



**KOMENDA EDINA EGUAFO ABREM
MUNICIPAL ASSEMBLY**



DRAFT MEDIUM-TERM DEVELOPMENT PLAN 2026-2029

**PREPARED UNDER THE
THEME:
RESETTING-GHANA
AGENDA: CREATING JOBS,
ENSURING ACCOUNTABILITY
AND PROMOTING SHARED
RESPONSIBILITY**

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***“KEEA First-
People, Progress,
Prosperity”;***



Foreword

The preparation of the 2026 to 2029 Medium Term Development Plan stems from the mandate of the National Development Planning System Act, Act 480 (1994) that enjoins the Municipal Assembly to formulate programmes, strategies and projects for implementation coupled with the expiration of the 2022-2025 Medium Term Development Plan in 2025, and the ever-growing Changing needs of the communities within the Municipality.

This Medium-Term Development Plan has been prepared in consultation with Hon. Assembly Members, Heads of Departments/Agencies/Institutions, Sub-Structures, Traditional Councils, CSOs, Private Sector and Communities in line with National Development Aspirations.

It replaces the 2022 to 2025 Medium Term Development Plan for the Komenda Edina Eguafo Abrem Municipal Assembly from January 2026. All stakeholders in the decentralized planning system are encouraged to follow it closely to ensure effective implementation of the Plan towards the achievement of the National Goals as envisioned in the National Development framework. The Plan recognizes the active role the Public Sector plays in the overall developments process. The Assembly envisages that collective implementation of the Plan would yield the expected results or impacts hence, is calling on all stakeholders to effectively contribute to the implementation of the Plan.

HON. ISMAIL SAEED ZAGOON
MUNICIPAL CHIEF EXECUTIVE
KOMENDA EDINA EGUAFO ABREM MUNICIPAL ASSEMBLY

ACKNOWLEDGEMENTS

The preparation and compilation of the Medium-Term Development Plan was done by the members of the Municipal Planning Coordinating Unit (MPCU) and adopted by the General Assembly under the abled leadership of the Municipal Chief Executive, Hon. Ismail Saeed- Zagoon and the Municipal Coordinating Director, Mr Worlanyo Alatevi

The valuable contributions of other stakeholders such as Hon. Assembly Members, CSOs, Traditional Authorities, Vulnerable Groups, the Private Sector, and Communities among others cannot be overemphasized.

My appreciation as the Chairman of the MPCU goes to the Hon. Chief Executive of the Assembly, the Municipal Development Planning Officer and the MPCU Members, other Heads of Departments/Agencies/Institutions, Hon. Assembly Members, Nananom, Sub Structures, Private Actors, CSOs and the Community as a whole.

I sincerely believe that the effective implementation of the Plan would impact our communities positively.

May the Good Lord Bless Us All!!!!

WORLANYO ALATEVI

MUNICIPAL COORDINATING DIRECTOR

KOMENDA EDINA EGUAFO ABREM MUNICIPAL ASSEMBLY

PREFACE

This Municipal Medium-Term Development Plan (MMTDP) has been prepared for the period 2026–2029 to guide the development agenda of the Komenda Edina Eguafo Abrem Municipal Assembly (KEEAMA). It builds on the achievements, lessons, and experiences gained from the previous MMTDP (2022–2025) and provides a clear roadmap for addressing the Municipality’s key development priorities in line with national policy frameworks and the Sustainable Development Goals (SDGs).

The plan is informed by a comprehensive analysis of the Municipality’s physical and socio-economic characteristics. Physical attributes such as location, climate, vegetation, and soil were assessed to understand their relationship with the overall development potential of the Municipality. In addition, demographic characteristics and environmental conditions were examined to determine their implications for sustainable development. This analysis formed the foundation for identifying the major development issues and opportunities confronting the Municipality.

The development issues identified were categorized under the new national thematic areas and linked to relevant goals and strategies to ensure alignment with the Government’s Medium-Term National Development Policy Framework. Building on the thematic areas adopted in the previous plan, this MMTDP places particular emphasis on economic development, social development, Environment and human settlement development, Governance and Institutional development and finally International Relations

As part of the planning process, the Potentials, Opportunities, Constraints, and Challenges (POCC) of the Municipality were thoroughly analyzed in relation to the identified development issues and goals. This enabled the Assembly to adopt realistic and focused development strategies that respond to both local needs and national development priorities.

A Composite Programme of Action (2026–2029) has been developed, supported by an indicative budget and structured into annual action plans to facilitate systematic and phased implementation. In addition, Monitoring and Evaluation (M&E) systems have been outlined, with clear stakeholder roles, responsibilities, and communication strategies to ensure transparency, accountability, and participatory development.

The successful implementation of this plan will depend on the collective commitment of all stakeholders, including traditional authorities, Assembly Members, civil society, private sector actors, decentralized departments, and the citizenry. The Assembly remains committed to working collaboratively to ensure that this plan translates into tangible improvements in the quality of life of the people of KEEA.

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LIST OF ACRONYMS

ADB	African Development Bank
ANC	Ante Natal Care
BECE	Basic Education Certificate Exams
BNI	Bureau of National Investigation
CAD	Central Administration Department
CBO	Community Based Organization
CBRDP	Community Based Rural Development Project
CEPS	Customs Exercise and Preventive Service
CHPS	Community Health Planning Services
CIDA	Canadian International Development Agency
CWSA	Community Water and Sanitation Agency
DACF	District Assembly Common Fund
DDF	District Development Fund
FCUBE	Free Compulsory Universal Basic Education
FON	Friends of the Nation
GES	Ghana Education Service
GETFUND	Ghana Education Trust Fund
GNWP	Ghana Netherlands WASH Programme
GoG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GYEEDA	Ghana Youth Entrepreneurial and Employment Development Agency
IDA	International Development Agency
IFAD	International Fund for Agricultural Development
IGF	Internally Generated Funds
ISD	Information Service Department
KEEA	Komenda-Edina-Eguafo-Abrem
LEAP	Livelihood Empowerment Against Poverty
LGCSPP	Local Government Capacity Support Programme
LTNDP	Long Term National Development Plan
LTNDPF	Long Term National Development Policy Framework
MHD	Municipal Health Directorate
MMDAs	Metropolitan, Municipal and District Assemblies
MPCU	Municipal Planning Co-ordinating Unit
MRH	Ministry of Roads and Highway
MTDP	Medium Term Development Plan
MWST	Municipal Water and Sanitation Team
NDPC	National Development Planning Commission

NGO	Non-Governmental Organization
NGO	None Governmental Organization
NHIS	National Health Insurance Scheme
POCC	Potentials Opportunities Challenges and Constraints
PPAG	Planned Parenthood Association of Ghana
PSP	Private Sector Participation
SHEP	Self Help Electrification Programme
SMC	School Management Committee
UDG	Urban Development Grant
VNG	Association of Netherlands Municipalities

EXECUTIVE SUMMARY

The Komenda Edina Eguafo Abirem Municipal Assembly (KEEAMA) has developed its Medium-Term Development Plan (MTDP) for the period 2026–2029 in accordance with Section 83 of the Local Governance Act, 2016 (Act 936), which mandates all Metropolitan, Municipal, and District Assemblies (MMDAs) to prepare development plans with active community involvement. Anchored in the National Medium-Term Development Policy Framework (NMTDPF, 2026–2029) and aligned with statutory provisions (Acts 479 and 480), this Plan is designed to direct the coordinated development of the Municipality with a focus on inclusive growth, equity, and shared prosperity.

The planning process adopted a participatory approach to ensure transparency, accountability, and community ownership. A Plan Preparation Team and a Plan Review Team, led by the Municipal Coordinating Director, spearheaded the process. The teams included key departmental heads, representatives of decentralized institutions, and focal persons on gender and social inclusion. A series of public hearings and consultative meetings were held with traditional authorities, community-based organizations, private sector players, civil society actors, and sector departments. These engagements provided vital insights into local needs and aspirations, ensuring the responsiveness of the final Plan.

The key development issues that emerged during the planning process reflect both longstanding and emerging challenges within the Municipality. These include inadequate and poorly maintained road infrastructure, poor quality of education and limited digital learning facilities, unmotivated teaching staff, weak access to quality healthcare and referral services, and a rise in public health threats such as HIV Infections, teenage pregnancies and mental health disorders. Other challenges identified were poor sanitation and drainage systems, limited potable water systems, environmental degradation caused by sand wining and deforestation, low agricultural productivity, high youth unemployment, underutilization of the tourism and fisheries sectors, and weak development control. The marginalization of vulnerable groups, ineffective sub-district structures, poor data systems, and weak coordination among stakeholders were also cited as impediments to sustainable development.

Thematically the scope of the MTDP (2026-2029) under the National Medium Term Development Policy Framework (NMTDPF, 2026-2029) was focused on the six (6) goals carved out of the main thematic areas. The development agenda is anchored on five key thematic areas, Economic Development and Job Creation which means promoting agriculture, fisheries, tourism, and local entrepreneurship to enhance livelihoods. Social Development which is improving access to quality education, health care, and social protection. Environmental and human settlements development strengthening which includes enhancing road networks, water and sanitation systems, energy, and housing, climate adaptation and environmental management. Governance, Security, and Institutional Development which entails deepening transparency, accountability,

and citizen participation. Lastly, international relations which entails the growing ties to the international niche.

Implementation will emphasize effective resource mobilization from internal and external sources, public-private partnerships, and community participation. A cursory look at the financial analysis indicates that the total projected cost of implementing the District Medium-Term Development Plan (2026–2029) is **GHS 123,877,161.26**. The projected revenue expected from both internal and external traditional funding sources amounts to **GHS 110,694,400.96**. This leaves a funding gap of **GHC23,242,700.00**, which the Assembly will work to mobilize through innovative financing mechanisms, partnerships, and external support. A comprehensive Monitoring and Evaluation (M&E) framework has also been designed to track progress, ensure accountability, and guide decision-making.

The implementation of the previous MTDP (2022–2025) was hindered by several constraints, including poor data collection and documentation, delayed funding releases, weak IGF mobilization, and the non-functionality of sub-district structures. Additionally, minimal community participation in monitoring and evaluation processes, unrealistic departmental budgets, and limited logistical support undermined delivery. External factors such as inflation and the COVID-19 pandemic further strained implementation efforts.

To address these challenges and ensure the successful implementation of the 2026–2029 MTDP, emphasis will be placed on strengthening institutional coordination, enhancing grassroots participation, improving data systems for evidence-based planning, and leveraging partnerships with the private sector and development partners. The MTDP document is organized into eight chapters, covering a general introduction, situational analysis, key development priorities, goals and strategies, development programs, annual action plans, monitoring and evaluation arrangements, and a development communication strategy. This structure ensures a coherent framework for effectively translating development aspirations into actionable outcomes.



**Komenda Edina Eguafu Abrem
Municipal Assembly**

CHAPTER ONE INTRODUCTION



CHAPTER ONE: GENERAL INTRODUCTION

1.1 Introduction

The Komenda- Edina- Eguafo- Abrem Municipality is made of four Municipal Traditional Areas or States, which have been put together to constitute a political Municipality. Carved out of the Cape Coast Municipal Council, the KEEA Municipality is one of the forty-six (46) new districts created in 1988 as part of the Decentralization Programmes in Ghana.

1.2 Vision statement

To become a model, cooperate local government authority with excellent services delivery through transparent and participatory local governance.

1.3 Mission statement

To harness and utilize available resources effectively and efficiently in order to promote sustainable development based on commitment to accountability, quality services, openness, environmental management and active grassroots participation within the confines of good governance

1.4 Mandate

The Municipal Assembly exercises political and administrative authority in the district, provide guidance, give direction to, and supervise the other administrative authorities in the district. The legal mandate that empowers the municipal assembly are as follows

1. The 1992 Constitution of Ghana

- Chapter 20 (Articles 240–256) provides the foundation for decentralization and local government.
- Article 240 (1) states that Ghana shall have a system of local government and administration which shall, as far as practicable, be decentralized.
- Article 241 (1) establishes the District Assemblies (which include Metropolitan, Municipal, and District Assemblies) as the highest political authority at the local level, with deliberative, legislative, and executive powers.
- Article 245 empowers Parliament to prescribe the functions of District Assemblies by law.

2. Local Governance Act, 2016 (Act 936)

This Act operationalizes the constitutional provisions.

Key mandates given to Municipal Assemblies under this law include:

- Highest Political Authority: Section 12 states that a District Assembly (including KEEAMA) is the highest political authority in the district and has deliberative, legislative, and executive powers.
- Development Planning & Budgeting: Assemblies are mandated to prepare and implement medium-term development plans and annual budgets in line with national policies.
- Legislation: Assemblies can enact by-laws (with Ministerial approval) to regulate local matters.
- Service Delivery: Responsible for basic services such as sanitation, waste management, education, health, roads, and water at the local level.
- Revenue Mobilization: Empowered to collect Internally Generated Funds (IGF) such as property rates, market tolls, and fees.

3. Legislative Instruments (LIs) that established KEEAMA

Each Assembly, including KEEAMA, is legally established by a Legislative Instrument (LI) that defines its boundaries and administrative jurisdiction.

- KEEAMA was established under Legislative Instrument (LI) 1857 of 2007, which upgraded it from a district to a municipal assembly.

The Municipal assembly is responsible for the overall development of the municipality and shall ensure the preparation and submission through the regional coordinating council, development plans of the district to the National Development Planning Commission for approval and the budget of the district related to the approved plans to the Ministry for Finance for approval;

1.5 Functions of the Municipal Assembly

- Formulate and execute plans, Programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district;
- Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
- Be responsible for the development, improvement and management of human settlements and the environment in the district;
- Be responsible in co-operation with the appropriate national and local security agencies, for the maintenance of security and public safety in the district;
- Ensure ready access to Courts in the district for the promotion of justice;

Initiate, sponsor or carry out studies that are necessary for the performance of a function conferred by this Act or by any other enactment; and perform any other functions provided for under any other enactment

In response to the demands for popular participation in promoting decentralization and good governance, the Komenda Edina Eguafo Abrem has been delineated into three (6) Zonal Councils for easy local level administration.

These include;

Sub- structure

- Komenda Zonal Council
- Elmina Zonal Council
- Ntranoa Zonal Council
- Eguafo Zonal Council
- Ayensudo Zonal Council
- Kissi Zonal Council

1.6 Core Values

- **Accountability** – Ensuring transparency in the use of public resources and being answerable to citizens.
- **Participation** – Promoting inclusive governance by involving traditional authorities, civil society, and citizens in decision-making.
- **Transparency** – Conducting assembly activities openly so that citizens can understand and trust governance processes.
- **Equity and Fairness** – Delivering services without discrimination based on gender, location, or social status.
- **Efficiency and Effectiveness** – Using resources judiciously to achieve maximum development outcomes.
- **Professionalism** – Upholding competence, integrity, and ethical standards among staff and officers.
- **Teamwork and Collaboration** – Working in partnership with stakeholders, NGOs, and development partners for shared goals.
- **Service to the People** – Placing citizens at the center of governance and development initiatives.

1.7 Locational Map

The Municipality is bounded on the south by the Atlantic Ocean (Gulf of Guinea), the east by the Cape Coast Metropolis, the north by the Twifo-Atti-Mokwa and the Hemang –Lower Denkyira Districts; and the west by the Mpohor–Wassa East District. Perched between longitude 1° 20' West and 1° 40' West and latitude 5° 05' North and 5° north 15' North the Municipality covers an area of 372.45 square kilometers which is about 3.8% of the total area of the Central Region (9563 square kilometers).

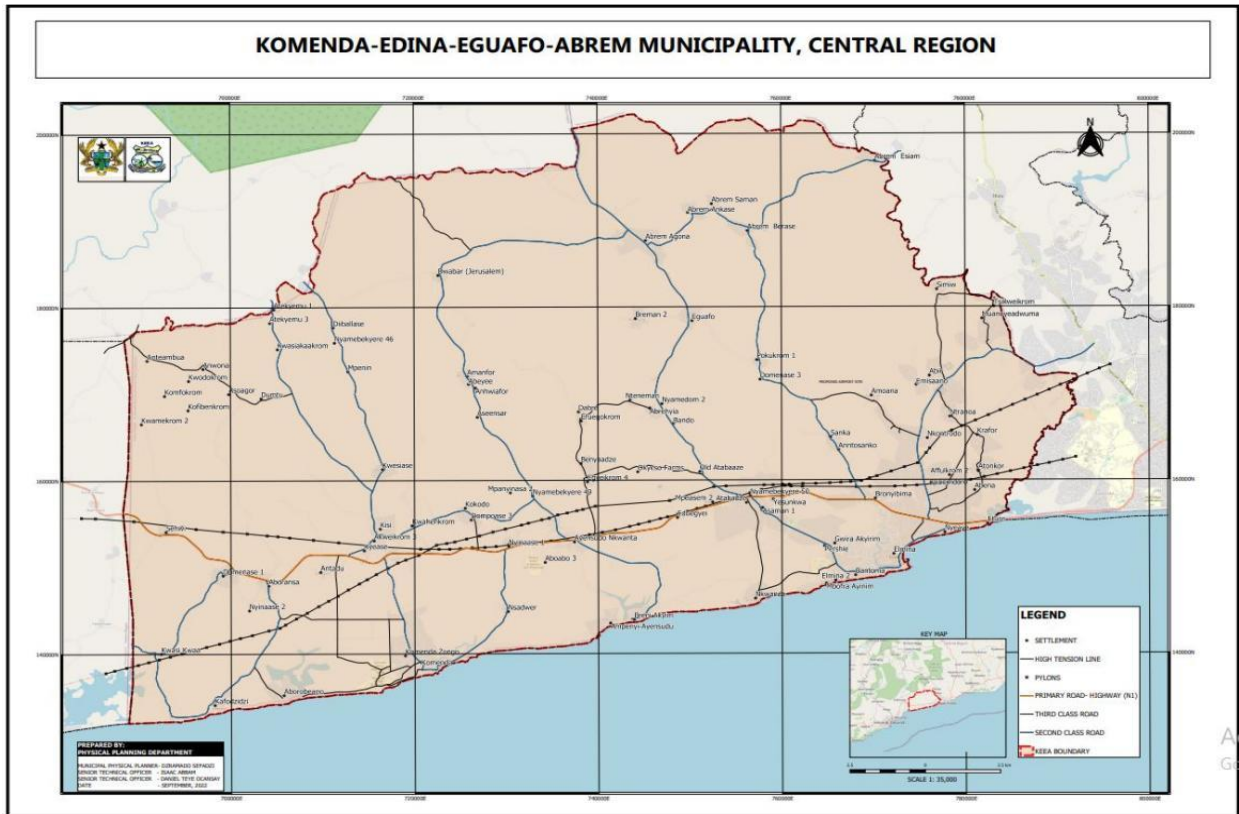


Figure 1: Geographical Location of the District
 Source: Municipal Planning Coordinating Unit - KEEAMA

1.8 Organogram- Organizational Structure of the Assembly

Figure 1 shows the organogram of KEEAMA. The Assembly operates through a well-structured organizational framework designed to promote efficient governance and effective service delivery. At the apex of the organogram is the Municipal Chief Executive (MCE), who provides overall political and executive leadership for the Municipality. Directly reporting to the MCE is the Municipal Coordinating Director (MCD), who oversees the day-to-day administrative operations of the Assembly.

Supporting the MCD is the Municipal Planning and Coordinating Unit (MPCU), which functions as the central planning body of the Assembly, coordinating the activities of all departments and ensuring alignment with development goals. The Internal Audit Unit also reports directly to the MCE to ensure transparency and accountability in the use of public resources.

