacity among local stakeholders to manage and sustain tourism growth.

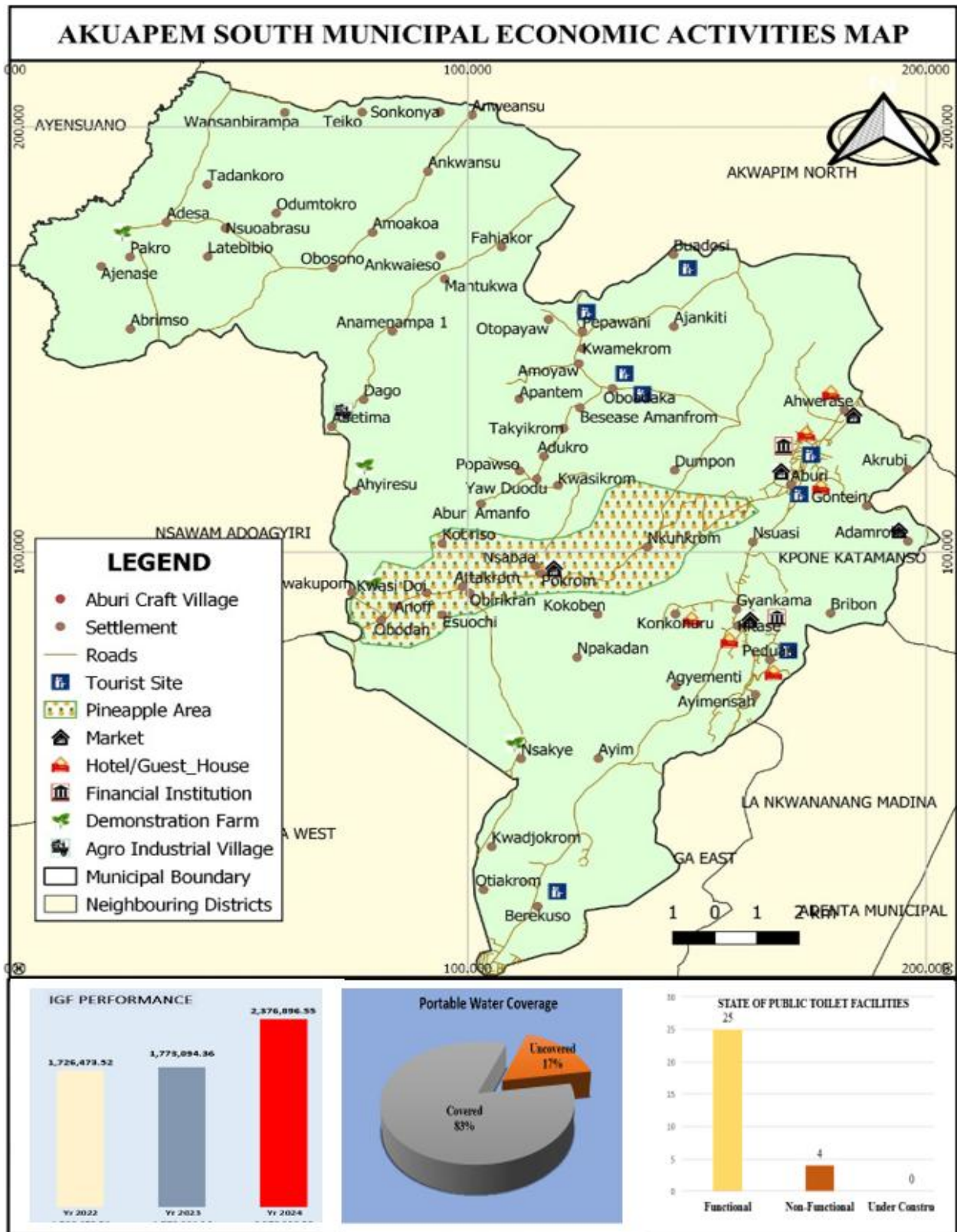
With proper planning, investment, and policy support, the tourism sector in Akuapim South has the potential to become a leading economic driver, while preserving the municipality's rich history, culture, and natural environment for future generations.

Table 2.11: List of Under-developed tourist sites in Akuapim South Municipal, 2025

TOURIST SITE	LOCATION	REMARK
1. Waterfalls	Boade	Requires further development
2. Natural rock bridge with a stream running underneath	Pepawani	Requires further development
3. Osei Tutu shrine	Berekuso	Requires further development
4. Coffin-shaped rock	Oboadaka	Requires further development
5. Obo-guanten (rock with sheep-like look)	Kobiso	Requires further development
6. Waterfalls	Oboadaka	Needs further development

Source: MPCU Survey, 2025

Figure 2.4: Economic Activity Map, 2025



2.16 Governance and Institutional Capacity

The Akuapim South Municipal Assembly undertakes its statutory functions through a well-structured administrative and political framework comprising the **Executive Committee** and various **statutory sub-committees**. The Executive Committee exercises the executive and administrative authority of the Assembly, ensuring the implementation of development plans, policy coordination, and effective service delivery. The sub-committees are tasked with the deliberation, analysis, and formulation of recommendations on sector-specific issues such as development planning, social services, environment, justice and security, and finance.

To facilitate administrative efficiency and accountability, the Municipal Chief Executive (MCE) who is the political and administrative head of the Assembly—is supported by the Municipal Coordinating Director (MCD), who leads the Municipal Secretariat, also known as the Office of the District Assembly. The MCD plays a central role in coordinating the activities of all decentralized departments and ensuring the smooth implementation of Assembly decisions.

The governance structure of the municipality includes **four (4) Zonal Councils**, which are further subdivided into **27 Electoral Areas**. Each electoral area is represented by an elected Assembly Member and supported by **five (5) Unit Committee Members**, serving as the grassroots arm of local governance. In total, the Assembly is composed of **38 members**, comprising **26 elected representatives** and **12 government appointees**.

In terms of security and law enforcement, the municipality hosts **four Police Stations**, a **Fire Station**, an **Immigration Command**, and an **Ambulance Service**, all contributing to the safety and emergency response capabilities of the area. Additionally, the presence of a **Court of Law** enhances access to justice and legal redress for residents.

2.16.1 Key Institutional and Governance Challenges

Despite the relatively robust institutional framework, the Assembly continues to face a range of systemic and operational challenges that affect the delivery of public services and local development outcomes:

Inadequate Office Infrastructure: Many departments operate in overcrowded or sub-standard office spaces, limiting operational efficiency and staff productivity.

Insufficient Logistics and Equipment: Critical logistical constraints, including limited vehicles, ICT tools, and technical equipment, hamper effective service delivery across departments.

Unregulated Commercial Motorcycle ("Okada") Operations: The increasing use of motorcycles for commercial transportation has led to safety risks and traffic law violations due to the lack of regulation and enforcement.

Limited Citizen Participation: Mechanisms for community engagement and participatory decision-making remain weak, resulting in low civic involvement in development planning and policy formulation.

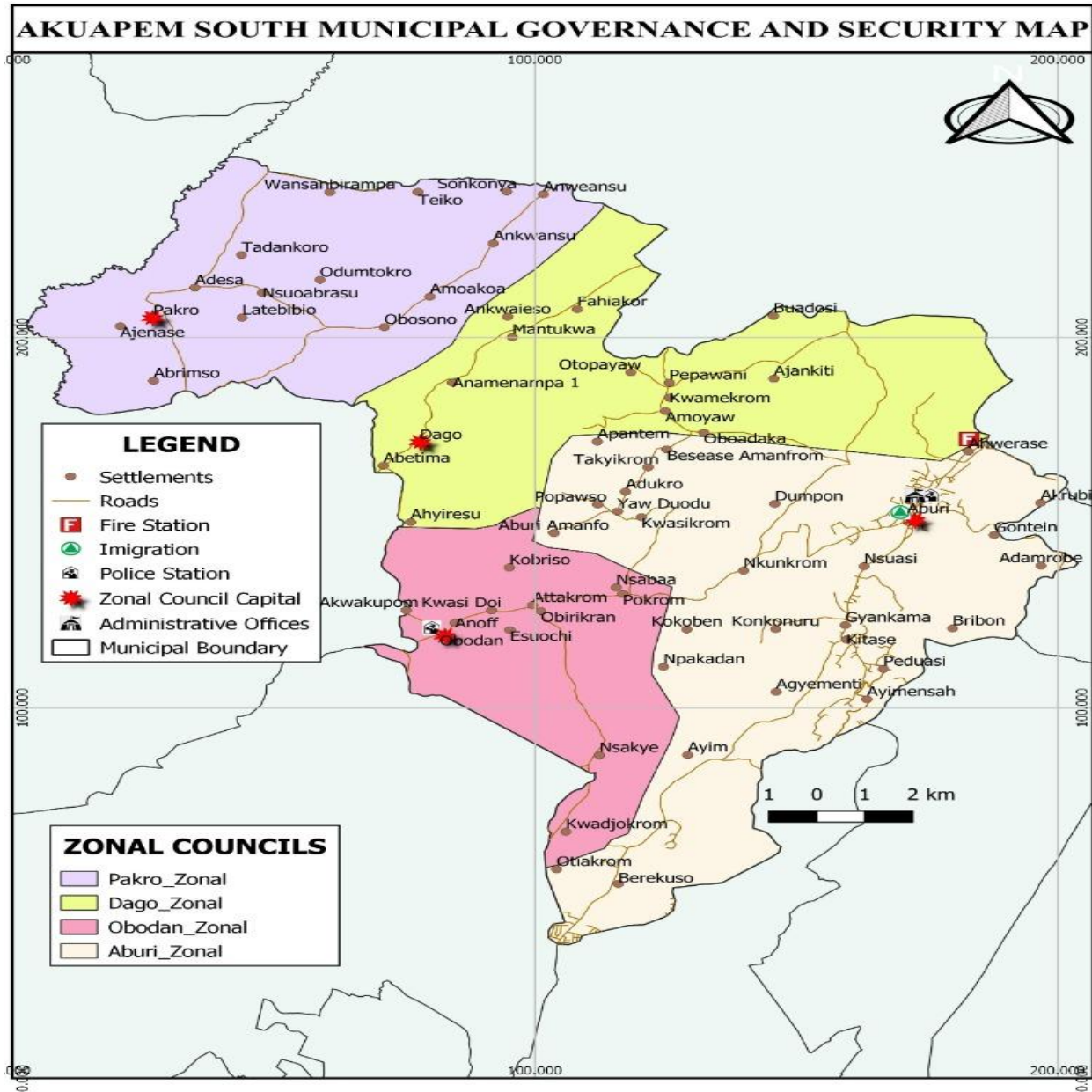
Low Human Resource Capacity: Some departments face staffing challenges, including inadequate numbers of qualified personnel and limited capacity-building opportunities.

Ineffective Sub-Structures: Sub-district structures such as Zonal and Unit Committees are largely under-resourced and inactive, reducing their ability to function as effective vehicles for local governance.

Rampant Sand Winning Activities: Unregulated and illegal sand mining continues to pose significant environmental and land degradation threats across the municipality.

Rising Insecurity and Land Disputes: The municipality has witnessed an increase in land-related conflicts and chieftaincy disputes, often resulting in tensions, litigation, and in some cases, physical confrontations.

Figure 2.5: Governance and Security Map, 2025



2.17 Emergency Preparedness and Response

2.17.1 Natural and man-made disasters

Disaster Management, Risks and Shocks:

One major component of vulnerability is risk, which is the probability of an event happening. Households in the district face a variety of shocks, which are either due to natural or man-made causes. Among the natural causes of shock identified are floods and bush fires which are the most prevalent in the district.

2.17.1.1 Types and Causes of Disasters

The disasters in the district are primarily:

Fire outbreaks caused mainly by human activities including hunting, farmers who burn their farms before planting, children who play with fire on farm sites during the dry seasons

Flooding and rain related destruction of properties. These are caused by both natural (heavy rainfall and thunderstorms) and made-made related factors (not adapting to the appropriate building codes and poor planning of settlements and land uses in the district).

Accidents of cars and motorcycles etc.

Based on the above-identified disasters, the areas where these disasters are experienced have been indicated in the table.

Table 2.12: Disaster Prone Areas in the municipality

Nature of Disaster	Recorded Figure	Location
Rain/windstorm	6	Aburi, Dumpong, Attakrom, Oboadaka, Konkonuru Yaw-Duodu
Flooding	1	Gyankama,

Source: MPCU, ASMA, 2025

2.18 Summary of Key Development Issues

The table below summaries Development issues identified in the profile and the review of 2026-2029 District Medium Term Plan

Table 2.13: Key Identified Issues

Development Dimensions	Key Identified Issues
Governance and Institutional Development	<ul style="list-style-type: none"> • High insecurity, increased land and chieftaincy disputes • Inadequate logistics for project and programme monitoring and evaluation • Erratic electricity supply and high number of unserved communities
Economic Development	<ul style="list-style-type: none"> • Limited access to credit services for SMEs • Poor market infrastructure/ absence of ready market for farm produce • Conversion of farm lands into household units by developers • High cost of farm inputs • Inadequate extension and veterinary services
Environment and Human Settlements Development	<ul style="list-style-type: none"> • Poor and inadequate road transport network • Haphazard development and increasing unplanned settlements • Rampant sand winning activities • Unregulated Okada/ motor riding activities
Social Development	<ul style="list-style-type: none"> • Inadequate and poor state of educational infrastructure • Gaps in physical access to quality health care • High incidence of substance abuse especially among the youth • Broken-down boreholes and hand dug wells • Poor liquid and Solid waste management practices • Inadequate supply of potable water • Poor and erratic communication network in the municipality • High incidence of Gender-based violence, inequality, inequity, child abuse and teenage pregnancy/Adolescent Birth rate • Inadequate household toilet facilities • Dilapidated Public Toilet facility

2.18.1 SWOT ANALYSIS

Table 2.14 SWOT Analysis on the Key Development Issues

KEY DEVELOPMENT ISSUES	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT				
High insecurity, increased land and chieftaincy disputes	Existing traditional leadership systems can mediate disputes. Active community involvement in local governance processes	Unresolved land disputes, delay project implementation and land tenure security. Overlapping authority between chiefs and local government creates tensions.	Use of Alternative Dispute Resolution (ADR) mechanisms through local governance. Documentation and demarcation of land to reduce boundary conflicts.	Escalation of disputes could deter investment in agriculture and housing. Political interference may deepen factionalism among traditional authorities.
Conclusion:				
Inadequate logistics for project and programme monitoring and evaluation	Existence of a decentralized planning unit with basic structure. Presence of community-based monitoring groups in Akuapim South.	Limited access to vehicles, IT tools, and staff capacity for effective M&E. Irregular data collection leads to poorly informed planning.	Collaboration with NGOs and CSOs to support M&E logistics. Use of mobile technology and GIS for real-time tracking of projects.	Delayed reporting affects funding and credibility of the Assembly. Persistent data gaps could lead to misallocation of resources.
Conclusion:				
Erratic electricity supply and high number of unserved communities	National electrification programs are being extended to rural areas. Presence of ECG offices in adjoining districts for potential collaboration.	Frequent outages disrupt local businesses and schooling. Some rural areas in Akuapim South remain off-grid.	Solar and mini-grid energy projects suited for off-grid communities. Possible partnerships with renewable energy providers.	Extended power outages may discourage SME growth. Increase in illegal electricity connections in unserved communities.
Conclusion:				
ECONOMIC DEVELOPMENT				
Limited access to credit services for SMEs	High entrepreneurial drive among youth and women in Akuapim South. Presence of rural and community banks in Aburi and closed by	Most SMEs operate informally, lacking financial records or collateral.	Partnerships with MASLOC, NEIP, and other SME support schemes.	High-interest rates discourage loan uptake. Credit inaccessibility leads to stagnation or collapse of local businesses.

	communities like Mamfe and Nsawam	Poor financial literacy limits credit application success.	Digital and mobile banking could widen access to credit.	
Conclusion:				
Poor market infrastructure/absence of ready market for farm produce.	Akuapim South has fertile lands and productive farming communities. Traditional market days are well established in some communities.	Lack of storage and poor road links cause post-harvest losses. Middlemen often exploit farmers due to absence of market information.	Revamping of local markets (e.g. Aburi and Pokrom markets). Introduction of farmer cooperatives to improve bargaining power.	Low farmer income discourages agricultural investment. Waste of perishable goods affects food security.
Conclusion:				
Conversion of farmlands into household units by developers	Increased demand for housing due to proximity to Accra. Real estate boosts local economy and job creation	Encroachment on arable lands threatens food production. Weak enforcement of land use plans in peri-urban areas.	Use of zoning and spatial plans to designate land uses. Community sensitization on sustainable land management.	Future land conflicts between developers and farmers. Food insecurity due to reduction in farming space.
Conclusion:				
High cost of farm inputs	Farmers are eager to adopt modern inputs if affordable. Availability of input suppliers.	Rising input prices (e.g. fertilizers, chemicals) reduce profit margins. Limited access to subsidized inputs under government programs.	Input distribution through farmer-based organizations (FBOs). Bulk procurement schemes by the Assembly or cooperatives.	Decline in productivity and farmer exit from agriculture. Overuse of low-quality substitutes may harm the environment.
Conclusion:				
Inadequate extension and veterinary services	Existing district agricultural office under MoFA. Some experienced staff stationed within the district.	Low extension-to-farmer ratio. Lack of logistics (motorbikes and technical tools) for field officers	Use of digital platforms (e.g. esoko) to reach more farmers. Collaboration with Universities and NGOs for outreach.	Livestock diseases may spread without timely vet services. Low farmer yields due to lack of technical support.
Conclusion:				
ENVIRONMENT AND HUMAN SETTLEMENTS DEVELOPMENT				
Poor and inadequate road transport network	Some feeder roads already exist and can be upgraded. Local construction firms available for engagement.	Rain cuts off access to many communities (e.g. Ankwensu, Mentukwa). High cost of transporting goods,	Feeder road rehabilitation support from government and donors. Labour-Intensive road works can generate employment.	Isolation of communities during rainy seasons. Slowed response in emergencies like childbirth or accidents.

		especially farm produce.		
Conclusion:				
Haphazard development and increasing unplanned settlements	Physical Planning Unit is functional within the Assembly. Growing interest in real estate and development control.	Lack of updated town planning schemes. Weak enforcement of building permits.	Development of Local Plans and Land Use Plans. Training of zonal councils on monitoring land development.	Flooding and congestion due to poor layout. Difficulties in providing services like water and roads.
Conclusion:				
Rampant sand winning activities	Source of employment and revenue for the Assembly. Local materials support construction boom.	Destruction of farmlands and water bodies. Weak enforcement of permits and regulations.	Licensing and zoning of sand winning sites. Environmental Impact Assessments (EIAs) to guide practices	Environmental degradation and community unrest. Collapse of land and infrastructure in affected areas.
Conclusion:				
Unregulated Okada/motor riding activities	Provides essential transport in hard-to-reach areas. Creates employment for young people.	Riders lack helmets and licenses. Accidents are frequent and poorly reported.	Rider associations can support regulation and safety training. Registration and insurance schemes to formalize sector.	Road accidents leading to fatalities and injuries. Crime and insecurity due to untraceable riders.
Conclusion:				
SOCIAL DEVELOPMENT				
Inadequate and poor state of educational infrastructure.	Strong demand for education among residents. PTA and community support in some schools	Dilapidated classrooms, especially in rural areas. Inadequate furniture and teaching materials.	GETFund and DACF could support infrastructure upgrades. NGO support in promoting basic education.	Low school attendance and dropout rates. Poor learning outcomes due to overcrowding.
Conclusion:				
Gaps in physical access to quality health care	Presence of health facilities in Aburi, Berekusu, Adomorobe etc Qualified health personnel posted to the district.	Many communities far from health centers. Limited medical equipment and drugs.	Construction of more CHPS compounds. Health outreach services for remote areas.	High maternal and child mortality. Spread of preventable diseases.
Conclusion:				
High incidence of substance abuse especially among the youth	Active faith-based and youth groups.	Lack of rehabilitation centers and youth programs.	Community sensitization and peer education.	Crime and insecurity may increase.

	Existing awareness creation by GHS and NGOs	Peer pressure and unemployment fueling abuse.	TVET and entrepreneurship programs for youth.	Mental health issues burden local health services.
Conclusion:				
Broken-down boreholes and hand-dug wells	Several boreholes already installed.	No sustainable maintenance system. Lack of spare parts and technical skills locally.	Establishment of local water maintenance committees. Partnerships with NGOs for WASH services.	Water shortages and use of unsafe water. Conflicts over limited functional water points.
Conclusion:				
Poor liquid and solid waste management practices	Zoomlion and Assembly waste services operational. Environmental health officers present.	Inadequate bins and irregular collection. Illegal dumping and burning of waste.	Community-based waste segregation and recycling. Private waste collectors can be franchised.	Cholera and sanitation-related diseases. Degradation of tourist sites like Aburi Gardens.
Conclusion:				
Inadequate supply of potable water	Groundwater available in many areas. Past water projects provide a foundation.	Seasonal shortages and broken water systems. Some communities depend on streams or sachet water.	Rainwater harvesting and small-town water systems. Public-private partnerships in water delivery.	Health hazards due to contaminated water. Increased school absenteeism due to water-fetching duties.
Conclusion:				
Poor and erratic communication network in the municipality	Presence of major telecom operators (MTN, Vodafone). Mobile phone penetration is high.	Weak signals in many rural areas. Internet access is expensive and unreliable.	Telecom infrastructure expansion by NCA. Use of communication to support health, education, and markets.	Digital exclusion of rural population. Emergency delays due to poor network access.
Conclusion:				
Inadequate household toilet facilities	Ongoing campaigns against open defecation. Local knowledge of the importance of hygiene.	High cost of constructing toilets. Cultural taboos prevent sharing of toilets.	CLTS (Community-Led Total Sanitation) programs. Incentives for toilet construction by the Assembly.	Increase in water-borne diseases. Environmental degradation in slums and peri-urban areas.
Conclusion:				
Dilapidated public toilet facility	Central location makes them accessible to many. Existing facility can be renovated at lower cost.	Poor hygiene and lack of maintenance. Non-functional plumbing and lighting.	Engage private operators for toilet management. Revenue generation from usage fees.	Open defecation in surrounding areas. Public health nuisance and image damage, especially in tourist towns like Aburi.

High incidence of Gender-based violence, inequality, inequity, child abuse and teenage pregnancy/ Adolescent Birth rate	Sensitization programme on Gender-based violence, equality, equity child abuse, teenage pregnancy and Adolescent Reproductive Health Rights.	High level of Teenage Pregnancy affecting school completion rate and BECE Performance among basic schools Pupil.	Involvement of all stakeholders to educate and enforce bye-laws minimize, gender base violence, child abuse and Teenage/Adolescent Birthrate.	High School Dropout and incompleteness rate. High level of physical, psychological, sexual, Social and Economic effects on the affected persons.
Conclusion:				

2.18.2 Community Needs and Aspirations

Community needs and aspirations were identified through a participatory approach that involved the administration of structured questionnaires across all 27 electoral areas within the municipality. In addition to the surveys, four zonal council meetings were convened to further engage local leaders and representatives on development priorities. Furthermore, a comprehensive stakeholders’ forum held in Aburi served to validate, enrich, and triangulate the data gathered from the communities.

The process ensured that a wide range of voices including traditional authorities, women, youth, persons with disabilities, and other marginalized groups were captured to reflect the diverse development expectations of the population.

The following presents a synthesized summary of the key aspirations expressed by the communities:

- Construction/rehabilitation of educational infrastructure
- Increased infrastructure to improve quality health care
- Provision of potable water
- Extension of electricity to newly developed areas and communities
- Liaise with higher authorities to Subsidize and support access of farm inputs across the municipality.
- Construction and periodic rehabilitation road transport network
- Periodic education on drug abuse especially among the youth
- Rehabilitation and development of market infrastructure
- Improved liquid and Solid waste management practices
- Availability of logistics for project and programme monitoring and evaluation
- Support for the construction of household toilet facilities
- Improve on insecurity, land litigation and chieftaincy disputes
- Improved access to extension services
- Improved access to credit facilities for SMEs
- Drilling of boreholes
- Increased use of farm lands for agriculture activities and reduced sale of arable lands to estate developers
- Eradication of sand winning activities
- Effective development control with approved planning schemes
- Improved communication network in the municipality
- Periodic Sensitization on Gender-based violence, inequality, inequity, child abuse, teenage pregnancy and Adolescent Sex Reproductive Health Right at all levels.

- Renovation of dilapidated public toilet facility
- Enforcement of Okada/ motor riding regulatory activities

2.19 Development Projections for 2026-2029

The development projection is based on a number of assumptions that seek to forecast the future of the municipality in terms of population, production, environmental conditions and social needs among others under the following goals:

1. Maintain a stable, united and safe society
2. Build a Prosperous Society
3. Safeguard the natural environment and ensure a resilient built environment
4. Create opportunities for all

An understanding of the current and future development needs of the municipality will be established using the following approach to inform strategic planning and guide appropriate interventions for the 2026–2029 period. The analysis will be based on the prioritized development issues identified in the preceding chapters, and will be aligned with demographic projections, district and regional development goals, national policy targets, and relevant sectoral service delivery standards. This comprehensive approach ensures that planning decisions are evidence-based, forward-looking, and responsive to both present and anticipated needs.

2.19.1 Population Projections

Based on projections illustrated in Figure 4.1, the population of the Akuapim South Municipal municipality is expected to reach approximately **132,097 by the year 2029**. This projection uses the **2021 population figure of 76,922** as the base year, representing a significant increase over the period.

The **Exponential Growth Method** was employed in generating these projections. This method is considered appropriate due to the relatively extended projection period (2010–2025) and the

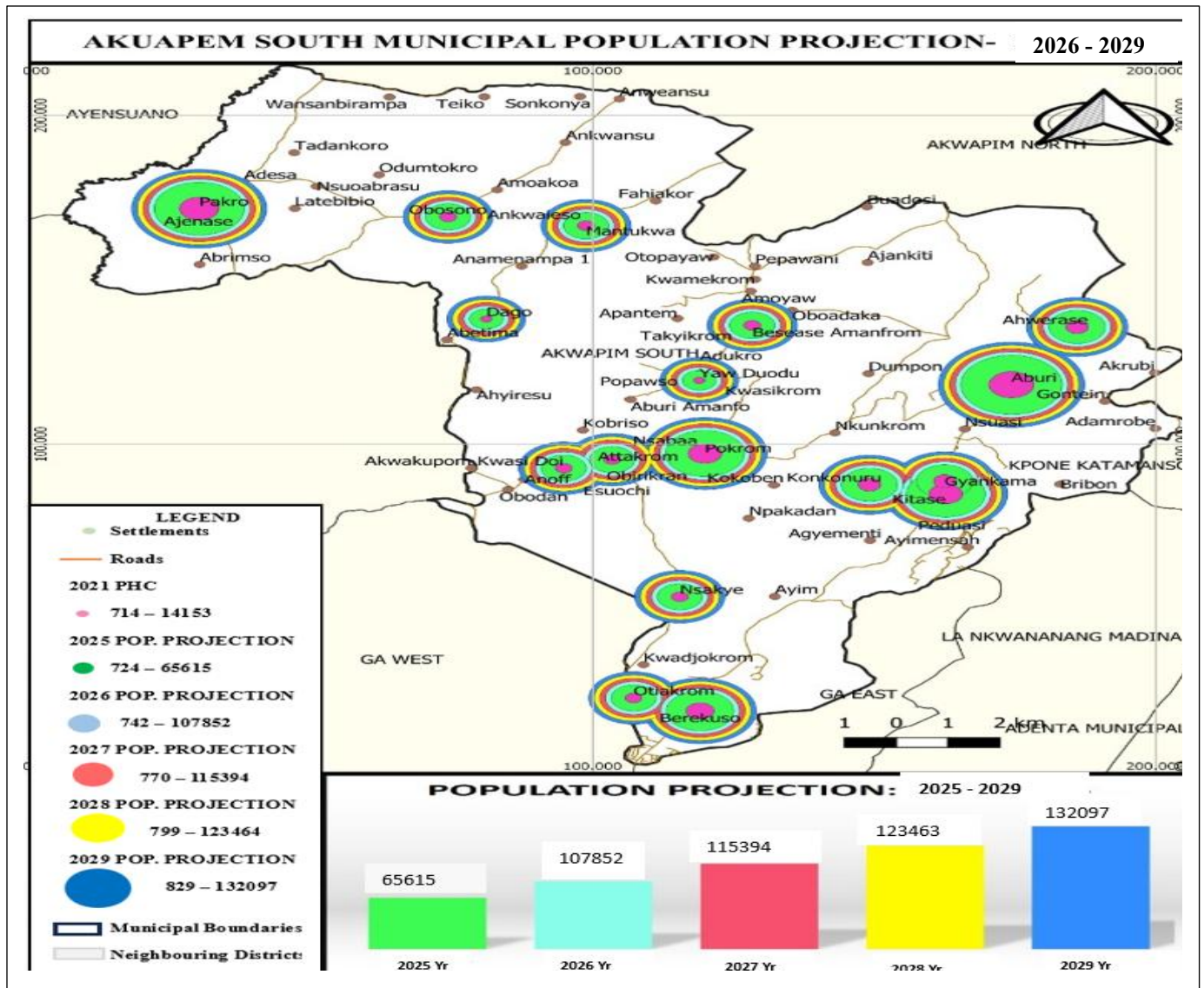
dynamic nature of the key demographic variables namely, birth rate, death rate, and migration rate.