The Assembly's structure is composed of 17 decentralized departments, which are organized into five main sectors: Social, Infrastructure, Financial, Environmental, and Economic. These departments include:

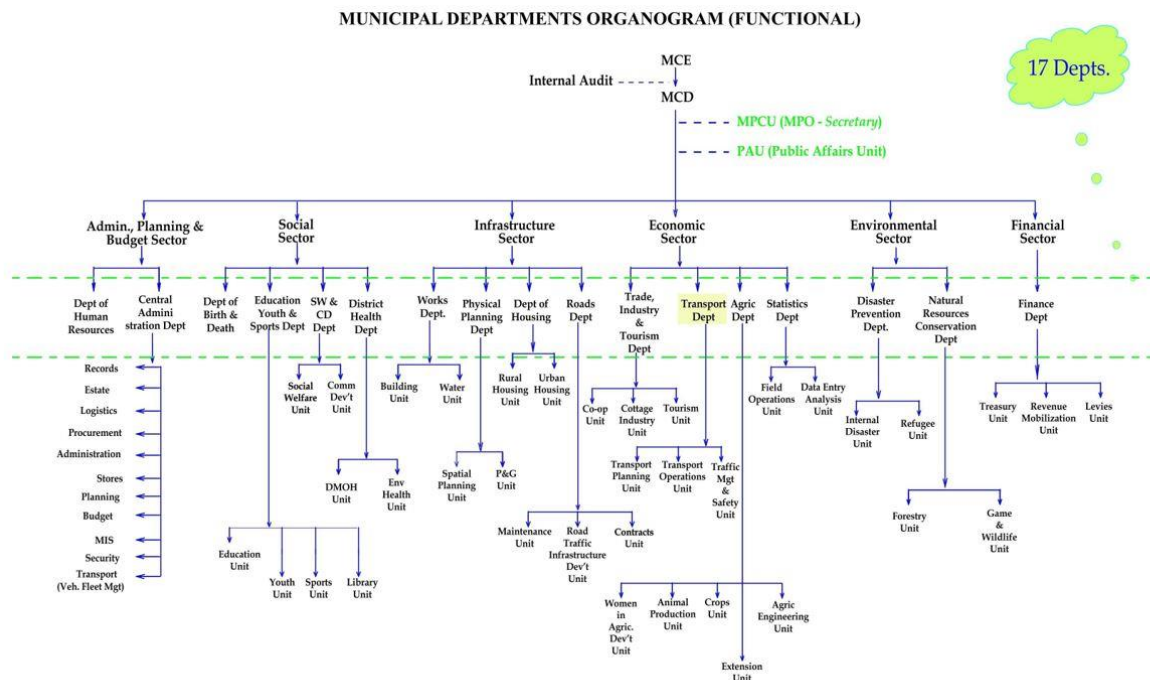
- **Social Sector:** Education, Youth & Sports; Social Welfare & Community Development; and District Health.

- **Infrastructure Sector:** Works Department, Roads Department, and Physical Planning.
- **Financial Sector:** Finance Department and Revenue Mobilization Unit.
- **Environmental Sector:** Environmental Health and Disaster Prevention (NADMO).
- **Economic Sector:** Agriculture; Trade, Culture & Tourism; and Business Advisory Centre.

Each department is further subdivided into functional sections or units to address specific mandates. For example, the Agriculture Department has sections for Animal Health and Production, Crop Services, Extension Services, and Women in Agriculture. Similarly, the Education Department oversees the Basic Education Unit, Non-Formal Education, and Library Services.

The Central Administration Department plays a pivotal coordinating role across departments, hosting critical units such as Planning, Budget, Records, Procurement, and Client Services.

This organogram reflects KEEAMA's commitment to decentralized administration, integrated planning, and participatory governance in pursuit of the Municipality's development aspirations.



Source: MPCU Secretariat

Figure 2: Institutional Framework of the KEEA Municipal Assembly

1.9 Structure of the Plan

This Medium-Term Development Plan (MTDP) for the Komenda Edina Eguafu Abrem Municipal Assembly (2026–2029) is structured into eight chapters, each logically organized to ensure coherence, alignment with national planning frameworks, and responsiveness to local development priorities. The chapters are as follows:

The First chapter (1) is the General Introduction which provides the vision, mission, functions, mandate, core values and organogram of the Assembly. It also has the locational map in the regional and national context.

Chapter two (2) presents the comprehensive assessment of the current development situation in the Municipality. It includes performance review of the previous MTDP (2022-2025) under all the development dimensions that the various department tackled. Also, this chapter includes demographic, physical, economic, social, environmental, governance and emergency preparedness and response characteristics. It also includes the list of development issues [(Strengths, Weaknesses, Opportunities and Threats (SWOT))] and the estimated future development needs.

With regards to the Third (3) chapter, it presents a list of the prioritized development issues together with a brief narrative on how prioritization was done.

Chapter four (4) captures the Development Goals, Objectives, Strategies and Programmes linked to national objectives. It also gives an assessment of goal compatibility using the goal compatibility matrix. It also indicates development proposals integrated with spatial plans through relevant maps and the future desired situation.

Chapter five (5) gives assumptions and methodologies used for the costing. It also provides a matrix on composite development programme for the plan period with the indicative cost, programme status and implementing institution. A program financing matrix and revenue generation measures are provided together with a Strategic Environmental Assessment of formulated programs.

Chapter six projects all the Annual Action Plans for the medium-term development plan (MTDP) from 2026 to 2029. It details a table or matrix of Action plans for the four-year planning period

Chapter seven (7) provides a brief narrative with a table on stakeholder analysis. It also gives indicators selected for tracking implementation of MTDP presented in the matrix. It also provides intended evaluation to be conducted over the plan period, lastly a knowledge management and learning framework.

Chapter eight (8) elaborates on the Communication Strategy, it presents strategies for disseminating the plan and engaging stakeholders, including traditional authorities, civil society organizations, the private sector, and the general public.



Komenda Edina Eguafu Abrem
Municipal Assembly

CHAPTER TWO

STUATIONAL ANALYSIS

OF KEEAMA



CHAPTER TWO: SITUATIONAL ANALYSIS OF KEEAMA

2.1 Introduction

Chapter two of this report discusses the performance review of the activities in the 2022-2025 Medium-Term Development plan under the theme; Agenda for Jobs II; Creating prosperity for all as well as the financial performance for the stated period. It also presents a detailed analysis of the current situation of the key development issues/gaps emanating from the situational analysis. It then moves to provide a SWOT analyses of development plan within the municipality and finally the Medium – Term needs assessment and projections.

2.2 Performance Review

The MTDP (2022-2025) was drawn and implemented in line with An Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All under the six thematic areas namely;

- Economic development
- Social development
- Environment, Infrastructure and Human Settlement
- Governance, Corruption and Accountability
- Emergency Planning & Response (including COVID-19 recovery plan)
- Implementation, Coordination Monitoring and Evaluation

The Municipality encountered significant problems during the implementation of the DMTDP (2022-2025). The problems were heavily dependent on the untimely release and unreliability of the District Assembly Common Fund (DACF), over-reliance on donor partners and low internal generated revenue to support the Municipal Budgets. During the period under review, the Assembly’s overall performance was very encouraging especially on implementation of physical projects under the District Assembly Common Fund-Responsiveness Factor Grant (DACF-RFG) as highlighted in table 1.

Crop production performance

Staple crops (maize, cassava, plantain, and rice): production (187.21 MT) is nearing its target (205 MT), showing strong adoption of improved practices and increased in the size of cultivated land. Maize (24,326 MT compared to 33,875 MT target) and cassava (349,175 MT compared to 520,000 MT target) remain below expectations due to limited access to land.

Yield improvements were strongest in maize (7.67%), suggesting effective agronomic practices, including use of improved seeds and fertilizers, but cassava (11.43% compared to 21.63% target) and plantain (4.89% compared to 8.09% target) lag behind. With regards to vegetables no baseline and actual data for the medium-term was recorded, making progress assessment impossible. Therefore, immediate data collection for future tracking should be conducted.

Livestock and poultry performance

Cattle (3,332 compared to 3,600 target) and goat (61,855 compared to 70,120 target) populations are on track, but sheep (15,745 compared target of 17,960), pigs (5,355 compared to target of 15,660), and poultry (122,600 compared to target of 250,000) are far below expectations. Pigs and poultry saw sharp declines, due to the outbreak of African Swine Fever in pigs, and soaring costs of feed and other inputs for pigs and poultry, making production unprofitable. Sheep numbers declined compared the target of 17,960, with a growth rate of just 0.44% compared to 14% target. This was due to the outbreak of *Peste des Petits Ruminants* (PPR) in both sheep and goats. It is therefore recommended that, emergency vaccination campaigns and subsidized veterinary services should be carried out.

Educational Performance

Examining the data provided, it's evident that the Municipality faced challenges in achieving optimal enrollment rates, particularly concerning timely enrollment and gender equality. This can be partially attributed to insufficient resources allocated for enrollment campaigns and awareness initiatives. Additionally, the lack of adequate furniture and classroom infrastructure to accommodate learners surpasses the capacity of the Assembly's education department. As significant players in education, it's crucial to heed these indicators and take responsive actions to attain the overarching educational goal of promoting equitable access to and participation in inclusive, quality education across all levels. In considering the Pass Rate, the Education Directorate shoulders significant responsibility. Consequently, the pass rate hinges on the efficacy of monitoring, supervision, and support provided to schools and teachers. In the Municipality, there was a notable improvement in the BECE performance compared to the previous year, rising from 75.1%. to 80% However, it's crucial to emphasize that the ultimate target remains 100% for the education department, and efforts are underway to achieve this goal. At the Senior High School level, there was an improvement from 49% to 65%, slightly moving upward to the 80% target. Despite this progress, the current

situation is still unsatisfactory, prompting the implementation of measures aimed at further enhancement.

LEAP Beneficiaries Performance

The Percentage of LEAP beneficiaries with productive means targeted for the period 2022-2025 was 80%, and the Department was able to achieve 71%. The Percentage of PWD with productive means targeted for the period 2022-2025 was 90%, and the Department was able to achieve 75% of this target. The number of trainings on ISSOPs targeted for the period 2022–2025 was 10, and the Department was able to achieve 60% of this target. The number of CP/SGBV cases referred to other services and followed up during the same period was estimated at 80, and the Department achieved 56% of the set target. Additionally, the target number of children in RHCs to be profiled and reunified for the period 2022–2025 was 40, and the Department achieved 75% of this target.

Road Performance

With regards to road activities within the municipality, most were performed with the help of GRF maintenance, however the assembly needed to finance some of these projects through the DACF. In any event that the GRF maintenance budget doesn't come, there is no road project for the year.

Health Performance

Having 37 electoral areas, the municipality also has a total of forty-three (43) health facilities as of 2024: Two (2) Hospitals (i.e. Ankaful Leprosy/General Hospital under Ghana Health Service and Ankaful Psychiatric Hospital under the Ghana Mental Health Authority); One (1) polyclinic, three (3) health Centres, and thirty-one (31) CHPS. In addition to that, the Municipality currently has two (2) maternity homes and two (2) Clinics

The Municipality also upgraded the polyclinic into a hospital to meet the current demand of the people in the municipality. The Elmina polyclinic got a fully furnished operating theatre. The municipal health directorate with support of the municipal assembly has putting up a surgical theatre at the Elmina polyclinic in other to conduct Caesarean Section and other obstetric surgeries to reduce referral from the peripheries to other districts. This has enabled the municipality to increase it deliveries for the year 2024.

Table 1: Performance Review for the Medium-Term Development Plan (2022-2025)

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022-2025 MEDIUM TERM TARGET	CUMMULATIVE ACHIEVEMENTS		REMARKS
				YEAR	DATA	
	Total output of agriculture production (Mt)					
	- Maize	33,563.71	33,875	2022-2024	24,326	Production below targets due to reduction in land under cultivation.
	- Cassava	427,598.00	520,000	2022-2024	349,175.5	Production below targets due to reduction in land under cultivation.
	- Plantain	8,370.00	9,050	2022-2024	8,429.69	Meeting near-term projections with increased yields.
	- Rice	89.04	205	2022-2024	187.21	Strong progress approaching target through calculated interventions
	Percentage change in yield resulting from improved practices					
	- Maize	2.45	3.83	2022 – 2024	7.67	Significant yield gains from improved seeds and fertilizer use.
	- Cassava	3.56	21.63	2022 – 2024	11.43	Moderate improvement
	- Plantain	1.55	8.09	2022 – 2024	4.89	Steady progress
	- Rice	1.16	15.09	2022 - 2024	5.66	Good progress through adoption of improved practices.
	Livestock and poultry (count)					
	- goat	61,585	70,120	2024	61,855	PPR outbreaks constrained growth
	- cattle	2,836	3,600	2024	3,332	Relatively stable
	- sheep	15,984	17,960	2024	15,745	Severe PPR outbreaks impacted its growth
	- pig	11,136	15,660	2024	5,355	ASF reduced production

Economic Development	- Poultry	189,799	250,000	2024	122,600	High feed and other input costs made production unviable for many farmers.
	Percentage increase in livestock					
	- goat	7.75	27.00	2024	17.5	Target was not achieved as at 2024 due to lack of fiscal support
	- cattle	1.48	12.00	2024	-1.50	
	- sheep	0.50	14.00	2024	0.44	Relatively stable
	- pig	2.70	41.00	2024	-51.90	ASF affected production
	- Poultry	2.90	32.00	2024	-35.40	High cost of feed affected production
	Average productivity of selected crop (mt/ha):					
	- Maize	3.39	3.52	2022 – 2024	3.65	Introduction of hybrid maize varieties and use of fertilizers and adoption of CSA practices.
	- Cassava	24.50	29.80	2022 – 2024	27.3	Adoption of regenerative agricultural practices by farmers.
	- Plantain	11.25	12.16	2022 – 2024	11.8	Adoption of regenerative agricultural practices by farmers.
	- Rice	3.18	3.66	2022 – 2024	3.36	Introduction of improved seeds and practices. Expansion in area under rice cultivation.
	Number of new jobs created:					
	Agriculture	24	20	2024	36	New jobs created exceeded the target as at 2024
	Industry	12	30	2024	15	Half of the target was met
	Service	10	40	2024	25	The target was not met
	Net enrolment ratio					
	Kindergarten	65.0%	85.0%	2024	80.0%	A steady increase was achieved with support from the Assembly
	Primary	96.0%	100%	2024	100.0%	Target was achieved due to government interventions
	JHS	55.0%	75.0%	2024	70.0%	Target was not achieved
Gender Parity Index						

	Kindergarten	0.97%	1.0%	2024	1.0%	Gender parity was achieved
	Primary	0.95%	1.0%	2024	1.0%	Gender parity was achieved
	JHS	0.96%	1.0%	2024	1.0%	Gender parity was achieved
	SHS	1.3%	1.4%	2024	1.2%	Gender parity at the SHS level was not achieved
	Completion rate					
	Kindergarten	11.8%	100.0%	2024	100%	Target achieved
	Primary	86.0%	100.0%	2024	99%	The target of 100% was nearly met however, 99% was achieved
	JHS	86.0%	100%	2024	99.0%	The target of 100% was nearly met however, 99% was achieved
	SHS	64.6%	80.0%	2024	65%	Steady progress
	Pass rate					
	JHS	64.90%	90%	2024	80%	A good progress even though target wasn't achieved
	SHS	49.0%	80%	2024	65.0%	Target wasn't achieved but progress was made
	Social Development	Proportion of health facilities that are functional:				
• CHPS		34	40	2024	34	No new CHPS constructed
• Clinic		0	1	2024	1	No new additional clinic built for the 3 year period
• Health Center		3	5	2024	3	No additional health centers constructed
• Polyclinic		1	2	2024	1	Improvement on existing polyclinic with operating theatre
• Hospital		2	3	2024	2	No new hospital has been constructed
Maternal mortality ratio (Institutional)						
Malaria case fatality (Institutional)		0	0	2024	0	No Malaria case fatality for the 3 year assessment period
• Under five (5) years		0	0	2024	1	Just one mortality case recorded in this age bracket
• Women between 15- 49 years		1	0	2024	1	Just one mortality case recorded in this age bracket
Prevalence of Malnutrition:						

i. Wasting	0.48%	0.9%	2024	0.81%	Current rate is slightly below the medium-term target, indicating progress.
ii. Underweight	0.37%	0.5%	2024	0.21%	Significant improvement observed, surpassing the target of 0.5%
iii. Stunting	0	0	2024	0	Nothing was recorded for the period
iv. Overweight	0	0	2024	0	Nothing was recorded for the period
Proportion of births attended by skilled health personnel					
Proportion of children immunized (Penta 3) (%)	106.78	109.5	2024	92.1	Target for the period was not achieved more room for improvements
Infant mortality ratio	1.99	0	2024	1.28	Target for the period was not achieved more room for improvements
Still birth rate	2.64	0	2024	0.53	Target for the period was not achieved more room for improvements
Proportion of population with valid NHIS card					
i. Total	59,982	99,825	2022	63,436	Significant increase in population with NHIS due to online applications and renewals
ii. Indigents	6,857		2023	60,219	Significant increase in population with NHIS due to online applications and renewals
iii. Informal	20,394		2024	56,451	Significant increase in population with NHIS due to online applications and renewals
iv. Aged	2,838		2025(Q1)	14,870	Significant increase in population with NHIS due to online applications and renewals
v. Under 18 years	23,973		2024	43,245	Significant increase in population with NHIS due to online applications and renewals
Percentage of LEAP beneficiaries with productive means	50 %	80 %	71 %	630	Significant progress towards achievement of targets
Percentage of PWD with productive means	60 %	90 %	75 %	996	Good progress as a result of skills training and support

Environment, Infrastructure and Human Settlement						
	Percentage of population with sustainable access to safe drinking water sources					
	i. Municipal	95.2%	100%	2024	97%	There has been significant improvement in access to drinking water but more room for improvement
	ii. Urban	76%	100%	2024	77%	There has been significant improvement in access to drinking water but more room for improvement
	iii. Rural	19.2%	100%	2024	20%	There has been significant improvement in access to drinking water but more room for improvement
	Proportion of population with access to improved sanitation (flush toilets, KVIP, Household latrine)					
	i. Municipal	14.5%	50%	2024	30.9%	Significant improvement made towards sanitation
	ii. Urban	10.5%	45%	2024	20.2%	Significant improvement made towards sanitation
	iii. Rural	4%	15%	2024	10.7%	Significant improvement made towards sanitation
	Proportion of road networks in good condition					
Total	244.4	330	2024	293	Improved efforts should be made to ensure good road conditions within the municipality and fiscal support should be intensified	

	Urban	85.4	120	2024	104	Improved efforts should be made to ensure good road conditions within the municipality and fiscal support should be intensified
	Feeder	159	210	2024	189	Improved efforts should be made to ensure good road conditions within the municipality and fiscal support should be intensified
	Percentage of development conforming local plan	60%	80%	2024	70%	Significant increase in projected target as at 2024
	Percentage increase in permit applications	45%	80%	2024	69%	Target was not achieved as at 2024
Emergency Planning (including covid-19)	Loss of lives and properties due to					
	i. Flooding	150	0	2024	0	Intensified preventive education and mitigating strategies resulted in no casualties
	ii. Bushfires	4	0	2024	0	
	iii. Wind/Rain Storm	-	-	2024	0	
	iv. Domestic fire	9	0	2024	0	
	Number of communities affected by disaster					
	i. Flooding	5	0	2024	2	Intensified preventive education and mitigating strategies resulted in no casualties
	ii. Bushfires	3	0	2024	2	
	iii. Wind/Rain Storm	-	0	2024	8	
iv. Drowning	1	0	2024	0		

SOURCE: MPCU SECRETARIAT 2025

TABLE 2: OTHER SPECIFIC DISTRICT INDICATORS PERFORMANCE REVIEW (2022-2025)