The selection of the exponential model is further justified by the following assumptions:

- **Fertility trends** within the municipality are expected to remain relatively stable throughout the plan period.
- **Population growth rate** is assumed to be constant over the projection horizon.
- **Migration patterns** are anticipated to remain minimal, with no significant inflows or outflows affecting the overall population figures.
- **Sex composition** of the population is expected to remain largely unchanged during the projection period.

These assumptions provide a reasonable basis for forecasting the population, thereby aiding in the formulation of targeted development strategies for infrastructure, health, education, and social services to meet the projected needs of the municipality.

Figure 2.6: Population Projection from 2026 to 2029



2.19.2 Health Sector Projections

In determining the future health infrastructure requirements of the Akuapim South Municipality, population-based thresholds derived from internationally accepted standards specifically the **United Nations health service delivery norms** were applied. These thresholds help guide the provision and equitable distribution of health facilities, ensuring access to essential healthcare services for all residents. The applied standards are as follows:

- **One hospital** for every **30,000 people**
- **One health centre** for every **10,000 people**
- **One health post/clinic/CHPS compound** for every **5,000 people**

Based on the projected municipal population of **132,097 by 2029**, the municipality would ideally require:

- **4 to 5 hospitals**
- **13 to 14 health centres**
- **26 to 27 CHPS compounds or clinics**

Currently, there is a gap between existing infrastructure and the optimal number of health facilities needed to meet the growing population's health needs. Strategic investment and planning will therefore be critical to bridge this gap and ensure adequate service delivery.

The following key assumptions underpin these projections:

- The **Ghana Health Service (GHS)** will maintain its commitment to deploy qualified healthcare personnel to the municipality during the 2026–2029 planning period.

- **National staffing norms**—including nurse-to-patient and doctor-to-patient ratios—are assumed to remain consistent throughout the plan horizon.
- Basic **infrastructure and incentive frameworks**, including access to potable water, electricity, suitable staff accommodation, and motivation packages, will be established and maintained to attract and retain healthcare professionals, particularly in rural and underserved areas.

By aligning health infrastructure development with population growth and national service standards, the municipality can ensure equitable and accessible healthcare, improve health outcomes, and promote overall well-being.

Table 2.15: Projections for Health Facilities, 2026-2029

Year	Population	Facility	Existing	Standard (Maxi)	Required	Deficit	Surplu s
2026	107852	Hospital	1	30,000	4	3	0
		Health Center	5	10,000	11	6	0
		Health post/clinics/CHPs	24	5000	22	0	2
2027	115394	Hospital	1	30,000	4	2	0
		Health Center	5	10,000	12	6	0
		Health post/clinics/CHPs	26	5000	23	0	3
2028	123463	Hospital	1	30,000	4	3	0
		Health Center	6	10,000	12	6	0
		Health post/clinics/CHPs	27	5000	25	0	2
	132097	Hospital	1	30,000	4	3	0

2029	Health Center	6	10,000	13	7	0
	Health post/clinics/CHPs	29	5000	26	0	3

Source: MPCU, ASMA, 2025

Table 2.16: Health Personnel Projection, 2026-2029

Year	Population Projection+	Personnel	Existing	Standard (UN)	Required	Deficit/Surplus
2026	107852	Doctor	1	1:20000	5	(4)
		Nurse	214	1:500	216	(2)
2027	115394	Doctor	1	1:20000	6	(5)
		Nurse	228	1:500	231	(2)
2028	123463	Doctor	1	1:20000	6	(5)
		Nurse	244	1:500	247	(3)
2029	132097	Doctor	1	1:20000	7	(5)
		Nurse	260	1:500	264	(4)

Source: Municipal Health Directorate, 2025

2.19.3 Education Sector Projections

The Government of Ghana, through various policies and initiatives, continues to prioritize increased access and participation in education at all levels. In alignment with this national agenda, the Akuapim South Municipality aims to enhance the quality and accessibility of basic education. Consequently, projections for the required number of classrooms and qualified teachers have been undertaken to support educational planning and infrastructure development throughout the 2026–2029 period.

These projections are grounded in the following key assumptions:

- The implementation of various **pro-poor and inclusive education policies** (e.g., Capitation Grant, Free School Uniform, School Feeding Programme, Free SHS) will result in a **gradual increase in school participation rates** across the municipality by the end of the planning period.
- The **rate of enrolment growth** at the basic education level (Kindergarten, Primary, and Junior High School) is expected to remain **relatively stable** throughout the plan period.
- The **national standards for pupil-to-classroom ratios** and **pupil-to-teacher ratios** across the basic education sub-sectors are assumed to remain **constant**, providing a consistent benchmark for calculating infrastructure and personnel needs.
- The **school-age population (4–15 years)** will serve as the primary planning demographic for estimating the number of children requiring access to education.
- All teachers are assumed to deliver a **maximum of thirty (30) instructional hours per week**, as per Ghana Education Service (GES) workload regulations.
- The successful **deployment and retention of qualified teachers** in rural and hard-to-reach areas is contingent on the provision of **basic social amenities** such as potable water, electricity, health services, housing, and performance-based incentive packages.
- Projections take into account both **public and private educational institutions** operating within the municipality.

By making data-driven projections and planning for adequate educational infrastructure and human resources, the municipality seeks to ensure that all children, irrespective of location or

socioeconomic background, have equitable access to quality basic education, thereby contributing to long-term human capital development.

2.19.3.1 Teacher projection

It is often assumed that the quality of teachers is a co-efficient of quality education. In projecting for teacher requirements throughout the planned period, attention is given to only trained teachers in the public sector. The teacher requirement for the municipality for the four years is shown in table 4.3a and 4.3b.

An assessment of projected enrolment and teacher requirements for the Akuapim South Municipality from the 2025/2026 to the 2028/2029 academic years reveals significant insights into the adequacy and distribution of teaching personnel across the basic education sector. The analysis covers the Kindergarten (KG), Primary, and Junior High School (JHS) levels, using national standards for pupil-teacher ratios as the benchmark: 1:35 for KG and JHS, and 1:45 for Primary schools.

Over the four-year period, total enrolment is projected to rise steadily from 15,473 in the 2025/2026 academic year to 18,826 in 2028/2029. This represents a 21.6 percent growth in pupil population, evenly distributed across all three levels of education. Specifically, enrolment at the KG level is expected to increase from 2,438 to 2,966; Primary from 8,491 to 10,331; and JHS from 4,544 to 5,529 pupils. This projected growth underscores the importance of aligning education infrastructure and human resources to maintain quality teaching and learning outcomes.

Table 4.3b clearly illustrates that the number of trained teachers significantly exceeds the projected requirements across all levels and years. Notably, this surplus is particularly pronounced at the JHS level, increasing from 235 to 284 over the plan period.

The teacher surplus suggests that the municipality is well-positioned to maintain relatively low pupil-teacher ratios, which can positively impact learning outcomes if effectively managed. However, the significant surplus especially at the JHS level calls for strategic human resource planning. There may be a need to redistribute teachers to overcrowded schools or underserved areas within the municipality or even reallocate some to nearby districts experiencing teacher deficits.

Moreover, the surplus provides an opportunity to enhance educational quality through targeted academic interventions such as remedial education, special needs support, and extracurricular programs. Nonetheless, these benefits can only be realized if excess capacity is utilized effectively and sustainably.

It is also crucial to ensure that recruitment, deployment, and training strategies are informed by actual school-level needs to avoid inefficiencies. Regular monitoring and updating of projections based on changes in demographics, education policy, and teacher attrition are essential to maintaining the relevance of the planning process.

Table 2.17a: Projection for Teachers for all educational levels, 2026-2029

Academic Year	Level	Projected Enrolment	Existing Teachers		Standard	Required Teachers (projected enrolment divided by standard)		Deficit (require - existing)	Surplus
			Trained	Untrained		Trained	Untrained		
2025/2026	KG	2,438	135	0	1:35	70	0	0	65
	Primary	8,491	357	0	1:45	189	0	0	168
	JHS	4,544	365	0	1:35	130	0	0	235
2026/2027	KG	2,603	144	0	1:35	74	0	0	70
	Primary	9,065	380	0	1:45	201	0	0	179
	JHS	4,852	389	0	1:35	139	0	0	250
2027/2028	KG	2,779	153	0	1:35	79	0	0	74
	Primary	9,677	405	0	1:45	215	0	0	190
	JHS	5,179	415	0	1:35	148	0	0	267
2028/2029	KG	2,966	163	0	1:35	85	0	0	79
	Primary	10,331	432	0	1:45	230	0	0	203
	JHS	5,529	442	0	1:35	158	0	0	284
TOTAL		68,454	3781	0		1,717	0	0	2,064

Source: Municipal Education Directorate, ASMA

Table 2.17b: Summary of Projected Teacher Requirements and Surpluses (2025–2029)

Academic Year	Level	Projected Enrolment	Required Teachers	Existing Teachers	Surplus
2025/2026	KG	2,438	70	135	65
	Primary	8,491	189	357	168
	JHS	4,544	130	365	235
2026/2027	KG	2,603	74	144	70
	Primary	9,065	201	380	179
	JHS	4,852	139	389	250
2027/2028	KG	2,779	79	153	74
	Primary	9,677	215	405	190
	JHS	5,179	148	415	267
2028/2029	KG	2,966	85	163	78
	Primary	10,331	230	432	202
	JHS	5,529	158	442	284
Total		68,454	1,717	3,781	2,064

2.19.3.2 Classroom Requirement 2026-2029

Table 2.18a Classroom Requirement 2026-2029

YEAR	LEVEL	PROJECTED ENROLMENT	EXISTING NO. OF CLASSROOMS	REQUIRED NO. OF CLASSROOMS	Deficit	SURPLUS
2025/2026	KG	2,438	70	98	28	0
	Primary	8,491	210	265	55	0
	JHS	4,544	104	162	58	0
2026/2027	KG	2,603	75	104	29	0
	Primary	9,065	224	283	59	0
	JHS	4,852	111	173	62	0
2027/2028	KG	2,779	80	111	31	0
	Primary	9,677	239	302	63	0
	JHS	5,179	119	185	66	0
2028/2028	KG	2,966	85	119	33	0
	Primary	10,331	256	323	67	0
	JHS	5,529	127	197	71	0
TOTAL		68,454	1,699	98	28	0

Source: Municipal Education Directorate, ASMA, 2025

In order to achieve equitable access to quality basic education in the Akuapim South Municipality, it is essential to align projected enrolment growth with adequate infrastructure provision. One of the most critical indicators in this regard is the availability of classrooms that meet national and international standards for pupil-classroom ratios. Based on enrolment projections for Kindergarten (KG), Primary, and Junior High School (JHS) from 2025/2026 to 2028/2029, classroom requirements have been estimated using the following normative standards:

- **KG:** 35 pupils per classroom

- **Primary:** 45 pupils per classroom
- **JHS:** 35 pupils per classroom

These standards are aligned with Ghana Education Service (GES) norms and reflect the minimum conditions necessary for effective teaching and learning environments.

Table 2.18b: Projected Classroom Requirements, 2026–2029

Academic Year	Level	Projected Enrolment	Standard (Pupils per Class)	Required Classrooms (Rounded)
2025/2026	KG	2,438	35	70
	Primary	8,491	45	189
	JHS	4,544	35	130
2026/2027	KG	2,603	35	75
	Primary	9,065	45	202
	JHS	4,852	35	139
2027/2028	KG	2,779	35	80
	Primary	9,677	45	215
	JHS	5,179	35	148
2028/2029	KG	2,966	35	85
	Primary	10,331	45	230
	JHS	5,529	35	158
TOTAL		68,454		2,086 classrooms

From the above estimates, it is evident that classroom demand is expected to grow proportionally with enrolment across all levels. Over the four-year period, the total number of classrooms required rises from **389 in 2025/2026** to **473 in 2028/2029**. Specifically, the KG level requires an additional 15 classrooms; Primary requires 41 more; and JHS sees an increase of 28 classrooms over the same period.

This progressive increase underscores the urgent need for the municipality to expand its basic education infrastructure in line with projected enrolment. Ensuring that classrooms are constructed ahead of or in tandem with rising demand is essential to prevent overcrowding, maintain learner attention, and facilitate effective delivery of the school curriculum.

2.19.4 Water Needs Assessment

Households in the Akuapim South Municipality obtain drinking water from a range of sources, with the primary ones being boreholes, standpipes, wells, rainwater harvesting systems, and dugouts. However, analysis of projected data reveals that approximately **26% of the total population of 76,922** rely on **unimproved or unsafe water sources**, including tanker services, vendor-supplied water, unprotected wells and springs, rivers, streams, ponds, lakes, dams, and canals.

This implies that nearly **20,000 residents** in the municipality currently lack access to **safe and potable water**, posing significant public health and sanitation concerns.

Using the **minimum service delivery standards** namely:

- 300 persons per borehole,
- 300 persons per point source, **and**
- 150 persons per protected well,

the water infrastructure requirements of the municipality for the 2026–2029 planning period have been projected and outlined in the following section. These projections aim to ensure universal access to safe drinking water in line with national targets and Sustainable Development Goal 6 (Clean Water and Sanitation).

Table 2.19: Projections for Water Needs, 2026-2029

Year	Total Population projection	Percent of Population Served	Percent of Population un-served	Facility provide to	Required
2026	107852	74	26	Point source	359
				Boreholes	359
2027	115394	76	24	Point source	385
				Boreholes	385
2028	123463	79	21	Point source	412
				Boreholes	412
2029	132097	82	18	Point source	440
				Boreholes	440

Source: MPCU, ASMA, 2025

2.19.5 Sanitation Requirements

2.19.5.1 Sanitary Facilities Needs Assessment

With regard to sanitation requirements, attention is placed on the use of safe toilet facilities. The projection was done based on the result of the 2021 PHC. The 2021 PHC shows that out of the total population of 76922, nearly one eighth (12%) of them do not have access to safe sanitary facilities (KVIP, WC, KVIP & protected Pit latrine).

This category of population therefore either resort to the use of open defecation or use unsafe pit latrine/pan/bucket. This category of population was considered as not been served with safe sanitary facilities. Based on the current population size 76922 a total of 9231 persons were not served with safe

toilet facility in the municipal. With the minimum standard requirement of 50 persons per hole, the projection for toilet needs is as shown in the table below.

Table 2.20: Sanitary Facilities Assessment, 2026-2029

Year	Population Projection	Percent of Population Served	Percent of Household served	Number of drop holes required
2026	107852	88	12	2157
2027	115394	90	10	2308
2028	123463	92	8	2469
2029	132097	94	6	2641

Source: MPCU, ASMA, 2025

The result above shows that the district needs a total of 50 holes annually of household toilets to effectively contain the sanitary needs of the people in the district in the next four years. While facilitating the promotion of CLTS in the Open Defecation (OD) Communities, the present requirement for acquisition of building permit, which insists on the provision of toilet facilities in building plans before approval, will be strengthened. Emphasis on sanitation infrastructure will be placed on institutional KVIPs and public toilets only.

2.19.5.2 Sanitary Facilities Needs Assessment (Refuse Disposal)

Proper means of waste disposal is crucial to public health and the environment sustainability. This helps reduce the chances of spreading diseases. Proper waste disposal also reduces the probability of contamination of the soil and groundwater.

As the 2021 PHC indicates, 37.3 percent of households dispose their solid waste at public dump (open space), probably due to inadequate refuse containers and or engineered land field sites.

Nonetheless, the current stock of refuse kips standing at (12) – 80m³, cannot sustain the waste disposal needs of the people. It is estimated that a total of 20 more is needed at designated areas especially in major towns.

2.19.6 Other Development Projections

- Internally Generated Revenue increased by 30% by December 2029
- Access to infrastructure improved by 45% by December 2029
- Production of selected food and cash crops increased by 30% by December 2029
- Production of poultry and livestock increased by 20% by December 2029
- Access to energy increased by 20% by December, 2029

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This chapter highlights the prioritization of key development issues that emanated from the needs assessment and situational analysis. It also involves the harmonization of these issues with the community needs and aspirations. Factors considered in the prioritization include severity and diversity of the problem and intended benefits of addressing it; significant multiplier effect on economic efficiency; significant linkage effect on meeting basic human needs and rights; and significant effects in the sustainable spatial development of designated spaces or corridors. The output of this chapter is the prioritized key development issues.

3.1 Harmonization of Community Needs and Aspirations with identified key development issues

The community needs and aspirations identified from the community needs assessment were marched against the key development issues and scored. The outcome of the scoring showed a strong harmony of community needs and key development issues.

3.2 Harmonization of key development issues under Agenda for Jobs policy with implication for 2026-2029

For continuity of relevant ongoing programs and in accordance with Chapter 6, Article 35 (7) of the 1992 Constitution of Ghana, the set of issues under the Agenda for Jobs I and II were marched to determine their relationship(s). The outcome of the harmonization indicated a strong relationship between the development issues and the development dimensions of the Agenda for Jobs II Policy.

3.3 Prioritization of development issues

The prioritization of development issues was done with one approach. The issues were subjected to the Prioritization Matrix analysis at the MPCU which allowed for the evaluation and prioritization of tasks or projects based on selected criteria. This was done at a meeting with selected members of the general public. The Prioritization Matrix analysis was done using the following criteria:

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

Weights were applied to these criteria based on their relative importance in addressing the development issues identified. They were then assigned scores (0 – no relationship, 1 – weak relationship, 3 – moderate relationship 9 – strong relationship) to show the relationship between the issues and the criteria.

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

Table 3.1: Prioritization Matrix of Development Issues

Importance Rating	9	6	8	7	5	6	7	Weighted Score	Rank
Criteria	Significant linkage effect on basic human needs/rights	Multiplier effect on economic efficiency	Impact on the beneficiary population cohorts	Natural resource utilization (environmental concern)	Resilience and disaster risk	Impact on Climate Change	Vulnerability		
High insecurity, increased land and chieftaincy disputes	6	6	9	4	7	4	9	312	12
Inadequate logistics for project and programme monitoring and evaluation	6	9	9	5	7	3	7	317	10
Erratic electricity supply and high number of unserved communities	9	9	9	4	4	4	9	342	4
Limited access to credit services for SMEs	6	9	9	6	4	0	9	305	14
Poor market infrastructure/ absence of ready market for farm produce	9	9	9	3	3	4	8	323	8
Conversion of farm lands into household units by developers	7	8	5	9	5	3	6	299	16
High cost of farm inputs	9	9	9	5	6	0	9	335	5
Inadequate extension and veterinary services	6	6	6	9	6	6	6	309	13
Poor and inadequate road transport network	9	9	9	6	6	3	5	332	6
Haphazard development and increasing unplanned settlements	6	6	6	9	6	5	5	296	18

Rampant sand winning activities	6	6	6	9	6	4	6	297	17
Dilapidated Toilet Facilities	6	6	6	3	6	3	9	270	21
Inadequate and poor state of educational infrastructure	10	9	9	5	6	4	9	368	1
Gaps in physical access to quality health care	9	9	9	4	7	4	9	357	2
High incidence of substance abuse especially among the youth	9	5	9	5	9	0	9	326	7
Broken-down boreholes and hand dug wells	9	5	9	3	6	2	8	302	15
Poor liquid and Solid waste management practices	9	6	9	6	5	4	6	322	9
Inadequate supply of potable water	9	7	9	5	4	5	9	343	3
Poor and erratic communication network in the municipality	9	9	9	3	3	1	6	291	19
Inadequate household toilet facilities	9	6	9	6	3	2	8	314	11
High incidence of Gender-based violence, Inequality, inequity, child abuse and teenage pregnancy/Adolescent Birthrate	9	6	6	6	3	5	5	287	20
Unregulated Okada/ motor riding activities	5	5	5	2	5	3	6	214	22

Table 3.2 Sustainable Prioritized Issues based on Prioritization Matrix Analysis aligned with the Resetting-Ghana Agenda-Creating jobs, Ensuring Accountability and Promoting shared Responsibility.

Development Dimensions	Key Identified Issues	RANKING
Economic Development	<ul style="list-style-type: none"> • Limited access to credit services for SMEs • Poor market infrastructure/ absence of ready market for farm produce • Conversion of farm lands into household units by developers • High cost of farm inputs • Inadequate extension and veterinary services 	14 th 8 th 16 th 5 th 13 th
Social Development	<ul style="list-style-type: none"> • Inadequate and poor state of educational infrastructure • Gaps in physical access to quality health care • High incidence of substance abuse especially among the youth • Broken-down boreholes and hand dug wells • Poor liquid and Solid waste management practices. • Inadequate supply of potable water • Poor and erratic communication network in the municipality • Inadequate household toilet facilities • High incidence of Gender-based violence, Inequality, inequity, child abuse and teenage pregnancy/Adolescent Birth rate • Dilapidated public toilet facility 	1 st 2 nd 17 th 15 th 9 th 3 rd 19 th 11 th 20 th 21 st
Environment and Human Settlements Development	<ul style="list-style-type: none"> • Poor and inadequate road transport network • Haphazard development and increasing unplanned settlements • Rampant sand winning activities • Unregulated Okada/ motor riding activities 	6 th 18 th 17 th 22 nd
Governance and Institutional Development	<ul style="list-style-type: none"> • High insecurity, increased land and chieftaincy disputes • Inadequate logistics for project and programme monitoring and evaluation • Erratic electricity supply and high number of unserved communities 	12 th 10 th 4 th

Table 3.3: List of Sustainable Prioritized Issues based on Prioritization Matrix Analysis aligned with the Resetting-Ghana Agenda-Creating jobs, Ensuring Accountability and Promoting shared Responsibility.

No.	List of identified issues in order of Priority, 2025
1	Inadequate and Poor state of educational infrastructure
2	Gaps in physical access to quality health care
3	Inadequate supply of potable water
4	Erratic electricity supply and high number of unserved communities
5	High cost of farm inputs
6	Poor and inadequate road and transport network
7	High incidence of substance abuse especially among the youth
8	Poor market infrastructure/ absence of ready market for farm produce
9	Poor liquid and Solid waste management practices
10	Inadequate logistics for project and programme monitoring and evaluation
11	Inadequate household toilet facilities
12	High insecurity, increased land and chieftaincy disputes
13	Inadequate extension and veterinary services
14	Limited access to credit services for SMEs
15	Broken down boreholes
16	Conversion of farm lands into household units by developers
17	High incidence of sand winning activities
18	Haphazard development and increasing unplanned settlements
19	Poor and erratic communication network in the municipality
20	High incidence of Gender-based violence, inequality, inequity, child abuse and teenage pregnancy/Adolescent Birthrate
21	Dilapidated public toilet facility
22	Unregulated Okada/ motor riding activities
22	

CHAPTER FOUR

DEVELOPMENT PROJECTIONS, GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

This chapter outlines the Development Projections, Adopted Goals, Objectives and Strategies. In line with the guidelines of the NDPC, the municipal objectives and strategies were adopted from the Matrices of Medium-Term Policies and Strategies, 2026-2029 in the Medium-Term National Development Policy Framework for “Resetting-Ghana Agenda-Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity.” The alignment of the key development issues to the appropriate goals enables the Assembly to adopt the appropriate policy objectives and their corresponding strategies that will be focused on during the plan period, 2026-2029.