INDICATOR	DEFINITION	BASELINE (2021)	2022-2025 MEDIUM TERM TARGET	CUMULATIVE ACHIEVEMENTS		REMARKS
				YEAR	DATA	
DEPARTMENT OF AGRICULTURE						
Number of farm/Home visits organized	Number of cumulative days used by Agricultural Extension Agents (AEAs) to conduct home and farm visits	2,353	3,600	2024	1,046	Severely understaffed with limited number of operational motorbikes and no funding
Number of farmers visited	Number of farmers visited during home and farm visits by AEAs	22,254	34,050	2024	9,884	Funding cuts limited routine field activities.
Number of post-harvest losses management programmes	Number of training programmes planned and implemented in addressing issue of post-harvest losses of staples and cash crops	6	15	2024	4	Only 27% of planned sessions conducted due to budget constraints.
Number of livestock production programmes organized	Number of training programmes on improved animal production technologies organized	7	12	2024	4	Target was not achieved but there is room for improvement
Number of soil fertility improved programmes organized	Number of training programmes/demonstration conducted on soil fertility management	23	30	2024	16	Over 50% was achieved as at the measuring baseline target
Number of climate change programmes organized	Number of training programmes planned and implemented on climate change mitigation and adaptation measures	184	220	2024	101	Almost half of the planned activities was achieved
Number of beneficiary farmers of climate change awareness training programmes	Number of farmers (males and females) who benefited from training programmes on climate change mitigation and adaptation measures	4,803	6,000	2024	2,721	More room for improvement considering the number of farmers reached
Number of farmers provided with equipment	Number of beneficiaries of distribution of planting materials and fertilizers under government PFJ and PERD Programmes.	961	1,600	2024	263	Low inputs of materials affected the number of beneficiaries that were targeted
Number of farmers having access to extension services	Number of farmers having access to extension services	22,254	34,050	2024	9,884	More extension services needed to improve numbers

Percentage change in arable land under cultivation	Percentage change in arable land under cultivation	55.05	58.50	2024	60.70	Improved percentage change
Extension services to farmer ratio	Total number of farmers divided by the total number of extension officers	1:6,539	1:3,141	2025	1:6,981	More extension officers needed
DEPARTMENT OF EDUCATION						
To reduce number of schools under trees	Number of schools under trees	1	0	2024	0	There are no current schools under trees within the municipality
Municipal Level Mock Exams	Number of Mock exams organized	2	2	2024	0	None of the mock exams were organized as at the baseline time
Construction of classroom blocks	Number of classroom blocks constructed	5	10	2024	2	More classroom blocks needs to be constructed to achieve target
Furniture	Number of pupils desk supplied	400	1,000	2024	250	More desks should be supplied to improve educational activities
My first day at school	Number of My First day at school programs organized	1	1	2024	0	This program wasn't organized as at the baseline time
Number of teacher laptops supplied	Distribution of TM1 laptops to teachers	1,389	1,471	2024	1,471	Target achieved
HEALTH DEPARTMENT						
Proportion of birth attended by Skilled health personnel	Number of birth to skilled/midwives in deliveries	45	0	2024	42.39	Improved proportion as at the baseline
Total OPD attendants	Count of OPD attendants	34,377	100,000	2024	126,134	Over achieved target with more OPD visits

Nurse to Patient ratio	Total population divided by the total number of Nurses	1:745	1:200	2024	1:520	More nurses should be appointed
Doctor to patient ratio	Total population divided by total number of Doctors	1:13,000	1:5,000	2024	1:8200	More Doctors should be appointed
NATIONAL HEALTH INSURANCE SCHEME						
SSNIT Contributor	SSNIT Contributor	2,075		2024	3,447	Target was achieved
SSNIT Pensioneer	SSNIT Pensioneer	291		2024	496	Target was achieved
PWDs	Total Number of PWDs registrants	2,554		2024	2,079	More efforts needed to achieve target
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT						
Number of trainings conducted on ISSOPs	Number of trainings conducted on ISSOPs	4	10	2024	6	More trainings should be conducted to achieve the target
Proportion of case workers trained in child protection and family welfare	Proportion of case workers trained in child protection and family welfare	3	10	2024	6	Target was not achieved
Number of child violence cases benefitting from social welfare/social services	Number of child violence cases benefitting from social welfare/social services	12	50	2024	36	Assembly needs to intensify efforts to reduce cases
Number of children reached by social work/social services	Number of children reached by social work/social services	1495	700	2024	566	Assembly needs to intensify efforts to reach more people
Number of people reached with child protection and SGBV information	Number of people reached with child protection and SGBV information	5,325	10,000	2024	9,290	Target was almost achieved as at the baseline year and efforts are underway to make sure it is improved
Number of LEAP household members on NHIS	Number of LEAP household members on NHIS	300	1,300	2024	1,071	Target was almost achieved as at the baseline year and efforts

						are underway to make sure it is improved
Number of households with adolescent girls benefiting from LEAP	Number of households with adolescent girls benefiting from LEAP	342	1,600	2024	1,136	Target was almost achieved as at the baseline year and efforts are underway to make sure it is improved
Number of outreach visits to communities with LEAP households	Number of outreach visits to communities with LEAP households	40	200	2024	121	Target was almost achieved as at the baseline year and efforts are underway to make sure it is improved
Number of referrals received from GHS	Number of referrals received from GHS	4	20	2024	11	Target was almost achieved as at the baseline year and efforts are underway to make sure it is improved
Proportion of referrals receiving adequate follow-up	Proportion of referrals receiving adequate follow-up	80 %	90 %	2024	85%	Target was almost achieved as at the baseline year and efforts are underway to make sure it is improved
Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	1	4	2024	3	Target was almost achieved as at the baseline year and efforts are underway to make sure it is improved
Number of regional intersectoral monitoring visits conducted	Number of regional intersectoral monitoring visits conducted	1	8	2024	3	More efforts should be taken to improve monitoring visits
Number of meetings organised to discuss integrated services	Number of meetings organised to discuss integrated services	2	10	2024	5	Half of the target was achieved as at current figures

Number of girls reached by prevention and care services	Number of girls reached by prevention and care services	800	5,000	2024	3,940	Target was almost achieved as at the baseline year and efforts are underway to make sure it is
Number of CP/SGBV cases referred to other services and followed up	Number of CP/SGBV cases referred to other services and followed up	11	80	2024	45	More cases should be referred and followed up
Number of NGOs, including RHCs, trained	Number of NGOs, including RHCs, trained	0	8	2024	4	More NGOs should be trained to meet target
Number of children in RHCs profiled and reunified	Number of children in RHCs profiled and reunified	12	40	2024	30	Target was almost achieved as at the baseline year and efforts are underway to make sure it is
ENVIRONMENTAL HEALTH AND SANITATION						
Percentage of Open Defecation Free (ODF) coverage	Percentage of Open Defecation Free (ODF) coverage	41%	60%	2024	47.8%	UCLTS programme ended in the first quarter of 2023 and there is no dedicated funding to continue the programme.
No. of homes visited	No. of homes visited	2,073	15,000	2024	9,845	Target almost achieved
No. of Toilet facilities constructed	No. of Toilet facilities constructed	506	10,000	2024	7,765	UCLTS programme ended in the first quarter of 2023 and there is no dedicated funding to continue the programme
Tonnage of waste evacuated	Tonnage of waste evacuated	23,712	80,560	2024	58,404	<ol style="list-style-type: none"> 1. Reduction in the total number of skip containers. 2. Poor door-door refuse collection services.

						3. Frequent break-down of skip truck.
Percentage increase of Improved health conditions of food & drink handlers (%)	Percentage increase of Improved health conditions of food & drink handlers (%)	12.9%	30%	2024	22.4%	Target was almost achieved
Number of public educations on CLTS done	Number of public educations on CLTS done	21	63	2024	32	Target was not achieved as at measuring date
URBAN ROADS						
Number of potholes patched	Number of potholes patched	0	5000 m ²	2024	1637m ²	Target was not achieved as at measuring date
Number of graded works	Number of graded works	0	50km	2024	26..2 m ²	Target was not achieved as at measuring date
Number of grass-cutting works	Number of grass-cutting works	0	500m ²	2024	34.4 m ²	Target was not achieved as at measuring date
Number of culverts constructed	Number of culverts constructed	0	10no.	2024	1no.	Target was not achieved as at measuring date
PHYSICAL PLANNING DEPARTMENT						
Number of Streets Identified	Number of Streets Identified	610	180	2024	30	Target was not achieved due to lack of funds
Number of Streets Digitized	Number of Streets Digitized	610	180	2024	30	Target was not achieved due to lack of funds
Number of Streets named	Number of Streets named	564	150	2024	30	Target was not achieved due to lack of funds
Number of Streets with signage	Number of Streets with signage	15	30	2024	20	Target was not achieved due to lack of funds

Number of properties identified	Number of properties identified	13122	2358	2024	13622	Target was over achieved due to efforts from the assembly
Percentage increase in number of properties numbered and digitized	Percentage increase in number of properties numbered and digitized	13122	2358	2024	13622	Target was over achieved due to efforts from the assembly
Number of building permits approved	Number of building permits approved	150	450	2024	312	Target will be achieved at the end of the year
GENDER DESK OFFICE						
Number of girl child promotion programs organized	Number of girl child promotion programs organized	4	12	2024	8	Target was not achieved due to lack of funds
Number of beneficiaries of the girl child promotion program	Number of beneficiaries of the girl child promotion program	257	500	2024	320	Target was not achieved due to lack of funds
Number of women economic empowerment program organized	Number of women economic empowerment program organized	2	12	2024	8	Target was not achieved due to lack of funds
Number of beneficiaries of the women economic empowerment program	Number of beneficiaries of the women economic empowerment program	70	250	2024	157	Target was not achieved due to lack of funds
Number of Gender Based violence programs organized	Number of Gender Based violence programs organized	4	12	2024	7	Target was not achieved due to lack of funds
Number of beneficiaries of the gender-based violence programs	Number of beneficiaries of the gender-based violence programs	300	500	2024	268	Target was not achieved due to lack of funds
Number of HIV/AIDS awareness program organized	Number of HIV/AIDS awareness program organized	4	12	2024	7	Target was not achieved due to lack of funds
Number of participants for the HIV/AIDS awareness program organized	Number of participants for the HIV/AIDS awareness program organized	250	500	2024	350	Target was not achieved due to lack of funds

Number of adolescent health awareness program organized (teen age pregnancy)	Number of adolescent health awareness program organized (teen age pregnancy)	4	12	2024	8	Target was not achieved due to lack of funds
Number of beneficiaries from the adolescent sexual health awareness program organized	Number of beneficiaries from the adolescent sexual health awareness program organized	400	500	2024	365	Target was not achieved due to lack of funds
FISHERIES						
Number of registered canoe Owners	Number of registered canoe Owners	730	1000	2024	1085	Target was achieved
Number of IUUD Offenders prosecuted	Number of IUUD Offenders prosecuted	0	0	2024	2	More efforts should be made to prosecute offenders
Number of accidents at sea	Number of accidents at sea	5	0	2024	20	Efforts should made to reduce accidents at sea
Total number of fish ponds constructed	Total number of fish ponds constructed	5	50	2024	60	Target was achieved
Harvest (Metric Tonnes)	Harvest (Metric Tonnes)	0.7 MT	5MT	2024	6MT	Target was achieved
Total number of marine catch (total weight in Mt)	Total number of marine catch (total weight in Mt)	720 MT	20,000MT	2024	1,200MT	Target not achieved

2.3 Key Challenges Encountered in Implementing the DMTDP 2022-2025

The challenges encountered in of the implementation of the DMTDP remains relatively the same as that of the previous period. Collecting up to date and accurate data, particularly on the indicator levels, continues to pose a challenge to the preparation of the progress report. Other challenges encountered during the preparation of the progress report include;

a) Late release of funds for the organization of meetings and preparation of report

A major difficulty encountered in the years under review was the late release of funds for the process. Meetings required to be organized in due time were delayed due to the late release of funds. This generally affected the prompt preparation of the report and the organization of the stakeholder consultative meeting.

b) Inadequacy and Untimely release of funds for projects and programme implementation

The Assembly's major difficulty encountered in the year was the untimely release and inadequacy of funds for project and programme implementation. The District Assembly Common Fund which forms a major part of the Assembly's revenue was not released on time thereby stalling the execution of projects and Programmes earmarked to be implemented with that fund.

c) Inadequacy of Vehicles for Project Monitoring and Evaluation Exercise

The Assembly has a limited number of vehicles for administrative and other activities. The ones available are taken to the workshop for major repairs or assigned for revenue mobilization and other activities. On most occasions project, monitoring and evaluation exercises have had to be postponed due to the non-availability of the vehicle.

d) Difference in reporting format and cycles

Most departments (particularly health, education, agriculture and finance) have a format that does not conform to reporting formatting of the progress report on the implementation of the MTDP of the Assembly. Again, these departments have different timelines for submitting their reports to their stakeholders. This often results in a delay in the submission of reports to the Assembly for incorporation into the Progress Report of the Assembly.

2.4 Financial Performance

Table 3 presents the financial performance of the municipality on the implementation of the DMTDP (2022-2025). It compares the total estimated cost, total amount received, and variance for different funding sources.

With regards to overall funding performance, only 43.3% of the total estimated cost was received. There is a significant funding gap of Ghc18.72 million, representing 56.7% of the planned amount.

GoG (Goods & Services) Extremely underfunded with only 24.4% of the estimated cost received. IGF performance was moderate at 65.1%, but still a considerable shortfall. The District Assemblies Common Fund (DACF) was the largest source of estimated funding, but only 30.1% released, creating a Ghc13.5 million shortfall. The District Assemblies Common Fund - Responsive Factor Grant (DACF-RFG) received 56.2%, better than DACF but still insufficient. With regards to the other funding sources, UNICEF was the only source that over-performed, with funds received exceeding the estimate by 72,986.29, suggesting flexibility or unexpected additional support. What it Implies is that due to the substantial shortfall across most funding sources, especially GoG and DACF, suggests that the key MTDP developmental initiatives within the period under review faced delays and inception evident from the performance review. There is however the urgent need for resource mobilization and also the need to explore alternative funding strategies or advocate for improved releases from statutory sources if the new Medium -Term Development Plan (2026-2029) is to succeed.

Table 3: Financial Performance

INDICATOR SOURCE OF FUNDS	TOTAL ESTIMATED COST OF PLAN(A)	TOTAL AMOUNT RECEIVED(B)	VARIANCE(C) (C)=(A-B)
GOG (Goods & Services)	508,703.00	124,031.66	384,671.34
IGF	6,823,493.96	4,442,593.98	2,380,900.00
DACF	19,370,281.00	5,822,678.84	13,547,602.16
DACF-RFG	5,662,458.27	3,183,646.96	2,478,811.31
OTHERS (UNICEF)	620,000.00	692,986.29	-72986.29
TOTAL	32,984,936.23	14,265,919.73	18,719,016.27

Source: Budget Unit.2025

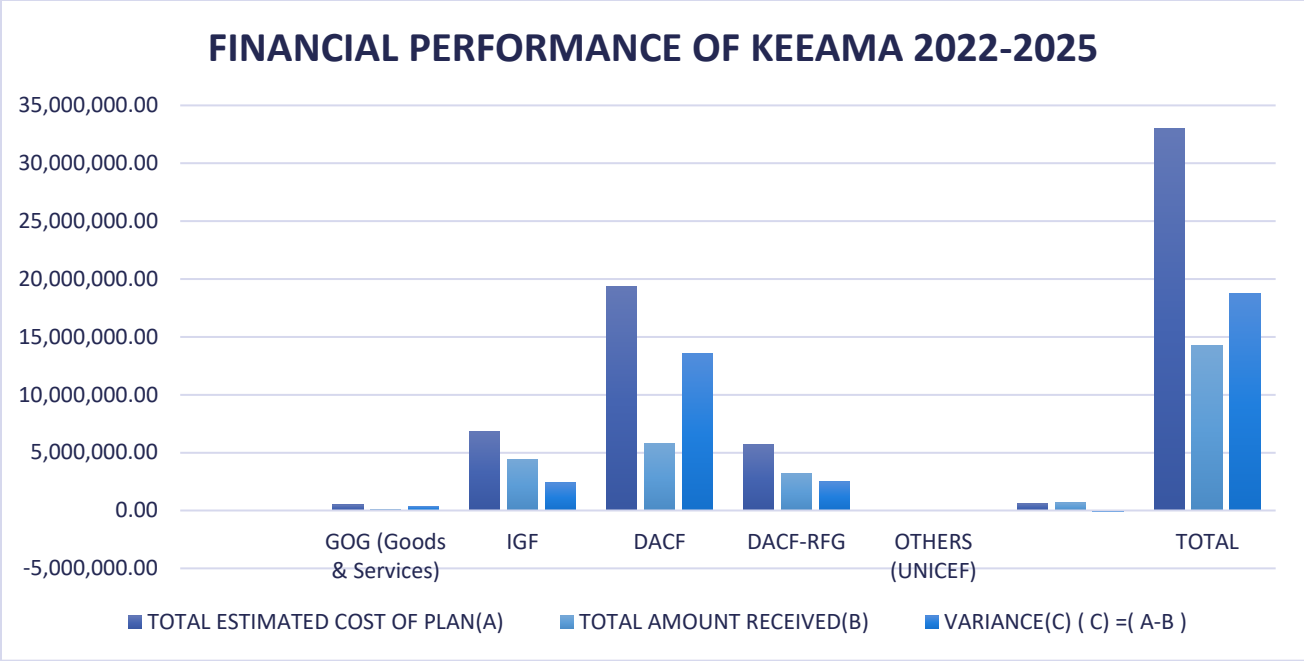


Figure 3: Financial performance 2022-2025
SOURCE: Budget Unit 2025

2.5 Existing Conditions and Diagnosis

This section constitutes an analysis of current development situation in the municipality and update of the municipality’s profile. It ends with an analysis of the strengths and opportunities that exist that could be employed to address identified issues. Weaknesses and threats that can derail development efforts

2.6 Demographic Characteristics

2.6.1 Population Size and Growth Rate

According to the 2021 population and housing census, the municipality had a population of 161,017 with more females (85,447), representing 51.47 percent than males (80,570) constituting 48.53 percent. Out of the total 161,017, 80,570 are Male while 85,479 are female. Thirty-Seven percent (37%) of the population reside in the Urban areas where Sixty-Three percent (63%) lives in the rural areas. KEEA Municipality has a sex ratio of 94.3%, meaning for every 94.3 males, there 100 females. The projected population for 2025 is 184, 024 at a growth rate of 2.6%. The municipality occupies a land size of 452.5 Km2 with a population density of 366.9 persons per square kilometer. In the urban-rural settings, 37% of the population lives in urban areas and 63% in rural areas.

2.6.2 Household Characteristics

The Municipality has 47,937 households with household population of 160,465. Out of the 160,465-household population, 76,986 are males and 83,479 are females. The Municipality has an average household size of 3.3.

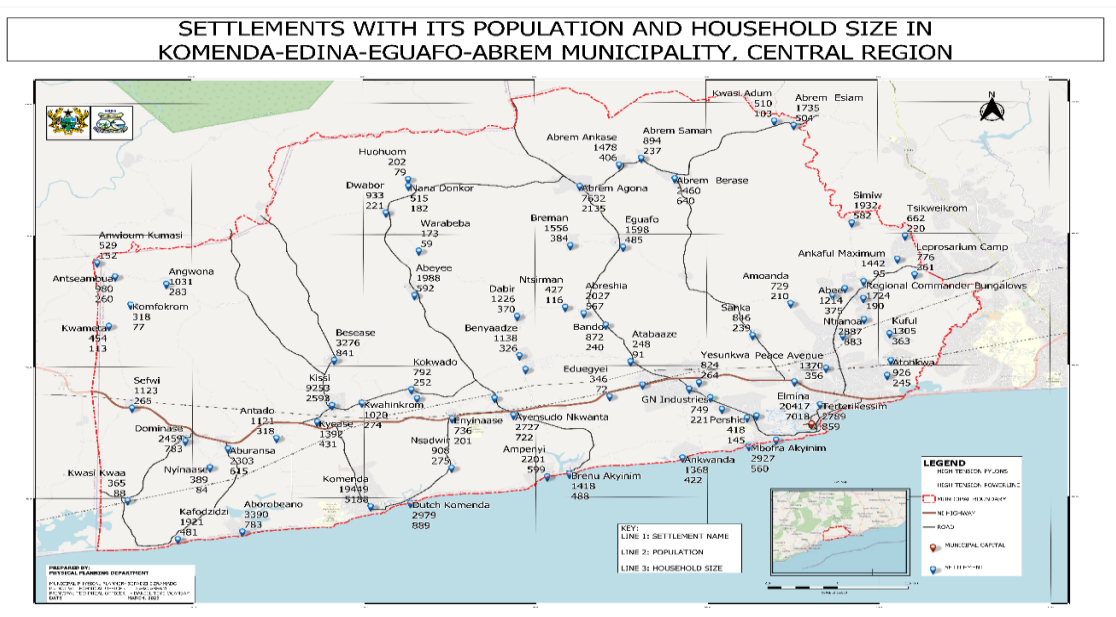


Figure 4: Settlement with its population and household size

Source: Physical planning dept 2025

Table 4: Estimated population for the plan period

YEAR	PHC	PLAN PERIOD							
		2021	2022	2023	2024	2025	2026	2027	2028
PROJECTED POPULATION	166,017	170,448	174,949	179,478	184,024	187,962	192,363	196,783	201,213

Source: KEEAMA Statistics Dept. 2025

2.6.3 Age and Sex Composition

The population pyramid of the Municipality has a broad base gradually tapering off at the older ages. This is an indication of a youthful, growing population. The highest proportion of the population are those aged 5-9 years.

The municipality has an age dependency ratio of 71.6%

Population by Age and Sex. All Locality Types, Komenda Edina Eguafo Abirem Municipal.

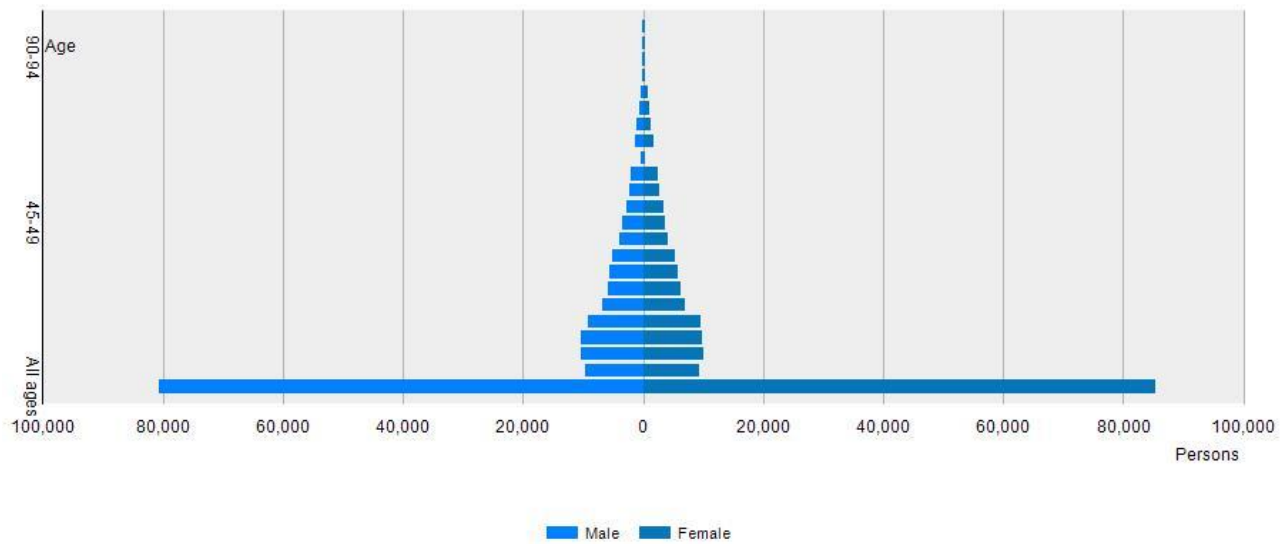


Figure 5: Population by Age and Sex all locality types KEEAMA

Source: KEEAMA Statistics Dept. 2025

2.6.4 Religious Composition

More than 85.0 percent (87.2%) of the Municipality’s population are affiliated to the Christian Religion, followed by 6.1 percent who are not affiliated to any Religion and 5.5 percent are affiliated to Islamic Religion. One percent of the population belongs to Other Religions (0.8%) and 0.2 percent are Traditionalists.

2.6.5 Rural-Urban Split

The Komenda Edina Eguafo Abrem Municipality exhibits a mixed settlement pattern with both urban and rural communities. The urban areas mainly Elmina and its immediate surroundings serve as administrative, fishing, and trading hubs, while the majority of the municipality remains rural, dominated by farming and small-scale economic activities.

According to the 2021 Population and Housing Census, a significant proportion of the population resides in rural areas, reflecting the municipality’s agrarian base. However, urbanization is gradually increasing due to migration, education, and the growth of tourism along the Elmina coast.

2.7.3 Vegetation

The vegetation of the municipality varies according to the rainfall pattern. In coastal areas the vegetation consists of shrubs of about 1.5m high, grasses and scattered trees. In the landlock areas of the municipality, secondary forests occur but human activities are fast depleting this forest base.

The vegetation supports the cultivation of food and cash crops such as pineapple, coconuts, citrus, cassava, vegetables, sugar cane, plantain, maize and palm oil among others.

Vegetation Map of KEEA

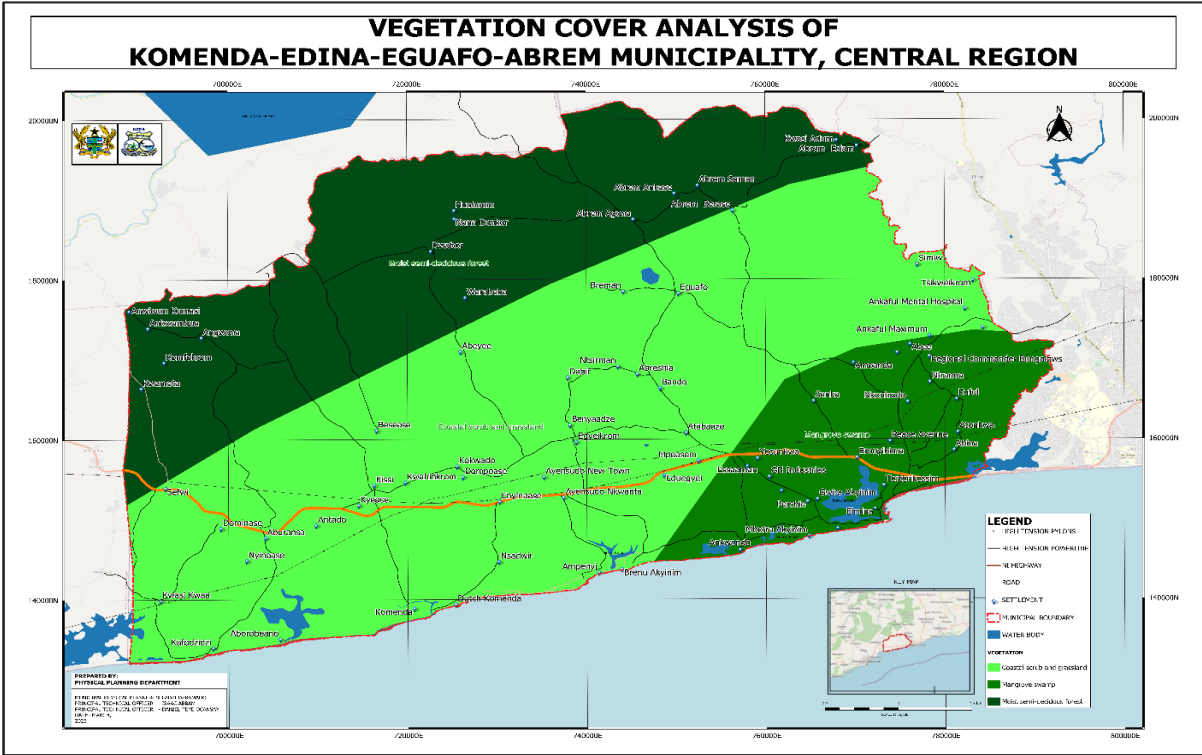


Figure 7: Vegetation map of KEEMA
Source: Physical planning dept 2025



Figure 8: Cocoa Farm
Source: Agric dept 2025



Figure 9: Rubber Farm
Source: Agric dept 2025

2.7.4 Geology

Mainly the Birimian rock type consisting of schist and granites as well as pegmatite underlies a large proportion of the district. On the slopes of the hills, the overburden soils are sandy clayey while the valleys have gravely sandy colluviums.

Although several minerals such as gold, diamond, kaolin, clay, muscovite mica and quartz are believed to exist, appropriate studies are yet to be done to confirm their existence and economic viability.

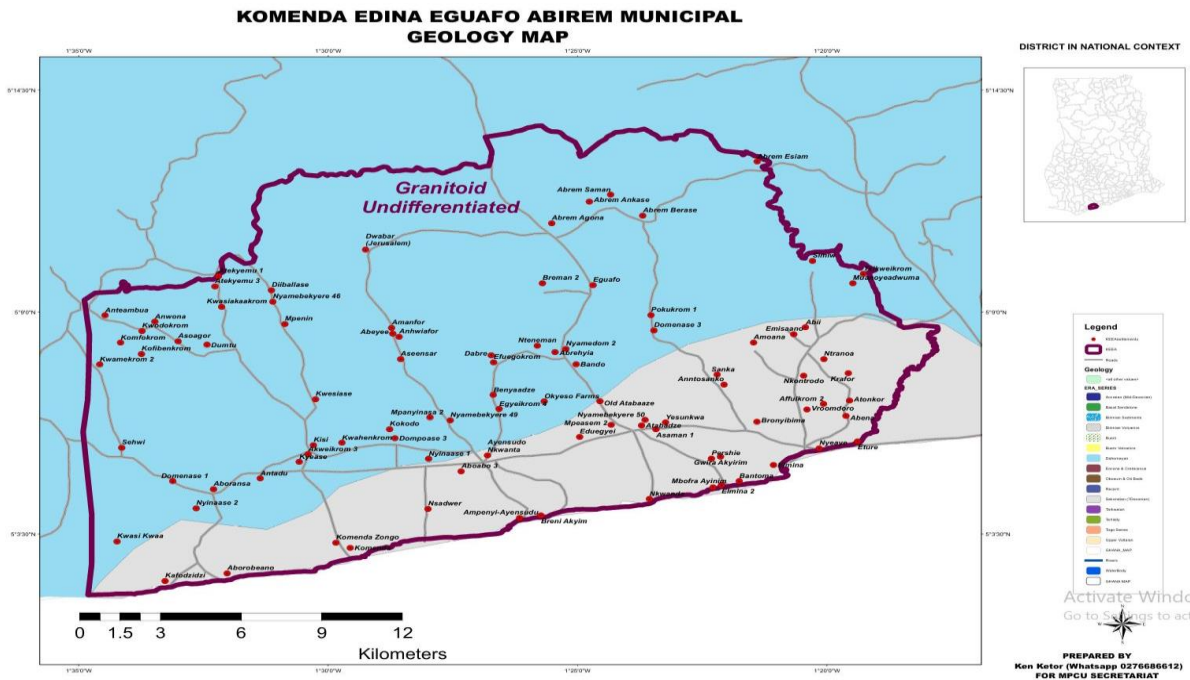


Figure 10: Geology Map of KEEA
Source: Physical Planning, 2025

2.7.5 Weather

The coastal areas of the Municipality form part of the littoral anomalous zone of Ghana and experience a lower rainfall region compared with the interior locations. Temperatures are generally high. And so, the variability in climate and vegetation is influenced more by rainfall than temperature. With double maxima, annual rainfall totals in coastal locations ranges between 750 and 1,000mm while in the more interior areas, it ranges between 1200 and 1500mm.

The district is generally humid. Relative humidity in the mornings varies between 85% and 99%. In the afternoons however, this can decline to between 50-85%.

2.7.6 Plant and Animal life

The natural Environment consist of the natural physical and non-physical elements that support human life. The Secondary Forest base provides a variety of timber species, which are currently being exploited. The type of forest along most of the coastal belt of the Municipality, like other parts of the country, is mangrove. The natural forest in the municipality consists of hardwood varieties or species like Wawa, Mahogany, Odum Kyekyen, Edinam, Otie, Danta, OnyinaKoben and other species.

A variety of wild animals are also found in the forest, these include antelopes, monkeys and rats. The forest provides the bulk of energy supply needs of the people of the district in the form of firewood and charcoal. The forest also protects the land from dangerous erosion and other environmental hazards.

Table 5: Mineral Deposits in the KEEA Municipality

TYPES OF MINERALS	LOCATION IN DISTRICT
Gold	Berase, Eguafo, Dwabor, Egyeikrom
Diamond	Ankaase, Saman, Komfokrom.
Kaolin	Abrem Agona, Antado
Clay	Brenu lagoon banks, Dutch Komenda, Abrem Agona Eduegyei
Muscovite Mica	Essiam, Simiw
Quartz	Eguafo

Source: Field Survey Data, 2020

In addition, a thriving salt industry occurs in towns like BrenuAkyinmu, DwiraAkyinim, Bantuma, Mbofra Akyinim and Elmina.

2.8 Economy

2.8.1 Internal Generated Funds

Komenda-Edina-Eguafo-Abrem (KEEA) Municipal Assembly derives a significant portion of its operational resources from Internally Generated Funds (IGF). These revenues are mobilized mainly through property rates, market tolls, business operating permits, lorry park fees, and other user charges. IGF collection has been critical for financing the day-to-day administrative activities of the Assembly, complementing central government transfers such as the District Assemblies Common Fund (DACF).

In recent years, IGF collection in the Municipality has shown gradual improvement due to intensified revenue mobilization strategies, including the introduction of digital payment systems,

updating of property rate registers, and regular monitoring of revenue collectors. However, challenges such as limited compliance from ratepayers, inadequate logistics for revenue collection, and leakages in the system continue to affect performance.

Despite these constraints, the Assembly continues to implement measures aimed at broadening the revenue base, improving public education on the importance of local tax compliance, and strengthening enforcement. Effective IGF mobilization remains a vital pillar for promoting local development, as it enhances the Assembly's capacity to fund critical infrastructure, social services, and community development initiatives within the KEEA Municipality.

2.8.2 Local Economic Development

Tourism

The Municipality prioritizes tourism as a key comparative advantage or major driver for boost in local economy. It boasts of UNESCO heritage sites such as the Elmina Castle, Forte St. Jago, Java hill etc. The Municipal Medium-Term Development Plan (2026-2029) itemized the development of Local tourism industry through the adoption of National Medium-Term Development Policy. KEEA also has a good number of Hotels, Guest Houses, beach resorts, Restaurants and other facilities in the hospitality industry which complement the development of the tourism industry.

A growing tourism industry has also expanded the local economy and other potential tourist sites being explored by the assembly. As a result, more tour guides are being trained by the assembly to cater for the growing tourism market within the municipality

A signature annual event, the Bakatue Festival held at Elmina, attracts thousands of local and international visitors. It features music, cultural parades, beach cleanups, and wellness activities, while promoting youth entrepreneurship, arts, and hospitality services.

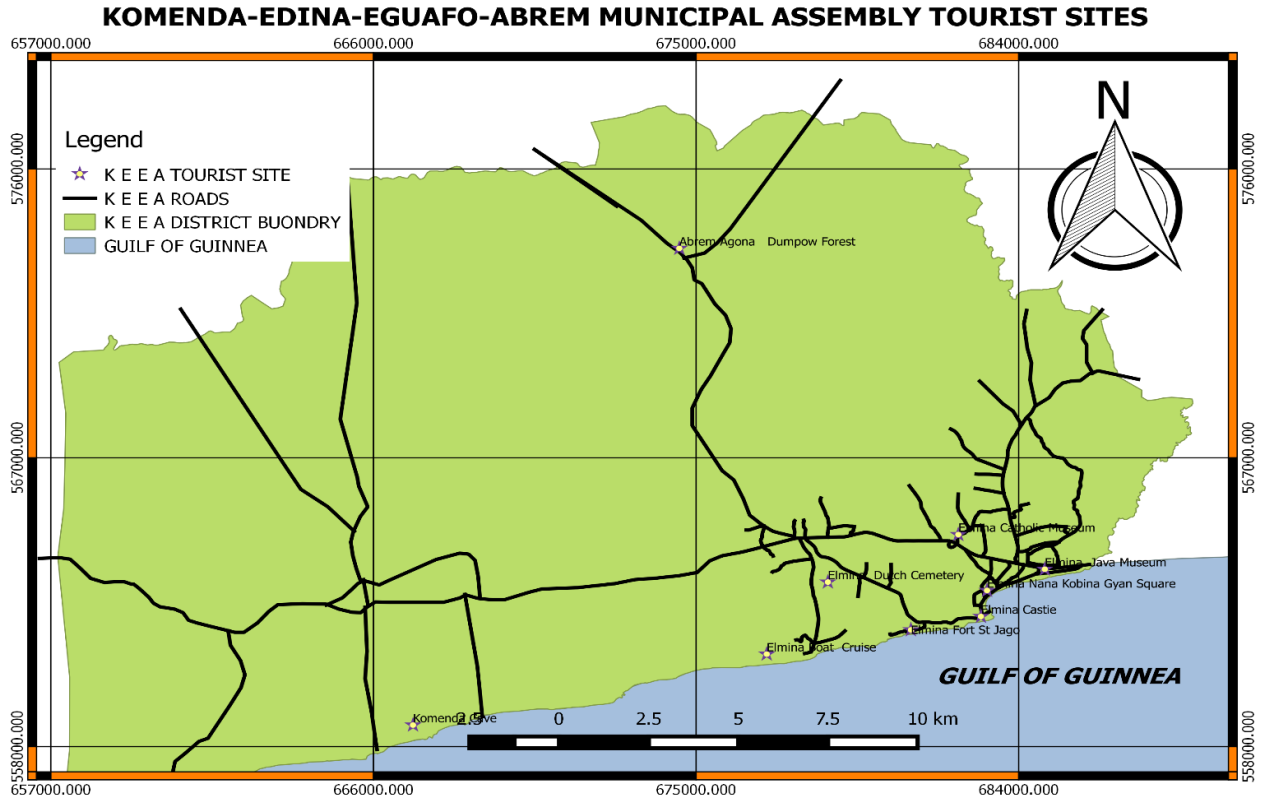


Figure 11: Tourist Map of the KEEA Municipal Assembly
 Source: Physical Planning Dept.



Figure 12: Saint. George's Castle – Elmina Castle
 Source: Physical Planning Dept.



Figure 13: Fort Saint Jago - Elmina

Source: Physical Planning Dept

The municipality again prioritizes Local economic development through support given to small and medium enterprises (SMEs) by the business advisory center (BAC). The center sensitizes and train individuals on skills that would eventually aid them in making a living such as fish processing, gari production, beads making, welding and many others that support local Diversify and expand the tourism industry for economic development in the municipality.

2.8.3 Agriculture

Agriculture remains the backbone of the KEEA Municipality's economy and is central to the 2026-2029 Medium-Term Development Plan (MTDP) priorities. Over 60% of the population relies directly on agriculture, including farming, fishing, livestock and poultry for their livelihoods. Out of the total municipal land area of 372.45 km² (37,245 hectares), approximately 82% (305.4 km²) is considered arable. However, 185.4 km² (18,538 hectares) is currently under cultivation.

2.8.4 Major Crops Cultivated

The municipality supports a diverse range of agricultural crops, thanks to its favorable agro-ecological conditions, varied soil types, and double maximal rainfall pattern. The major staple food crops cultivated across the municipality include maize, rice, cassava, and plantain, which form the basis of local diets and are widely consumed within both rural and urban communities. These are grown predominately by smallholder farmers.

In terms of horticultural production, the municipality produces crops as watermelon, pineapple, and a range of vegetables including chili pepper, tomato, okro, and garden eggs. These crops are often grown in mixed systems and marketed both locally and in nearby urban centers like Cape

Coast and Takoradi. The municipality also has a strong base for cash crop cultivation, particularly, coconut, citrus, oil palm, cocoa, rubber and sugarcane.

In addition to current production trends, the municipality has high potential to scale up the commercial production of several underutilized but economically viable crops. These include; sweet potato, cowpea, groundnut, tiger nut, and high-value vegetables (carrot, green pepper, and cabbage), which are suited to irrigated lowland areas and increasingly in demand by urban markets and hospitality industry.