4.1 Matrix on Development Goals, Objectives, Strategies and Programmes

The MPCU formulated strategies and objectives based on the prioritized sustainable issues. The objectives and strategies were subjected to Strategic Environmental Assessment (SEA) using the Compound Matrix and Sustainability Test to determine their sustainability levels. The objectives and strategies are presented in Table 4.1

Table 4.1: Matrix on Development Goals, Objectives, Strategies and Programmes.
ECONOMIC DEVELOPMENT

PRIOTISED ISSUES	DMTDP GOALS 2026-2029	OBJECTIVES	Aligned National Objectives	STRATEGIES	DEVELOPMENT PROGRAMMES
Poor market infrastructure/ absence of ready market for farm produce	Build a Prosperous Society	Enhance Domestic Trade and increase IGF by 10% annually (2026-2029)	1.4.2 Enhance domestic Trade	1. Construction of 5no. 10 units market Stall at Berekuso, Pakro, Dago, Fahiakor and Ottiakrom. 2. Construction of 24-hour economy model marker at Aburi-Amanfo. 3. Conducts training on climate smart agricultural, post-harvest and establish a satellite market	Local Economic Development Programme
Limited access to credit services for SMEs		Promote credit access for local traders and SMEs annually.	1.4.8 Boost credit access for local traders	1.Undertake financial literacy and business support programmes for SMEs	Financial Management Programme Agricultural Modernization and Post Harvest Management Programme
High cost of farm inputs		Create an enabling agribusiness environment by the end of each year(2026-2029).	1.6.1 Create an enabling agribusiness environment	1.Liaise with higher authorities to Support access to farm inputs	Agricultural Modernization and Post Harvest Management Programme
Inadequate extension and veterinary services		Enhance total and average agricultural production and agri-business for economic transformation by 10% annually2026-2029	1.6.2 Enhance agricultural production and agri-business for economic transformation	1. Provision of adequate extension and veterinary services to farmers/FBOs (including Women and PWLDs) through regular home and farm visits.	Agricultural Modernization and Post Harvest Management Programme

Conversion of farm lands into household units by developers		To increase by 15% total production output of the major crops annually (2026-2029)	1.6.5 Build Resilience to ilities, ks, and Shocks, and Stresses.	<ol style="list-style-type: none"> 1. Enforce the use of farm lands for agricultural activities and discourage the sale of lands for estate developments. 2. Undertake and enforce development control measures and planning schemes. 	<p>Agricultural Modernization and Post Harvest</p> <p>Management Programme</p>
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SOCIAL DEVELOPMENT

PRIOTISED ISSUES	DMTDP GOALS 2026-2029	OBJECTIVES	Aligned National Objectives 2	STRATEGIES	DEVELOPMENT PROGRAMMES
Inadequate supply of potable water	Create opportunities for all	Improve access to Potable, reliable and sustainable water supply services for all in the municipality annually.	2.5.1 Improve access to safe, reliable and nable water ply services or all	<ol style="list-style-type: none"> 1. Drilling of Borehole in some selected communities. 2. Drilling of mechanized borehole with 4 water source point each in some selected Communities 3. Drilling and extension of 3no. community water facility with 20,000litres Polytank in some selected Communities. 	Water, Environmental Health and Sanitation Programme
Inadequate and Poor state of educational infrastructure		Enhance equal access to quality education at all levels Annually	2.6.1 Enhance equitable access to, and participati on in quality education at all levels	<ol style="list-style-type: none"> 1. Construction of classroom blocks in some selected communities. 2. Expansion and upgrade of classroom blocks in some selected communities. 3. Renovation of some dilapidated classroom blocks in some selected schools. 4. Facilitate the availability of IEC materials and support education and promotion of health issues and interventions at all levels. 5. 	Education Improvement Programme

Broken-down boreholes and hand dug wells		Improve access to safe and sustainable water supply services for all by the end of each year.	2.5.1 Improve access to safe, reliable and nable water ply services or al	1.Periodic maintenance broken-down boreholes and hand dug wells. 2. Conduct Sensitization on WASH activities 3. Train WATSAN Committee members to undertake monitoring of water and sanitation activities	Water, Environmental Health and Sanitation Programme
Gaps in physical access to quality health care		Ensure equal access to quality health coverage at all level by the end of each year.	2.3.1 Ensure equitable, affordable and quality Universal Health Coverage (UHC)	1.Construction of CHPs Compound and shed with a mechanized in some selected Communities. 2. Expansion and upgrade of CHPs compound to Health Centres. 3. construction of CHPs compound with two outhouse semi- detached bungalow and a mechanized borehole. 4. Monitor & facilitate CHMC meetings and strengthen community engagement at all CHPS zone levels 5. Facilitate the availability of IEC materials and support education and promotion of health issues and interventions at all levels.	Health Improvement Programme
Poor liquid and Solid waste management practices		Promote Proper and efficient waste management practices per annum.	2.5.3 Promote efficient and sustainabl e waste managem ent	1. Implement community led total sanitation (CLTS) and organize quarterly environmental sanitation day in the communities 2.Supervise and monitor monthly disinfection, disinfestation, 5 no. public refuse dump site, sanitary refuse storage collection and transportation (SIP). 3. Undertake waste management activities involving the evacuation of refuse heaps, maintenance of final Dumpong site and construction of drains and Desilting of gutters. 4. Fumigation/cleansing and desilting of drains, toilets, public places and Mun. Assembly residences. 5. Train WATSAN Committee members to undertake monitoring of water and sanitation activities	Water, Environmental Health and Sanitation Programme

Inadequate household toilet facilities		To eradicate open defecation by end of 2029	2.5.2 Enhance access to improved and sustainable mental sanitation services	1. Initiate and support 50 household to construct toilet facilities.	Water, Environmental Health and Sanitation Programme
Dilapidated public toilet facility		Enhance access to improved sanitation and reduce the spread Communicable disease by the end 2029.	2.5.2 Enhance access to improved and sustainable mental sanitation services	1. Renovation of public/institutional buildings and dilapidated toilet facilities	Water, Environmental Health and Sanitation Programme
Absence of and erratic communication network in the municipality		Improve public access to development information by the end 2029	4.13.1 Improve access to development	1. Organize digital engagement programmes on effective use of digital	Governance, Accountability and Public Safety Improvement Programme
High incidence of substance abuse especially among the youth		To reduce mental health issues/repercussions by 50% at all levels by end of 2029.	2.3.2 Improve mental health services at all levels.	1. Undertake community sensitization programmes on Drug/substance abuse in some selected communities.	Health Improvement Programme

High incidence of Gender-based violence, Inequality, inequity, child abuse and teenage pregnancy /Adolescent Birthrate		To minimize by 50% issues of Gender-based violence, Inequality, inequity, child abuse and teenage pregnancy at all levels by the end of 2029.	2.10.1 Attain gender equality and equity in political and social development. 2.1.2 Improve maternal and adolescent reproductive	Sensitize 10 communities on gender-based violence, equality, equity, child abuse and teenage pregnancy/Adolescent Birthrate.	Vulnerability, Social and Child Protection Programme

ENVIRONMENT AND HUMAN SETTLEMENTS DEVELOPMENT

PRIOTISED ISSUES	DMTDP GOALS 2026-2029	OBJECTIVES	Aligned National Objectives 2	STRATEGIES	DEVELOPMENT PROGRAMMES 3
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Poor and inadequate road transport network	Safeguard the natural environment and ensure a resilient built environment	1. Improve efficiency and effectiveness of road transport infrastructure and services annually. (2026-2029) 2. To minimize the incidence of road accidents per annum.	3.8.1 Improve efficiency and effectiveness of road transport infrastructure and services	1. Reshaping and spot improvement of selected roads across the municipality 2. Reshaping of Feeder and farm truck roads 3. Routine Maintenance of Municipal Roads 4. Liaise with urban roads and Highways Authority to create speed rams and road markings along major highways to reduce spate of road accidents	Transport Infrastructure and Safety Management Programme
Rampant sand winning activities		To improve the climate action and global warming by the end of 2029.	3.7.1 Enhance institutional capacity and coordination for effective climate action	1. Organize stakeholders' fora to address and combat the issues of chieftaincy dispute, indiscriminate sale of land and sand winning activities in the various Communities.	Climate Change and Environmental Sustainability programme
Haphazard development and increasing unplanned settlements		Promote sustainable spatially integrated development of human settlements annually (2026-2029)	1. Promote sustainable	1. Undertake and enforce development control measures and planning schemes.	Spatial Development Programme

			spatially integrated development of human settlements		
Unregulated Okada/motor riding activities		Enhance safety and security for all categories of road users by the end of 2029.	3.8.2 Enhance safety and security for all categories of road users	1. Embark on routine road safety campaigns including the activities of Okada riders and drivers' union.	Transport Infrastructure and Safety Management Programme

GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

PRIOTISED ISSUES	DMTDP GOALS 2026-2029	OBJECTIVES	Aligned National Objectives 2	STRATEGIES	DEVELOPMENT PROGRAMMES 3
Erratic electricity supply and high number of unserved communities	Maintain a stable, united and safe society	To enhance economic development and promote security by the end of 2029.	3.11.1 Enhance access to clean	1. Installation and connection of selected Communities to the national Grid.	Governance, Accountability and Public Safety Improvement Programme

			and affordable energy		
High insecurity, increased land chieftaincy disputes		To minimize chieftaincy dispute and eradicate indiscriminate sale of land by the end of 2029.	3.17.1 Promote efficient and effective land administration	1.Organize stakeholders' fora to address and combat the issues of chieftaincy dispute, indiscriminate sale of land	Governance, Accountability and Public Safety Improvement Programme
Inadequate logistics for project and programme monitoring and evaluation and other related activities.		Strengthen plan preparation, implementation and coordination at all levels annually. Strengthen monitoring and evaluation systems at all levels annually.	1.1.1 Strengthen plan preparation, implementation and coordination at all levels.	1. Provision of logistics for project and programme monitoring and evaluation and other related activities.	Governance, Accountability and Public Safety Improvement Programme

			Strengthen monitoring and evaluation systems at all levels		
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4.2 COMPATIBILITY MATRIX

The Compound matrix is used to evaluate and compare the compatibility or Consistency of the goals against each other to avoid Conflict. Where the goal affects each other positively, this is recorded by shading a yellow colour indicating higher compatibility level. Shaded red means medium compatibility and where shaded green means low compatibility among each other.

Table 4.2 Compatibility Matrix

GOAL	GOAL 1 (Build a Prosperous Society)	GOAL 2 (Create Opportunities for all)	GOAL 3 (Safeguard the natural environment and ensure a resilient built environment)	GOAL 4 (Maintain a stable, united and safe society)
Build a Prosperous Society	Yellow	Red	Red	Yellow
Create Opportunities for all	Red	Yellow	Red	Red
Safeguard the natural environment and ensure a resilient built environment	Red	Red	Yellow	Green
Maintain a stable, united and safe society	Red	Yellow	Green	Yellow

4.3 INTEGRATION OF SPATIAL PLANS

4.3.1 Development Proposals

By carefully examining the Agenda for Jobs II Policy Framework, 2026-2029, and the issues arising from the profile of the municipality, some key specific interventions and directions for the development of the municipality were identified, mapped and presented for discussion at various stakeholders' meeting. The following options were identified.

- Focus on Agriculture
- Focus on monitoring and evaluation
- Focus on Urbanization and settlement planning

4.3.2 Development Focus

The development focus of the municipality for the planned period is to improve the living standard of the people in the municipality by facilitating effective, balanced, inclusive and sustained growth and reducing poverty in all forms through effective resource mobilization, allocation and management

4.3.3 Development Goals

Based on the objectives, the municipality intends to achieve the following development goals:

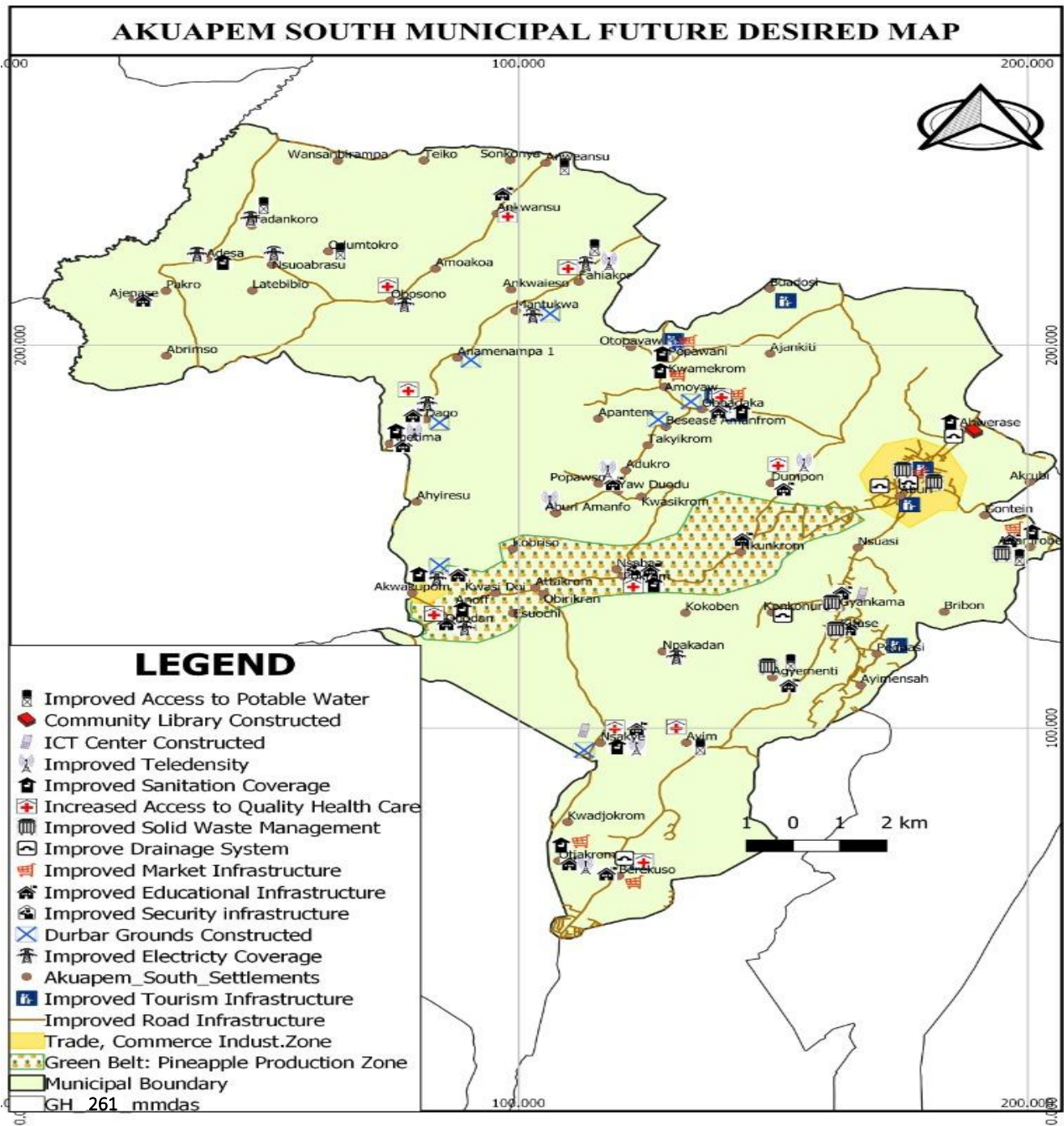
- Enhanced service delivery through transparent and accountable governance;
- Develop effective and efficient human resource for development;
- Accelerated local economic development through agribusiness and sustained partnership with the private sector;
- Safeguard natural environment and ensure resilient communities; and
- Expanded infrastructure development and resilient built environment

4.4 Future Desired Map of the Municipality

The municipality envisions a future marked by inclusive growth, transparent governance, and a thriving local economy anchored in agribusiness and strategic private sector partnerships. It seeks to cultivate a skilled and motivated workforce, expand infrastructure that is both modern and resilient, and safeguard the natural environment to ensure sustainable livelihoods. By combining accountable governance with environmental stewardship and strong economic foundations, the municipality aims to build resilient communities where prosperity, opportunity, and quality of life are shared by all.

These desired outcomes of the municipality have been summarized into a future desired map as illustrated in figure 4.1 below.

Figure 4.1: FUTURE DESIRED MAP FOR THE MUNICIPALITY



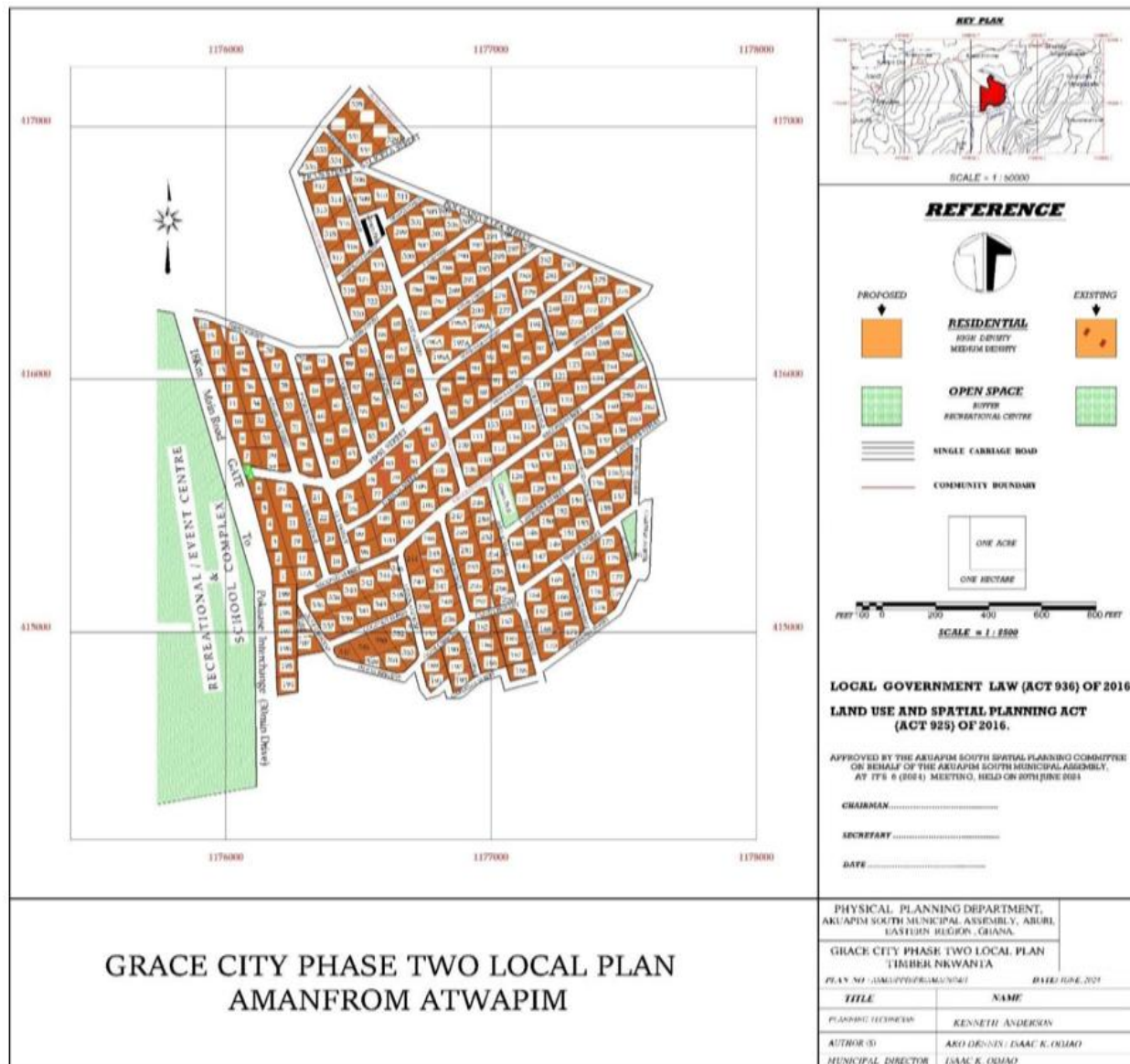
4.5 Local Structure Maps

The municipality's vision for a resilient built environment is anchored in the preparation and implementation of Local Structure Plans (LSPs) for its various communities. These plans serve as spatial blueprints that guide land use, infrastructure provision, and environmental management, ensuring that local priorities are fully aligned with the municipality's broader development goals. Through the LSPs, communities will have clearly defined service nodes, such as administrative offices and public service centres, to promote transparency, accountability, and efficiency in governance. Provision is also made for educational and vocational facilities, ICT hubs, and other human capital development spaces that will nurture a skilled and adaptable workforce capable of driving local transformation.

Economic growth is embedded into the structure plans through the allocation of agro-processing zones, market spaces, and logistics corridors that connect farms to regional and national markets, thereby fostering agribusiness and sustainable partnerships with the private sector. At the same time, environmental stewardship is prioritized through the integration of green belts, flood buffer zones, and community-managed conservation areas, all of which reduce climate vulnerability and safeguard biodiversity. The LSPs further outline strategic infrastructure investments, including road networks, sustainable drainage systems, renewable energy facilities, and disaster-resilient housing layouts, creating a strong physical framework for sustainable urban and rural growth.

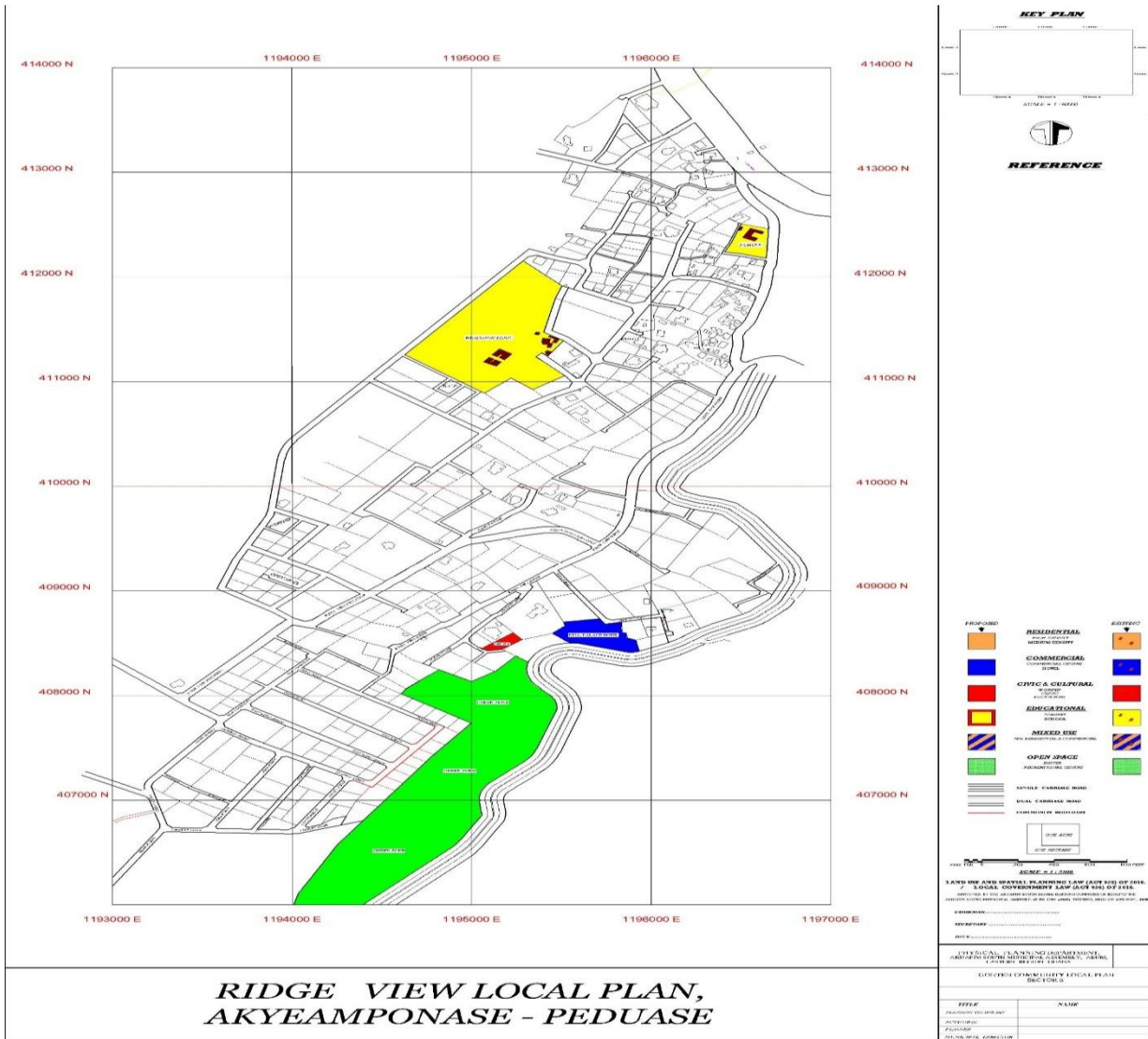
By weaving governance, human resource development, economic vitality, environmental protection, and resilient infrastructure into each community's spatial design, the Local Structure Plans form a cohesive foundation for achieving the municipality's desired future—a connected, sustainable, and prosperous landscape where quality of life is enhanced for all residents as illustrated in figure 4.2.

Figure 4.3 Structure Plan of Grace City Phase 2



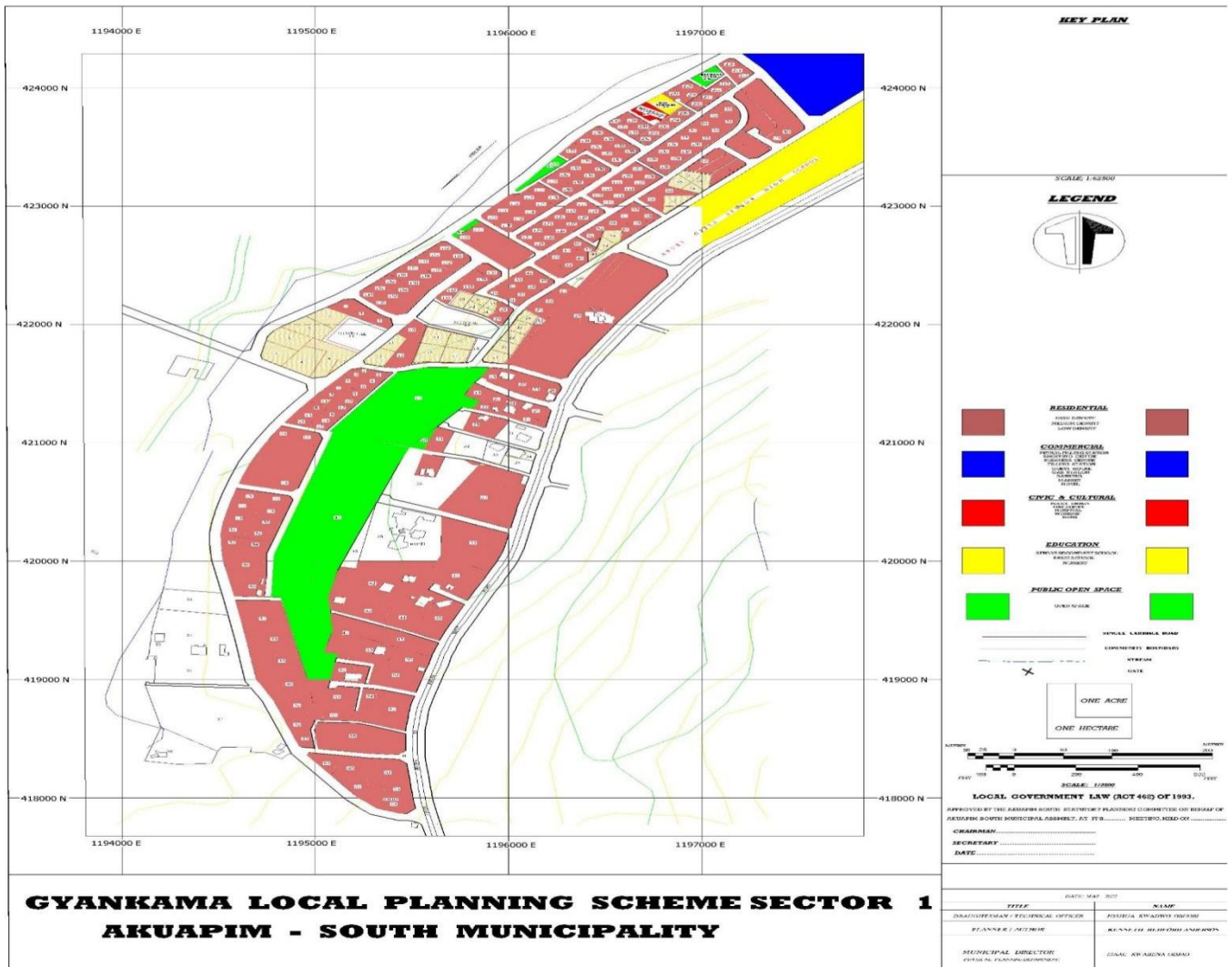
The Grace City Phase Two Local Plan provides a planned residential layout for the Amanfrom Atwapim area. Residential plots are arranged along an organised street network to ensure accessibility. Open spaces are provided for recreation and environmental purposes. The plan defines community boundaries and supports controlled development and future infrastructure provision.

Figure 4.4 Structure Plan of Ridge View



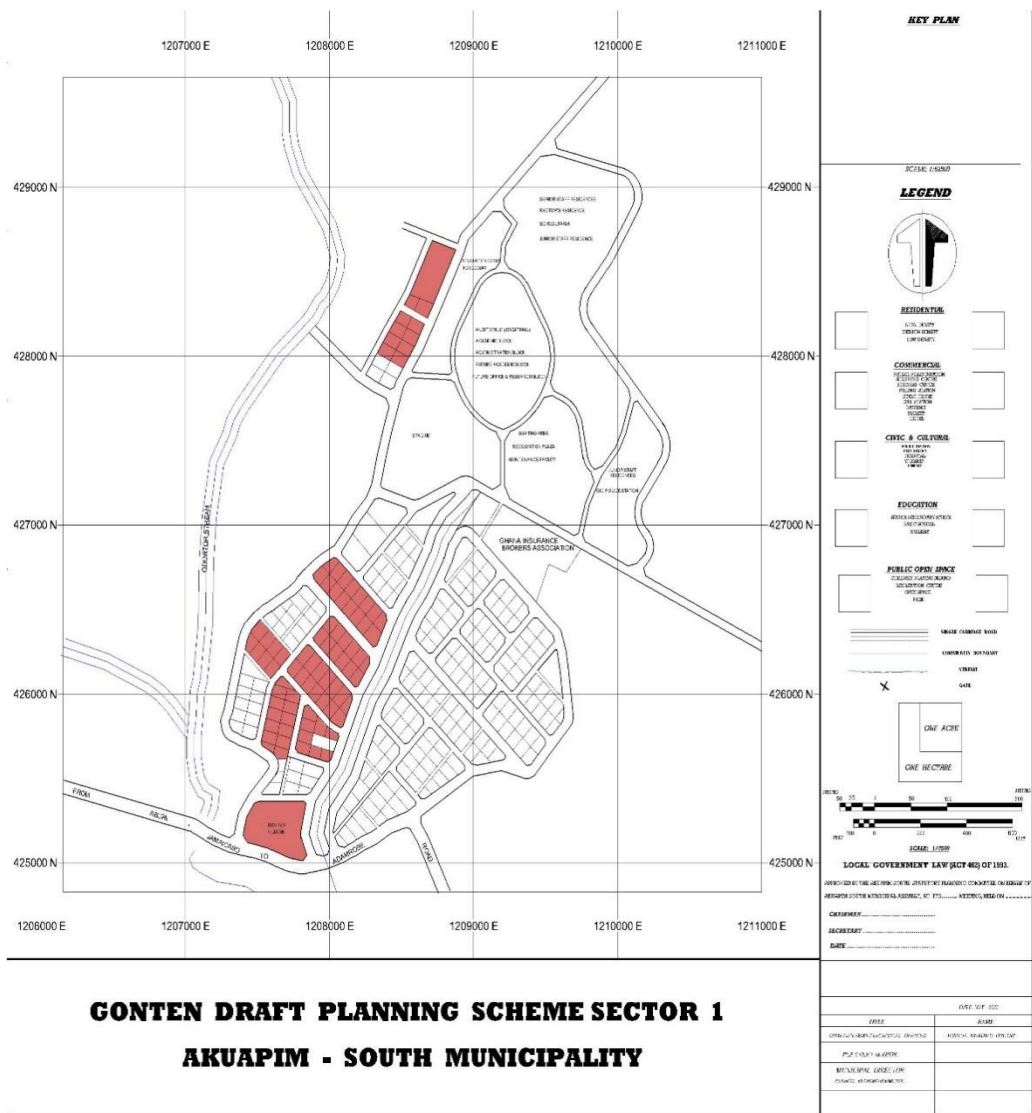
The Ridge View Local Plan guides residential development in the Akyeamponase Peduase area. Residential plots are supported by an organised road network to ensure access and movement. Commercial activities and public facilities are properly located to serve the community. Open spaces and buffer areas are included to support environmental management and community wellbeing.