2.8.5 Fishing sector

The municipality's extensive coastal stretch plays a vital role in fishing and marine-related livelihoods, serving not only the people of KEEA Municipality but attracting fisherfolk from across the Central Region and beyond. The KEEA Municipal Agriculture Department is strategically focused on empowering smallholder farmers and value chain actors to adopt climate-smart and good agricultural practices, sustainable, and market-oriented agricultural practices that improve productivity, income, and food and nutrition security.

2.8.6 Market Infrastructure

Markets of different sizes abound in the municipality. The Elmina new market is the main market center in the municipality. Other markets are located at Komenda, Kissi, Ayensudo and Abrem Agona. Some communities along the Cape Coast – Takoradi highway have open space market centers, where farm produce is sold. There is a continuous movement of traders between the crop producing areas where they buy foodstuffs and transport them to market centers within the municipality and neighboring communities.

Traders and consumers within and outside the municipality go to Mpoben fish market at Elmina to purchase fish as well as another foodstuff. The major problems at these markets are the inadequacy of sanitary facilities and sheds for sellers.

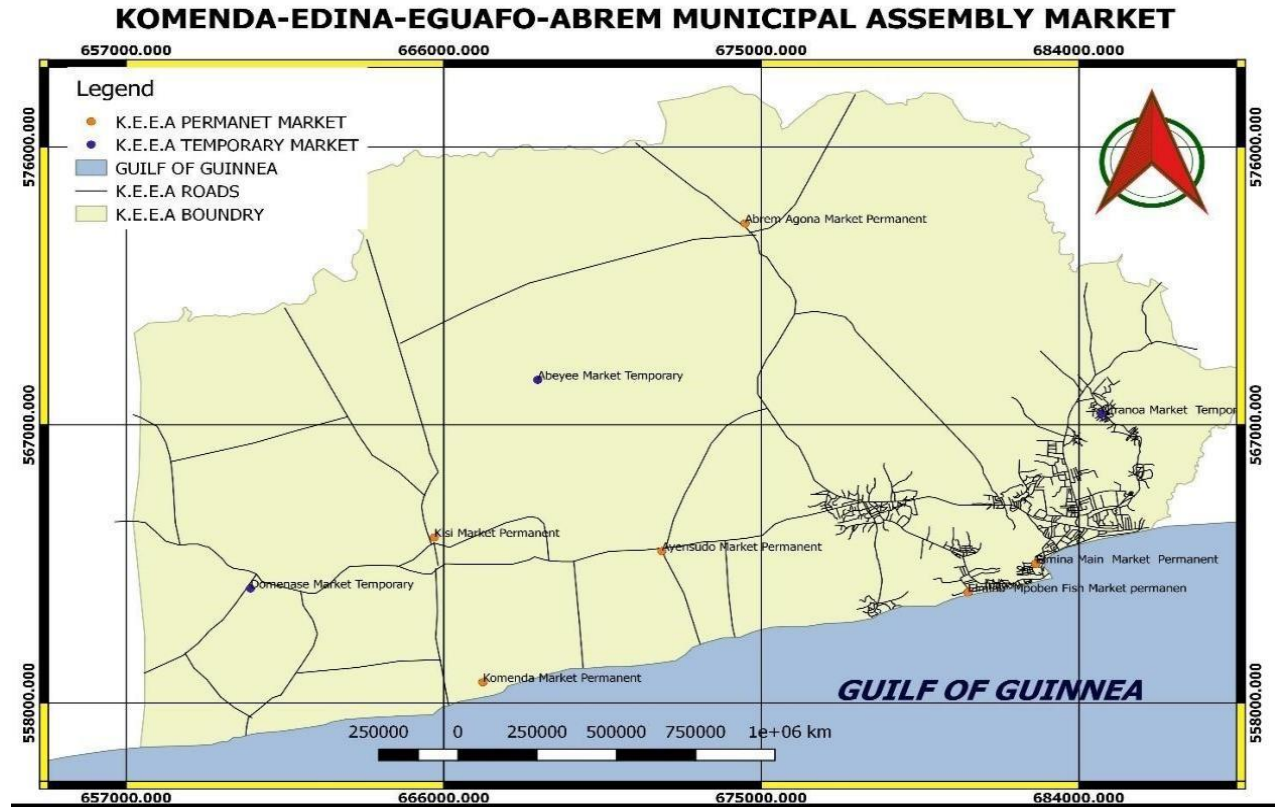


Figure 14: Map of Market Infrastructure

Source: Physical Planning Dept.

2.8.7 Employment

According to the 2021 Population and Housing Census conducted by the Ghana Statistical Service (GSS), the total population of the municipality stood at 166,017. With an estimated growth rate of 1.9% annually, the municipality’s population for 2025 stands at 178,960. Approximately 67.6% of the population is economically active, with a large proportion (42.2%) engaged in agriculture, fisheries, agro-marketing, agro-processing.

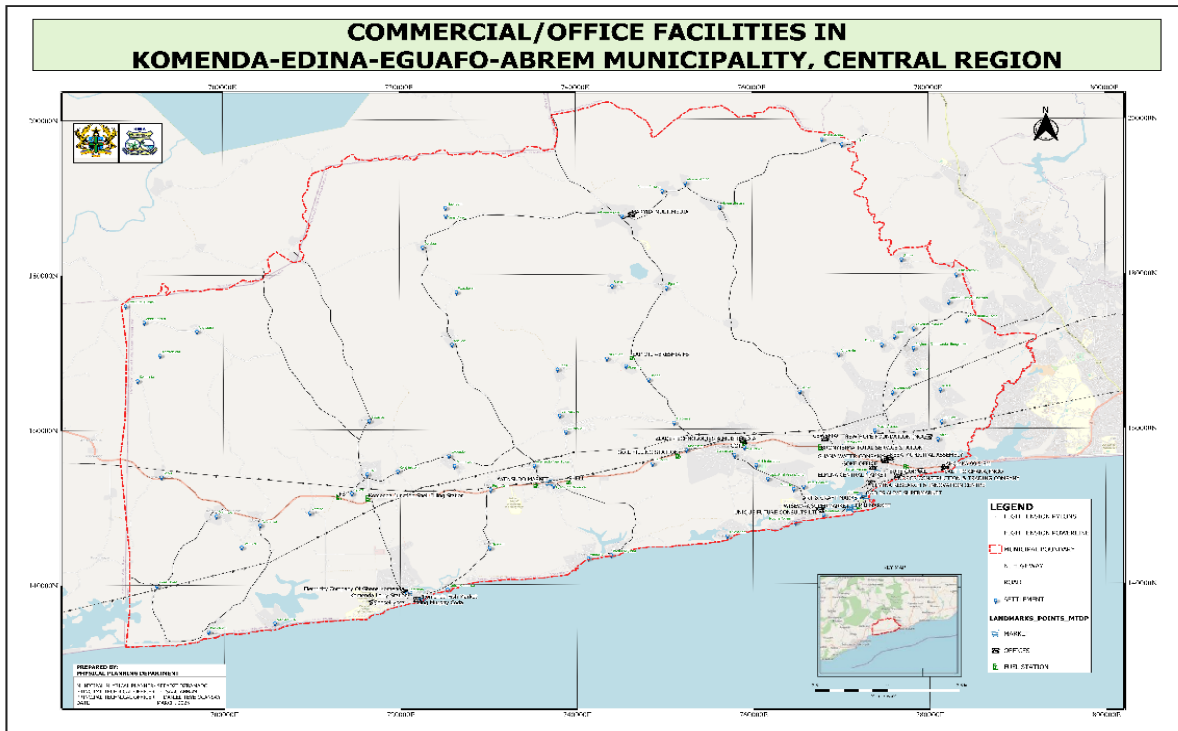


Figure 15: Commercial/ Office facilities in KEEAMA

Source: Physical planning dept 2025

2.8.8 Employment status

Table 6: Unemployment rate in KEEAMA

	Male	Female	Both sexes
All Locality Types	11.8	14.3	13.1
Rural	11.3	14.0	12.7
Urban	12.5	14.8	13.7

Source: Statistics Dept 2025

The table above indicates that 13.1% of the population 15 years and older are unemployed. Unemployment is higher among females (14.3%) than among males (11.8%). Again, unemployment is relatively higher in urban areas (13.7%) than the rural areas (12.7%)

The figure below and table show that two-thirds of employed persons (60.47%) in the municipality are self-employed without employees and 28.08% are employees. Nearly one in three (3.17%) of employed persons are “contributing family workers”. In addition, 1.54% are casual workers, while less than 1% are apprentices

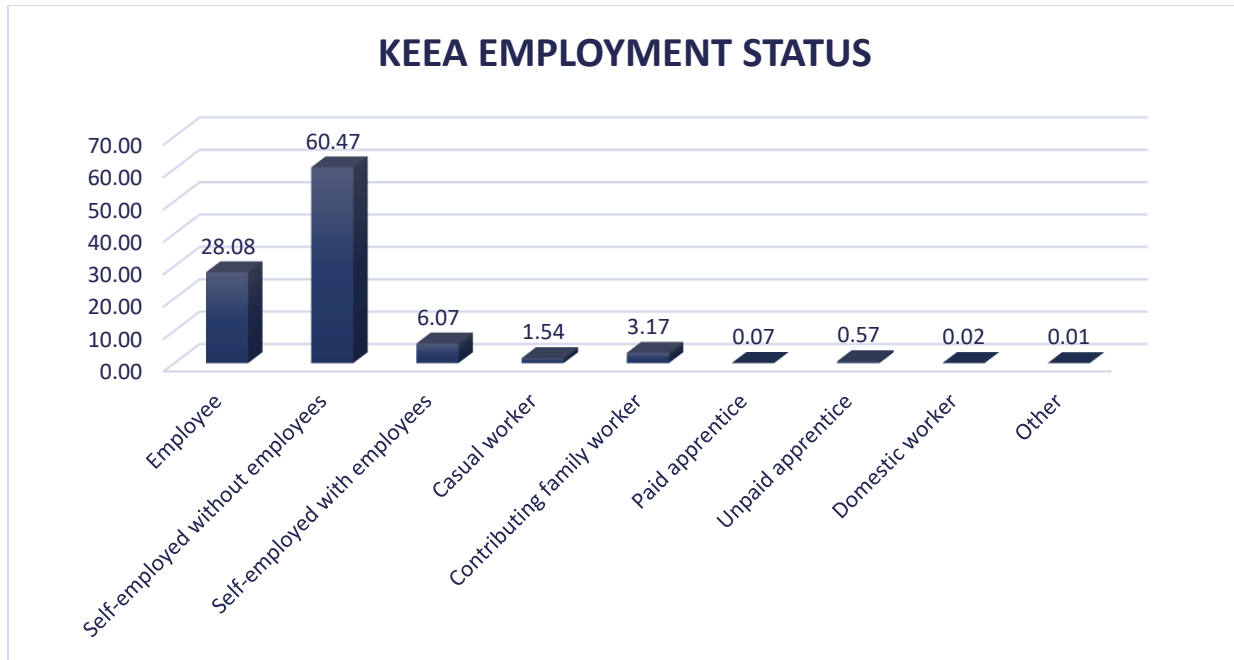


Figure 16: Employment status in KEEAMA

Source: Statistics dept 2025

2.8.9 Employment by Industry

The figure below shows that 36% of the employed persons are engaged in the agriculture, forestry and fishing industry, followed by Wholesale and Retail trade (18.34%). Manufacturing and Education recorded 9.31% and 7.02% respectively. Accommodation and food service activities account for 6.11% of the employable industry.

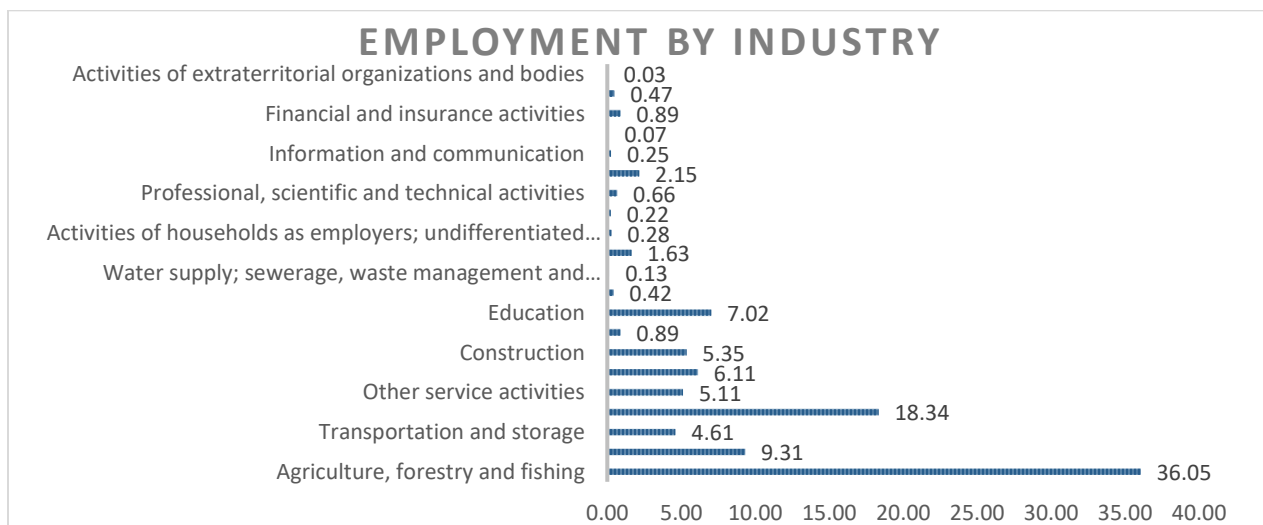


Figure 17: Employment by Industry KEEAMA

Source: Statistics dept 2025

2.8.10 Employment by occupation

The figure below clearly shows that Skilled agricultural, forestry and fishery workers are more in the Municipality representing 34.61%. Service and sale workers constitute 28.68% while Craft and related traders' workers represent 14.32%.

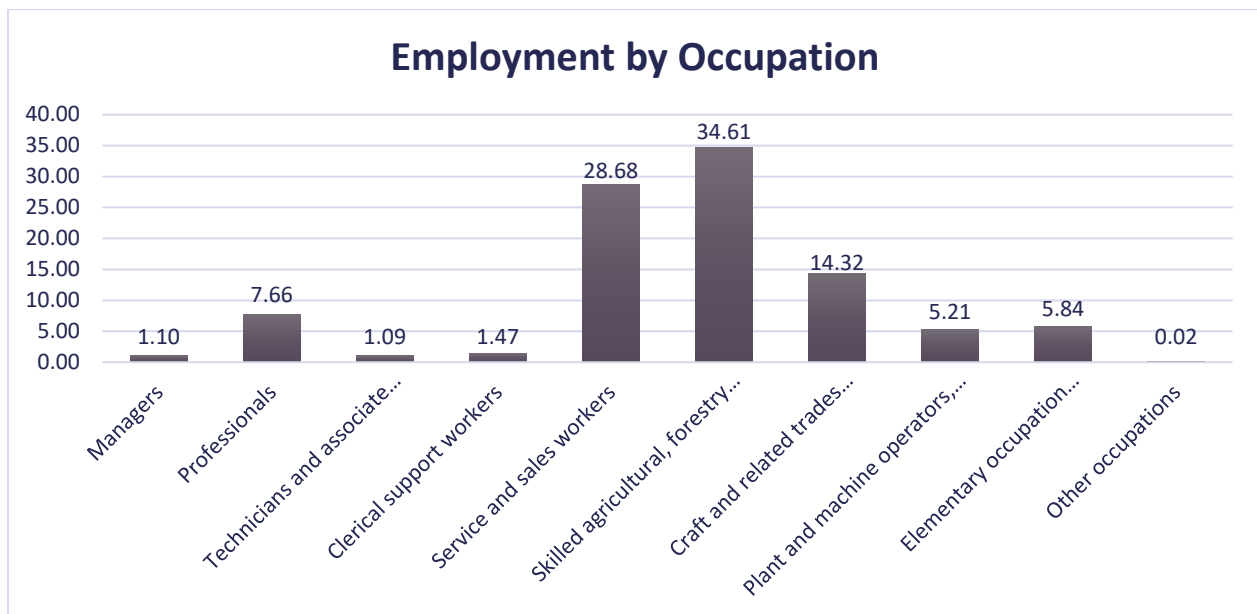


Figure 18: Employment by occupation KEEAMA

Source: Statistics dept 2025

2.9 Social

2.9.1 EDUCATION

The KEEA Municipal Education Directorate is mandated to see to quality education delivery in all pre-tertiary schools in the Municipality. The Directorate is enjoined among other specific matters to enhanced equitable access to and participation in inclusive quality education through an improved quality of teaching and learning at all levels. The Directorate is also required to ensure sustainable and efficient management, financing and accountability of education service delivery as stipulated in the Educational Strategic Plan 2018-2030.

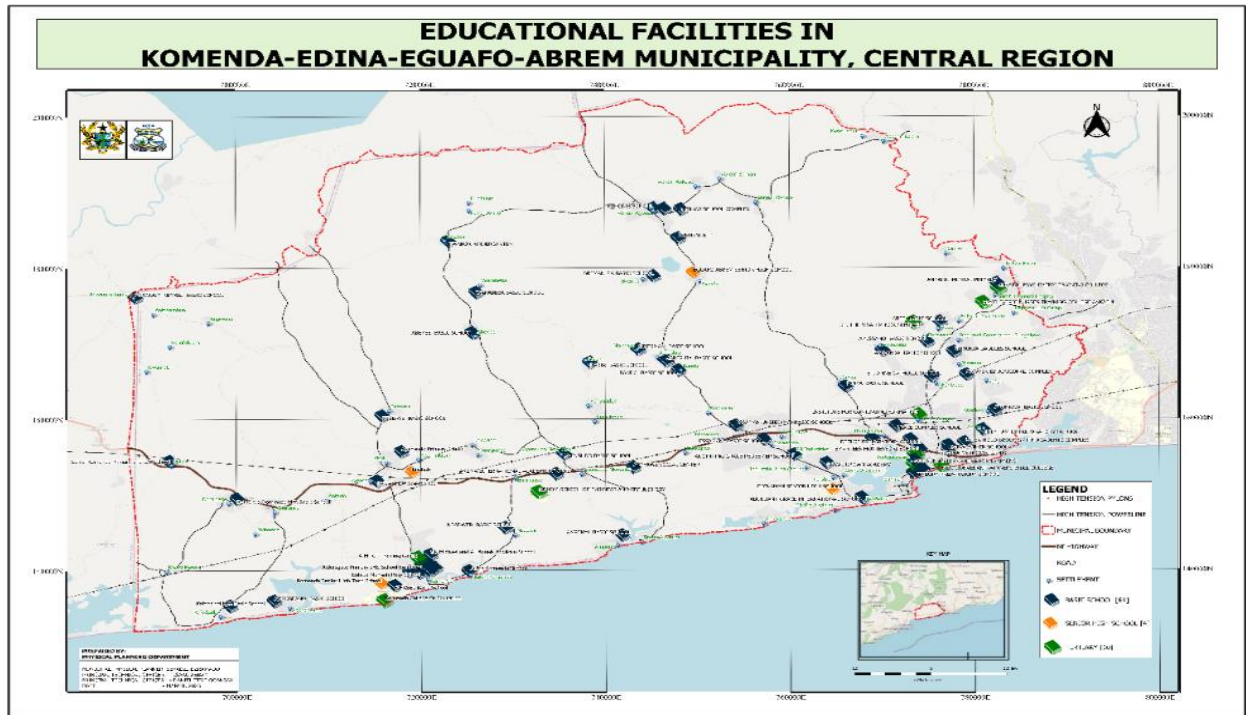


Figure 19: Educational Facilities within KEEAMA
Source: Physical planning dept 2025



Figure 20: Nduom School of Business and Technology
Source: GES 2025

Table 7: Educational Administrative Circuits

S/N	Circuit	Number of Public Basic Schools
1	Abrem-Agona	15
2	Ayensudo	11
3	Dominase	12
4	Elmina	10
5	Essaman	12
6	Kissi	11
7	Komenda	8
8	Ntranoa	9

Source: GES 2025

The schools in the four traditional areas (Komenda, Edina, Eguafo and Abrem) have been put into eight (8) administrative circuits for effective supervision, monitoring and support. Table 2 shows the circuits and the number of schools.

Table 8: Number of Schools

NUMBER OF SCHOOLS BY LEVEL/ TYPE			
LEVEL/TYPE	Public	Private	TOTAL
Kindergartens	77	76	153
Primary Schools	79	74	153
Junior High Schools	77	56	133
Senior High Schools	3	1	4
Vocational/Technical Institutions	0	1	1

Source: GES 2025

There is a strong presence of both public and private schools at the basic level (KG, Primary, JHS), with public schools dominating SHS. Private sector plays a significant role in KG and Primary. Only one Vocational/Technical institution exist in the Municipality. Aligns with Ghana's structure of public provision alongside significant private participation, especially at lower levels. The low number of SHS (4) and Voc/Tech (1) highlights a common national and local challenge in expanding access to secondary and technical education. This calls for additional Vocational/Technical schools to serve the manpower needs of the Municipality and the nation at large.

Table 9: Number of Teachers

NUMBER OF TEACHERS BY LEVEL		
LEVEL	Public	Private
KG	191	186
Primary Schools	585	444
Junior High Schools	613	284
Senior High Schools	504	6
Vocational/Technical Institution		10
TOTAL	1893	930

Source: GES 2025

Public schools employ significantly more teachers than private schools, overall (1893 against 930). Public sector dominates teacher supply at SHS level. Private schools employ a substantial portion of teachers at KG and Primary levels, reflecting the government's role as the primary employer in the education sector, especially for higher levels. It is therefore important to state that the staffing situation is very poor in the rural and remote school communities as against over staffed situations in the urban areas.

Table 10: Enrolment in Pre-Tertiary Institutions

ENROLMENT IN PRE-TERTIARY INSTITUTIONS							
Level	Public			Private			Grand Total
	M	F	Total	M	F	Total	
KG	2,129	1,986	4,115	1,396	1,425	2,821	6,936
Primary Schools	9,141	9,465	18,606	3,883	3,818	7,701	26,301
Junior High Schools	5,039	5,196	10,235	1,051	1,137	2,188	12,423
Senior High Schools	3,115	5,304	8419	68		68	8,487

Source: GES 2025

2.9.2 Enrolment Statistics

Public schools serve the vast majority of learners, especially at higher levels (JHS, SHS). There is significant gender imbalance in SHS level favoring females (F:5304 vs M:3115 Public). This data confirms how public schools carry the main pre-tertiary school enrolment burden. Private enrolment is substantial at KG and Primary but drops sharply at JHS and SHS. The variance in the number of students from JHS to SHS (10235 and 8419 respectively) goes to suggest how JHS leavers are still not taking full advantage of the government's free secondary education policy. Further, the SHS gender imbalance (GPI 1.27) is a notable deviation from near-parity at lower levels and warrants attention against national goals for gender equity.

2.9.2 Municipal Health Infrastructure

KEEA Municipal Health Directorate is one of the twenty-two (22) administrative districts of the Central region. It covers a land area of 396 square kilometres with a projected population of 177,217 as at the end of 2024. The municipality is further divided into five (5) health sub-districts, namely Abrem Agona, Ankafu, Elmina, Kissi and Komenda. Having 37 electoral areas, the municipality also has a total of forty-three (43) health facilities as of 2024: Two (2) Hospitals (i.e. Ankafu Leprosy/General Hospital under Ghana Health Service and Ankafu Psychiatric Hospital under the Ghana Mental Health Authority); One (1) polyclinic, three (3) health Centres, and thirty-one (31) CHPS. In addition to that, the Municipality currently has two (2) maternity homes and two (2) Clinics. The Municipality also upgraded the polyclinic into a hospital to meet the current demand of the people in the municipality. The Elmina polyclinic got a fully furnished operating theatre. The municipal health directorate with support of the municipal assembly has putting up a surgical theatre at the Elmina polyclinic in other to conduct Caesarean Section and other obstetric surgeries to reduce referral from the peripheries to other districts. This has enabled the municipality to increase its deliveries for the year 2024. However, due to the deplorable state of most of the health facilities, several renovations are needed and additional health facilities need to be constructed and staffed to improve healthcare service delivery within the municipality

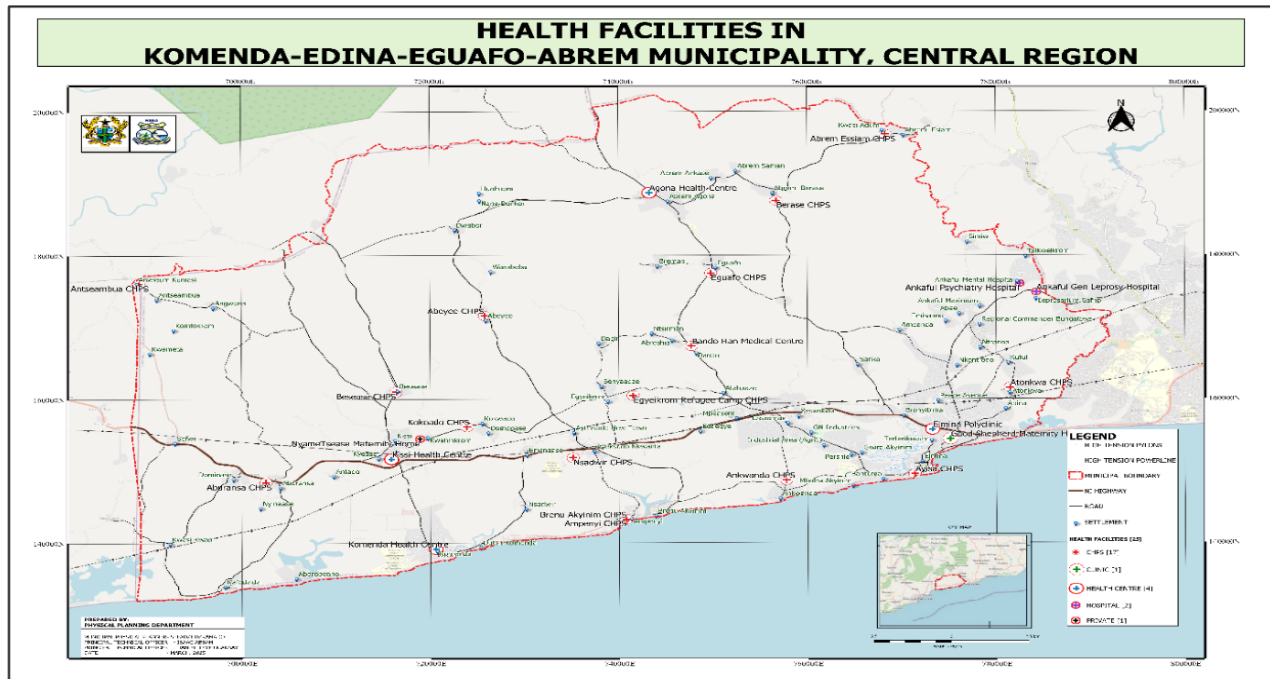


Figure 21: Health facilities in KEEMA

Source: Physical Planning Dept. 2025



Figure 22: Nana Kwodwo Conduah VI Surgical Theatre

Source: Ghana Health Service 2025

2.9.3 Child Protection

Child protection interventions in the KEEA Municipality are implemented through the Livelihood Empowerment Against Poverty (LEAP) programme and collaborations with non-governmental organizations. Notwithstanding these interventions, the incidence of child labour and streetism is increasingly becoming evident within the municipality. These emerging challenges are largely attributable to persistent household poverty, unstable livelihoods, weak family support systems, and limited access to social services.

The prevalence of child labour and streetism poses significant risks to child development and welfare outcomes. Children affected are exposed to abuse, exploitation, health hazards, and educational deprivation, which adversely affects school participation and completion rates. From a development planning perspective, these conditions undermine human capital formation and constrain the municipality's long-term socio-economic productivity. Additionally, rising child protection cases increase demand on social welfare systems, law enforcement, and community-based support mechanisms, thereby exerting pressure on already limited municipal resources.

2.9.4 Poverty and Vulnerability Analysis

The KEEA Municipality continues to exhibit high levels of poverty and vulnerability relative to other municipalities in the Central Region. The local economy is predominantly characterized by subsistence agriculture and artisanal fishing, which are highly susceptible to seasonal variations,

environmental degradation, and market fluctuations. This economic structure results in low and unstable household incomes, reinforcing widespread income poverty and livelihood insecurity.

Vulnerability within the municipality is concentrated among women, children, persons with disabilities (PWDs), orphans, and the aged. These groups are disproportionately affected due to limited access to productive assets, financial services, education, healthcare, and social protection. Socio-cultural factors such as low literacy levels, limited awareness of social rights, neglect, and exploitation further exacerbate vulnerability and constrain social mobility.

The scale of poverty is reflected in the coverage of social protection programmes within the municipality. The LEAP programme currently supports 902 beneficiary households across 51 communities, indicating significant levels of income deprivation. The registration of 1,246 persons with disabilities, with only a proportion receiving annual financial support from the District Assembly Common Fund, highlights resource constraints and unmet needs among vulnerable populations.

Child welfare data further demonstrates the extent of social vulnerability, with approximately 150 child protection cases involving about 250 children handled annually. The predominance of non-maintenance cases points to household instability, weak parental support systems, and economic hardship. In addition, the registration of nearly 4,000 indigents for free National Health Insurance Scheme (NHIS) coverage reflects widespread financial barriers to healthcare access, with implications for public health outcomes and labour productivity.

Although these social protection interventions have contributed to improvements in school enrolment, women's economic participation, and access to healthcare, they also underscore the persistence and depth of poverty within the municipality. Continued reliance on social welfare mechanisms suggests limited household resilience and structural constraints within the local economy.

Overall, the prevailing poverty and vulnerability conditions have significant implications for municipal development outcomes. High dependency ratios, pressure on social services, and constrained human capital development limit progress toward inclusive growth and sustainable development in the KEEA Municipality.

Table 11: Gender and Vulnerability tool

Vulnerability Factor	Geographical Locations	Number of people affected	Predominant Sex affected Eg. Male/Female	Predominant Age group Affected Eg. 10yr-14yr, 60+	Specific Practical Need (short term)	Specific Strategic Need (long term)
Disaster prone community(ies) (eg. flood, wildfire, drought, pest infestation)	-	-	-	-	-	-
Teenage Pregnancy	Municipal wide	150	Female	14-17	Reproductive Health services	Comprehensive sex education, Youth Empowerment Programs
Drug Abuse	Municipal wide	520	Both	16-29	Counselling, Rehabilitation Centres	Prevention Programs, Community Awareness Campaigns
Child Marriage	Municipal wide	250	Female	12-17	Legal awareness campaign	Community engagement on Social norms
Child Labour	Municipal wide	130	Both	9-16	Educational Support, Vocational Training	Policy enforcement by Ghana police Service, Social Welfare etc. Child protection mechanism by Dept. Of Social Welfare and Community Development
Child Trafficking	-	-	-	-	-	-
Lack of employable skills	Municipal Wide	1500	both	17-35	Skill Training	Educational Reforms, Entrepreneurship
Minority ethnic group	-	-	-	-	-	-
Child headed households and orphans	Municipal Wide	50	Both	10-18	Food Support, Psychosocial Care	Social Protection Family Reunification programs
People Living with Physical Disability including Albinos	Municipal wide	1238	Both	All ages	Medical Support, Educational Support, Income generation support	Anti-Discrimination policies
Conflict/communal disturbance prone communities	-	-	-	-	-	-
People living in slums	-	-	-	-	-	-

People living in hard-to-reach areas						
Gender-Based Discrimination	Municipal Wide	250	Female	All ages	Awareness Campaign and Legal Aid	Gender equality policies and Empowerment programs
Gender-Based Violence			Both	All ages	Support Services, Awareness creation, Safe Shelter	Skill Training Prevention Programs and Legal reforms
Cultural-Based Practices. Eg, FGM, widowhood rites, witch camps	Municipal wide	2	Predominately females	All	Awareness creation, Health service provision	Cultural Changes Initiatives Community Dialogues
Children out of school	Municipal Wide	330	Both	3-17	Supply educational needs, Catch –up educational Reforms	Policy Reforms, Community Mobilization
Children living and working on the streets					Shelter, Education and Health services	Reintegration programs, Youths empowerment
Children in fragile communities	-	-	-	-	-	-
Children living with abusive care-takers	Municipal wide		Both	0-17	Child Protection Services	Family Support, Legal Support
Children in conflict with the law	Municipal wide	10	Males	13-17	Rehabilitation Programs, Skill Training Education and Vocation Training, Family support	Juvenile Justice Reforms. Correctional Centre.
Others						

2.9.5 Sanitation

Sanitation remains a major environmental and public health challenge within the Komenda Edina Eguafo Abrem (KEEA) Municipality. The municipality continues to experience persistent sanitation problems, particularly indiscriminate dumping of solid waste, inadequate household toilet coverage, poor waste segregation practices, and the prevalence of open defecation in some communities. These challenges are more pronounced in densely populated urban areas, coastal settlements, and peri-urban communities where population pressure and unplanned development have outpaced available sanitation infrastructure.

Solid waste management remains constrained by limited waste storage facilities, irregular collection services in some areas, and insufficient coverage of waste bins at household and community levels. As a result, refuse is often disposed of in open spaces, drains, and water bodies, leading to environmental pollution and obstruction of drainage systems. The accumulation of solid waste in drains contributes to flooding during the rainy season, increases vector breeding, and heightens the risk of sanitation-related diseases.

Liquid waste management also presents significant challenges. Inadequate access to improved sanitation facilities has resulted in continued reliance on public toilets and unsafe sanitation practices in certain communities. The limited availability and uneven distribution of household latrines increase pressure on existing public sanitation facilities, many of which are overstretched and inadequately maintained. This situation has implications for dignity, safety, and public health, particularly for women, children, and persons with disabilities.

Institutional and behavioral factors further compound sanitation challenges in the municipality. Weak enforcement of sanitation by-laws, limited logistics for environmental health officers, and low levels of compliance with sanitation regulations undermine effective sanitation management. In addition, attitudinal issues and inadequate public awareness regarding proper waste disposal and hygiene practices contribute to persistent sanitation infractions.

Although the Municipal Assembly implements waste collection services, manages public toilets, desilts drains, and undertakes periodic clean-up exercises in collaboration with communities and stakeholders, these interventions highlight the scale of sanitation deficits rather than fully offsetting them. The need for frequent desilting of drains reflects ongoing challenges related to waste disposal practices; while recurring clean-up exercises point to limited sustainability of sanitation behaviors.

Overall, the sanitation challenges facing the KEEA Municipality have far-reaching implications for public health, environmental quality, and local economic development. Poor sanitation conditions increase vulnerability to communicable diseases, place additional pressure on health

facilities, degrade the physical environment, and undermine efforts toward achieving a clean, resilient, and sustainable municipality.

Table 12: Type of Waste water disposal

	All Locality Types	Rural	Urban
Total households in occupied dwelling unit	47896	29236	18660
Thrown onto the ground/street/outside	36465	24665	11800
Through the sewerage system	542	282	260
Through drainage into a pit (soak away)	3309	2125	1184
Flows or thrown into drains/gutter	13606	5433	8173
Other (Specify)	51	44	7

Source: Ghana Statistical Service (2021 PHC)

Table 13: Type of Storage of solid waste

	All Locality Types	Rural	Urban
Collected	8562	2752	5810
Other vehicles	93	41	52
Central container	6011	1765	4246
Compaction truck	2342	881	1461
Push carts/Walk-in attendant/Bicycle/Wheelbarrow	78	50	28
Tricycle	38	15	23
Uncollected	8262	5712	2550
Burn	6578	4440	2138
Bury in the ground	1037	794	243
Dumped indiscriminately	614	456	158
Other	33	22	11
Public dump/open space	31072	20772	10300
Total	47896	29236	18660

Source: Ghana Statistical Service (2021 PHC)

NB: The figures relate to only households in occupied dwelling unit

2.9.6 Water

The availability of and accessibility to improved drinking water is an important aspect of the health of household members. Under the United Nations' Sustainable Development Goals (SDGs), particularly SDG 6, the global target is to ensure universal and equitable access to safe and affordable drinking water for all by 2030. The source of water supply particularly for drinking has a tremendous effect on burden of diseases. For instance, one of the main health benefits of clean drinking water supply is a reduction in Diarrhea. With this, Water supply is sourced mainly

from the Ghana Water Company Limited within the municipality. The main sources of drinking water in the district are presented in table 14 below.

Table 14: Main source of water for other domestic use

S/N	TYPE OF WATER FOR DOMESTIC USE	ALL LOCALITY TYPES	RURAL	URBAN
1	Pipe-borne inside dwelling	7384	3533	3851
2	Pipe-borne outside dwelling but on compound	4023	2021	2002
3	Pipe-borne outside dwelling but in neighbor's house/compound	10521	7052	3469
4	Public tap/Stand pipe	19999	11708	8291
5	Borehole/Tube well	2143	1989	154
6	Protected well	1303	610	693
7	Rain water	142	124	18
8	Protected spring	15	3	12
9	Tanker supplied/Vendor provided	17	8	9
10	Unprotected well	459	352	107
11	Unprotected spring	7	7	0
12	River/Stream	1677	1675	2
13	Dugout/Pond/Lake/Dam/Canal	179	134	45
14	Other	27	20	7
Total		47896	29236	18660

2.10 Environmental Characteristics

2.10.1 Human settlement (built-up)

Human settlement patterns in the Komenda-Edina-Eguafo-Abrem (KEEA) Municipality are influenced by its coastal location, historical significance, and economic activities. The Municipality is predominantly rural with scattered settlements, though urban centers such as Elmina, Komenda, and Agona serve as major population concentrations. Elmina, being the administrative capital and a fishing hub, attracts high densities of people due to its commercial, educational, and tourism opportunities.

Settlements within KEEA are characterized by mixed housing structures, ranging from traditional mud houses in rural communities to modern concrete buildings in urban areas. Coastal communities are densely populated, largely due to fishing, trade, and tourism activities, while inland areas record more dispersed settlement patterns associated with farming.

Rapid urbanization, coupled with inadequate physical planning, has created challenges such as congestion, encroachment on wetlands, poor drainage, and unregulated development. To

2.10.3 Coastal Erosion.

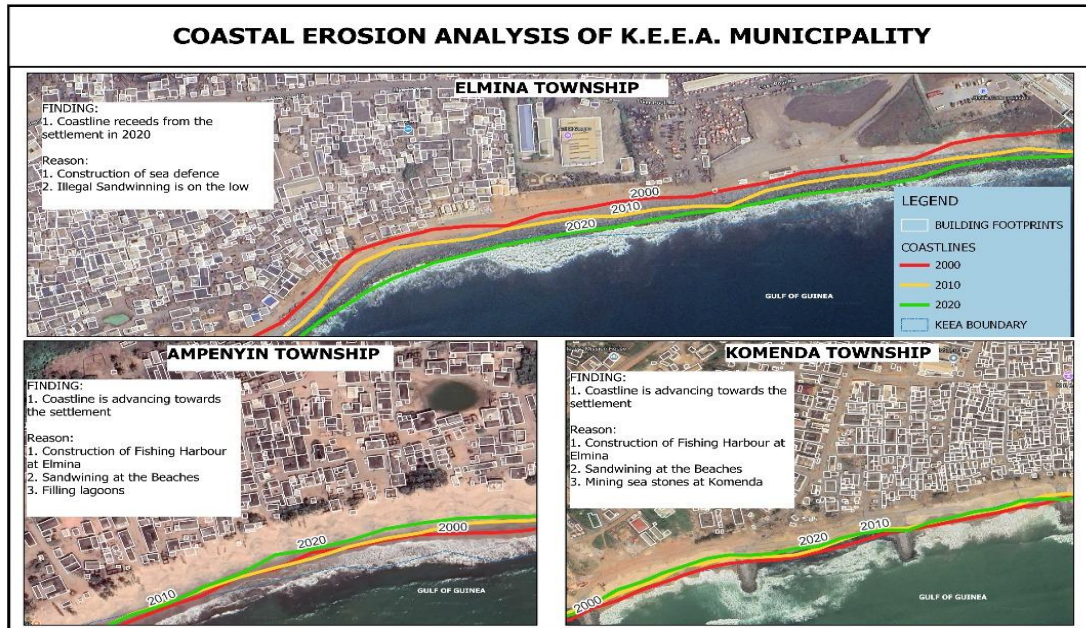


Figure 24: Coastal Erosion analysis

Source: Physical Planning Dept.2025

From the Map above, the Coastal shoreline of Elmina township is receding offshore as analyzed from the year 2000- 2020. Construction of Elmina Sea defense and some level of sand winning at some spot points is attributed to the recession.