Figure 4.5 Structure Plan of Gyankama



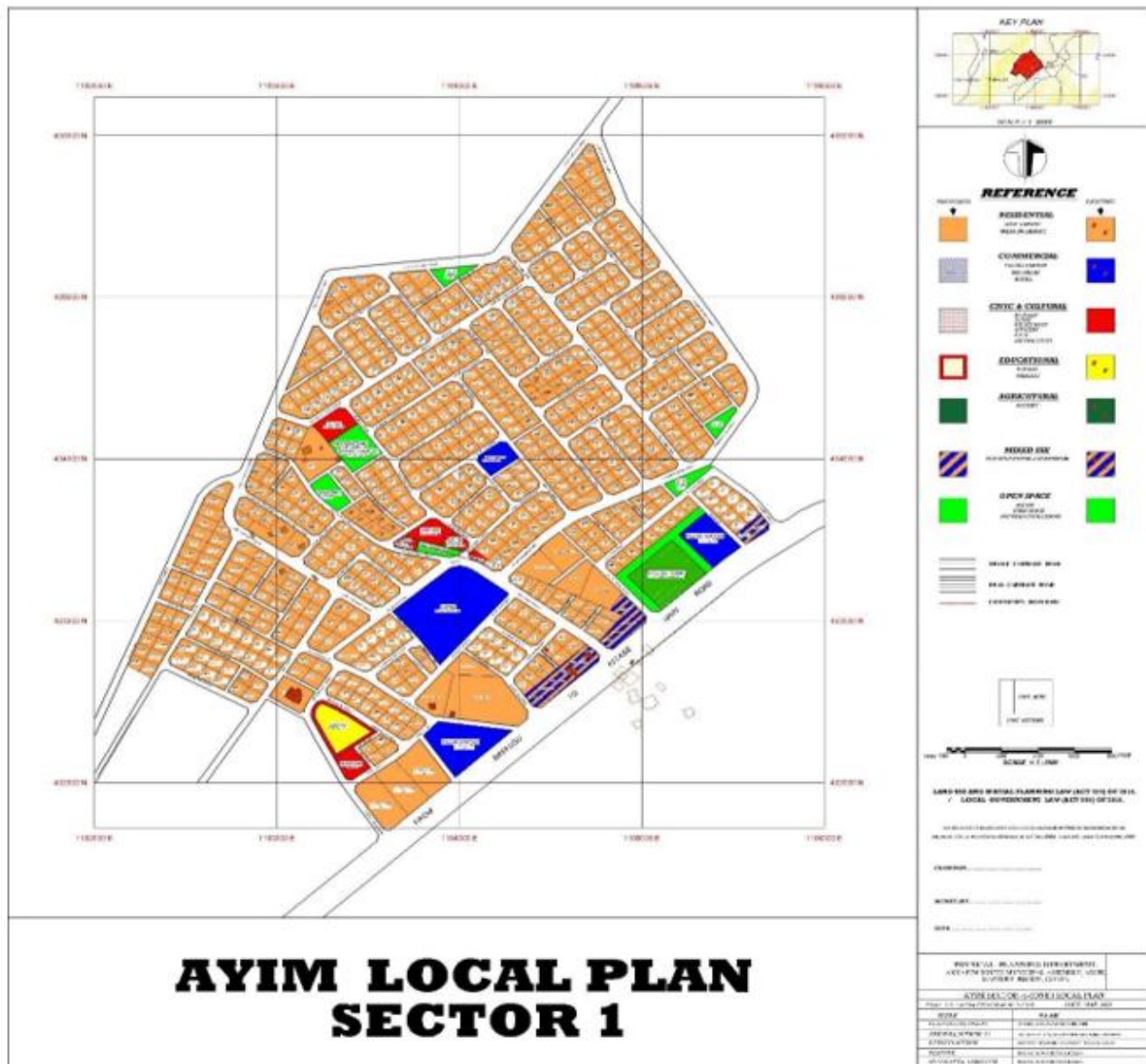
The Gyankama Local Planning Scheme Sector 1 guides orderly physical development in the area. It allocates land mainly for residential use, with supporting commercial, educational, civic, and open space uses. Commercial activities are located along major roads, while public facilities are centrally placed for easy access. The scheme provides open spaces, stream buffers, and a clear road network to support accessibility, environmental protection, and flood control.

Figure 4.6 Structure Plan of Gonten



The Gonten Draft Planning Scheme Sector 1 provides the spatial framework for development in the area. It integrates residential land use with commercial, educational, civic, and open space uses. Major roads and drainage corridors are defined to support connectivity, environmental protection, and flood management. The scheme guides coordinated and controlled physical development.

Figure 4.7 Structure Plan of Ayim



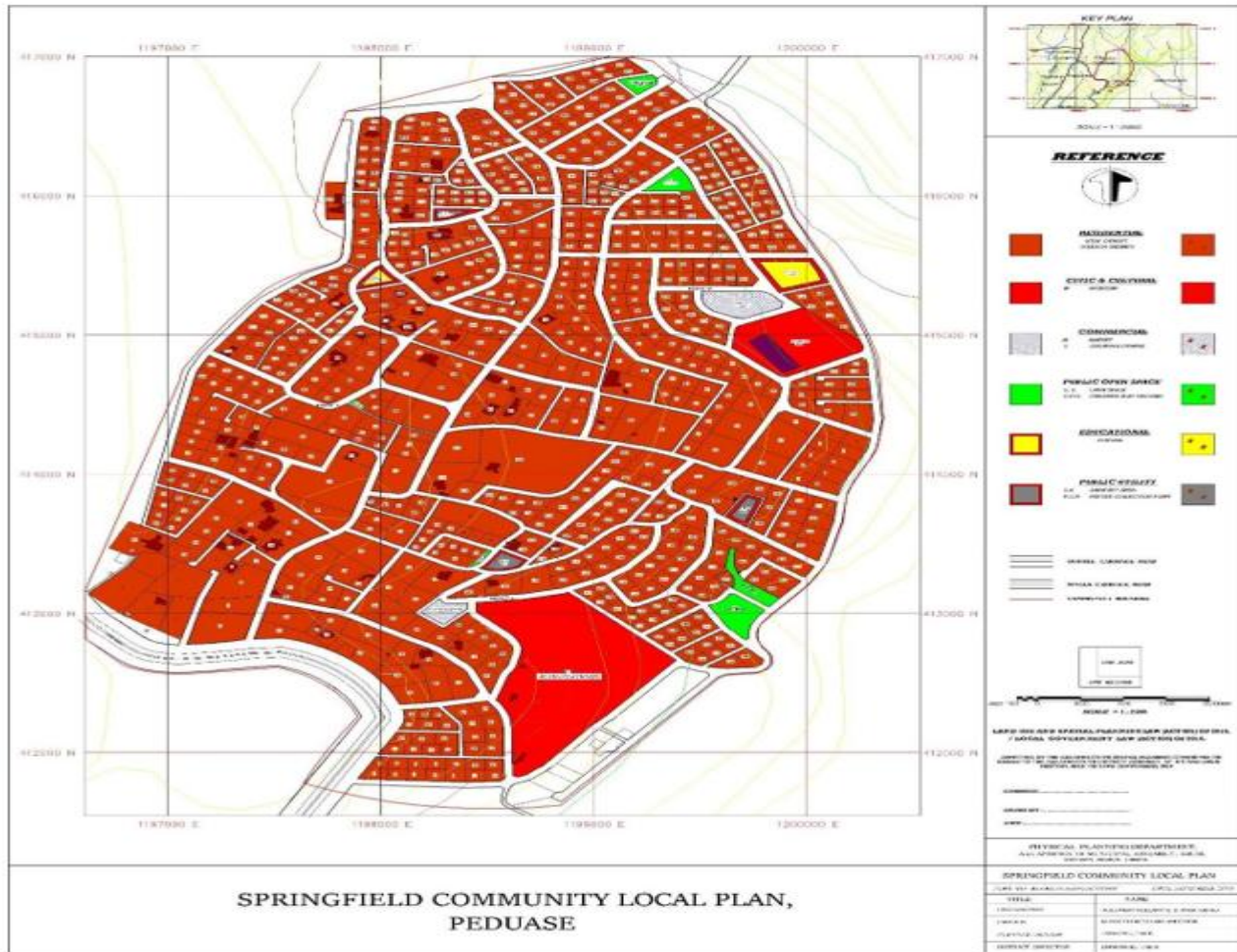
The Ayim Local Plan Sector 1 guides the orderly development of the Ayim community. Land is mainly allocated for residential use and supported by an organised road network. Provision is made for educational, civic, and commercial activities, as well as open spaces for recreation and environmental management. The plan supports proper plot development and effective development control.

Figure 4.8 Structure Plan of Berekuso Mincom Hill



The Mincom Hills Local Plan provides a development framework for residential growth within the community. It defines the settlement boundary and includes a road network to improve access and movement. Portion of land is reserved for community facilities and open spaces. The plan guides development control and compliance with planning standards.

Figure 4.9 Structure Plan of Springfield Community, Peduase



The Springfield Community Local Plan provides a clear land use framework for development in the community. Residential development is organised in planned blocks with road access to support medium density housing. Commercial activities are located at accessible points to serve the community. The plan also provides land for public facilities, open spaces, and recreational areas and ensures proper access and development control.

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.0 Introduction

This chapter contains the Broad Composite Programme of Action (PoA) covering the four-year planning period of the DMTDP under the NMTDPF 2026 – 2029. The PoA consists of a prioritized set of activities for the achievement of the goal and objectives of the Plan. It is disaggregated into sectors in a matrix showing goals, objectives, programmes, sub-programmes, the proposed activities, timeframe and cost. The source of funding, implementing institution/department for the planning period have also been identified. The chapter also contains programme financing and spatial and structural plan to guide the municipality

5.1 Assumptions Underpinning the Programme of Action and the Financial Plan

The following assumptions are employed to raise the needed revenue which was used for the costing of the programme/project costs for the plan;

- That funds from Government and Development partners will be regular;
- That funds from Government and Development partners will be adequate;
- That the District will continue to pass the DPAT Assessment in order to qualify for the DACF RFG
- That the revenue strategies employed by the Assembly will yield the needed internally generated revenue.

5.2 PROGRAMME OF ACTION

**Table 5.1: Programme of Action
ECONOMIC DEVELOPMENT**

DEVELOPMENT PROGRAMME	SUB - PROGRAMME	TIME FRAME				COST							PROGRAMMES STATUS		IMPLEMENTATION INSTITUTION/DEPARTMENT			
		2026	2027	2028	2029	GoG			DACF	IGF	OTHERS			NEW	ONGOING	LEAD	COLLABORATING	
						CENTRAL GOV'T TRANSFERS	GE TFUND	DEPARTMENTAL TRANSFERS			GPSNP	DACFRFG	SIF					
Economic Development	Trade tourism and industrial development (LED)					400,000.00			3,228,000.00	758,000.00							MWD, MAD, BAC, Cooperative, MA, SWD, Ministry of trade and agriculture	MA, Assembly Members, Cooperative units, MAD, Traditional Authorities
	Agricultural Modernization and post-harvest Management development					24,000.00			434,000.00	134,000.00	3,400,000.00						MAD GPNSP	A/Cs, MA, Assembly Members, PPD, Cooperative units
SUBTOTAL						424,000.00	0.00	0.00	3,662,000.00	892,000.00	3,400,000.00	0.00	0.00					

TOTAL			14,678,000.00		
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SOCIAL DEVELOPMENT

DEVELOPMENT PROGRAMME	SUB - PROGRAMME	TIME FRAME				COST							PROGRAMMES STATUS		IMPLEMENTATION INSTITUTION/DEPARTMENT		
		2026	2027	2028	2029	GoG			DACF	IGF	OTHERS			NEW	ONGOING	LEAD	COLLABORATING
						CENTRAL GOV'T TRANSFERS	GE TFUND	DEPARTMENTAL TRANSFERS			GPSNP	DACFRFG	SIF				
Social Development	Education Improvement Programme							200,000.00	22,292,465.92	1,200.00		600,000.00			MWD SIF GES	MA, GES Assembly members, MP	
	a. Health Improvement Programme						279,126.48	13,006,785.77	1,135.60	0.00		735,580.00			SIF, MWD	GHS, MHD MEHU, MA, MWD Assembly members, Unit Committee members, Food /Drinks vendors, GNAS, WATSAN committee, Zonal council officers, field facilitators, Zoom lion	
	b. Water, Environmental Health and Sanitation																

	Vulnerability Social and Child Protection Programme					305,000.00		152,000.00	1,009,600.00	66,000.00						SWD	MA, MHD, Akuapim Rural Bank, UNICEF, GES
SUBTOTAL						305,000.00	0.00	631,126.48	36,308,851.69	1,321,600.00	0.00					1,335,580.00	
TOTAL						53,982,158.17											

ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

DEVELOPMENT PROGRAMME	SUB - PROGRAMME	TIME FRAME				COST							PROGRAMMES STATUS		IMPLEMENTATION INSTITUTION/DEPARTMENT			
		2026	2027	2028	2029	GoG			DACF	IGF	OTHERS			NEW	ONGOING	LEAD	COLLABORATING	
						CENTRAL GOV'T TRANSFERS	GETFUND	DEPARTMENTAL TRANSFERS			GPSN P	DACFRF G	SIF					
Environment and Human Settlement development	Climate Change and Environmental Sustainability								2,188,400.00	376,800.00							MA, NADM O, MEHU, GNFS	Traditional authorities, GPS, Assembly members, GNFS, MA, All Stakeholders, Zoom lion. DVGs, NCCE
	Transport Infrastructure							19,943,548.8	260,000.00	878,228.87	500.00	500.00					GES. MWD, MP,	MA, Assembly members, MPCU,

	and safety Managemen														TELCO S, MA, Urban roads, high way authoriti es GPS	EPA, GES, GPS. WASH GPS, GIS, Drivers and Okada's union, SIF, MRH, MIS ECG
	Spatial Development Programme						176,000 .00	28,0 00.0 0							MA, PPD	PPD, MA
SUBTOTAL							22,307, 948.80	664, 800. 00	878,22 8.87	500,0 00.00	500,00 0.00					
TOTAL		38,970,977.67														

GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

DEVELOPMENT PROGRAMME	SUB-PROGRAMME	TIME FRAME				COST							PROGRAMMES STATUS		IMPLEMENTATION INSTITUTION/DEPARTMENT		
		2026	2027	2028	2029	GoG			DACF	IGF	OTHERS			NEW	ONGOING	LEAD	COLLABORATING
						CENTRAL GOV'T TRANSFERS	GE TFUND	DEPARTMENTAL TRANSFERS			GPSNP	DACFRFG	SIF				
Governance and Institutional Development	Governance, Accountability and Public safety. b. Capacity Building and Productivity improvement								4,409,818.79	1,224,000.00		60,000.00				MWD, MA. HRM MPO, Stores MPCU GIS GPS	MA, MWD, Traditional council, MA, Assembly Members, All decentralized dept, BNI, GNFS, other stake holders MCE, Lands Commission, GIZ
	Coordination Monitoring, Evaluation and Learning Programme								1,220,000.00	266,000.00	180,000.00					MA MPCU	Procurement MA, MBU, Key trade associations, Assembly members, traditional authorities & other stakeholders
	Sub -structure Improvement programmes								140,000.00	179,000.00						MPCU, Stores, MPU, MSD Revenue unit	MFO, MA, PPD businesses& other revenue point, MBO, MSO

5.3 PROGRAMME FINANCING

The Akuapim South Municipal Assembly adopts a programme-based approach to financing its development agenda, in line with the Medium-Term Development Plan (MTDP) and the national planning framework. This financing model ensures the strategic allocation of resources to key priority sectors, including education, health, agriculture, infrastructure, and local economic development, with the overarching goal of improving the quality of life for residents of the Municipality.

The Assembly's programme financing is derived from a blend of funding sources, namely:

1. **Government Transfers:** Primarily through the District Assemblies Common Fund (DACF), which constitutes a statutory allocation from central government to support development initiatives within the Municipality.
2. **Internally Generated Funds (IGF):** Mobilised through local revenue instruments such as rates, fees, licenses, fines, and other service charges, aimed at augmenting development financing and ensuring fiscal autonomy.
3. **Donor Grants and Development Partner Support:** These include funds from international organisations, NGOs, and civil society partners that complement government efforts in implementing targeted interventions such as environmental protection, youth empowerment, and social services delivery.
4. **Sectoral Transfers:** Funds disbursed through central government ministries, departments and agencies (MDAs), particularly in the areas of health, education, and social protection, to execute sector-specific programmes at the municipal level.

5. **Public-Private Partnerships (PPPs):** Collaborative financing arrangements with the private sector to leverage technical expertise and capital investment in support of infrastructure development and service delivery.

Through prudent financial management and adherence to principles of accountability, transparency, and results-based budgeting, the Akuapim South Municipal Assembly remains committed to ensuring that all financial resources are effectively utilised to achieve sustainable and inclusive development outcomes for the Municipality.

The Assembly’s programme-based financing framework is essential for the effective implementation of its development agenda as outlined in the Medium-Term Development Plan. An analysis of the Assembly’s current financing projections reveals a substantial mismatch between planned expenditures and expected revenues across key development sectors.

The total programme cost across four critical thematic areas—Economic Development; Social Services Delivery; Environment, Human Settlement and Sanitation Management; and Management and Administration is estimated at **GHS 120,029,954.63 million**. However, the total expected revenue from government transfers, Internally Generated Funds (IGF), and other sources stands at **GHS 72,161,954.63 million**, resulting in an overall **funding gap of GHS 47,866,000.00 million**.

A closer examination of Table 5.2 shows that the **Social Development** sector, which encompasses health, education, and social protection, experiences the most significant shortfall of **GHS 19,937,000.00 million**, highlighting serious underfunding of human capital development. Similarly, the **Environment and Human Settlement Development sector** records a deficit of **GHS 15,420,000.00 million**, which poses risks to physical development and environmental sustainability. Conversely, the **Economic Development and Governance and**

institutional Development. sectors report modest surpluses, suggesting either secured financing or lower programme costs relative to available funding.

To address this financing gap and ensure effective service delivery, the Assembly must adopt pragmatic and sustainable financing strategies. First, enhancing IGF mobilization through improved local tax administration, digitization of property rates, and enforcement of revenue collection mechanisms is imperative. Secondly, leveraging public-private partnerships (PPPs) can provide additional capital and technical expertise, especially in infrastructure and sanitation. Furthermore, the Assembly should intensify its engagement with development partners and donor agencies to attract grants and technical support for priority social programmes.

Advocacy for increased government transfers, particularly the District Assemblies Common Fund (DACF) and sector-specific allocations, is also crucial. In addition, implementing cost-saving measures and prioritizing high-impact, low-cost projects will ensure efficient use of limited resources. Exploring alternative financing instruments such as municipal bonds and development levies may also offer long-term fiscal solutions.

In conclusion, while the current financing gap presents a major constraint to development, a combination of local revenue enhancement, strategic partnerships, and efficient financial management can position the Akuapim South Municipal Assembly to bridge the gap and achieve its developmental objectives.

Table 5.2: Programme Financing

Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap (C)=(B-A)
		GoG	DACF	IGF	Others				
		Central Gov't Transfers			GPSNP	DACF/RFG	SIF		
Economic Development	14,678,000.00	124,000.00	5,540,000.00	575,000.00	800,000.00	850,000.00	0.00	7,889,000.00	(6,789,000.00)
Social Development	53,982,158.17	936,126.48	30,251,851.69	1,321,600.00	200,000.00	1,335,580.00	0.00	34,045,158.17	(19,937,000.00)
Environment and Human Settlement	38,970,977.67	100,000.00	21,307,948.80	564,800.00	878,228.87	300,000.00	400,000.00	23,550,977.67	(15,420,000.00)
Governance and Institutional Development	12,398,818.79	180,000.00	4,769,818.79	1,669,000.00	0.00	60,000.00	0.00	6,678,818.79	(5,720,000.00)
GRAND TOTAL	120,029,954.63	1,340,126.48	61,869,619.28	4,130,400.00	1,876,228.87	2,545,580.00	400,000.00	72,161,954.63	(47,866,000.00)

5.4 Strategic Environmental Assessment (SEA)

The section is designed to give a visual and quantitative measure of the extent to which a particular activity or project is capable of providing sustainable growth and development or otherwise. It is different from an impact assessment matrix in that it gives equal weight to social/cultural, economic and natural resource issues. Having identified the various projects which are likely to have negative effects on the developmental pursuit, certain mitigating factors are being put in place to minimize or eliminate the said negative impacts. The main projects are captured in the Medium -Term Development Plan, 2026-2029.

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 Introduction

This chapter presents the specific programmes and projects prioritized for annual implementation during the period 2026 to 2029. In determining the sequence of implementation, precedence was given to ongoing initiatives and those with defined time constraints.

6.1 2026 COMPOSITE ANNUAL ACTION PLAN

Table 6.1: 2026 COMPOSITE ANNUAL ACTION PLAN

OBJECTIVE: 1. Improve connectivity and reduce transport costs 2. Boost credit access for local traders 3. Create an enabling Agri business Environment																		
PROGRAMME: ECONOMIC DEVELOPMENTS																		
S/N	PROJECTS/PROGRAMMES	LOCATION	TIME FRAME				COST							PROGRAMMES STATUS		IMPLEMENTATION INSTITUTION/DEPARTMENT		
			Q 1	Q 2	Q 3	Q 4	GoG			DACF	IGF	OTHERS		NEW	ONGOING	LEAD	COLLABORATING	
							CENTRAL GOV'T TRANSFERS	GETFUND	DEPARTMENTAL TRANSFERS			GPSNP	DACF/RFG					
1.	Construction of 2 no. 10 units Market stalls	Fahiakor, Ottiakrom								6,000.00							MWD	MA, Assembly Members

2.	Conduct disease surveillance, collate and analyze agricultural data to vaccinate local poultry, small ruminants, cats & dogs against PPR and crops	Municipal wide								5,000.00						MAD	A/Cs/MA
3.	Liaise with higher authorities to Support access to farm inputs	Municipal wide						50,000.00								MAD	MA, Assembly Members
4.	Provision of adequate extension and veterinary services to farmers/FBOs (including Women and PWLDs) through regular home and farm visits.	Municipal wide				6,000.00				22,000.00						MAD	MA, Assembly members
5.	Organize annual RELC planning session	Municipal wide								4,500.00						MAD	MA
6.	Enforce the use of farm lands for agricultural activities and discourage the sale of lands for estate developments	Municipal wide						2,000.00		1,000.00						MA	MAD PPD
7.	Undertake financial literacy and business support	Municipal wide						5,000.00		1,000.00						BAC	MAD, Cooperative

	programmes for SMEs																	
8.	Conducts training on climate smart agricultural, post-harvest and establish a satellite market	Municipal wide							16,500.00	1,000.00							MAD	MA
9.	Renovate and revamp the Akwakupom palm oil processing centre (LED)	Akwakupom							500,000.00								MAD	MA
10.	Implement activities of GPSNP programmes	Municipal wide							40,000.0 ^{CF}		850,000.00 ^{GP NSP}						MAD , GPS NP	MA, Co-operatives Unit
11.	Organize and train women groups, artisans and SMEs on income generating activities (Cassava processing, bead making, soap making) and managerial skills training for micro, small and medium scale enterprises.	Municipal wide								15,000.00							BAC	MA
12.	Sensitization of communities on cooperatives and farmers on group formation to promote agriculture and	Municipal wide								7,500.00							Co-operatives Unit	BAC

	train small medium scale farmers.																	
13.	Develop one tourist site and facilitate other tourism and business-related activities to boost the local economy and create jobs (LED)	Municipal wide							250,000.00	90,000.00							MA	Traditional authorities
14.	Organize trade fair during Aburi Odwira festival	Aburi								80,000.00							MA	BAC/COOPERATIVE
15.	Implement Flagship programmes (24-hour economic Policy etc.)	Municipal wide							100,000.00								Ministry of trade, Agric.	MA, Traditional Authorities
16.	Construction of 24-hour economy market	Amanfo-Aburi							5,117,816.20								MWD	MA, traditional authorities, assembly members, women group
17.	Conduct Skills development and Economic support programmes for PWDs and the vulnerable.	Municipal wide							2,000.00	1,000.00							SWD	MA
SUB-TOTAL							6,000.00	0.00	0.00	6,089,316.20	228,000.00	850,000.00	0.00	0.00				

OBJECTIVE: 1. Ensure equitable, affordable and sustainable water supply services for all. 2. Enhance equitable access to and participation in quality education at all levels. 3. Ensure equitable, affordable and quality universal health coverage 4. Promote efficient and sustainable waste management

PROGRAMME: SOCIAL DEVELOPMENT

18.	Construction of 1no. 6 units classroom block	PWCE Demonstration,							2,133,333.00							MW D	MA, GES
19.	Construction of 1 no. 6unit classroom block with 8seater KVIP	Pakro (Adjenase Piem R/C basic school)										600,000.00				MW D	GES
20.	Construction of Teachers Quarters with Mechanized Borehole	Ahyeresu														SIF, MW D	GES
21.	Construction of Clinic with Mechanized Borehole	Obotweri														SIF, MW D	MHD
22..	Construction of nurses' quarters with mechanized borehole	Berekuso														SIF, MW D	MHD
23.	Construction of 1No. 6-Unit Classroom block 8-Seater KVIP	Adamorobe														SIF, MW D	GES
24.	Construction of a 1 No. 3 Unit teachers' bungalow	Ankwansu Anglican Basic School, Obosono							600,000.00							MW D	MA, GES
25.	Monitor and supervise the activities of NPOs, FBOs and CBOs.	Municipal wide							4,000.00	4,000.00						DSW/CD	MA
26.	Monitor & facilitate CHMC	Municipal wide							16,000.00	8,000.00						MHD	MA

	meetings and strengthen community engagement at all CHPS zone levels																	
27.	Registration and renewal of Health Insurance cards for vulnerable groups and improve hospital welfare services	Municipal wide							8,000.00	6,000,00							SW/C D	GHS
28.	Initiate and support 50 household to construct toilet facilities	Municipal wide							300,000.00	100,000.00		250,000.00					MEH U	MWD, MA
29.	Undertake community sensitization programmes on Drug/substance abuse in some selected communities	Municipal wide							160,000.00	16,000.00							MHD	MA, SWD, GES
30.	Construction of 1 no. 3 units JHS classroom block with ancillary facility	Obotweri School							1,000,000.00								MW D, GES	MA, Assembly Members
31.	Construction of 1 no. 3 units KG classroom block with ancillary facilities	Yaw Duodu							1,000,000.00								MW D, GES	MA, Assembly Members
32.	Construction of 1 no. 2 units KG classroom block with urinals for boys and girls	Otopa -Yaw							447,126.48								MW D, GES	MA, Assembly Members

33.	Renovation of 1 No. classroom block	PWCE Demonstration primary,								2,250,000.00						MW D, GES	MA, Assembly Members
34.	Construction of 1no. 3-unit classroom block with ancillary facilities.	Kwesi Doi basic								100,000.00						MW D, GES	MA, Assembly Members
	Renovation of Adjenase Piem Anglican KG block school	Adjenase Piem Anglican								600,000.00						MW D, GES	MA, Assembly Members
35.	Expansion of Anamenampa KG to basic school	Anamenampa KG								600,000.00						MW D, GES	GES, MA, Assembly Members
36.	Expansion of Pokrom Nsabaa primary schools	Pokrom Nsabaa								400,000.00						MW D, GES	MA, Assembly Members
37.	Construction of ICT lab	Pakro RC basic school, Nsakyee,								1,000,000.00						MP, MW D, GES	MA, Assembly Members
38.	Construction of 1 no. 6 units basic school block with ancillary facilities.	Ottiakrom								2,000,000.00						MW D,	GES, MA, Assembly Members
39.	Support and complete community-initiated projects	Municipal wide								2,000,000.00						DA	Assembly Members, Traditional Authorities
40.	Procurement of 2000 Gender sensitive metallic slatted Mono and Dual Desk for all basic, KG and SHS Schools and 800 no. table	Municipal wide								2,600,000.00						MW D, GES	MA, Assembly Members, procurement.

	and chair for teachers in basic Schools.																	
41.	Identify, register and support Persons with Disabilities (PWDs), support PWDs, vulnerable and Aged	Municipal wide						4,000.00	3,500.00								MA	SW/CD
42.	Facilitate the implementation of livelihood empowerment against poverty (LEAP) for 493 households in 25 communities	Municipal wide				2,500.00			2,500.00								SWCD	MA, Akuapim rural bank /MA
43.	Promotion of child Protection and family well fare issues for children	Municipal wide						14,500.00	7000.00								SWCD	UNICEF
44.	Promote gender mainstreaming and Equity among JHS pupil	Municipal wide					8,758.00										GES	SWCD
45.	Support programmes in the education sector involving sensitization/seminars for B.E.C.E candidates, STMIE camps	Municipal wide						23,490.00									GES	MA
46.	Sponsorship for brilliant but needy students (Education Fund)	Municipal wide						40,000.00									MA	GES/Member of Parliament, M/A

47.	broken-down boreholes and hand dug wells	Municipal wide							2,000.00							MW D	MA
48.	broken-down boreholes and hand dug wells	Municipal wide						102,356.00								MW D	MA
49.	broken-down boreholes and hand dug wells	Municipal wide						6,000.00	4,000.00							MW D	MA
50.	Expansion and upgrade of CHPs compound to Health Centre	Oboadaka							500,000.00							MW D	GHS, MA, Assembly Members
51.	Construction of Shed for Health workers	Attakrom							40,000.00							MW D	GHS, MA
52.	Complete the construction of 1no. CHP compound with ancillary facility	Ahyeresu							500,000.00							MW D	GHS, MA, Assembly Members
53.	construction of 1no. CHPs compound with two outhouse semi- detached bungalow and a mechanized borehole	Adjenase piem - Pakro							2,047,126.48							MW D	GHS, MA, Assembly Members
54.	construction of 1.No. CHPS center with a mechanized Borehole	Obodan								800,000.00		485,580.00	DA CF/ RFG			MW D	MA, MHD
55.	Facilitate the availability of	Municipal wide							15,000.00							MHD	MA

	IEC materials and support education and promotion of health issues and interventions at all levels																	
56.	Drilling of 5 No. mechanized borehole	Akrubi-Ahwerease, Ampomoa (christland), Gyankama, Comet (Ayigbe town and Greenhouse), Obotweri.							300,000.00								MW D, WAS H	MA, Assembly Members
57.	Drilling of 5 No. mechanized borehole with 4 water source point each	Fante town, Obodan-Anoff, Yaw Duodu, Apentem, Obosono							797,126.50								MW D, WAS H	MA, Assembly Members
58.	Drilling and extension of 3no. community water facility with 20,000litres Polytank	Pokrom, Ampomah, Bisease							1,000,000.00								MW D, WAS H	MA, Assembly Members
59.	Construction of a 500-seater capacity multi-purpose community centre to include: 2 mini conferences 5 shops 2 libraries 1 toilet facility	Aburi									500,000.00						MW D	MPCU, EPA, Assembly, Members, Mun. Fire Service, Municipal Police Service.

60.	Maintenance of broken-down boreholes and hand dug wells	Municipal wide							220,400.00	80,000.00						MW D	MA, WASH
61.	Embark on routine road safety campaigns including the activities of Okada riders and drivers' union	Municipal wide							1,500.00							MA	GPS, GIS, Drivers union
62.	Liaise with urban roads and Highways Authority to create speed rams and road markings along major highways to reduce spate of road accidents	Municipal wide							15,000.00	20,000.00						MA Urban roads, highways authority	GPS
63.	Train staff to effectively Sensitize and announce to the public on the importance of Birth and Death registration and organization of outreach registration for infant births.	Municipal wide						8,000.00								BDR	MA, Assembly Members
64.	Conduct medical screening/certification for at least	Municipal wide							6,000.00							EHU	Assembly members, Unit committee members, Food/Drink vendors

65	Sensitize 10 communities on gender-based violence, equality, equity, child abuse, teenage pregnancy/Adolescent Birthrate and Adolescent Sex Reproductive Health Right	Municipal wide							2000.00	1000.00	1000.00					SWCD	MHD, GES, Assembly members, Unit committee members	
SUB-TOTAL																		
									2,500.00	8.75	174,856.00	40,679,612.46	1,028,000.00	-	1,235,580.00	60,000.00		
OBJECTIVE: 1. Improve efficiency and effectiveness of road transport infrastructure and services 2. Promote sustainable spatially integrated development of human settlements. 3. Enhance institutional capacity and coordination for effective climate action																		
PROGRAMME: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT																		
66.	Reshaping and spot improvement of selected roads across the municipality	Kitase, Aberewakrom, Kwesikrom – Okotom, Berekuso Yaw Duodu							2,181,818.2							MWD	MA, Assembly Members	
67.	Reshaping of Feeder and farm truck roads	Municipal wide							600,000.00							MWD	MA, Assembly Members	
68.	Rehabilitation of Yaw Duodu - Kobiso Feeder Road(3.9KM), Pepawani to Asuwotwe(3.1km)	Yaw Duodu - Kobiso Pepawani - Asuwotwe									441,603.30					GPS NP	MA, MWD	
											436,625.57							
69.	Routine Maintenance of Municipal Roads	Municipal wide							400,000.00	100,000.00						MWD	MA, DPU, Assembly Members,	
70.	Construction of drains	Gyanakama and Konkonuru							2,000,000.00							MWD	MA, Assembly Members	

71.	Undertake waste management activities involving the evacuation of refuse heaps, maintenance of final Dumping site and construction of drains and Desilting of gutters	Adamorobe, Nsakyee, Otthiakrom and other communities						447,126.48.00	80,000.00							MWD	MEHU, MA, Assembly Members
72.	Sensitization on the eradication of sand winning activities	Municipal wide							25,000.00							MA	Assembly Members GPS
73.	Undertake and enforce development control measures and planning schemes.	Municipal wide							4,000.00	2,000.00						MA	PPD
74.	Undertake and intensify planning education and implement street naming & property addressing system	Municipal wide						40,000.00	5,000.00							PPD	MA
75.	Construction of toilet facility	Aburi Presby primary						900,000.00								MWD	MEHU, MA, Assembly Members
76.	Construction of 20-Seater WC Toilet facility for boys and girls with Mechanized Borehole	Aburi Presby Secondary Technical school						200,000.00	150,000.00							MWD GES	MA
77.	Promote and undertake public education on climate change, mitigation measures and fire prevention in the communities and schools across the municipality	Municipal wide						35,000.00								NAD MO	GNFS, MAD and all stakeholders

78.	Identification and Sensitization of flood prone communities, schools, mosque, churches, market places and organize cleanup exercises, desilting of choked gutters and major drains and awareness creation on flood prevention	Municipal wide							48,000.00	2,700.00						NAD MO	Zoom lion, M MEHU, DVGs, MDCs, Assembly members, GMA, NCCE
79.	Fumigation/cleansing and desilting of drains, toilets, public places and Mun. Assembly residences								418,600.00	50,000.00						MEH U MWD	Zoom lion
80.	Conduct fire safety inspection and education programmes at public/private schools/ market centres/healthcare/ Religious/ Financial & Government institutions	Municipal wide							20,500.00	41,500.00						GNFS	MA, NADMO, GES, GHS, Public/Private Sch
81.	Public sensitization on Ambulance Operations, organize simulation exercise and train schools and other institutions on CPR	Municipal wide								6,400.00						GNAS	MA, MHD, GPS
82.	Conduct Sensitization on WASH activities	Municipal wide							20,000.00							MEH U	MA, WATSAN committee
83.	Train WATSAN Committee	Municipal wide							80,000.00	8,000.00						MEH U	MA, WATSAN

	members to undertake monitoring of water and sanitation activities																committee	
84.	Inspection of dwelling homes, schools, health facilities hospitality centres (hotels/guest houses), eateries and drinking bars to intensify sanitation law enforcement and compliance.	Municipal wide							11,625.00								MEH U	Assembly Members,
85.	Implement community led total sanitation (CLTS) and organize quarterly environmental sanitation day in the communities	Municipal wide						12,000.00									MEH U	Zonal council officers, field facilitators
86.	Supervise and monitor monthly disinfection, disinfestation ,5 no. public refuse dump site, sanitary refuse storage collection and transportation (SIP)	Municipal wide						6,000.00									MEH U	Zoom lion, MWD
87.	Build animal pound at Aburi and organize stray animals control / arrest in all the four (4) zonal council	Municipal wide						3,355.00									MWD MEH U	MA

88.	Undertake environmental enhancement programme (air quality control, noise pollution control, land restoration/réclamation, environmental education)	Municipal wide							8,000.00								MEH U	MA
SUB-TOTAL							-	-	1,175,000.00	6,062,273.20	222,225.00	878,228.87	-	-				
OBJECTIVE: 1. Enhance access to clean and affordable energy. 2. Promote efficient and effective land administration. 3. Strengthening plan preparation, implementation and coordination																		
PROGRAMME: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT																		
89.	Strengthen and Provide logistical support to Zonal Councils and Renovate dilapidated sub-structures.	Municipal wide							99,000.00	25,000.00							MWD	MA, Assembly Members
90.	Maintenance of Municipal Assembly office buildings/construction of bungalows for senior staff, other structures, vehicles, insurance renewal and other related expenses.	Municipal Assembly							414,252.96	260,000.00							MWD	Traditional Council, A/Cs
91.	Construction of a three -storey office Complex for Akuapim South Municipal Assembly	Municipal Assembly							4,701,561.83								MWD	MA
92.	Support to decentralized department of the assembly, traditional authorities and	Municipal wide							50,000.00	80,000.00							MA	

	other related activities																	
93	Undertake education programmes on the duties of the GIS including monitoring of foreign nationals & intelligence gathering, companies, schools & hotels and processing of passport/extension, work and residence permit.	Municipal wide							12,000.00								GIS	Trad. Authorities, BNI, MA
94.	Support the Ghana Police Service to conduct swoops/patrols, community education and intelligence gathering	Municipal wide							4,000.00								GPS	MA, BNI, GNFS
95.	Compensation for acquired land	Municipal wide							300,000.00								MA	
96.	Organize stakeholders' fora to address and combat the issues of chieftaincy dispute, indiscriminate sale of land and sand winning activities in the various Communities.	Municipal wide							37,000.00	2,000.00							MA	Police Land commission

97.	Installation and connection of selected Communities to the national Grid.	Municipal wide								1,800,000.00							MA	ECG
98.	Replacement of Broken-down Light Poles, Cables, Street Lights, Bush Clearing & Other Fittings and selected area	Municipal wide								437,148.8							MWD	ECG MA
99.	Construction of 2no. Police Post /station	Nsakyie and Pakro								700,000.00	20,000						MWD, GPS	MA
100.	Organize digital engagement programmes on effective use of digital platforms	Municipal wide								5,000.00							TELC O	MIS, MA
101.	Provision of logistics for project and programme monitoring and evaluation and other related activities.	Municipal Assembly								185,000.00	60,000.00						MA	Procurement
102.	Purchase value books, safes and stationery, office consumables	Municipal Assembly								35,000.00	30,000.00						MPC U, Stores MA	MFO
103.	Procurement of fittings, equipment and stationery	Municipal Assembly								150,000.00							MPU, Stores MA	MFO
104.	Celebration of national/local anniversaries (to include Indep.	Municipal Assembly								90,000.00							M PCU , Stores	MFO

	Day, Senior Citizens' Day, May Day, int. girls' day celebration, farmers day celebration, world disaster day Festivals etc.)																	
105.	Undertake and Support Monitoring/Evaluation of programmes and projects and other related MPCU activities and statutory Programmes	Municipal Assembly							130,000.00	60,000.00							MPCU, Stores	All Departments
106.	Conduct social safeguards, Concept notes and ESIA for projects of the Assembly before implementation	Municipal wide							185,000.00	10,500.00	4500.00						MPCU	MA MPU
107.	Undertake DLREV and building foot prints user training to collect business data and to update revenue and socio-economic data base of the municipal.	Municipal wide								14,900.00							MSD Revenue unit	PPD, M/A, businesses & other revenue point, MBO, MSO GIZ
108.	Support and undertake staff and Assembly	Municipal Assembly							100,000.00	4,000.00		15,000.00					HR	MPCU, MPU, GIZ

	members capacity building training on (Local Government Protocols, Revenue mobilization, PFM, LED, Public procurement, conflict resolution, Performance Appraisal, occupational hazards and work place Safety, Smart report writing, minutes production and leadership etc and provisions for external workshops																		
109.	Sensitize various stakeholders on government policies, Assembly Bye-laws to enhance participatory development and planning through town hall meetings and community engagements, meet the press	Municipal wide							64,000.00	65,000.00								MPC U	Assembly members, MA
110.	Organize quarterly townhall	Municipal wide							133,501.00									MPC U	MCE, MA, Assembly

	meetings and Undertake community visit engagement by Hon. MCE.																members, Traditional Authorities and other stakeholders		
111.	Organize Mid-year and Annual stakeholders review workshop on the composite budget, Annual Action Plan and PFM townhall	Municipal Assembly							50,000.00								MPCU	MA, Assembly members, Traditional Authorities and other stakeholders	
112.	Preparation of the 2027, Annual Action Plan and Composite Budget, Revenue Action Plan, Procurement Plan, Risk Base Plan and Fee fixing and Resolution of the Assembly.	Municipal Assembly							90,000.00								MPCU	MPCU, MA, MBU, Key trade associations, Orga& other stakeholders.	
SUB-TOTAL							-	-	-	9,772,464.59	8,551,400.00	4,500.00	15,000.00	-					
TOTALS							8,500.00	8.758.00	1,349,856.00	62,603,666.45	10,029,625.00	1,732,728.87	1,250.580.00	60,000.00					
GRAND TOTAL: 22,163,765.18																			

6.2 2027 COMPOSITE ANNUAL ACTION PLAN

Table 6.2: 2027 COMPOSITE ANNUAL ACTION PLAN

OBJECTIVE: 1. Improve connectivity and reduce transport costs 2. Boost credit access for local traders 3. Create an enabling Agribusiness environment																	
PROGRAMME: ECONOMIC DEVELOPMENTS																	
S/ N	PROJECTS/ PROGRAMMES	LOCATION	TIME FRAME 2027				COST							PROGRAMMES STATUS		IMPLEMENTATION INSTITUTION/ DEPARTMENT	
			Q 1	Q 2	Q 3	Q 4	Gog			DACF	IGF	Others		New	On going	Lead	Collabo rating
							Central gov't transfer s	Getfun d	Depart ental transfer s			GP SN P	DACF RFG				
1.	Construction of 3no. 10 units Market stalls	Dago, Kwamekrom, Berekuso								900,000.00						MWD	MA, Assembly Members
2.	Conduct disease surveillance, collate and analyze agricultural data to vaccinate local poultry, small ruminants, cats & dogs against PPR and crops	Municipal wide									5,000.00					MAD	A/Cs/MA
3.	Liaise with higher authorities to Support access to farm inputs	Municipal wide								50,000.00						MAD	MA, Assembly Members
4.	Provision of adequate extension and	Municipal wide					6,000.00				22,000.00					MAD	MA, Assembly

	veterinary services to farmers/FBOs (including Women and PWLDs) through regular home and farm visits.																y members
5.	Organize annual RELC planning session	Municipal wide							4,500.00							MAD	MA
6.	Enforce the use of farm lands for agricultural activities and discourage the sale of lands for estate developments	Municipal wide						2,000.00	1,000.00							MA	MAD PPD
7.	Undertake financial literacy and business support programmes for SMEs	Municipal wide						5,000.00	1,000.00							BAC	MAD, Cooperative
8.	Conducts training on climate smart agricultural, post-harvest and establish a satellite market	Municipal wide						66,000.00	4,000.00							MAD	MA
9.	Renovate and revamp the Akwakupom palm oil processing centre (LED)	Akwakupom						125,00.00								MAD	MA
10.	Implement activities of GPSNP programmes	Municipal wide						40,000.00		850,000.00						MAD, GPSNP	MA, Co-operative Unit

11.	Organize and train women groups, artisans and SMEs on income generating activities (Cassava processing, bead making, soap making) and managerial skills training for micro, small and medium scale enterprises.	Municipal wide								15,000.00						BAC	MA
12.	Sensitization of communities on cooperatives and farmers on group formation to promote agriculture and train small medium scale farmers.	Municipal wide								7,500.00						Co-operatives Unit	BAC
13.	Develop one tourist site and facilitate other tourism and business-related activities to boost the local economy and create jobs (LED)	Municipal wide							250,000.00	90,000.00						MA	Traditional authorities
14.	Organize trade fair during Aburi Odwira festival	Aburi								80,000.00						MA	BAC/COOPERATIVE
15.	Implement Flagship programmes (24-hour economic Policy etc.)	Municipal wide							100,000.00							Ministry of trade, Agric.	MA, Traditional Authorities

16.	Conduct Skills development and Economic support programmes for PWDs and the vulnerable.	Municipal wide							2,000.00	1,000.00							SWD	MA
SUB-TOTAL									1,415,000.00	231,000.00	850,000.00	-	-					
			6,000.00	-	-													
OBJECTIVE: 1. Ensure equitable, affordable and sustainable water supply services for all. 2. Enhance equitable access to and participation in quality education at all levels. 3. Ensure equitable, affordable and quality universal health coverage 4. Promote efficient and sustainable waste management																		
PROGRAMME: SOCIAL DEVELOPMENT																		
17.	Construction of 1no. 6 units classroom block	Comet							2,133,333.00								MWD	MA, GES
18.	Construction of SIF related projects																SIF, MWD	MA, other related stakeholders
19.	Monitor and supervise the activities of NPOs, FBOs and CBOs.	Municipal wide							4,000.00	4,000.00							DSW/C D	MA
20.	Monitor & facilitate CHMC meetings and strengthen community engagement at all CHPS zone levels	Municipal wide							4,000.00	2,000.00							MHD	MA
21.	Registration and renewal of Health Insurance cards for vulnerable groups and improve hospital welfare services	Municipal wide							2,000.00	1,500.00							SW/CD	GHS

22.	Initiate and support 50 household to construct toilet facilities	Municipal wide							75,000.00	25,000.00		62,500.00				MEHU	MWD, MA
23.	Undertake community sensitization programmes on Drug/substance abuse in some selected communities	Municipal wide							40,000.00	4,000.00						MHD	MA, SWD, GES
24.	Construction of 2 no. 3 units KG classroom block with ancillary facilities at	Abetima, Jamaicaso,							2,000,000.00							MWD, GES	MA, Assembly Members
25.	Renovation of 1 No. classroom block.	Ahwerease Primary, Presby basic schools							2,250,000.00							MWD, GES	MA, Assembly Members
26.	Construction of 1no. 3-unit classroom block with ancillary facilities.	Kwesi Doi Basic school							100,000.00							MWD, GES	MA, Assembly Members
	Expansion of Nsakyee primary school	Nsakyee							400,000.00							MWD, GES	MA, Assembly Members
27.	Construction of ICT lab	Adamorobe							1,000,000.00							MP, MWD, GES	MA, Assembly Members
28.	Construction of 1no. 6 units basic school block with ancillary facilities.	Kwamekrom							2,000,000.00							MWD,	GES, MA, Assembly Members
29.	Support and complete	Municipal wide							2,000,000.00							DA	Assembly

	community-initiated projects																Members , Traditional Authorities	
30.	Procurement of 1500 Gender sensitive metallic slapped Mono and Dual Desk for all basic, KG and SHS Schools and 600 no. table and chair for teachers in basic Schools.	Municipal wide							1,950,000.00								MWD, GES	MA, Assembly Members , procurement.
31.	Identify, register and support Persons with Disabilities (PWDs), support PWDs, vulnerable and Aged	Municipal wide						4,000.00	3,500.00								MA	SW/CD
32.	Facilitate the implementation of livelihood empowerment against poverty (LEAP) for 493 households in 25 communities	Municipal wide				2,500.00			2,500.00								SWCD	MA, Akuapim rural bank /MA
33.	Promotion of child Protection and family well fare issues for children	Municipal wide						14,500.00	7,000.00								SWCD	UNICEF
34.	Promote gender mainstreaming and Equity among JHS pupil	Municipal wide					8,758.00										GES	SWCD
35.	Support programmes in	Municipal wide						23,490.00									GES	MA

	the education sector involving sensitization/seminars for B.E.C.E candidates, STMIE camps																	
36.	Sponsorship for brilliant but needy students (Education Fund)	Municipal wide						40,000.00									MA	GES/Member of Parliament, M/A
37.	Monitor and implement folic acid distribution in communities and schools	Municipal wide							8,000.00								MHD	MA
38.	Undertake District Response Initiatives on HIV/AIDS, Malaria, Rabies, NIDs and their related activities	Municipal wide						102,356.00									MHD	MA
39.	Undertake public education on nutrition to ensure universal access to quality healthcare especially for children and adolescents.	Municipal wide						6,000.00	4,000.00								MHD	MA
40.	Construction of 1no. CHPs compound with two outhouse semi-detached bungalow and a mechanized borehole	Obosono-Pakro							2,047,126.48								MWD	GHS, MA, Assembly Members
41.	construction of 1.No. CHPS center with a	Fahiakor/Mentukwa								1,000,000.00		485,580.00					MWD	MA, MHD

	mechanized Borehole											F/RFG						
42	Facilitate the availability of IEC materials and support education and promotion of health issues and interventions at all levels	Municipal wide							15,000.00								MHD	MA
43.	Expansion of Pokrom CHPs compounds	Pokrom							600,000.00								MWD	GHS, MA, Assembly Members
44.	Drilling of 5 No. mechanized borehole	Kobiso, Abaase, Dumpong, Anamenampa, Agyementi,							300,000.00								MWD, WASH	MA, Assembly Members
45.	Maintenance of broken-down boreholes and hand dug wells	Municipal wide							220,400.00	80,000.00							MWD	MA, WASH
46.	Embark on routine road safety campaigns including the activities of Okada riders and drivers' union	Municipal wide							1,500.00								MA	GPS, GIS, Drivers union
47.	Liaise with urban roads and Highways Authority to create speed rams and road markings along major highways to reduce spate of road accidents	Municipal wide							15,000.00	20,000.00							MA Urban roads, highways authority	GPS
48.	Train staff to effectively	Municipal wide						8,000.00									BDR	MA, Assembly

52.	Reshaping of Feeder and farm truck roads	Municipal wide							600,000.00							MWD	MA, Assembly Members
53.	Rehabilitation of Yaw Duodu - Kobiso Feeder Road Adjenase Piem-Odum Sisi (3.0KM)	Adjenase Piem-Odum Sisi									450,000.00					GPSNP	MA, MWD
54.	Routine Maintenance of Municipal Roads	Municipal wide							400,000.00	100,000.00						MWD	MA, DPU, Assembly Members
55.	Construction of an overhead bridge	Aburi Kemp							3,500,000.00							MWD	MA, Roads and Highways Authority, Assembly Members
56.	Construction of U-Storm drains	Master Koi, Berekuso and Adamorobe, Ankaase and Pokrom-Nsabaa							1,500,000.00						500,000.00	MWD	MA, SIF, Assembly Members
57.	Construction of drains	Konkonuru							1,000,000.00							MWD	MA, Assembly Members
58.	Undertake waste management activities involving the evacuation of refuse heaps,	Ottiakrom and other selected communities					149,042,16		20,000.00							MWD	MEHU, MA, Assembly Members

	maintenance of final Dumping site and construction of drains and Desilting of gutters at Ottiakrom and other communities.															
59.	Sensitization on the eradication of sand winning activities	Municipal wide						25,000.00							MA	Assembly Members GPS
60.	Undertake and enforce development control measures and planning schemes.	Municipal wide						4,000.00	2,000.00						MA	PPD
61.	Undertake and intensify planning education and implement street naming & property addressing system	Municipal wide					40,000.00	5,000.00							PPD	MA
62.	Promote and undertake public education on climate change, mitigation measures and fire prevention in the communities and schools.	Municipal wide					35,000.00								NADMO	GNFS, MAD and all stakeholders
63.	Identification and Sensitization of flood prone communities, schools, mosque,	Municipal wide						48,000.00	2,7000.00						NADMO	Zoom lion, M MEHU, DVGs, MDCs,

	churches, market places and organize cleanup exercises, desilting of choked gutters and major drains and awareness creation on flood prevention																Assembly members, GMA, NCCE
64.	Fumigation/cleaning and desilting of drains, toilets, public places and Mun. Assembly residences	Municipal wide							418,600.00	50,000.00						MEHU MWD	Zoom lion
65.	Renovation of public/institutional buildings and dilapidated toilet facilities	Municipal wide							480,000.00	200.000.00						MWD	Assembly members, Chiefs and elders, Comm'ty members
66.	Conduct fire safety inspection and education programmes at public/private schools/ market centres/healthcare /Religious/ Financial & Government institutions	Municipal wide							20,500.00	41,500.00						GNFS	MA, NADMO, GES, GHS, Public/Private Sch
67.	Public sensitization on Ambulance Operations, organize simulation exercise and train	Municipal wide								6,4000.00						GNAS	MA, MHD, GPS

	schools and other institutions on CPR																	
68.	Conduct Sensitization on WASH activities	Municipal wide							20,000.00								MEHU	MA, WATSAN committee
69.	Train WATSAN Committee members to undertake monitoring of water and sanitation activities	Municipal wide							80,000.00	8,000.00							MEHU	MA, WATSAN committee
70.	Inspection of dwelling homes, schools, health facilities hospitality centres (hotels/guest houses), eateries and drinking bars to intensify sanitation law enforcement and compliance.	Municipal wide								11,600.00							MEHU	Assembly Members
71.	Implement community led total sanitation (CLTS) and organize quarterly environmental sanitation day in the communities	Municipal wide							12,000.00								MEHU	Zonal council officers, field facilitators
72.	Supervise and monitor monthly disinfection, disinfestation ,5 no. public refuse dump site,	Municipal wide							6,000.00								MEHU	Zoom lion, MWD

	sanitary refuse storage collection and transportation (SIP)																		
73.	Organize stray animals control / arrest in all the four (4) zonal council								3,355.00								MEHU	MA	
74.	Undertake environmental enchantement programme (air quality control, noise pollution control, land restauration/réclamation, environmental education)	Municipal wide							8,000.00								MEHU	MA	
SUB-TOTAL																			
									-	-	75,000.00	10,332,273.20	504,100.00	450,000.00	-	500,000.00			
OBJECTIVE: 1. Enhance access to clean and affordable energy. 2. Promote efficient and effective land administration. 3. Strengthening plan preparation, implementation and coordination																			
PROGRAMME: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT																			
75.	Strengthen and Provide logistical support to Zonal Councils and Renovate dilapidated sub-structures.								99,000.00	25,000.00							MWD	MA, Assembly Members	
76.	Maintenance of Municipal Assembly office buildings/construction of bungalows for senior staff, other structures,	Municipal Assembly							414,252.96	260,000.00							MWD	Traditional Council, A/Cs	

	vehicles, insurance renewal and other related expenses.																
77.	Support to decentralized department of the assembly, traditional authorities and other related activities	Municipal wide							50,000.00	320,000							MA
78.	Undertake education programmes on the duties of the GIS including monitoring of foreign nationals & intelligence gathering, companies, schools & hotels and processing of passport/extension, work and residence permit.	Municipal wide							12,000.00								GIS Trad. Authorities, BNI, MA
79.	Support the Ghana Police Service to conduct swoops/patrols, community education and intelligence gathering								12,000.00								GPS MA, BNI, GNFS
80.	Compensation for acquired land								300,000.00								MA
81.	Organize stakeholders' fora to address and combat the issues	Municipal wide							37,000.00	2,000.00							MA Police Land commission

	of chieftaincy dispute, indiscriminate sale of land and sand winning activities in the various Communities.																	
82.	Replacement of Broken-down Light Poles, Cables, Street Lights, Bush Clearing & Other Fittings and selected area	Municipal wide							437,148.8								MWD	ECG MA
83.	Construction of 1no. Police/Post station	Ottiakrom							650,000.00								MWD, GPS	MA
84.	Organize digital engagement programmes on effective use of digital platforms	Municipal wide							5,000.00								TELCO	MIS, MA
85.	Provision of logistics for project and programme monitoring and evaluation and other related activities.	Municipal Assembly							185,000.00	60,000.00							MA	Procurement
86.	Purchase value books, safes and office consumables	Municipal Assembly							35,000.00	30,000.00							MPCU, Stores MA	MFO
87.	Procurement of fittings, equipment and stationery	Municipal Assembly							150,000.00								MPU, Stores MA	MFO
88.	Celebration of national/local	Municipal wide							90,000.00								M PCU	MFO

	members capacity building training on (Local Government Protocols, Revenue mobilization, PFM, LED, Public procurement, conflict resolution, Performance Appraisal, occupational hazards and work place Safety, Smart report writing, minutes production and leadership and provisions for external workshops																	
93.	Sensitize various stakeholders on government policies, Assembly Bye-laws to enhance participatory development and planning through town hall meetings and community engagements, meet the press	Municipal wide							64,000.00	65,000.00							MPCU	Assembly members, MA
94.	Organize quarterly townhall meetings and Undertake community visit	Municipal wide							133,501.00								MPCU	MCE, MA, Assembly Tradition