On the other hand, Komenda and Ampenyi township are experiencing onward approaching coastal shoreline to the communities as shown in Fig 1 above from the year 2000 to 2020. This is because there are massive sand winning at the beaches, construction of the fishing harbor amongst others.

2.10.4 Infrastructure

Infrastructure development in the Komenda-Edina-Eguafo-Abrem (KEEA) Municipality remains a key driver of socio-economic growth, as the Assembly continues to invest in roads, schools, health facilities, markets, and sanitation facilities to improve the quality of life for residents.

Over the past few years, notable improvements have been recorded in the educational sector through the construction and rehabilitation of classroom blocks, teachers' quarters, and provision of furniture to enhance teaching and learning. For instance, new classroom units have been built in Essiam and Kyiase to reduce overcrowding in basic schools.

In the health sector, the Municipality has expanded access to healthcare by constructing Community-Based Health Planning and Services (CHPS) compounds in rural communities such as Saman Abotar Park, Kissi and Sanka, bringing basic healthcare closer to residents. Similarly, the Elmina Polyclinic has benefitted from infrastructure upgrades to improve service delivery.

2.10.5 Road

The municipality has a wide road network with a combined total of 254.5km. However out of this, 105.5km are paved road, 135.6km are gravel road and 13.1km are earth road. There are also over 100km unclassified earth roads.

The Elmina town which happens to be the Central town of the Municipal is the only area with about 90% of its road network paved. As part of road safety measures, the municipal has about 150No. of installed Street luminaries. About 70% of these Street Luminaires are malfunctioning. There are about 35 road signs also mounted to inform commuters are happenings on our roads. We also have some speed tables on the Trunk roads and Speed humps on the Ankaful Arterial Road too with some rumble strips also serving as speed controlling mechanism. There Municipal has a 7 Concrete Bridges spanning on major water courses. These Bridges are situated at Elmina Town, Nkontrodo and Amissano on the Ankaful Road, Atonkwa, Dutch Komenda, Brenu Akyinim and One Steel Bridge at Nsadwir. There are numerous numbers of culverts also at most sections of the roads functioning as expected.

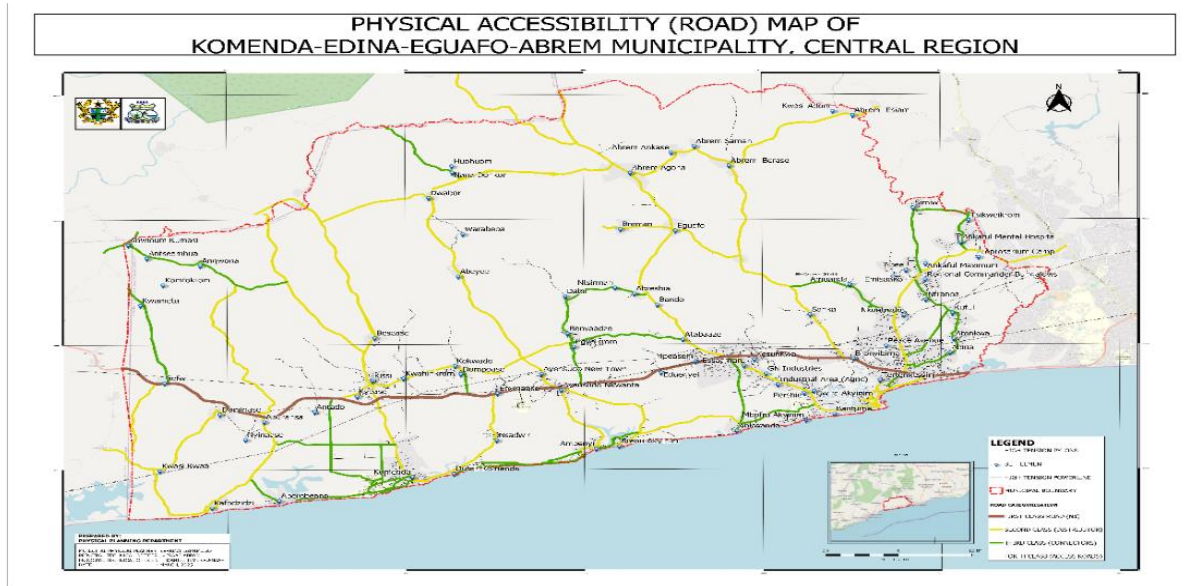


Figure 25: Road Map of KEEA
Source: Physical Planning Dept.2025

2.11 Governance

2.11.1 Peace and Security

KEEAMA enjoys general peace with support from security agencies and traditional leaders. Crime is low but pockets of land disputes and petty theft occur with five (5) Police stations and two (2) fire service stations to govern the municipality. Various access roads link the towns to these security stations providing a safe environment to live. Public engagement is conducted through town halls and community meetings. Participation of youth, women, and PWDs remains limited. Resident's association are very instrumental in the municipality and actively involved in development issues, they participate and undertake development projects by themselves and sometimes with the assembly.

Corruption and Social Accountability have seen steps being taken to ensure transparency in procurement and revenue use. However, gaps in accountability and feedback systems exist. with regards to Implementation, Coordination, Monitoring and Evaluation, the MPCU coordinates development programs, but faces logistical and capacity challenges. Strengthening M&E systems is a key priority for improved results-based planning.

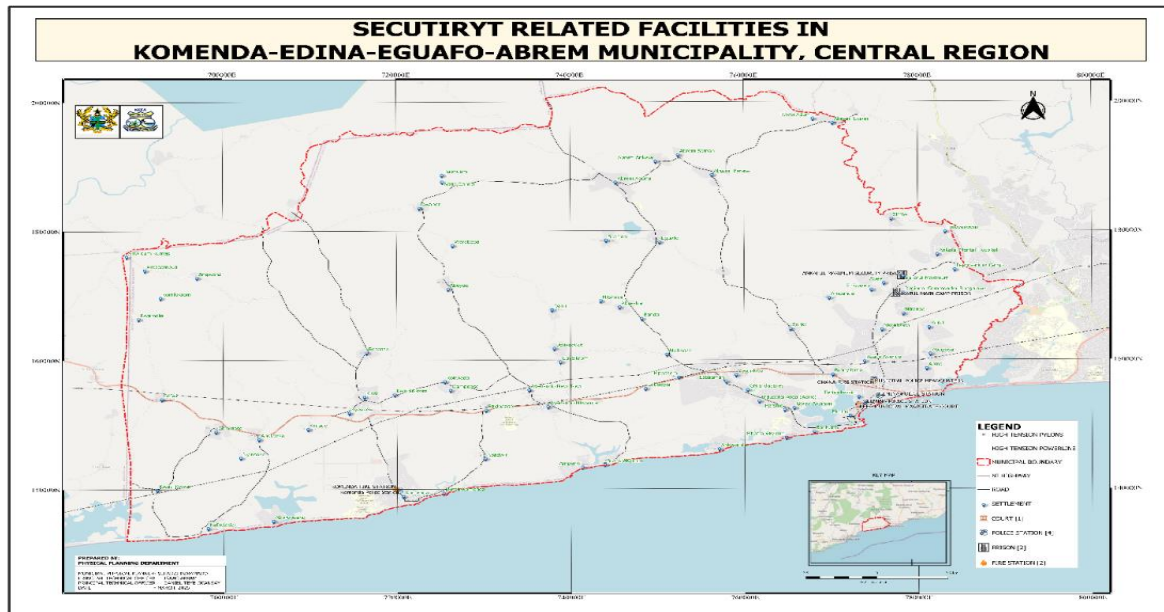


Figure 26: Security Map of KEEAMA

Source: Physical Planning Dept.2025

2.11.2 Community action planning

Community action planning represents a powerful tool for inclusive and sustainable development within KEEA Municipal Assembly. By aligning local priorities with municipal planning frameworks,

it ensures that development outcomes reflect the aspirations of the people. When effectively implemented, CAP not only addresses pressing community challenges but also builds stronger partnerships between the Assembly and its citizens, laying the foundation for resilient and people-centered development in KEEA. Over the entire period of the previous MTDP (2022-2025), KEEA has held several townhall meetings and stakeholder engagements the recent one which was at Kissi to help attain its goal of community participation. The Annual action plans mirror the desires and wish of the communities.

2.11.3 Monitoring and Evaluation

Komenda Edina Eguafo Abrem (KEEA) Municipal Assembly undertakes monitoring and evaluation (M&E) of its projects and Programmes as part of its mandate under the Local Governance Act, 2016 (Act 936) and the guidelines of the National Development Planning Commission (NDPC). M&E helps the Assembly track progress, ensure accountability, and measure the impact of development initiatives on communities.

In practice, the Assembly prepares an Annual Action Plan (AAP) and a Monitoring and Evaluation Plan, which guide the tracking of all projects and programmes. A Municipal Monitoring Team comprising staff from the Development Planning, Budget, Finance, Works, Education, Health, and Assembly members conducts regular field visits to project sites. These visits assess progress against agreed timelines, budgets, and specifications, and provide technical support where necessary.

The MPCU also prepares Quarterly and Annual Progress Reports (APRs) for submission to the NDPC, highlighting achievements, challenges, and lessons learned. These reports form the basis for stakeholder review meetings, where traditional leaders, civil society groups, and community representatives provide feedback. In addition, Town hall meetings and community scorecards are also used to enhance accountability and citizen participation in the monitoring process.

Through this system, the KEEA Municipal Assembly ensures that development interventions remain aligned with its Medium-Term Development Plan (MTDP) and the broader national development agenda, while also responding to the real needs of communities.

2.12 Emergency preparedness and response

Disaster Preparedness and Response activities include capacity building for disaster response teams, collaboration with the Ghana Fire Service, Police, and the Ghana Health Service. Relief support systems are activated during emergencies to provide affected persons with food, shelter, and health services though erratic and inadequate. However, challenges such as limited logistics,

- Poor Drainage Systems
- Poor Environmental Sanitation and Waste Management
- Inadequate Security Infrastructure and Services
- Inadequate Educational Infrastructure and Services
- Inadequate Markets and Transport Terminals
- Inadequate Water Supply
- Inadequate Health Infrastructure and Services
- Training and Youth Unemployment
- Social Vices (Prostitution, Theft, Drug Abuse)
- Inadequate Monitoring and Evaluation (M&E) of Projects and Programmes
- Limited Human Resource and Office Logistics & Equipment
- Revenue Leakages and Low Internally Generated Fund (IGF) Mobilization
- Inadequate Housing and Residential Structures

Table 15: Harmonized key Development Issues

THEMATIC AREAS	ISSUES
Economic Development	<ul style="list-style-type: none"> ● Training and Youth Unemployment ● Underdeveloped Tourism potential
Social Development	<ul style="list-style-type: none"> ● Inadequate Educational Infrastructure and Services ● Social Vices (Prostitution, Theft, Drug Abuse) ● Inadequate Health Infrastructure and Services ● Inadequate Water Supply ● Poor Drainage Systems ● Poor Environmental Sanitation and Waste Management
Environment and Human Settlement Development	<ul style="list-style-type: none"> ● Poor Road Condition and Network ● Inadequate Housing and Residential Structures ● Inadequate Markets and Transport Terminals
Governance and Institutional Development	<ul style="list-style-type: none"> ● Revenue Leakages and Low Internally Generated Fund (IGF) Mobilization ● Limited Human Resource and Office Logistics & Equipment ● Inadequate Monitoring and Evaluation (M&E) of Projects and Programmes

Based on the situational analysis from the KEEA Municipal Assembly, here is a comprehensive SWOT Analysis in the table below

2.13 SWOT analysis of KEEA municipality

Table 16: SWOT analysis of KEEA municipality

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
Issue: Poor Road Condition and Network			
<ul style="list-style-type: none"> Recognized as top priority by majority of communities. High public interest and support. Possible budgetary attention due to its top ranking. Existence of municipal Urban Roads Department Existence of supportive Resident Associations 	<ul style="list-style-type: none"> Limited funds for large-scale road infrastructure Bureaucratic delays in procurement and contract award. Over-reliance on central government for major roads. 	<ul style="list-style-type: none"> Potential for public-private partnerships (PPPs) Government flagship road improvement programs (DRIP). Development partners’ interest in infrastructure 	<ul style="list-style-type: none"> Rapid urbanization may worsen road conditions. Poor maintenance culture. Weather effects (e.g., erosion during rain).
Issue: Underdeveloped Tourism potential			
<ul style="list-style-type: none"> Historical and Cultural Heritage (Rich historical assets like Fort St. Jago and Elmina Castle attract both local and international tourists) KEEAMA is recognized as one of Ghana’s proactive assemblies designated as a “model-mini tourism destination,”. This highlights its acknowledged potential in tourism development 	<ul style="list-style-type: none"> Inadequate National Brand & Legal Framework Ghana suffers from a weak national tourism brand identity and lacks robust hospitality legislation—limiting visibility and consistency across destinations like KEEAMA 	<ul style="list-style-type: none"> Growing Global Interest in Eco-Cultural Tourism With world travelers increasingly choosing niche segments like cultural and community-based ecotourism, KEEAMA can tap into and grow its offerings The presence of the Integrated Tourism Development Plan which highlights new tourism sites such as Komenda cave, Dumpow National forest groove 	<ul style="list-style-type: none"> Competition from Other Destinations More prominent attractions like Kakum National Park and Cape Coast Castle draw bulk of visitor traffic, overshadowing KEEAMA’s appeal

Issue: Poor Drainage Systems			
<ul style="list-style-type: none"> Strongly ranked by many communities as a development need. Easy integration into ongoing sanitation and infrastructure projects. 	<ul style="list-style-type: none"> Encroachment and poor spatial planning hinder upgrades. Inadequate technical capacity for modern drainage designs. Limited funding for drainage infrastructure 	<ul style="list-style-type: none"> Green infrastructure and climate-resilient design options. Partnerships with NGOs and sanitation-focused agencies 	<ul style="list-style-type: none"> Increased flooding risk due to climate change. Indiscriminate waste disposal blocks drains.
Issue: Poor Environmental Sanitation and Waste Management			
<ul style="list-style-type: none"> Community-wide awareness and need. Existing municipal Environmental Health sanitation Unit for coordination. 	<ul style="list-style-type: none"> Insufficient logistics (waste trucks, bins). Low compliance and enforcement of sanitation by-laws. 	<ul style="list-style-type: none"> Public education and enforcement campaigns. Recycling and waste-to-resource initiatives. 	<ul style="list-style-type: none"> Health risks from poor sanitation. Resistance to behavior change in some areas.
Issue: Inadequate Security Infrastructure and Services			
<ul style="list-style-type: none"> High community concern, especially in urban areas. Existence of supportive Resident Associations 	<ul style="list-style-type: none"> Inadequate police presence/police posts/stations Poor street lighting. 	<ul style="list-style-type: none"> Collaborations with Police and NADMO. Availability of technology-based surveillance systems. 	<ul style="list-style-type: none"> Rising youth unemployment fueling crime. Drug and social vices undermining safety.
Issue: Inadequate Educational Infrastructure and Services			

<ul style="list-style-type: none"> • Strong motivation to improve access to basic education. • Community readiness to support schools 	<ul style="list-style-type: none"> • Overcrowded classrooms. • Dilapidated or inadequate facilities. 	<ul style="list-style-type: none"> • GETFund and MP's Common Fund allocations. • NGOs focusing on child education and infrastructure 	<ul style="list-style-type: none"> • Population growth outpacing facility provision. • Vandalism and poor maintenance.
Issue: Inadequate Markets and Transport Terminals			
<ul style="list-style-type: none"> • Job creation and income generation for informal sector. • High demand for organized transport and trading spaces. 	<ul style="list-style-type: none"> • Poor planning and land disputes. • Low capital investment from the Assembly 	<ul style="list-style-type: none"> • Revenue generation through market fees and terminal charges. • PPPs for market redevelopment. • Government flagship program (24-Hour modern markets 	<ul style="list-style-type: none"> • Street vending and transport indiscipline. • Fire and safety risks in overcrowded markets.
Issue: Inadequate Water Supply			
<ul style="list-style-type: none"> • Community readiness to adopt small-scale water systems. • Existing connection networks in some areas. 	<ul style="list-style-type: none"> • Low coverage in rapidly developing areas. • Over-reliance on water tankers and sachet water. 	<ul style="list-style-type: none"> • Existence of GWCL and STPWS • NGO support for WASH programs. 	<ul style="list-style-type: none"> • Groundwater pollution. • Drought and unreliable water table.
Issue: Inadequate Health Infrastructure and Services			
<ul style="list-style-type: none"> • High demand and political will to expand healthcare. • Existing CHPS and health posts to be upgraded. 	<ul style="list-style-type: none"> • Poor medical equipment and facilities. • Staffing shortages in peripheral areas. 	<ul style="list-style-type: none"> • Support from Ghana Health Service and donors. • Health insurance coverage expansion. 	<ul style="list-style-type: none"> • Delays in funding disbursement.
Issue: Training and Youth Unemployment			

<ul style="list-style-type: none"> • High number of youths interested in skills acquisition. • Support from National Youth Authority. 	<ul style="list-style-type: none"> • Limited training centers and job placements. • Mismatch between skills and job market demands 	<ul style="list-style-type: none"> • Government’s flagship program for the youths. • TVET reforms and business incubation support. 	<ul style="list-style-type: none"> • Migration and social unrest due to frustration. • Drug abuse and crime among idle youth.
Issue: Social Vices (Prostitution, Theft, Drug Abuse)			
<ul style="list-style-type: none"> • Recognized as rising concern in selected areas (Kwabanya, Atomic, Dome). • Religious and traditional leaders’ readiness to help. • Existence of DSWCD 	<ul style="list-style-type: none"> • Limited social intervention programs. • Weak law enforcement and rehabilitation services 	<ul style="list-style-type: none"> • NGOs and social welfare programs. • Youth-focused awareness campaigns. 	<ul style="list-style-type: none"> • Influence of urbanization and peer pressure. • Cycle of crime and broken families.
Issue: Inadequate Monitoring and Evaluation (M&E) of Projects and Programmes:			
<ul style="list-style-type: none"> • Presence of national and policy frameworks (NDPC, MMDAs) mandating M&E. • Existence of MPCU Secretariat at GEMA • Existence of community feedback mechanisms (e.g., town hall meetings). 	<ul style="list-style-type: none"> • Limited technical capacity and staffing in M&E • Inadequate data collection tools and ICT infrastructure. • Weak follow-through on lessons learned and recommendations. • Delayed or missing baseline data makes tracking progress difficult. 	<ul style="list-style-type: none"> • Donor and government support for strengthening results-based management systems. • Digital tools (e-monitoring, dashboards (DDDP) to improve real-time tracking. • Partnerships with academic institutions for research and evaluation. • Training programs and capacity building by NDPC, MLGRD, and development partners. 	<ul style="list-style-type: none"> • Political interference or lack of political will to act on findings. • Budget cuts leading to inadequate M&E funding. • Low data culture among implementers and decision-makers.