6.3 2028 COMPOSITE ANNUAL ACTION PLAN

Table 6.3: COMPOSITE ANNUAL ACTION PLAN

OBJECTIVE: 1. Improve connectivity and reduce transport cost 2. Boost credit Access for local traders 3. Creat an enabling agribusiness Environment																	
PROGRAMME: ECONOMIC DEVELOPMENT																	
S/N	PROJECTS/PROGRAMMES	LOCATION	TIME FRAME				COST						PROGR AMMES STATUS		IMPLEMENTATIO N INSTITUTION/DE PARTMENT		
			Q 1	Q 2	Q 3	Q 4	GoG			DACF	IGF	OTHERS		N EW	ON GO ING	LEAD	COLLAB ORATING
							CENTR AL GOV'T TRANS FERS	GE TF UN D	DEPAR T ENTAL TRANS FERS			GPS NP	DACF/RF G				
1.	Construction of 2no. 10 units Market stalls.	Berekuso, Pakro								600,000.00						MWD	MA, Assembly Members
2.	Conduct disease surveillance, collate and analyze agricultural data to vaccinate local poultry, small ruminants, cats & dogs against PPR and crops	Municipal wide									5,000.00					MAD	A/Cs/ MA
3.	Liaise with higher authorities to Support access to farm inputs across the Municipality	Municipal wide								50,000.00						MAD	MA, Assembly Members
4.	Provision of adequate extension and veterinary services to farmers/FBOs	Municipal wide					6,000.00				22,000.00					MAD	MA, Assembly members

	(including Women and PWLDs) through regular home and farm visits.																
5.	Organize annual RELC planning session	Municipal wide								45,00.00						MAD	MA
6.	Enforce the use of farm lands for agricultural activities and discourage the sale of lands for estate developments	Municipal wide							2,000.00	1,000.00						MA	MAD PPD
7.	undertake financial literacy and business support programmes for SMEs	Municipal wide							5,000.00	1,000.00						BAC	MAD, Cooperative
8.	Conducts training on climate smart agricultural, post-harvest and establish a satellite market	Municipal wide							16,500.00	1,000.00						MAD	MA
9.	Renovate and revamp the Akwakupom palm oil processing centre (LED)	Akwakupom							125,000.00							MAD	MA
10.	Implement activities of GPSNP programmes	Municipal wide							40,000.0CF		850,000.00G PNSP					MAD, GPSNP	MA, Co-operatives Unit
11.	Organize and train women groups, artisans and SMEs on income generating	Municipal wide								15,000						BAC	MA

	activities (Cassava processing, bead making, soap making) and managerial skills training for micro, small and medium scale enterprises.																	
12.	Sensitization of communities on cooperatives and farmers on group formation to promote agriculture and train small medium scale farmers.	Municipal wide								7,500.00							Co-operatives Unit	BAC
13.	Develop one tourist site and facilitate other tourism and business-related activities to boost the local economy and create jobs (LED)	Municipal wide							250,000.00	90,000.00							MA	Traditional authorities
14.	Organize trade fair during Aburi Odwira festival	Aburi								80,000.00							MA	BAC/COOPERATIVE
15.	Implement Flagship programmes (24-hour economic Policy etc.)	Municipal wide							100,000.00								Ministry of trade, Agric.	MA, Traditional Authorities
16.	Conduct Skills development and Economic support programmes for PWDs and the vulnerable.	Municipal wide							2,000.00	1,000.00							SWD	MA

SUB-TOTAL																		
		6,000.00	-	-				1,190,500.00	223,500.00	850,000.00	-	-						
OBJECTIVE: Ensure equitable, affordable and sustainable water supply services for all. 2. Enhance equitable access to and participation in quality education at all levels. 3. Ensure equitable, affordable and quality universal health coverage 4. Promote efficient and sustainable waste management																		
PROGRAMME SOCIAL DEVELOPMENT																		
17.	Execution of SIF related Projects																SIF, MWD	GES
18.	Construction of a 1 No. 3 Unit teachers' bungalow at Ankwansu Anglican Basic School, Obosono							600,000.00									MWD	MA, GES
19.	Monitor and supervise the activities of NPOs, FBOs and CBOs.	Municipal wide						1,000.00	1,000.00								DSW/CD	MA
20.	Monitor & facilitate CHMC meetings and strengthen community engagement at all CHPS zone levels	Municipal wide						4,000.00	2,000.00								MHD	MA
21.	Registration and renewal of Health Insurance cards for vulnerable groups and improve hospital welfare services	Municipal wide						2,000.00	1,500.00								SW/CD	GHS
22.	Undertake community sensitization programmes on Drug/substance abuse Pregnancy in some selected communities	Municipal wide						40,000.00	4,000.00								MHD	MA, SWD, GES

23.	Construction of 2 no. 3 units KG classroom block with ancillary facilities.	Takyikrom, Mariakrom							2,000,000.00						MWD, GES	MA, Assembly Members
24.	Renovation of 1 No. classroom block	Presby basic schools							562,500.00						MWD, GES	MA, Assembly Members
25.	Construction of ICT lab	Yaw Duodu							1,000,000.00						MP, MWD, GES	MA, Assembly Members
26.	Support and complete community-initiated projects	Municipal wide							2,000,000.00						DA	Assembly Members, Traditional Authorities
27.	Procurement of 1000 Gender sensitive metallic slapped Mono and Dual Desk for all basic, KG and SHS Schools and 500 no. table and chair for teachers in basic Schools.	Municipal wide							1,450,000.00						MWD, GES	MA, Assembly Members, procurement.
28.	Identify, register and support Persons with Disabilities (PWDs), support PWDs, vulnerable and Aged	Municipal wide						4,000.00	3,500.00						MA	SW/CD
29.	Facilitate the implementation of livelihood empowerment against poverty (LEAP) for 493 households in 25 communities	Municipal wide				2,500.00			3,625.00						SWCD	MA, Akuapim rural bank /MA

30.	Promotion of child Protection and family well fare issues for children	Municipal wide						3,625.00	1,750.00								SWCD	UNICEF
31.	Promote gender mainstreaming and Equity among JHS pupil	Municipal wide					8,758.00										GES	SWCD
32.	Support programmes in the education sector involving sensitization/seminars for B.E.C.E candidates, STMIE camps	Municipal wide						23,490.00									GES	MA
33.	Sponsorship for brilliant but needy students (Education Fund)	Municipal wide						40,000.00									MA	GES/Member of Parliament, M/A
34.	Monitor and implement folic acid distribution in communities and schools	Municipal wide							8,000.00								MHD	MA
35.	Undertake District Response Initiatives on HIV/AIDS, Malaria, Rabies, NIDs and their related activities	Municipal wide						102,356.00									MHD	MA
36.	Undertake public education on nutrition to ensure universal access to quality healthcare especially for children and adolescents.	Municipal wide						6,000.00	4,000.00								MHD	MA

37.	Facilitate the availability of IEC materials and support education and promotion of health issues and interventions at all levels								15,000.00							MHD	MA
38.	Drilling of 5 No. mechanized borehole.	Peduase, Npakadan, Adamorobe, Lawyer's Avenue (Berekuso), Ottiakrom							300,000.00							MWD, WASH	MA, Assembly Members
39.	Maintenance of broken-down boreholes and hand dug wells	Municipal wide							55,100.00	20,000.00						MWD	MA, WASH
40.	Train staff to effectively Sensitize and announce to the public on the importance of Birth and Death registration and organization of outreach registration for infant births.	Municipal wide						8,000.00								BDR	MA, Assembly Members
41.	Conduct medical screening/certification for at least 95% food and drink vendors	Municipal wide							6,000.00							EHU	Assembly members, Unit committee members, Food/Drink vendors
42.	Sensitize 10 communities on gender-based violence, equality,	Municipal wide							2000.00	1000.00	1000.00					SWC D	MHD, GES, Assembly

	equity, child abuse, teenage pregnancy and Adolescent Sex Reproductive Health Right																	members	
SUB-TOTAL						2,500.00	8,758.00	187,471.00	8,056,475.00	28,500.00	-	-	-						
OBJECTIVE: 1. Improve efficiency and effectiveness of road transport infrastructure and services 2. Promote sustainable spatially integrated development of human settlements. 3. Enhance institutional capacity and coordination for effective climate action																			
PROGRAMME: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT																			
43.	Reshaping and spot improvement of selected roads across the municipality	Adamorobe, Yaw-Duodu, and Oparekrom							2,181,818.2									MWD	MA, Assembly Members
44.	Reshaping of Feeder and farm truck roads	Municipal wide							600,000.00									MWD	MA, Assembly Members
45.	Routine Maintenance of Municipal Roads	Municipal wide							400,000.00	100,000.00								MWD	MA, DPU, Assembly Members,
46.	Embark on routine road safety campaigns including the activities of Okada riders and drivers' union	Municipal wide							1,500.00									MA	GPS, GIS, Drivers union
47.	Liaise with urban roads and Highways Authority to create speed rams and road markings along major highways to reduce spate of road accidents	Municipal wide							15,000.00	20,000.00								MA Urban roads, highways authority	GPS
48.	Construction of 1 no. 6unit classroom block							514,189.75										MWD	MA, GES

	with Office, Staff Common Room, Store,4-Seater KVIP and 3unit urinals for boys and girls at Gyankama																
49.	Undertake waste management activities involving the evacuation of refuse heaps, maintenance of final Dumping site and construction of drains and Desilting of gutters at Adamorobe, Nsakyie, Ottiakrom and other communities.	Municipal wide						447,126.48.00	80,000.00							MWD	MEHU, MA, Assembly Members
50.	Sensitization on the eradication of sand winning activities	Municipal wide							25,000.00							MA	Assembly Members GPS
51.	Undertake and enforce development control measures and planning schemes.	Municipal wide							4,000.00	2,000.00						MA	PPD
52.	Undertake and intensify planning education and implement street naming &	Municipal wide						40,000.00	5,000.00							PPD	MA

	property addressing system																	
53.	Promote and undertake public education on climate change, mitigation measures and fire prevention in the communities and schools across the municipality	Municipal wide						35,000.00									NAD MO	GNFS, MAD and all stakeholders
54.	Identification and Sensitization of flood prone communities, schools, mosque, churches, market places and organize cleanup exercises, desilting of choked gutters and major drains and awareness creation on flood prevention	Municipal wide						48,000.00	2,700.00								NAD MO	Zoom lion, M MEHU, DVGs, MDCs, Assembly members, GMA, NCCE
55.	Fumigation/cleaning and desilting of drains, toilets, public places and Mun. Assembly residences	Municipal Assembly						4,18,00.00	50,000.00								MEHU MWD	Zoom lion
56.	Renovation of public/institutional buildings and dilapidated toilet facilities	Municipal wide						480,000.00	200,000.00								MWD	Assembly members, Chiefs and elders, Comm'ty members
57.	Conduct fire safety inspection and education	Municipal wide						20,500.00	41,500.00								GNFS	MA, NADMO, GES,

	programmes at public/private schools/ market centres/healthcare/ Religious/ Financial & Government institutions																	GHS, Public/Private Sch
58.	Public sensitization on Ambulance Operations, organize simulation exercise and train schools and other institutions on CPR									6,400.00								GNAS MA, MHD, GPS
57.	Conduct Sensitization on WASH activities	Municipal wide							20,000.00									MEHU MA, WATSAN committee
58.	Train WATSAN Committee members to undertake monitoring of water and sanitation activities in the municipality	Municipal wide							80,000.00	8,000.00								MEHU MA, WATSAN committee
60.	Inspection of dwelling homes, schools, health facilities hospitality centres (hotels/guest houses), eateries and drinking bars to intensify sanitation law enforcement and compliance.	Municipal wide								11,600.00								MEHU Assembly Members,

61.	Implement community led total sanitation (CLTS) and organize quarterly environmental sanitation day in the communities	Municipal wide							12,000.00							MEHU	Zonal council officers, field facilitators
62.	Supervise and monitor monthly disinfection, disinfestation ,5 no. public refuse dump site, sanitary refuse storage collection and transportation (SIP) in the municipality								24,000.00							MEHU	Zoom lion, MWD
63.	Undertake environmental enchantement programme (air quality control, noise pollution control, land restauration/réclamation, environmental éducation)	Municipal wide							8,000.00							MEHU	MA
SUB-TOTAL							-	-	589,189.75	4,004,818.20	442,200.00	-	-	-			
OBJECTIVE: 1. Enhance access to clean and affordable energy. 2. Promote efficient and effective land administration. 3. Strengthening plan preparation, implementation and coordination																	
PROGRAMME: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT																	
64.	Strengthen and Provide logistical support to Zonal Councils and Renovate dilapidated sub-structures.	Municipal wide							99,000.00	25.000.00						MWD	MA, Assembly Members

	Maintenance of Municipal Assembly office buildings/construction of bungalows for senior staff, other structures, vehicles, insurance renewal and other related expenses.	Municipal Assembly							414,252.96	260,000.00						MWD	Traditional Council, A/Cs
65.	Support to decentralized department of the assembly, traditional authorities and other related activities in the municipality	Municipal wide							50,000.00	80,000.00						MA	
66.	Undertake education programmes on the duties of the GIS including monitoring of foreign nationals & intelligence gathering, companies, schools & hotels and processing of passport/extension, work and residence permit.	Municipal wide							24,000.00							GIS	Trad. Authorities, BNI, MA
67.	Support the Ghana Police Service to conduct swoops/patrols, community education and intelligence gathering								3,000.00							GPS	MA, BNI, GNFS

68.	Compensation for acquired land								300,000.00							MA	
69.	Organize stakeholders' fora to address and combat the issues of chieftaincy dispute, indiscriminate sale of land and sand winning activities in the various Communities.	Municipal wide							37,000.00	2,000.00						MA	Police Land commission
70.	Installation and connection of selected Communities to the national Grid.	Municipal wide							1,800,000.00							MA	ECG
71.	Replacement of Broken-down Light Poles, Cables, Street Lights, Bush Clearing & Other Fittings and selected area	Municipal wide							437,148.8							MWD	ECG MA
72.	Construction of Ino. Police/Post station.	Adamorobe							650,000.00							MWD, GPS	MA
73.	Organize digital engagement programmes on effective use of digital platforms	Municipal wide							5,000.00							TELCO	MIS, MA
74.	Provision of logistics for project and programme monitoring and evaluation and	Municipal Assemble							185,000.00	60,000.00						MA	Procurement

	other related activities.																	
75.	Purchase value books, safes and stationery, office consumables	Municipal Assemble							35,000.00	30,000.00							MPCU, Stores MA	MFO
76.	Procurement of fittings, equipment and stationery	Municipal Assemble							150,000.00								MPU, Stores MA	MFO
77.	Celebration of national/local anniversaries (to include Indep. Day, Senior Citizens' Day, May Day, int. girls' day celebration. farmers day celebration, world disaster day Festivals etc.)	Municipal wide							90,000.00								MPCU, Stores	MFO
78.	Undertake and Support Monitoring/Evaluation of programmes and projects and other related MPCU activities and statutory Programmes	Municipal Assembly							130,000.00	60,000.00							MPCU, Stores	All Departments
79.	Conduct social safeguards, Concept notes and ESIA for projects of the Assembly before implementation	Municipal wide							185,000.00	10,500.00	4500.00						MPCU	MA MPU
80.	Undertake DLREV and	Municipal wide								14,900.00							MSD	PPD, M/A, businesses

	building foot prints user training to collect business data and to update revenue and socio-economic data base of the municipal.															Revenue unit	& other revenue point, MBO, MSO GIZ
81.	Support and undertake staff and Assembly members capacity building training on (Local Government Protocols, Revenue mobilization, PFM, LED, Public procurement, conflict resolution, Performance Appraisal, occupational hazards and work place Safety, Smart report writing, minutes production and leadership and provisions for external workshops	Municipal Assembly							100,000.00	4,000.00		15,000.00				HR	MPCU, MPU, GIZ
82.	Sensitize various stakeholders on government policies, Assembly Bye-laws to enhance participatory development and	Municipal Assembly							64,000.00	65,000.00						MPCU	Assembly members, MA

	planning through town hall meetings and community engagements, meet the press																	
83.	Organize quarterly townhall meetings and Undertake community visit engagement by Hon. MCE.	Municipal wide							133,501.00								MPCU	MCE, MA, Assembly members, Traditional Authorities and other stakeholders
84.	Organize Mid-year and Annual stakeholders review workshop on the composite budget, Annual Action Plan and PFM townhall	Municipal Assembly							50,000.00								MPCU	MA, Assembly members, Traditional Authorities and other stakeholders
85.	Preparation of the 2029 Annual Action Plan and Composite Budget, Revenue Action Plan, Procurement Plan, Risk Base Plan and Fee fixing and Resolution of the Assembly.								90,000.00								MPCU	MPCU, MA, MBU, Key trade associations, Orga& other stakeholders.
SUB-TOTAL							8,500.00	8,758.00	776,660.75	18,283,695.96	9,225,600.00	854,500.00	15,000.00	-				
TOTALS							8,500.00	8,758.00	776,660.75	18,283,695.96	9,225,600.00	854,500.00	15,000.00	8,500.00				
GRAND TOTAL: 32,736,796.22																		

6.4 2029 COMPOSITE ANNUAL ACTION PLAN

Table 6.4: 2029 COMPOSITE ANNUAL ACTION PLAN

OBJECTIVE: 1. Improve connectivity and reduce transport costs 2. Boost credit access for local traders 3. Create an enabling agri business																		
PROGRAMME: ECONOMIC DEVELOPMENTS																		
S/ N	PROJECTS/PROGRAMMES	LOCATION	TIME FRAME				COST							PROGRAMMES STATUS		IMPLEMENTATION INSTITUTION/DEPARTMENT		
			2026	2027	2028	2029	GoG			DACF	IGF	OTHERS			NEW	ONGOING	LEAD	COLLABORATING
							CENTRAL GOV'T TRANSFERS	GE TFUND	DEPARTMENTAL TRANSFERS			GPSN P	DAC F/RF G	S I F				
1.	Construction of 1no. 10 units Market stalls.	Adamorobe								300,000.00							MWD	MA, Assembly Members
2.	Conduct disease surveillance, collate and analyze agricultural data to vaccinate local poultry, small ruminants, cats & dogs against PPR and crops	Municipal wide									5,000.00						MAD	A/Cs/MA
3.	Liaise with higher authorities to Support access to farm inputs	Municipal wide								5,000.00							MAD	MA, Assembly Members

4.	Provision of adequate extension and veterinary services to farmers/FBOs (including Women and PWLDs) through regular home and farm visits.	Municipal wide					6,000.00												22,000.00								MAD	MA, Assembly members
5.	Organize annual RELC planning session	Municipal wide																	4,500.00								MAD	MA
6.	Enforce the use of farm lands for agricultural activities and discourage the sale of lands for estate developments	Municipal wide																	2,000.00	1,000.00							MA	MAD PPD
7.	undertake financial literacy and business support programmes for SMEs	Municipal wide																	5,000.00	1,000.00							BAC	MAD, Cooperative
8.	Conducts training on climate smart agricultural, post-harvest and establish a satellite market	Municipal wide																	16,500.00	1,000.00							MAD	MA
9.	Implement activities of GPSNP programmes	Municipal wide																	40,000.00		850.00						MAD, GPSNP	MA, Co-operatives Unit
10.	Organize and train women groups, artisans and SMEs on income	Municipal wide																		15,000							BAC	MA

	generating activities (Cassava processing, bead making, soap making) and managerial skills training for micro, small and medium scale enterprises.																
11.	Sensitization of communities on cooperatives and farmers on group formation to promote agriculture and train small medium scale farmers.	Municipal wide								7,500.00						Co-operatives Unit	BAC
12.	Develop one tourist site and facilitate other tourism and business-related activities to boost the local economy and create jobs (LED)	Municipal wide						250,000.00		90,000.00						MA	Traditional authorities
13.	Organize trade fair during Aburi Odwira festival	Aburi								80,000.00						MA	BAC/COOPERATIVE
14.	Implement Flagship programmes (24-hour economic Policy etc.)	Municipal wide						100,000.00								Ministry of trade, Agric.	MA, Traditional Authorities
15.	Conduct Skills development and Economic support programmes for PWDs and the vulnerable.	Municipal wide						2,000.00		1,000.00						SWD	MA

SUB-TOTAL				6,000.00	-	-	720,500.00	228,000.00	850,000.00	-	-					
OBJECTIVE: 1. Ensure equitable, affordable and sustainable water supply services for all. 2. Enhance equitable access to and participation in quality education at all levels. 3. Ensure equitable, affordable and quality universal health coverage 4. Promote efficient and sustainable waste management																
PROGRAMME: SOCIAL DEVELOPMENT																
16.	Monitor and supervise the activities of NPOs, FBOs and CBOs.	Municipal wide						1,000.00	1,000.00						DSW/CD	MA
17.	Monitor & facilitate CHMC meetings and strengthen community engagement at all CHPS zone levels	Municipal wide						4,000.00	2,000.00						MHD	MA
18.	Registration and renewal of Health Insurance cards for vulnerable groups and improve hospital welfare services	Municipal wide						2,000.00	1,500.00						SW/CD	GHS
19.	Initiate and support 50 household to construct toilet facilities	Municipal						300,000.00	100,000.00		250,000.00				MEHU	MWD, MA
20.	Undertake community sensitization programmes on Drug/substance abuse in some selected communities	Municipal wide						40,000.00	4,000.00						MHD	MA, SWD, GES
21.	Construction of 2 no. 3 units KG classroom block	Agyanoa, Ottiakrom						2,000,000.00							MWD, GES	MA, Assembly Members

	with ancillary facilities																	
22.	Construction of 2 no. 3units KG classroom block with urinals for boys and girls	Fante Town, Aburi Amanfo/ Attakrom							2,000,000.00								MWD, GES	MA, Assembly Members
23.	Renovation of 1 No. classroom block	Ayim							562,500.00								MWD, GES	MA, Assembly Members
24.	Construction of ICT lab	Gyankama							1,000,000.00								MP, MWD, GES	MA, Assembly Members
25.	Support and complete community-initiated projects	Municipal wide							2,000,000.00								DA	Assembly Members, Traditional Authorities
26.	Procurement of 1000 Gender sensitive metallic slapped Mono and Dual Desk for all basic, KG and SHS Schools and 400 no. table and chair for teachers in basic Schools.	Municipal wide							1,300,000.00								MWD, GES	MA, Assembly Members, procurement.
27.	Identify, register and support Persons with Disabilities (PWDs), support PWDs, vulnerable and Aged	Municipal wide						4,000.00	3,500.00								MA	SW/CD
28.	Facilitate the implementation of livelihood empowerment against poverty (LEAP) for 493	Municipal wide					25,000.00		25,000.00								SWCD	MA, Akuapim rural bank /MA

	households in 25 communities																	
29.	Promotion of child Protection and family well fare issues for children	Municipal wide						14,500.00	7,000.00								SWCD	UNICEF
30.	Promote gender mainstreaming and Equity among JHS pupil	Municipal wide					8,758.00										GES	SWCD
31.	Support programmes in the education sector involving sensitization/seminars for B.E.C.E candidates, STMIE camps	Municipal wide						23,490.00									GES	MA
32.	Sponsorship for brilliant but needy students (Education Fund)							40,000.00									MA	GES/Member of Parliament, M/A
33.	Monitor and implement folic acid distribution in communities and schools	Municipal wide							8,000.00								MHD	MA
34.	Undertake District Response Initiatives on HIV/AIDS, Malaria, Rabies, NIDs and their related activities	Municipal wide						102,356.00									MHD	MA
35.	Undertake public education on nutrition to ensure universal access to quality healthcare	Municipal wide						6,000.00	4,000.00								MHD	MA

	especially for children and adolescents.																
36.	Facilitate the availability of IEC materials and support education and promotion of health issues and interventions at all levels	Municipal wide						15,000.00								MHD	MA
37.	Drilling of 2 No. mechanized borehole	Kyerepong-Fahiakor, Obosono - Anwiaso Ponya						120,000.00								MWD, WASH	MA, Assembly Members
38.	Maintenance of broken-down boreholes and hand dug wells	Municipal wide						55,100.00	20,000.00							MWD	MA, WASH
39.	Embark on routine road safety campaigns including the activities of Okada riders and drivers' union	Municipal wide						1,500.00								MA	GPS, GIS, Drivers union
40.	Liaise with urban roads and Highways Authority to create speed rams and road markings along major highways to reduce spate of road accidents	Municipal wide						15,000.00	20,000.00							MA Urban roads, highways authority	GPS
41.	Train staff to effectively Sensitize and announce to the public on the importance of	Municipal wide					8,000.00									BDR	MA, Assembly Members

	Birth and Death registration and organization of outreach registration for infant births.																	
42.	Conduct medical screening/certification for at least 95% food and drink vendors	Municipal wide							6,000.00								EHU	Assembly members, Unit committee members, Food/Drink vendors
43.	Sensitize 10 communities on gender-based violence, equality, equity, child abuse teenage pregnancy/Adolescent birth rate and Adolescent Sex Reproductive Health Right	Municipal wide							2000.00	1000.00	1000.00						SWCD	MHD, GES, Assembly members, Traditional authorities
SUBTOTAL							25,000.00	8,758.00	198,346.00	9,469,600.00	147,000.00	-	250,000.00	-				
OBJECTIVE: 1. Improve efficiency and effectiveness of road transport infrastructure and services 2. Promote sustainable spatially integrated development of human settlements. 3. Enhance institutional capacity and coordination for effective climate action																		
PROGRAMME: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT																		
44.	Reshaping and spot improvement of selected roads	Municipal wide							185,000.00	150,000.00	350,000.00						MWD	MA, Assembly Members
45.	Reshaping of Feeder and farm truck roads	Municipal wide							600,000.00								MWD	MA, Assembly Members
46.	Routine Maintenance of Municipal Roads	Municipal wide							400,000.00	100,000.00							MWD	MA, DPU, Assembly Members,

47.	Undertake waste management activities involving the evacuation of refuse heaps, maintenance of final Dumong site and construction of drains and Desilting of gutters in the communities.	Municipal wide						447,126.48.00	80,000.00						MWD	MEHU, MA, Assembly Members
48.	Sensitization on the eradication of sand winning activities	Municipal wide							25,000.00						MA	Assembly Members GPS
49.	Undertake and enforce development control measures and planning schemes.	Municipal wide							4,000.00	2,000.00					MA	PPD
50.	Undertake and intensify planning education and implement street naming & property addressing system	Municipal wide						40,000.00	5,000.00						PPD	MA
51.	Promote and undertake public education on climate change, mitigation measures and fire prevention in the communities and schools across the municipality	Municipal wide						35,000.00							NADMO	GNFS, MAD and all stakeholders

52.	Identification and Sensitization of flood prone communities, schools, mosque, churches, market places and organize cleanup exercises, desilting of choked gutters and major drains and awareness creation on flood prevention	Municipal wide							48,000.00	2,700.00						NADMO	Zoom lion, M MEHU, DVGs, MDCs, Assembly members, GMA, NCCE
53.	Fumigation/cleaning and desilting of drains, toilets, public places and Mun. Assembly residences	Municipal Assembly							418,600.00	50.000.00						MEHU MWD	Zoom lion
54.	Renovation of public/institutional buildings and dilapidated toilet facilities	Municipal wide							120,000.00	50.000.00						MWD	Assembly members, Chiefs and elders, Comm'ty members
55.	Conduct fire safety inspection and education programmes at public/private schools/ market centres/healthcare/ Religious/ Financial & Government institutions	Municipal wide							20,500.00	41,500.00						GNFS	MA, NADMO, GES, GHS, Public/Private Sch
56.	Public sensitization on Ambulance Operations,									25,600.00						GNAS	MA, MHD, GPS

	organize simulation exercise and train schools and other institutions on CPR																	
57	Conduct Sensitization on WASH activities	Municipal wide							20,000.00								MEHU	MA, WATSAN committee
58.	Train WATSAN Committee members to undertake monitoring of water and sanitation activities in the municipality	Municipal wide							20,000.00	8,000.00							MEHU	MA, WATSAN committee
59.	Inspection of dwelling homes, schools, health facilities hospitality centres (hotels/guest houses), eateries and drinking bars to intensify sanitation law enforcement and compliance.	Municipal wide								11,600.00							MEHU	Assembly Members,
60.	Implement community led total sanitation (CLTS) and organize quarterly environmental sanitation day in the communities	Municipal wide							12,000.00								MEHU	Zonal council officers, field facilitators
61.	Supervise and monitor monthly disinfection, disinfestation ,5	Municipal wide							6,000.00								MEHU	Zoom lion, MWD

	no. public refuse dump site, sanitary refuse storage collection and transportation (SIP) in the municipality																	
62.	organize stray animals control / arrest in all the four (4) zonal council	Municipal wide							3,355.00								MEHU	MA
63.	Undertake environmental enchantement programme (air quality control, noise pollution control, land restauration/réclamation, environmental éducation)	Municipal wide							8,000.00								MEHU	MA
SUBTOTAL									75,000.00	441,400.00	350,000.00							
OBJECTIVE: 1. Enhance access to clean and affordable energy. 2. Promote efficient and effective land administration. 3. Strengthening plan preparation, implementation and coordination																		
PROGRAMME: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT																		
64.	Strengthen and Provide logistical support to Zonal Councils and Renovate dilapidated sub-structures.	Municipal wide							99,000.00	25,000.00							MWD	MA, Assembly Members
65.	Maintenance of Municipal Assembly office buildings/construction of bungalows for senior staff, other structures,	Municipal wide							414,252.96	260,000.00							MWD	Traditional Council, A/Cs

	vehicles, insurance renewal and other related expenses.																	
66.	Support to decentralized department of the assembly, traditional authorities and other related activities in the municipality	Municipal Assembly							50,000.00	80,000.00							MA	
67.	Undertake education programmes on the duties of the GIS including monitoring of foreign nationals & intelligence gathering, companies, schools & hotels and processing of passport/extension, work and residence permit.	Municipal wide							12,000.00								GIS	Trad. Authorities, BNI, MA
68.	Support the Ghana Police Service to conduct swoops/patrols, community education and intelligence gathering	Municipal wide							3,000.00								GPS	MA, BNI, GNFS
69.	Compensation for acquired land	Municipal wide							300,000.00								MA	
70.	Organize stakeholders' fora to address and combat the issues	Municipal wide							37,000.00	2,000.00							MA	Police Land commission

	of chieftaincy dispute, indiscriminate sale of land and sand winning activities in the various Communities.																	
71.	Installation and connection of selected Communities to the national Grid.	Municipal wide							1,800,000.00								MA	ECG
72.	Replacement of Broken-down Light Poles, Cables, Street Lights, Bush Clearing & Other Fittings and selected area	Municipal wide							437,148.8								MWD	ECG MA
73.	Organize digital engagement programmes on effective use of digital platforms	Municipal wide							,000.00								TELCO	MIS, MA
74.	Provision of logistics for project and programme monitoring and evaluation and other related activities.	Municipal Assembly							185,000.00	60,000.00							MA	Procurement
75.	Purchase value books, safes and stationery, office consumables	Municipal Assembly							35,000.00	30,000.00							MPCU, Stores MA	MFO
76.	Procurement of fittings, equipment and stationery	Municipal Assembly							150,000.00								MPU, Stores MA	MFO

77.	Celebration of national/local anniversaries (to include Indep. Day, Senior Citizens' Day, May Day, int. girls' day celebration. farmers day celebration, world disaster day Festivals etc.)	Municipal wide							90,000.00							MPCU, Stores	MFO
78.	Undertake and Support Monitoring/Evaluation of programmes and projects and other related MPCU activities and statutory Programmes	Municipal Assembly							520,000.00	240,000.00						MPCU, Stores	All Departments
79.	Conduct social safeguards, Concept notes and ESIA for projects of the Assembly before implementation	Municipal wide							185,000.00	10,500.00	4500.00					MPCU	MA
80.	Undertake DLREV and building foot prints user training to collect business data and to update revenue and socio-economic data base of the municipal.	Municipal wide								14,900.00						MSD Revenue unit	PPD, M/A, businesses & other revenue point, MBO, MSO GIZ

81.	Support and undertake staff and Assembly members capacity building training on (Local Government Protocols, Revenue mobilization, PFM, LED, Public procurement, conflict resolution, Performance Appraisal, occupational hazards and work place Safety, Smart report writing, minute1 production and leadership and provisions for external workshops	Municipal wide							100,000.00	4,000.00		15,000.00			HR	MPCU, MPU, GIZ
82.	Sensitize various stakeholders on government policies, Assembly Bye-laws to enhance participatory development and planning through town hall meetings and community engagements, meet the press	Municipal wide							64,000.00	65,000.00					MPCU	Assembly members, MA
83.	Organize quarterly townhall meetings and Undertake	Municipal wide							133,501.00						MPCU	MCE, MA, Assembly

	community visit engagement by Hon. MCE.																	members, Traditional Authorities and other stakeholders
84.	Organize Mid-year and Annual stakeholders review workshop on the composite budget, Annual Action Plan and PFM townhall	Municipal Assembly							50,000.00								MPCU	MA, Assembly members, Traditional Authorities and other stakeholders
85.	Preparation of the 2029 Annual Action Plan and Composite Budget, Revenue Action Plan, Procurement Plan, Risk Base Plan and Fee fixing and Resolution of the Assembly.								90,000.00								MPCU	MPCU, MA, MBU, Key trade associations, Orga& other stakeholders.
86.	Preparation of District Medium Term Development Plan for (2030 – 2033), Popular Participation plan and other related plans and Programmes								160,000.00								MPCU	MPCU, MA, MBU, Key trade associations, assembly member, traditional authorities & other stakeholders.
SUB-TOTAL							-	-	-	4,914,902.76	8,711,400.00	4,500.00	15,000.00	-				

TOTALS	31,000.00	8,758.00	273,346.00	17,080,457.76	9,527,800.00	1,204,500.00	265,000.00	-				
GRAND TOTAL: 38,632,954.54												

Source: MPCU Compilation, 2025

CHAPTER SEVEN

IMPLEMENTATION, MONITORING AND EVALUATION

7.0 Introduction

This chapter outlines how progress on the MTDP will be tracked and evaluated. It includes frameworks for monitoring indicators, stakeholder participation, data collection, and reporting. This ensures accountability and learning for continuous improvement in development management.

Monitoring and Evaluation is one of the critical stages in the successful implementation of programmes and projects outlined in the District Medium Term Development Plan (2026 – 2029). Within the plan period, Monitoring and Evaluation activities will seek to achieve the following objectives:

- Assess the programmes and projects in order to improve ongoing effectiveness; Introduce a participatory monitoring system which includes all stakeholders;
- Track the progress of project activities during implementation and alert decision makers in case of shortfalls or deviations for early corrective action;
- Provide the right people with the right information at the right time;
- Accumulate information/data that may be used during an outcome or impact evaluation; and
- Engender active community participation in project implementation with the view to promoting ownership and sustainability.

7.1 Stakeholder Analysis

Implementation of DMTDP affects individuals, groups of people, institutions and/or organisations and that of the social and institutional benefits of the programmes and projects must be maximised while negative impacts are minimised. Therefore, the DM&EP analyses the objectives, strategies and resource allocation as well as

specified roles/responsibilities and interest of these stakeholders. The matrix also shows how they would be involved in the M&E activities in the district is presented in the table 7.1

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

S/N	Stakeholders	Classification	Needs/Interests/Responsibilities	Involvement in M & E Activities
1	Assembly members and Zonal Councils	Primary	<ul style="list-style-type: none"> • Policy formulation. • Implementers/Advisors. • Supervision and monitoring of projects. • Users 	<ul style="list-style-type: none"> • Data collection. • Monitoring /verification visits. • Dialogue. • Holding review meetings. • Link between MA and communities. • Dissemination of information.
2	Heads of Departments	Primary	<ul style="list-style-type: none"> • Implementation of policies. • Offer technical advice. • Co-ordination of programmers and activities. • Supervision and monitoring of projects. 	<ul style="list-style-type: none"> • Meeting workshops. • Data collection and analysis. • Reporting. • Provision of logistics.
3	Civil Society Organizations (CSOs)	Secondary	<ul style="list-style-type: none"> • Influence policy. • Demand transparency and accountability. • Implementation of projects. • Monitoring of programmes and projects. • Collaborate/co-operate with DA's programmes and activities. • Users 	<ul style="list-style-type: none"> • Dialogue, review meetings. • Monitoring of projects and policies. • Dissemination of information.
4	Traditional Authorities	Primary	<ul style="list-style-type: none"> • Advise on traditional and customary rights. • Promote traditional norms and values to enrich the socialization process needed for development. • Influence policy. • Implementation of projects. • <u>Monitoring of programmes and projects.</u> 	<ul style="list-style-type: none"> • Data collection /validation of data. • Courtesy call on chiefs. • Dialogue. • Validation visits. • Projection site meetings.
5	Faith Based Organizations	Secondary	<ul style="list-style-type: none"> • Demand transparency and accountability. • Influence policy. 	<ul style="list-style-type: none"> • Dialogue. • Validation visits
6	Governance and Constitutional Institutions	Secondary	<ul style="list-style-type: none"> • Create platform for public accountability. • Provide education, information to and training of stakeholders. • Advocate for gender sensitive programmes and projects. 	<ul style="list-style-type: none"> • Holding meetings. • Organization of workshops. • Data collection.
7	Development Partners (DPs)	Secondary	<ul style="list-style-type: none"> • Provision of financial, technical and logistical support. • Auditing of programmes and projects. • Preparation and signing of MOUs. • Validation visits and monitoring. 	<ul style="list-style-type: none"> • Holding review meeting. • Dialogue/ discussions. • Analyzing reports and giving feedback. • Verification visits.

S/N	Stakeholders	Classification	Needs/Interests/Responsibilities	Involvement in M & E Activities
8	Community/Opinion Leaders	Primary	<ul style="list-style-type: none"> • Demand transparency and accountability. • Demand quality of work/services. • Influence policy. • Monitoring of programmes and projects. 	<ul style="list-style-type: none"> • Data collection. • Dissemination of information.
9	Utility Service Providers	Secondary	<ul style="list-style-type: none"> • Ensuring public access to utility services (Water, electricity & telecommunication). • Implementers of programmes and projects. • Users 	<ul style="list-style-type: none"> • Holding of meetings and discussions. • Submission of proposals. • Data collection.
10	Media	Secondary	<ul style="list-style-type: none"> • Dissemination of information. • Create public awareness. • Provide platform for public education. • Serve as watchdog. 	<ul style="list-style-type: none"> • Dialogue. • Interviews. • Dissemination of information.
11	Political Parties	Secondary	<ul style="list-style-type: none"> • Demand transparency and accountability. • Influence policy. 	<ul style="list-style-type: none"> • Dialogue/discussions. • Dissemination of information.
12	Regional Planning Co-ordinating Unit (RPCU)	Primary	<ul style="list-style-type: none"> • Co-ordination and monitoring of programmes, projects and activities. • Offer technical and advisory service. • Capacity building. 	<ul style="list-style-type: none"> • Validation visits. • Review meetings. • Reporting.
13	Ministries, Departments and Agencies (MDAs)	Secondary	<ul style="list-style-type: none"> • Offer technical advice. • Policy direction and implementation. • Monitoring and evaluation of programmes, projects and activities. 	<ul style="list-style-type: none"> • Validation visits. • Review meetings. • Reporting.
14	Member of parliament (MP)	Primary	<ul style="list-style-type: none"> • Policy formulation. • Financing of programmes and projects. • Monitoring of programmes and projects. 	<ul style="list-style-type: none"> • Project site meeting. • Seminars. • Reporting and dissemination of M& E reports.
15	Local Government Service Secretariat	Primary	<ul style="list-style-type: none"> • Technical services. • Capacity building. 	<ul style="list-style-type: none"> • Seminars and meetings. • Reporting and dissemination of M & E reports.

S/N	Stakeholders	Classification	Needs/Interests/Responsibilities	Involvement in M & E Activities
16	District Assemblies' Common Fund (DACF) Secretariat	Primary	<ul style="list-style-type: none"> • Technical advice. • Management of funds. • Monitoring of projects. 	<ul style="list-style-type: none"> • Meetings. • Reporting.
17	Consultants	Secondary	<ul style="list-style-type: none"> • Technical services. • Monitoring and evaluation of projects. 	<ul style="list-style-type: none"> • Meetings. • Reporting.

Source: MPCU Compilation, 2025

7.2 Monitoring Matrix

The monitoring matrix presents inputs, outputs, outcomes and impacts of each MTDP objective. It is a summary of the overall M & E

Plan and shows the linkage of the MTDP to the Agenda for jobs policy objectives.

Table 7.2: Monitoring matrix

Goal 1: Build a Prosperous Society										
Objective 1: Economic Development										
Programme 1: Trade, Tourism and Industrial development										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of SMEs trained and linked with financial institutions	Identified SMEs whose capacity are built to access credit facilities	Output	55	35	35	35	35	Male/Female	Annually	BAC/NBS SI
No. of markets developed and constructed	Measures to market place that are convenient for domestic trade	Output	2	3	3	2	2		Annually	MA/Finance Dep't
No. of SMEs with credit facilities	Measure the no. of SMEs that access to Financial Assistance	Output	60	20	20	20	20	Male/Female	Annually	BAC/NBS SI
Programme 1: Economic Development										
Sub-Programme 2: Agricultural Development										
Farmer Extension Agent Ratio	Measures the farmers' access to Extension Agents	Outcome	1:4396	1:5412	1:7,455	1:9,571	1:11,145	Male/Female	Annually	Agric Department
Total yield in food crops and Livestock population -Maize (mt) -Cassava (mt)	Measures the improvement of crop production through the application of	Outcome	2,440.00mt	3,000mt	3,500mt 3,600mt 2,400mt	4,000mt	5,000mt		Annually	Agric Department

-Cocoyam (mt) -Plantain (mt) -Pineapple (mt) -Tomatoes (mt) -Pepper (mt) -Sheep -Goat -Pig -Poultry	technology and best agriculture practices		2,600.00mt 1,400.00mt 4,400.00mt t 0.00mt 0.00mt 2,900 3,850 3,000 180,500	3,100mt 1,900mt 4,900mt t 51,000mt 1,500mt 2,000mt t 3,400 4,250 3,500 190,500	5,400mt 56,000mt 2,000mt 2,500mt 3,900 4,750 4,000 200,500	4,100mt 2,900mt 5,900mt t 61,000mt 2,500mt 3,000mt t 4,400 5,250 4,500 210,500	5,100mt 3,500mt 4,000mt t 30,000mt 3,500mt 4,000mt t 5,400 6,250 5,500 230,000			
Average productivity of selected crops(mt/ha) i. Maize (mt) ii. Cassava (mt) iii. Cocoyam (mt) iv. Plantain (mt) v. Pineapple (mt)	Measures the improvement of average crop production through the application of technology and best agriculture practices	Outcome	2.9 30 5.4 9 61.7						Annually	Agric Department
Objective: Economic Development Programme 2: Agricultural Development										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of arable land under cultivation	Measures the arable land being cultivated	Outcome	55%	65%	70%	70%	75%	Urban/rural	Annually	Agric Dept

	against to total arable land									
Number of new industries established Agriculture, Industry, Service	Measures efforts to create new industries	Outcome	1 1 1	2 2 2	3 3 3	4 4 4	4 4 4	Urban/rural	Annually	Agric Dept, Central Adminsitration
Number of new jobs created i. Agriculture ii. Industry iii. Service	Measures efforts to create new jobs especially for the youth	Outcome	460 400 430	550 450 500	650 500 550	750 550 600	850 600 650	Male/Female	Annually	Agric Dept/Centr al Admin.
Goal 2: Create opportunities for all										
Objective: Social Development										
Programme 1: Education and Development										
Net enrolment rate KG Primary JHS	Measures enrolment levels and participation in Education	Outcome	52.6% 65.47% 50.94%	70% 85% 68%	75% 88% 75%	80% 90% 80%	85% 92% 85%	Male/Female	Annually	GES
Gender Parity Index Kindergarten Primary JHS SHS	Measures enrolment levels of boys against girls		0.90 0.90 0.90	1 1 1	1 1 1	1 1 1	1 1 1	Male/Female	Annually	GES
Completion rate Kindergarten Primary JHS	Measure the enrolment levels against those who actually complete school	Outcome	85.32% 86.84% 76.93%	87% 88% 78%	90% 90% 80%	92% 92% 82%	94% 94% 84%	Male/ Female	Annually	GES
Percentage change in BECE pass rate	Measures improvement in Basic Education System in the District	Impact	1%	50%	70%	90%	100%	Male/Female	Annually	GES

Number of STEM, STMIE and Mock Exams Organized	Number of School performance appraisal meetings organized	Output	6	7	7	7	7	Male/Female	Quarterly	GES
Objective: Social Development Programme 2: Health Delivery										
Number of operational health facilities CHP Compounds: Clinics: Health Centres: Hospital: Polyclinic:	Measures citizens access to health facilities within a defined geographical location	Output	24 1 5 0 0	26 3 7 1 1	28 5 9 2 1	30 7 11 3 1	32 9 13 4 1		Yearly	GHS
No. of CHPS compound completed	Number of CHPS compounds with Staff accommodation, access to water, electricity and furniture	Output	2	2	2	2	2		Yearly	GHS
Number of the population with valid NHIS card i. Male ii. Female iii. Total iv. Indigents v. Informed vi. Aged vii. Under 18 Years viii. Pregnant Women	Measure the fraction of the district population with valid NHIS cards	Outcome	43,236 48,590 91,826 4,000 33,000 4,000 38,619 3,900	45,300 50,100 95,400 6,000 35,000 5,000 40,000 4,500				Male/Female	Annually	NHIA
NHIS coverage	Percentage of population registered with the NHIS	Outcome	48%	20%	20%	10%	2%	Male/Female	Yearly	NHIA
Maternal mortality rate (Institutional); number of deaths due to pregnancy and child		Impact	0%	0%	0%	0%	0%	Male/Female	Annually	GHS

birth per 100,000 live births										
Number of OPD Cases	Percentage Reduction in OPD reported cases in Malaria	Outcome	84,489	85,500	86,500	87,500	88,500	Male/Female	Quarterly	GHS
Percentage change in malnutrition cases (district specific)	To measure the gap in malnutrition cases over the years	Outcome	0	1	1	1	1	Male/Female	Quarterly	GHS
Malnutrition prevalence Wasting Underweight Stunning	Percentage Reduction in Malnutrition cases	Outcome	0 0 0	1 1 1	1 1 1	1 1 1	1 1 1	Male/Female	Quarterly	GHS
Penta 3 Coverage	Number of Children (0-11 months) given Penta 3 Vaccination/Total Number of Children 0-11 months of age	Outcome	81.26%	83%	85%	87%	90%	Male/Female	Quarterly	GHS
Number of people tested Positive for HIV	Number of positive tested HIV persons in the municipality	Outcome	173	10%	10%	10%	10%	Male/Female	Quarterly	GHS
Number of Birth and Death registered i. Birth(0-12years) M F ii. Death M F	Number of Birth and Death registered in the municipality	Outcome	657 200 400 30 13 17	857 357 500 32 14 18	1057 457 600 35 15 20	1257 500 753 37 16 21	1500 550 950 40 17 23	Male/female	Quarterly	GHS, BDR

Malaria case fatality (institutional) of children under 5 years per 10,000.00 population Male: Female: Age Group:(0-5yrs)	Number of death occurrence out of malaria cases.	Outcome	0 0 0	1 1 1	1 1 1	1 1 1	1 1 1	Male/Female	Quarterly	GHS, MHD
Percentage change in skilled delivery	Number of skillful deliveries	Outcome	14.7%	16.9%	19%	21.7%	23.9	Male/Female	Quarter	MHD, GHS
Percentage of population with sustainable access to safe drinking water sources Municipal: Urban: Rural:	Measures citizens access to potable water such as mechanized boreholes and pipe borne water	Outcome	58.2%	68.2%	78.4%	88.6%	98.8%	Male/Female	Yearly	GWCL& MA
Proportion of population with access to improved sanitation services Municipal: Urban: Rural:	Measures citizens access to potable water such as mechanized boreholes and pipe borne water	Outcome	87.83% 58.31% 29.52%	90% 60% 30%	92% 61% 31%	94% 62% 32%	96% 64% 33%	Male/Female	Yearly	GWCL& MA
Percentage of households with access to improved toilet facilities	measures the extent of household access to improved sanitation	Outcome	59.3%	65%	70%	75%	80%		Yearly	EHU
Percentage improvement in solid waste coverage	Measures the extent to which solid waste disposal has improved	Outcome	51.2%	10%	10%	10%	10%		Quarterly	EHU

Objective: Social Development										
Programme 2: Social Welfare and Community Development										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of LEAP beneficiaries (Households)	Measures the number of citizens benefiting from LEAP	Outcome	429	449	469	486	506	Male/Female	Quarterly	Gender Desk Officer, SCWD
Number of recorded cases of child trafficking and abuse	Measure of no. of children trafficked and abused	Outcome						Male/Female Age	Quarterly	SCWD
i. Trafficking			0	0	0	0	1			
M			0	0	0	0	1			
F										
ii. Sexual abuse			3	2	3	4	5			
M			1	4	5	6	7			
F										
iii. Child Labour			0	1	0	0	0			
M			0	1	0	0	0			
F										
iv. Emotional Abuse			1	2	3	4	5			
M			0	1	2	3	4			
F										
v. Neglect			2	3	2	3	4			
M			2	3	2	3	4			
F										
vi. Early Marriage			2	2	3	4	5			

M F			6	7	8	9	10			
vii. Female Genital Mutilation			0	0	0	0	0			
viii. Child Separation M F			0 0	1 1	2 2	3 3	4 3			
No. of Persons with Disability provided with financial support	No. of Persons with Disability provided with financial support	Output	28(M=10, F=18)	50	100	200	300	Male/Female Type of Disability	Quarterly	Gender Desk Officer, SCWD
No. of PWD identified and engaged in income generation activity	No. of PWD identified and engaged in income generation activity	Output	36	72	144	288	536	Male/Female Type of Disability	Quarterly	SCWD
Percentage of unemployed youth employed	Measures the proportion of unemployed youth employed	Output	3%	5%	5%	5%	5%	Male/Female	Annually	24-hour economy, MA YEA

Goal 3: Safeguard the natural environment and ensure a resilient built environment										
Objective: Environmental and Human settlement Development										
Programme 1: Natural Resource Conservation										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of public Education organized for fringe communities	Measures the efforts to protect forest reserves by engaging fringe communities	Output	337	4	4	4	4	Communities along the forest areas	Quarterly	Forestry Commission
Hectares of degraded forest, Mining, dry and wet lands rehabilitated /restored;	Measures the size of degraded forest rehabilitated through forest afforestation and public education	Outcome	15hectares	10hec	15hec	20hec	25hec	Size of Degraded land	Annually	Forestry Commission

Percentage reduction in disaster cases	This measures the expenditure incurred on disaster management	Outcome	20%	15%	205	30%	35%	Disaster cases recorded	Quarterly	NADMO
Number of communities affected by disaster Bush fire: Floods: Wind/Rainstorm:	Number of disasters affected communities in the municipality	Outcome	0 0 4	1 1 5	2 2 6	3 3 7	4 4 8			
Objective: Environmental and Human settlement Development Programme 2: Infrastructure Development										
Percentage of road network in good condition Total: Urban Roads: Feeder Roads:	Measure effectiveness in the transport infrastructure through resurfacing of feeder roads, construction of town roads etc	Output	90% 50% 65%	92% 55% 70%	94% 60% 75%	96% 65% 80%			Quarterly	Urban Roads
Percentage of communities covered with electricity Municipal: Rural: Urban:	Measures communities that are connected to the national electricity grid	Outcome	100% 95% 100%	100% 95% 100%	100% 95% 100%	100% 95% 100%	100% 95% 100%		Annually	ECG
No. of i. Culverts ii. Foot bridges constructed	Measures assembly's effort to address flood issues	Output	5	3	3	3	3		Annually	MWD, URD
Objective: Environmental and Human settlement Development Programme 3: Physical and Spatial Planning										
Percentage of authorized Physical Development	Measures extent of public adherence to building regulations and development control	Outcome	50%	60%	70%	80%	90%		Quarterly	Physical Planning Dep't
No. communities with layouts	Measures communities with approved layout that determines land use	Outcome	6	10	14	18	22		Quarterly	Physical Planning Dep't
No. of inspections organized	Measures the number of physical development inspections organized	output	12	16	20	24	28		Monthly	Physical Planning Dep't, MWD
No. of communities with Streets Named: Properties Addressed:	Measures the extent of application of street naming and property addressing	Outcome	7 100	11 110	15 120	19 130	23 140		Quarterly	Physical Planning Dep't

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Goal 4: Maintain a stable, united and safe society										
Objective: Governance and Institutional Development										
Programme 1: General Administration										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
No. of zonal Councils fully functional	<ul style="list-style-type: none"> Sub-districts are duly constituted, have action plans, trained, provided with logistics and accommodated in furnished office. Sub districts meet at least 3 times a year and have ceded revenue 	Output	4	4	4	4	4	Male/Female	Monthly	Central Administration
Police Citizen Ratio	Measures the number of citizens in the Municipality per police officer	Output	1:3000	1:2,500	1:2000	1:1,500	1:1000	Male/Female	Annually	GPS
Reported cases of major crimes	Number of crimes recorded cases	outcome								
Rape: Male			0	0	0	1	1			
Female			0	0	0	1	1			
Children			0	0	0	1	1			
Armed Robbery:			4	5	6	7	8			
Male			4	4	5	6	7			
Female			0	0	1	2	3			
Children										
Defilement:			1	1	2	3	4			
Male			4	5	6	7	8			
Female			0	0	1	2	3			
Children										
Murder:			0	1	2	3	4			
Male			0	1	2	3	4			
Female			0	0	1	2	3			
Children										
Drug trafficking:										

Male			0	1	2	3	4			
Female			0	1	2	3	4			
Children			0	1	2	3	4			
Peddling:			0	1	2	3	3			
Male			0	1	2	3	3			
Female			0	1	2	3	3			
Children										
Drug Abuse:										
Male			0	1	2	3	4			
Female			0	1	2	3	4			
Children			0	1	2	3	4			
Domestic Violence:										
Male			3	4	5	6	7			
Female			10	11	12	13	14			
Children			0	0	1	2	3			
No. of General Assembly meetings organized	Measures extent of adherence to statutory requirements	Output	3	4	4	4	4	Male/Female	Quarterly	Central Administration
No. of communities educated on government and Assembly Policies	Measures the extent to which communities are educated on Assembly's activities through community meetings and public education	Output	64	40	40	40	20	Male/Female	Quarterly	Central Administration
Percentage of women participation in decision making	Percentage of women representation in decision making	Output	25%	25%	30%	30%	35%	Male/Female	Annually	Gender Desk Officer, DSD
Objective: Governance and Institutional Development										
Programme 2: Planning, Budgeting and Coordination										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Level of stakeholder involvement in annual and Mid-year meetings and Town Hall Meetings	Measures extent of participation of stakeholders such women's group, Assembly men, traditional authorities, MWD etc in review meetings	Outcomes	100%	100%	100%	100%	100%	Male/ Female	Biannually/ Annually	DPCU

No. of Town Hall meetings organized	Measures the extent to which citizens are informed about budget implementation	Output	2	2	2	2	2	Male/Female	Biannually	DPCU, Budget Committee
No. of Annual Action Plans and Composite Budget prepared	Existence of Composite Action Plans and Budget that are approved	Output	1	1	1	1	1	Annual Action Plans Composite Budget	Annually	DPCU, Budget committee
No. of MPCU, Budget Committee, Tender Committee and Audit Committee meetings Organized	Quarterly DPCU meetings organized with at least 90% of members attending	Output	16	16	16	16	16	Members attending (Gender	Quarterly	DPCU
Percentage change in IGF per	Measures amount of IGF in reference to monthly, quarterly and Annual targets	Outcomes	34.1%	45%	55%	65%	75%	Male/Female	Monthly	Finance Dept.
Budget allocation for Adolescent sex Reproductive Health Rights and gender	Measure the amount allocated to the sensitization programme on Adolescent sex Reproductive Health Rights and Gender	outcomes	50%	55%	60%	65%	70%	Male/Female	Quarterly	Finance Dept
Number of Recorded Teenage Pregnancy/Adolescent Birth Rate Cases	Measure the Recorded cases of Adolescent Birthrate/ Teenage Pregnancy	Outcomes	20%	15%	10%	5%	0%	Female	Quarterly	MHD, GES, MPCU
Number of days acquiring construction permit	Measure the number properties available for the collection of property rates.		30days	30 days	30 days	30 days	30 days	Male/Female	Quarterly	MWD
Number of days acquiring business operating permit	Measure the number of businesses active in the municipality		1day	1 day	1 day	1 day	1 day			Finance Dept.

Goal 5: Improve delivery of development outcomes at all levels

Objective: Governance and Institutional Development

Programme 1: Planning, Budgeting and Coordination

No. of monitoring and evaluation exercise carried out	Measures the frequency of project and programme monitoring and report	Output	4	4	4	4	4		Quarterly	MPCU
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Goal 6: Mainstream emergency planning and preparedness into Ghana's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19)

Objective: Governance and Institutional Development

Programme 1: Legislative Oversight

No. of Chieftaincy disputes resolved	Measures the absence of Chieftaincy tension in communities	Outcome	2	3	3	3	3		Quarterly	Traditional Council
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7.3 Development Evaluation

Development Evaluation is the analysis of observations made in the course of monitoring the impact and performance of a development project, and drawing conclusions with respect to the fulfilment of project objectives. It is the periodic assessment and review of the extent to which the goal and objectives of an activity have been accomplished and further involves a process of determining, systematically and objectively, the relevance, effectiveness and impact of activities in the light of their objectives. The MPCU will conduct the three key types of development evaluation namely:

- **Ex-ante Evaluation:** evaluation conducted prior to commencement of development programme/project implementation and will aim at reviewing the intended plan (goals and objectives) of the programme/project
- **Mid-term/Interim Evaluation:** evaluation undertaken at periodic intervals during the implementation stage
- **Ex-Poste/Terminal Evaluation:** evaluation carried out after development programme/project implementation.

In all of these, the essence will be:

- To judge the worth of on-going programs and to estimate the usefulness of attempts to improve them.
- To assess the utility of new programs and initiatives.
- To increase the effectiveness of program management and administration.
- To satisfy the accountability requirements of program sponsors.

Stakeholders to be involved in conduct of development evaluation will include, but not limited to:

- Internal evaluators (e.g. community leaders and members)
- External evaluators (e.g. MA staff, heads of decentralised departments, development partners and consultants)

- Project Beneficiaries

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

- In the planning stages of social intervention programs, evaluations focus on assessing the extent and severity of the programmes requiring social intervention and on designing programs to ameliorate them.
- In the conduct of on-going and new programmes, evaluations help to determine the degree to which programs are effective – that is, how successfully they are providing the intended target populations with the resources, services and benefits envisioned by their sponsors and designers. In addition, impact assessments estimate the effects of the intervention.
- For accountability purposes, and to aid in decisions concerning whether programmes should be continued, expanded, or curtailed, evaluations consider costs in relation to benefits and compare an intervention's cost effectiveness with that of alternative strategies and consider all of these.

In addition to the above, the MPCU will consider with urgency to carry out and/or commission other studies such as poverty profiling and mapping, beneficiary assessment, social infrastructure audit of development projects, strategic evaluation, impact assessment and thematic evaluation studies.

7.4. Strategy for data collection, collation, analysis and use of results Matrix

7.4.1 Data collection and collation

Data for Monitoring and Evaluation will be collected on the basis of the indicators and activities identified in the core indicators and the results matrix for the assessment of the socio-economic impact of projects and programmes initiated to improve the living standards of the people. There are two main aspects of data collection: Primary and Secondary. Non-existing data would be collected to augment existing data from primary sources. A Questionnaire would be prepared and administered to gather data on demographic, socio-economic,

revenue, expenditure, gender issues, environmental concerns as well as other important data using the indicators specified in the results matrix.

Existing data to be collected from the secondary sources would primarily be obtained from various files, reports from departments, speeches, NGOs, MDAs, RPCU, NDPC, GSS among others. In most cases, secondary data required will be requested for through official correspondence while some will be sourced from the official websites of the MDAs concern. The primary and secondary data collected would be reviewed and validated before they are collated and analyzed. There would also be an assessment of programmes and projects for their level of achievement of set goals and objectives.

7.4.2 M&E Information System

Appropriate IT-based monitoring information system would be adopted to ensure effective storage and retrieval to assess the impact of programmes and projects implementation in the Municipality. The Planning Unit will collaborate with the MIS Unit to set up a functional M&E Information System with a dedicated desk officer who shall be responsible for data entry, update and retrieval.

7.4.3 Data Analysis and Use

The collected and collated data will be of no use if it is not analyzed for us to draw conclusions and also used as basis for future decision making. The analysis of the available data will therefore take various forms in order to enable the general public to appreciate it. The tools for data analysis will mainly be excel and Statistical Package for the Social Scientist (SPSS). To this end, the capacity of DPCU members will be built on these tools to promote their usage.

The results of the analysis will be presented in both tabular and pictorial forms which will include graphs, maps, pie charts, bar charts tables, etc. The results will help to assess whether the target set will be achieved or not

and the necessary actions needed to be taken will be prescribed. The results of the data analysis and the lessons learned will also be used to review the Annual Action Plans to reflect the reality on the ground.

7.5 Evaluation Matrix

The Evaluation Matrix is a table of the evaluation work plan. All the components in the matrix are interrelated and help to develop the most appropriate work plan for conducting an evaluation. The matrix in Table 6.5 have been developed along five main criteria to formulate evaluation questions that will seek to assess the relevance, efficiency, effectiveness, impact and sustainability of interventions in the MMTD

Table 7.3: Evaluation Matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Method
	Main Questions	Sub-Questions			
Relevance	1.0 Is the program purpose set in line with the NMDPF	1.1 Is the program consistent with the NMDPF?	2022-2025 National Medium-Term Development Policy Framework 2022-2025 Development programmes of the DMTDP	NMDPF, NDPC Guidelines, 2022-2025 DMTDP	Questionnaire
		1.2 Is the program consistent with the prioritized development needs of the Assembly?			
		1.3 Is the program consistent with the DMTDP?			
Efficiency	2.0 Is the scenario to achieve the program purpose appropriate?	2.1 Is the program purpose clear?	POA	2022-2025 DMTDP,	Questionnaire, Interview
		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 Program structured by considering the accomplishments of the district and other districts in order to achieve the program purpose effectively?			
Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Method
	Main Questions	Sub-Questions			
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?	Quarterly/Annual Progress reports	Progress report file	Questionnaire, Interview
		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?			
Impact	4.0 Was the program purpose achieved?	4.1 To what extent was the program purpose achieved?	Annual Progress Reports	Progress report file	Questionnaire, Interview
		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?			
Sustainability	5.0 Was the program outcome sustainable?	5.1 To what extent was the program outcome sustainable?	Evaluation Reports	Evaluation Reports	Questionnaire, Interview

7.6 Participatory Monitoring and Evaluation

Participatory Monitoring and Evaluation (PM&E) is a process in which stakeholders particularly beneficiaries, community representatives, local authorities, and implementing agencies are actively involved in assessing the progress, performance, and impact of development projects and programmes. Unlike conventional M&E, which is often expert-driven, PM&E emphasizes inclusiveness, shared ownership of data, and mutual accountability. Several approaches are used to operationalize PM&E, each tailored to context, stakeholder capacity, and project objectives.

7.6.1. Participatory Rural Appraisal (PRA)

PRA involves using visual and interactive tools such as mapping, ranking, transect walks, and seasonal calendars—to help communities analyse their situation and track changes over time. This approach builds on local knowledge and enables beneficiaries to contribute directly to defining indicators, collecting data, and interpreting results. PRA is especially effective in rural and resource-dependent communities where formal literacy levels may be low but local experiential knowledge is rich.

7.6.2. Most Significant Change (MSC)

MSC focuses on collecting and analysing stories from stakeholders about the most significant changes they have experienced as a result of a project or programme. These narratives are reviewed collectively by stakeholders to identify which outcomes are most valued and why. MSC is particularly useful for capturing qualitative, unexpected, or intangible impacts such as empowerment, social cohesion, or attitude change that may not be easily measured through standard indicators.

7.6.3. Outcome Mapping (OM)

OM shifts the emphasis from measuring outputs and impacts to tracking behavioural changes among key actors who are directly influenced by the project. In PM&E, OM allows communities and project teams to jointly identify “boundary partners,” set progress markers, and assess behavioural shifts over time. This approach is effective in governance, capacity-building, and social change initiatives where outcomes emerge gradually and may not be directly attributable to the project alone.

7.6.4. Community Scorecards (CSC)

CSC is a citizen-driven accountability tool where community members assess the quality, accessibility, and responsiveness of public services or development interventions. Scores are compiled during facilitated meetings, discussed with service providers, and followed by joint action planning. This approach fosters transparency, strengthens service delivery, and builds trust between communities and institutions.

7.6.5. Participatory Action Research (PAR)

PAR integrates research, action, and reflection in a cyclical process involving stakeholders as co-researchers. In PM&E, PAR enables communities to test solutions, observe results, and refine strategies in real time. This is particularly valuable in dynamic project environments where adaptation is necessary and where community empowerment is a parallel goal.

7.6.6. Citizen Report Cards (CRC)

CRC uses structured surveys administered to service users to collect feedback on service performance. The results are analysed, shared publicly, and used to advocate for improvements. This method is particularly useful for large-scale programmes where representative data from

many beneficiaries is needed, but community participation in design and interpretation remains central.

7.6.7. Rapid Appraisal Methods

These are quick, cost-effective techniques such as focus group discussions, key informant interviews, and direct observation used to gather feedback from stakeholders. In a participatory context, such methods are conducted collaboratively, ensuring that local voices guide interpretation and decision-making.

7.6.8 Integrative Perspective

Most successful PM&E processes blend these approaches rather than relying on a single method. For example, a rural development programme might combine PRA to identify community indicators, MSC to capture qualitative impacts, and CSC to strengthen service accountability. The choice of approach depends on factors such as the nature of the project, stakeholder capacity, resources available, and the type of data required for decision-making.

7.6.9 Knowledge Management and Learning (Strategies for M&E)

In the implementation of programmes and projects in the MTDP, the Assembly shall adopt a bottom-up approach to monitoring and evaluation. Experience has shown that majority of the projects that have been implemented over the years have either not achieved their set objective or were not implemented to specification owing to seeming alienation of beneficiaries in the monitoring activities.

The MPCU shall thus evolve a more holistic and participatory approach in the current development Plan away from the conventional practice of M&E. To this end, a number of monitoring structures shall be put in place, some adhoc and others permanent. One of such adhoc structures shall be the

Project Implementation Committee formed from representatives of relevant stakeholders in a beneficiary community.

The Project Implementation Committee (PIC) shall directly monitor and evaluate the programmes/projects at the community. It is a requirement that each project has a PIC, responsible for monitoring the implementation on a regular basis and compiles a monthly Community Project Monitoring Report (CPMR) to the zonal Councils. The PICs shall as much as practicable be constituted by a cross section of the community, namely, Traditional Authority, men, women, youth and the people with disabilities with a representative of the beneficiary institution or an NGO/CBO where the community is the beneficiary.

The zonal Councils shall in turn consolidate all the monthly reports from the PICs and forward to the MPCU which shall be responsible for the general monitoring and evaluation of this plan.

The MPCU shall work closely with beneficiary Sector Departments to verify the monthly reports from the Zonal Councils and consolidate the final report into quarterly reports for discussion and approval by the Assembly before forwarding them to the RCC.

In line with its monitoring activities, the MPCU shall hold monthly site meetings at ongoing project sites and quarterly meetings to deliberate on progress made in the implementation of the Annual Action Plans. Each quarterly meeting shall be held within the first ten days of the ensuing month after the quarter.

Pursuant to the policy of active stakeholder participation, all Contracts shall be signed at the project site during the handing ceremony in order to allow the beneficiary communities take up the responsibility of monitoring implementation from day one.

CHAPTER EIGHT

COMMUNICATION STRATEGY

8.0 Introduction

An uncoordinated dissemination of information hampers the flow of information from the Municipal Assembly to stakeholders and eventually slows down development. Hence, the need for a communication strategy which will tell a story, in a coordinated manner, on the existence and implementation of the 2026-2029 MMTDP is paramount.

This chapter involves a pragmatic, clear and specific activities that communicates the plan to all stakeholders including decision-makers and the citizenry. The chapter highlights the purpose and objectives of the communication strategy while zooming in on the audience for the various mode of communication. This chapter also focuses on use of infographics, promotional videos, social media and information boards. The Municipal's Popular Participation manual and other relevant legislation like the Local Governance Act, 2016 Act 936 among others were consulted.

8.1 Purpose and Objectives of the Communication Strategy

The rationale for formulating this communication strategy is to disseminate information, promote dialogue and generate feedback on the implementation of the 2026-2029 Municipal Medium Term Development Plan. In summary the strategy intends to:

- a. Obtain support for the implementation, monitoring and evaluation of the MMTDP 2026-2029;
- b. Involve all stakeholders, decision makers and the citizenry in the Municipal Development Process;
- c. Create a sense of urgency on the implementation of the MMTDP 2026-2029; and

- d. Solicit feedback about the implementation, monitoring and evaluation of MMTDP 2026-2029.

8.2 Targeted Audience

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

1. The General Assembly
2. Trade groups and Businesses
3. Decentralized Departments
4. Pressure Groups and Political Parties
5. MLGCRA, RCC, NDPC etc
6. Security Agencies
7. Media
8. Development Partners
9. Women, youth, farmers and other community organizations
10. Religious bodies
11. NGO's, CBOs, CSOs
12. Prospective Investors
13. Donor Agencies and Development Partners
14. Traditional Authorities

8.3 Channels of Communication

Information technology provides the assembly with a basket of tools by which all stakeholders or citizens can be engaged more effectively and efficiently. Among such tools are emails, Facebook, websites and the use of cell phone as well as related social media platforms. While harnessing the technology related-opportunities to communicate the implementation of the Medium- Term Plan, the district will pursue the following means of communicating as out in Section 42 (a) of Act 936 are:

- Town hall meetings;

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

Table 8.1: Dissemination Strategy

S/ N	Platforms/Channels Spaces/Activities	Time frame				Purpose	Audience	Method/Tool	Responsibilities
		2 6	2 7	2 8	2 9				
1.	Organize annual Public Hearing on Plan and budget					To disseminate MTDP (2026-2029)	Assembly members and Zonal Council members, Heads of Departments/Organizations, Non-Governmental, Civil Society & Community Based Organizations (NGOs/CSOs/CBOs), media, traditional authorities, religious groups, and Development Partners	Power Point Presentations through infographics, pictures promotional videos, etc	MPCU, ISD, NCCE
2.	Organize quarterly Stakeholders/Rat epayers Fee-Fixing consultation					Discuss fee fixing and service delivery with the Assembly	Trade groups, SMEs, market women, Property Owners etc	Power Point Presentations through infographics, promotional videos, etc	Budget Committee, ISD
3.	Regular posting of information on notice board					Provide information of public interest to citizens	General public, community members, visitors etc	Project notice Board	PRCC
4.	Organize 2 No. Town Hall Meetings annually					To disseminate budget performance and plan preparation of citizens	Assembly members and Zonal Council members, Heads of Departments/Organizations, Non-Governmental, Civil Society & Community Based Organizations (NGOs/CSOs/CBOs), media, traditional authorities, religious groups, media and Development Partners	Power Point Presentations through infographics, pictures, promotional videos, etc	MPCU, ISD
5.	Organize Annual Planning Sessions					To discuss plan implementation	Decentralized and Non-Decentralize Departments, Quasi Government Agencies, Media, etc	Action Plan reviews, discussions	MPO, MPCU
6.	Dissemination of Mid and Annual					Share and discuss report of mid-year and	Assembly members and Zonal Council members, Heads of Departments/Organizations, Non-	Power Point Presentations through	MPCU, ISD

S/ N	Platforms/Channels Spaces/Activities	Time frame				Purpose	Audience	Method/Tool	Responsibilities
		2 6	2 7	2 8	2 9				
	Progress monitoring report					annual reviews with stakeholders	Governmental, Civil Society & Community Based Organizations (NGOs/CSOs/CBOs), media, traditional authorities, religious groups, media and Development Partners	infographics, pictures, promotional videos, etc Question and answer session etc	
7.	Websites /social media platforms					To share development activities in the Assembly with the public	General Public, Development Partners etc.	Updating websites and social media handles with chart and pictures, facts and figures	MCD, Platform managers
8.	Preparation of quarterly Newsletters					To provide information on outcome and impact of projects	General Public, Development Partners etc.	Publishing and distribution of news letters to stakeholders	Programme Officer, ISD, MPCU etc
9.	Organize Assembly Open Day and Policy Fair					To help citizens to familiarize themselves with policies and services provided by the Assembly	Assembly members and Zonal Council members, Heads of Departments/Organizations, Non-Governmental, Civil Society & Community Based Organizations (NGOs/CSOs/CBOs), media, traditional authorities, religious groups, and Development Partners	Policy shows, public education, use of pictures, short videos etc	CA, DPCU
10.	Organize 3 No. General Assembly Meetings							Deliberation of on sessional Address use of info graphics, pictures etc	CA
11.	Community Radio Discussions including the community					To reach out to community members	Community members, market women etc	Radio discussions, call in etc	CA, MPCU, ISD etc

S/ N	Platforms/Channels Spaces/Activities	Time frame				Purpose	Audience	Method/Tool	Responsibilities
		2 6	2 7	2 8	2 9				
	information centers								
12.	Participation Festivals/Durbars /Religious Events					To update citizens on the progress of implementation of the MMTDP	Assembly members and Zonal Council members, Heads of Departments/Organizations, Non-Governmental, Civil Society & Community Based Organizations (NGOs/CSOs/CBOs), media, traditional authorities, religious groups, and Development Partners	Speeches	CA
13.	Facilitate MCE's visit to communities					To update citizens on the progress of implementation of the DMTDP	Community members, traditional authorities, Assembly members, farmers etc	Public Education, Pictures, Question and answer session etc	
14.	Organize Participatory Monitoring and Evaluation					Involve community members in project monitoring and evaluation	Community members, traditional authorities, Assembly members, farmers etc	Sites visit, focused group discussions etc	MPCU
15.	Dissemination of Annual Action Plan and composite budget					Keep Stakeholders informed on annual action plans and budgets	Departments. Assembly members, RCC and etc	Through Emails, hard copies of plans etc	MPCU

Source: MPCU, 2025

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APPENDIX

SUSTAINABILITY TEST MATRIX

For each indicator, a scale of 0-5 is used to reflect the extent to which the activity supports, is neutral to, or works against the sustainability aim. The scale is as follows:

Table A: Sustainability test Matrix

0	1	2	3	4	5
Not relevant	Works strongly against the aim	Works against the aim	On balance has neutral effects on the aim	Supports the aim	Strongly supports the aim
Activity Statement: 1. Renovation and maintenance of projects					
CRITERIA – BASIC AIMS AND OBJECTIVES			INDICATORS		PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES					
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.			Sensitive areas shown on GIS 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 GIS map		(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.			Quantity /type of fuel/energy required		(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.			Quantity /type of pollutants and waste		(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.			Quantity and type of materials		(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.			Minimum flows/ water levels set		(0) 1 2 3 4 5
(0) 1 2 3 4 5					
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS					
Local Character: and cohesion of local communities should be maintained and enhanced where practical.			Use of GIS / database to highlight sensitive areas		(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.			Financial or other contribution		(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.			Number of women empowered		(0) 1 2 3 4 5

Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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.	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 2. Reshaping, Sport Improvement and routine maintenance of feeder & farm track roads across the municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5

Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 3. Drilling/Rehabilitation of water facilities across the municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5

Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 4. Construct Drainage systems/ culverts and bridges at selected communities		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5

Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 5. Procurement and maintenance of furniture		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 6. Procurement and installation of Street Lights across the municipality		

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5

Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5

Activity Statement: 7. Construction of 24 hour economy market facilities		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 8. Undertake Street naming and numbering of Houses and properties across the municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being,	Financial or other contribution	(0) 1 2 3 4 5

nutrition, shelter, education and cultural expression.		
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 9 Development of Tourist Sites across the municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		

EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 10. Construction of CHPs compounds with Outhouse Semi-Detached Bungalows		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5

Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 11. Upgrade of CHPs Zone to Health Centres		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5

Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 12. Construct toilet facilities across the municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		

Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 13. Construct classroom blocks for schools at Pakro and Yaw Nyarkokrom		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The programme should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The programme should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5

Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 14 Construction of CHPS Centres at Adjenase-Piem, Muntukwa, Otiakrom		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Financial or other contribution	(0) 1 2 3 4 5
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 15 Construction of Animal Pounds at all Four (4) Zonal Councils		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
Health and Well-being: The PROGRAMME should benefit the work force, and local communities in terms of health and well-being,	Financial or other contribution	(0) 1 2 3 4 5

nutrition, shelter, education and cultural expression.		
Gender: The PROGRAMME should empower women.	Number of women empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and 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).	Description of proposals to meet this aim	(0) 1 2 3 4 5
Access: to land should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 16. Renovate Properties and structures of the Assembly		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5
Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5

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EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
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Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5
Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5
Activity Statement: 17. Construction of a 6 unit storey block at Aburi Demonstration basic school		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on GIS 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 GIS map	(0) 1 2 3 4 5

Energy: The PROGRAMME should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity /type of fuel/energy required	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
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EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
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Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5

Activity Statement: 18. Preparation of Planning Schemes and Maps for Aburi, Ahwerease, Peduase and Berekuso

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
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Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels set	(0) 1 2 3 4 5
(0) 1 2 3 4 5		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Use of GIS / database to highlight sensitive areas	(0) 1 2 3 4 5
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Access: to water should be improved.	Number of people assisted	(0) 1 2 3 4 5

Access: to transport should be improved.	Number of people assisted	(0) 1 2 3 4 5
Sanitation: Should be improved.	Number of people 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	Environmental Report (or EIA)	(0) 1 2 3 4 5

ANNEX I

**REPORT ON PUBLIC HEARING ON THE PREPARATION OF THE MEDIUM-
TERM DEVELOPMENT PLAN, 2026-2029**

DISTRICT:

AKUAPIM SOUTH MUNICIPAL ASSEMBLY

REGION: EASTERN REGION

VENUE: ASSEMBLY CONFERENCE HALL, ABURI

DATE: 15TH JULY, 2025

INTRODUCTION

According to Legislative Instrument 2232 (National Development Planning Regulations), the District Planning Authority shall organize a public hearing on the draft District Development Plan. It also stipulates that the public hearing is open to all citizens in the district. To this end, the Akuapim South Municipal Planning Coordinating unit organized its second public hearing to discuss the draft Medium -Term Plan for 2022-2025 and for the Assembly to also adopt same.

A. Medium of invitations

- Announcements were made through community information centres, churches and mosques, market centres etc to create awareness and also to invite the general public to the public hearing.
- Letters were used to invite specific individuals and groups such as Assembly Members, Heads of Departments, Chiefs, trade groups, CSOs and development partners etc. to the hearing.

B. Identifiable Representations at hearing

The following representations participated in the public hearing:

- Chiefs and Queen mothers
- Departments, Services and Agencies
- Political Parties
- Economic Groups (Farmer Based Organizations, Traders, Market women, Hair dressers and Beautician Associations, Driver unions etc)
- Faith Based Organizations (Local Council of Churches, Muslim community)

- Social Groups (Ghana Federation of the Disables)
- Non-Governmental Organizations (Youth Empowerment organisation, GSAM)
- Assembly Members, Unit Committees, and Executives of Zonal Councils
- Security services ie Ghana Police Service, Immigration Service Ghana National Fire Service, and Ambulance Service.
- Financial Institutions including Akwapim Rural Bank, Maroon Savings and Loans company Ltd
- Hoteliers' association, Aburi branch
- Media
- Civil Society Organisations and Non-Governmental Organisations

C. Total Number of Participants at hearing

A total of 315 stakeholders participated in the public hearing. Females (105) constituted 33 percent of the participants with males representing the remaining 67 percent.

D. Language(s) used at hearing

The main language used in the presentation and discussions at the public hearing is the Akwapim Twi which is common to the majority of the participants. English was however used occasionally to explain some terms otherwise difficult to explain in Twi.

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

The following major issues were identified:

- Gender-based violence, Inequality, inequity, child abuse and Teenage pregnancy/Adolescent Birthrate

- Poor academic performance at the basic level
- Indiscriminate sale of lands and conversion of farm lands into housing units by real estate developers
- Lack of structural plans affecting development control
- Increased activities of sand winning and its effects on the environment
- Abandoned Public toilet projects in municipality especially by Ghana First Project
- Stalled project Inadequate and Poor state of educational infrastructure
- Gaps in physical access to quality health care
- Inadequate supply of potable water
- Erratic electricity supply and high number of unserved communities
- High cost of farm inputs
- Poor and inadequate road transport network
- High incidence of substance abuse especially among the youth
- Poor market infrastructure/ absence of ready market for farm produce
- Poor and or erratic internet and telecommunication services

F. Main controversies and major areas of complaints

Participants made the following complaints:

- Increased menace of stray animals
- Abandoned Public toilet projects in municipality

- Under aged children engage in Okada and tricycle business

G. Proposals for the resolution of the above complaints

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

- The Municipal Environmental Officer's response to issues on Stray Animals, said there is an ongoing discussions and measures for Taskforce exercise to commence in September. Also, the need for all communities to have its Pounds to host stray animals was necessary.
- Under aged Okada and Tricycle Drivers, the Hon. Municipal Chief Executive indicated that the police will be vigorously check licenses of drivers. He indicated that children operating Okada and tricycle is worse form of child labour and therefore any vehicle or motor found with a child driver will be arrested. Meanwhile, the Assembly would embark on a vigorous public education drive with all the relevant stakeholders in the transport value chain to effectively tackle the menace
- On the abandoned public toilets projects, the MCE indicated that Government is making arrangements to absorb these projects from the First Ghana Company and hopefully the projects will be completed for use

H. Unresolved questions or queries

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

I. General Level of Participation

As far as practicable, the Presiding Member ensured that participants at the public hearing including women and the excluded, disadvantaged and marginalized groups were given the opportunity to be heard in a civil manner.

After the presentation of the Draft Medium -Term Plan, participants, both males and females engaged the MPCU in a Question-and-Answer session on issues relevant to their interest.

The participants that constituted the District Planning Authority adopted the Draft 2022-2025 Medium Term Development Plan as an official document for the Akuapim South Municipal Assembly and forwarded same to the NDPC for approval.

APPROVED BY:

HON. PAUL OSAE OFFEI

MUN. CHIEF EXECUTIVE

MUNICIPAL CHIEF EXECUTIVE
AKUAPIM SOUTH MUNICIPAL ASSEMBLY
ABURI

LYDIA AKUETTEH

MUN. COORD. DIRECTOR

MUNICIPAL CO-ORDINATING DIRECTOR
AKUAPIM SOUTH MUNICIPAL ASSEMBLY
ABURI

JAMES A. ABUGRE

MUN. DEVELOPMENT PLANNING OFFICER

MUNICIPAL PLANNING OFFICER
AKUAPIM SOUTH MUNICIPAL ASSEMBLY
ABURI