			<ul style="list-style-type: none"> Fragmentation between departments and weak coordination.
Issue: Limited Human Resource and Office Logistics & Equipment			
<ul style="list-style-type: none"> Existence of core staff positions established by the Local Government Service. Some basic infrastructure (offices, desks, IT) already in place. Institutional recognition of the need for capacity strengthening. 	<ul style="list-style-type: none"> Inadequate staffing levels to meet increasing service delivery demands. Limited access to modern ICT tools, vehicles, and communication equipment. High workload on few available staff leads to inefficiencies. Poor maintenance of existing equipment and facilities. 	<ul style="list-style-type: none"> Government programs supporting digitization and decentralization (e.g., GIZ, World Bank). Potential for public-private partnerships (PPPs) or donor support for logistics upgrades. Internship and volunteer programs to temporarily augment staff. Training and capacity-building programs from LGSS and other partners. 	<ul style="list-style-type: none"> High turnover due to unattractive working conditions or lack of career progression. Delays in recruitment or replacement of staff. Rising operational costs making logistics procurement difficult. Technology obsolescence without sustainable maintenance plans.
Issue: Revenue Leakages and Low Internally Generated Fund (IGF) Mobilization			

<ul style="list-style-type: none"> • Legal backing for IGF collection (e.g. Fee-Fixing Resolution, Local Governance Act). • Some trained revenue collectors and finance staff already in place. • Availability of multiple revenue sources (rates, fees, licenses, tolls). • Awareness among Assembly staff of the importance of IGF. 	<ul style="list-style-type: none"> • Weak monitoring and supervision of revenue collectors. • Manual or poorly digitized revenue collection systems prone to leakage. • Low taxpayer compliance and poor public education on obligations. • Ineffective tracking and auditing of collected funds 	<ul style="list-style-type: none"> • Adoption of digital revenue collection platforms (e.g., e-payment, POS devices). • Public-private partnerships for market and transport terminal management. • Capacity-building programs from GRA, MLGRD, and development partners. • Community engagement to boost voluntary compliance and trust. • Revision of fee-fixing resolutions to reflect economic realities. 	<ul style="list-style-type: none"> • Corruption and fraud by staff or contracted agents. • Resistance to new taxes or revised rates from community members. • Inflation and economic hardship reducing ability/willingness to pay.
<p>Issue: Inadequate Housing and Residential Structures</p>			
<ul style="list-style-type: none"> • Strong demand for housing attracts private sector investment. • Existing town planning and building permit frameworks in place. • Land availability in peri-urban communities. • Community interest in affordable housing options. 	<ul style="list-style-type: none"> • Unregulated informal settlements and poor enforcement of building codes. • Inadequate supply of low-income or affordable housing. • Weak infrastructure (roads, water, electricity) around residential developments. • Lengthy and bureaucratic land acquisition and permitting processes. 	<ul style="list-style-type: none"> • Government policies and schemes supporting affordable housing (e.g., National Housing Policy, PPPs). • Donor support for slum upgrading and urban resilience. • Integration of housing into spatial and local development plans. 	<ul style="list-style-type: none"> • Rapid population growth outpacing housing delivery. • Land litigation and conflicts affecting development. • Risk of urban sprawl and environmental degradation. • Natural disasters (e.g., flooding)

	<ul style="list-style-type: none">• Limited access to housing finance for the majority.	<ul style="list-style-type: none">• Investment from real estate developers and diaspora communities.• Use of green and cost-effective building technologies.	affecting poorly planned settlements.
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2.14 Identification of medium-term development needs

The following development needs have been identified across major sectors based on the population projections and community consultations:

2.14.1 Economic Development Needs

- Expansion of local economic infrastructure (Markets, ICT hubs, business centers).
- Promotion of entrepreneurship, particularly for youth and women.
- Support for agro-processing and value chain development in peri-urban communities.

2.14.2 Social Services and Protection

- Construction of additional classroom blocks, particularly in growth areas such as Kissi, Ayensudo & Eguafo.
- Recruitment and deployment of health personnel, and expansion of primary healthcare infrastructure at Komenda, Kissi, Agona.
- Strengthening of social welfare and community development services, especially targeting the aged, persons with disabilities, and the urban poor.

2.14.3 Infrastructure and Human Settlement Development

- Upgrading and extension of road networks and drainage systems.
- Provision of affordable housing and regulation of informal settlements.
- Expansion of water and sanitation facilities to underserved localities.

2.14.4 Environmental and Climate Resilience

- Implementation of sustainable waste management systems.
- Protection and rehabilitation of environmentally sensitive areas.
- Mainstreaming of climate adaptation practices in urban planning.

2.14.5 Governance and Institutional Capacity

- Strengthening of sub-district structures to enhance decentralization.
- Deployment of digital platforms for citizen engagement and revenue mobilization.
- Capacity building for Assembly staff and elected officials to support effective plan implementation.

2.14.6 Community Solicited Needs

Through stakeholder forums held in all Zonal Councils, community members prioritized interventions such as:

- Drainage improvement in flood-prone zones within the 6 zonal councils
- Street lighting and security enhancements.
- Youth employment programmes and vocational training centers.
- Upgrading of local roads and school infrastructure.

These needs were harmonized with technical assessments and incorporated into the overall development projections to ensure balanced, inclusive, and equitable planning across the municipality.

2.15 Estimated Future Development Needs

KEEA Municipality continues to experience rapid urban growth, socio-economic transformation, and increasing demand for infrastructure and services. In planning for the medium term, it is critical to systematically estimate the future development needs of the municipality in order to align investments with population dynamics, spatial trends, and national development goals.

The medium-term development needs of the Komenda Edina Eguafo Abrem Municipal Assembly for the period 2026 to 2029 are based on a comprehensive assessment of existing conditions, population projections, and extensive stakeholder consultations at the community and zonal council level. The objective of this section is to identify and analyze the anticipated demands that will emerge due to demographic growth, socio-economic changes, and evolving community priorities over the next planning cycle.

2.15.1 Population Growth and Projections

Based on the population projections and the community needs and aspirations, the following development projections are made in respect of education, health, district economy, and water and sanitation infrastructure. The projections were done to ascertain the additional social, economic and infrastructural services that should be provided in the medium term in order to achieve district and national development objectives.

Population Size and Growth Rate

The population of the Municipality as per the 2021 Population and Housing Census is 166,017 with annual Growth Rate of 2.6 percent (2.6%).

Population Projection

The yearly population of KEEA Municipality has been projected for the next ten (10) years. The projection is based on the formula:

$P_t = P_o e^{rt}$

Where: P_o = Previous population
 P_t = projected population
 r = Rate of growth (2.6)
 $e = 2.718282$
 t = Time in years

The assumption is that the growth rate of 2.6% or 0.026 will be constant throughout the plan period. The projections have been done yearly so the time difference for each yearly projection is 1 year and in line with national trends, a female: male ratio of 51:49 (51% female and 49% male) shall be applied on the projected population figures to determine the male and female populations for the various years.

Projected Populations from 2025-2029

The projected population with 2025 serving as the base year is shown in the table below.

Table 17: Projected Population from 2026-2029

Year	Projected Male Population	Projected Female Population	Total Projected Population
2025	89,498	94,526	184,024
2026	91,400	96,562	187,962
2027	93,524	98,839	192,363
2028	95,654	101,129	196,783
2029	97,786	103,427	201,213

Source: GSS KEEAMA, 2025

The population projection for some selected settlements in the Municipal is indicated in the Table below:

Table 18: Population of Major Settlements in the Municipality

SN	LOCALITY NAME	2021 POPULATION	2026 PROJECTED POPULATION	2027 PROJECTED POPULATION	2028 PROJECTED POPULATION	2029 PROJECTED POPULATION
1	ELMINA	20,417	23,251	23,864	24,493	25,138
2	KOMENDA	19,449	22,149	22,733	23,331	23,946
3	KISSI	8,487	9,665	9,920	10,181	10,449
4	ABREM AGONA	7,632	8,692	8,920	9,155	9,397
5	BRONYIBIMA	5,496	6,259	6,424	6,593	6,767
6	BANTUMA	3,914	4,457	4,575	4,695	4,819
7	ESSAMAN JUNCTION	3,752	4,273	4,385	4,501	4,620
8	ABROBIANO	3,390	3,861	3,962	4,067	4,174
9	BESEASE	3,276	3,731	3,829	3,930	4,033
10	GWIRA AKYINIM	3,236	3,685	3,782	3,882	3,984
11	DUTCH KOMENDA	2,979	3,393	3,482	3,574	3,668
12	MBOFRA AKYINIM	2,927	3,333	3,421	3,511	3,604
13	NTRANOA	2,887	3,288	3,374	3,463	3,555
14	TETER KESIM	2,789	3,176	3,260	3,346	3,434
15	AYENSUDO NKWANTA	2,727	3,106	3,187	3,271	3,358
16	ABREM BERASE	2,460	2,802	2,875	2,951	3,029
17	DOMINASE	2,459	2,800	2,874	2,950	3,028
18	ABORANSA	2,303	2,623	2,692	2,763	2,835
19	AMPENYI	2,201	2,507	2,573	2,640	2,710
20	ESSAMAN	2,074	2,362	2,424	2,488	2,554

Source: GSS KEEAMA 2025

2.15.2 Projection of Needs

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

2.15.3 Health Needs

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

Table 19: Population Threshold for Health Facilities

HEALTH FACILITY	POPULATION THRESHOLD
CHPS Compound	5,000
Health Centre	25,000
Poly Clinic	50,000
Municipal Hospital	175,000- 240,000

Source: MPCU Secretariat

Based on the above standards, the health needs of the Municipal were estimated throughout the plan period (2026 -2029). The results are shown in the table below. By the end of the year 2029, additional 23 CHPS Compounds are to be provided in addition to the existing 17. In terms of Health Centers, it is also projected that the Assembly would need an additional 5 to support the existing 3. The Municipality currently has 1 Polyclinic and needs a total of 4 at projected population by 2029. The Municipal Hospital was also found to be more adequate based on projected population over the plan period.

Table 20: Estimated Health Needs of the KEEA Municipality 2026-2029

Year	Population	CHPS Compound				Health Centre				Polyclinic				Municipal Hospital			
		EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN	EX	ND	BL	AN
2026	187,962	17	37	20	20	3	8	5	5	1	4	3	3	2	0	0	0
2027	192,363		38	1	21		8	0	5		4	0	3		0	0	0
2028	196,783		39	1	22		8	0	5		4	0	3		0	0	0
2029	201,213		40	1	23		8	0	5		4	0	4		0	0	0

Source: KEEA Municipal Projection, 2025

NOTE: These abbreviations shall be used in the ensuing tables for other service projections.

EX	–	Existing Facility	BL	–	Backlog
ND	–	Needed Facility	AN	–	Accumulated Need

2.15.4 Potable Water Needs

Potable water supply in the entire Municipality is highly inadequate. Good drinking water was identified as one of the top priority needs of the people in the Municipality. On the basis of the Community Water and Sanitation Agency (CWSA) public water supply standard of 300 people to one stand pipe/borehole the Municipal’s water requirements are indicated in the table below where it is realized that by the year 2025, additional water points will be needed in the Municipality in addition to the existing ones. The Municipality needs 995 additional water points by 2029 to meet the projected population demand if no new facilities are added. Early investments reduce backlog accumulation.

Table 21: Estimated Potable Water Needs of the KEEA Municipality 2026-2029

Year	Population	Water Points			
		EX	ND	BL	AN
2026	187,962	130	227	227	227
2027	192,363	179	241	241	468 (227+241)
2029	196,783	198	256	256	724 (468+256)
2029	201,213	223	271	271	995 (724+271)

Source: KEEA Municipal Projection, 2025

The Municipal Assembly has identified the need to expand and improve water infrastructure in multiple communities. This will involve, Pipe borne water extension and these Expansion works will target Bronyibima, Sanka, Kissi, Nkontrodo, Zongo, Kissi East, Aburansa, and Appiahkrom to ensure equitable access to safe and clean drinking water.

Again, Boreholes will be provided in Zongo Low Cost, Ankonan, Nursing College, Abreshia, and Mpaebo to support communities with no direct access to piped water systems. New water infrastructure for underserved communities like Java Hill and Dompuae will benefit from the establishment of new water supply systems to address long-standing water scarcity issues.

These interventions will help reduce the burden on women and children who often travel long distances to access water, and support improved sanitation and hygiene practices across the municipality.

2.15.5 Projected Educational Needs

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

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

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

Demand for School

Table 22: School Facility and Population Threshold

SCHOOL FACILITY	POPULATION THRESHOLD
KG and Primary	5,000
JHS	10,000
S.H.S/Technical/Vocational	20,000

Table 23: Projection of Basic Education and SHS/Vocational/ Technical Requirements for the Municipality 2026-2029

No	Level	Year	Pupils	Population Projected 2028/29	Size of Group	No. of Classrooms available	Population Unserved	New Classrooms	Schools Needed
1	Kindergarten	2024/25	6,936	7,306	1:35	149	2,100	60	30
2	Primary	2024/25	26,301	27,705	1:45	370	11,070	246	41
3	JHS	2024/25	12,423	13,086	1:35	354	700	20	7
4	SHS	2024/25	8,487	8,939	1:35	116	4,865	139	46
TOTAL			54,147	57,036		989	18,735	465	124

Source: KEEA Municipal Projection, 2025

The Municipal Assembly will need additional 465 classroom blocks in order to fill the gap and improve quality of education in the Municipality. The needs at the various levels of education in the district is segregated as follows:

at the KG level, 60 classrooms which translates to 30 No. 2-unit classroom blocks;

at the primary level, 246 classrooms which translates to 41 No. 6-unit classroom blocks and

at the JHS level, 20 classrooms which translates to 7 No. 3-unit classroom blocks are required.

The Assembly will however only be able to fund the construction of few classrooms within the plan period based on the resources available to the Assembly. The Assembly will therefore vigorously pursue partnership with development partners to and private sector to fill the gap

2.15.6 Projected Sanitation needs

To complement improvements in water supply, targeted investments will be made in sanitation infrastructure to promote environmental health and community well-being. Key focus areas include public toilets and improved sanitation facilities Construction and rehabilitation of sanitation facilities will be undertaken in Ayensudo, Abease, Abreshia, Aburansa, Kissi East, Awomtu, and Besease to address open defecation and improve hygienic conditions. Again, newly designed drainage systems and flood control will target Bronyibima, Abreshia, Agona, Dominase, Bakaano, and other flood-prone areas will benefit from improved drainage networks and gutter systems to mitigate the impacts of flooding and prevent the spread of waterborne diseases.

Communities such as Agona, Kissi East, and Essuekyir will receive enhanced waste management services, including 20 new skip containers and improved collection systems with the acquisition of a new refuse evacuation truck and a new septic Emptier to reduce indiscriminate dumping and improve sanitation outcomes.

2.15.7 Projected Security needs

Security is one of the critical foundations for sustainable socio-economic development. A safe and secure environment enhances investor confidence, promotes tourism, protects life and property, and fosters community wellbeing. The municipality continues to experience population growth, urban expansion, and increasing commercial activities. These trends demand the strengthening of security infrastructure and services.

By the end of the MTDP period in 2029, KEEAMA's population is projected to reach approximately 201,213 people. This population growth highlights the need for proportional investment in security infrastructure to maintain effective law enforcement and fire safety coverage.

Security infrastructure standards in Ghana are informed by the Ghana Police Service, Ghana National Fire Service (GNFS), and UN-Habitat's urban safety benchmarks, as summarized below:

- Police Station 1 per 20,000–25,000 people
- Fire Service Station 1 per 50,000–60,000 people

Based on these standards, the municipality's existing facilities are inadequate to serve the projected population through 2029.

By the end of the 2026–2029 MTDP period, KEEAMA will require a total of eight (8) police stations and four (4) fire service stations to provide adequate coverage for its population.

Table 24: Projected Road needs

Year	Projected Population	Key Road Needs	Estimated Road Upgrades (km)
2026	187,962	<ul style="list-style-type: none"> - Routine maintenance of existing 254.5 km classified roads - Surface portions of gravel roads to reduce rainy-season inaccessibility (Ayensudo, Kissi & Eguafo) - Upgrade sections of unclassified earth roads to gravel 	<ul style="list-style-type: none"> - 10–15 km gravel roads upgraded to paved - 5–10 km unclassified earth roads upgraded to gravel
2027	192,363	<ul style="list-style-type: none"> - Expand paved road coverage in peri-urban/tourism areas (Elmina, Komenda) - Periodic maintenance of paved roads - Improve access roads to schools and health facilities 	<ul style="list-style-type: none"> - 15–20 km gravel roads upgraded to paved - 5–8 km community access roads improved
2028	196,783	<ul style="list-style-type: none"> - Increase durable paved surfaces for agricultural and market routes - Rehabilitate major town roads - Upgrade more unclassified earth roads to gravel 	<ul style="list-style-type: none"> - 20 km gravel roads upgraded to paved - 10 km unclassified earth roads upgraded to gravel
2029	201,213	<ul style="list-style-type: none"> - Major expansion of paved road network - Upgrade unclassified earth roads to improve rural access - Routine maintenance of all 105.5 km paved roads 	<ul style="list-style-type: none"> - 25–30 km additional paved roads - 15 km unclassified earth roads upgraded annually

Between 2026 and 2029, KEEA’s road infrastructure needs will shift from routine maintenance to progressive upgrading and expansion. By 2029, the municipality will require over 70 km of additional paved roads and consistent upgrading of unclassified roads into usable standards. This investment will be essential to support trade, improve access to education and health facilities, reduce post-harvest losses, and enhance tourism within the municipality.

Figure 28: Pictures of community engagements for the preparation of CAPs





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Municipal Assembly**

CHAPTER THREE KEY DEVELOPMENT PRIORITIES



CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This chapter presents the key development priorities of the municipality for the 2026–2029 Medium-Term Development Plan. It builds on the comprehensive situational analysis in chapter two and integrates findings from stakeholder consultations, including community-level needs assessments. Through a structured prioritization process using objective tools and agreed criteria, the Assembly has identified the most pressing development issues to guide goal setting and investment decisions over the plan period.

3.2 Key Prioritized Development Issues

The development issues identified through technical and community-level assessments were prioritized based on the following criteria:

1. Severity and diversity of the problem and the expected social, economic, and environmental benefits of addressing it.
2. Potential for multiplier effects, such as job creation, attraction of investors, and economic growth.
3. Extent to which the issue affects basic human needs and rights, such as access to water, education, and shelter.
4. Impact on spatial and sustainable development, especially within growth corridors or rapidly urbanizing areas.
5. Contribution to addressing cross-cutting development themes, such as the inclusion of vulnerable groups, gender equity, youth development, and environmental sustainability.

3.3 Other Prioritization for Consideration – the 2030 SDGs Prioritized Targets

Table 25: The Five National Prioritized SDGs Goals and Targets

GOAL	TARGET
SDG 1: No Poverty	<ul style="list-style-type: none"> - Reduce poverty among fishing and farming households by expanding access to alternative livelihoods and skills training. - Strengthen social protection programmes for vulnerable groups, including women and children in deprived communities within the Municipality.
SDG 2: Zero Hunger	<ul style="list-style-type: none"> - Improve food security through enhanced agricultural productivity (irrigation, mechanization, and access to markets) within KEEA. - Promote school feeding programmes using locally sourced produce.
SDG 3: Good Health and Well-being	<ul style="list-style-type: none"> - Expand access to quality health services by upgrading CHPS compounds. - Reduce maternal and child mortality by increasing access to antenatal and postnatal care. - Improve sanitation and clean water access in both urban and rural communities.
SDG 4: Quality Education	<ul style="list-style-type: none"> - Increase completion rates in basic and secondary education, with emphasis on girls' education. - Improve teacher retention and deployment in deprived schools. - Expand school infrastructure (classrooms, ICT labs, libraries) and promote inclusive education.
SDG 8: Decent Work and Economic Growth	<ul style="list-style-type: none"> - Create sustainable jobs through tourism development, fisheries value-chain improvement, and support for SMEs. - Increase youth employment through vocational training and apprenticeship programmes. - Promote investment in infrastructure to support industrial growth in the municipality.

3.4 Prioritization process

The KEEA Municipal Assembly used a two-level Prioritization process to ensure a balanced and inclusive approach that is the community needs assessment (pairwise ranking) and municipal-level technical prioritization using the prioritization matrix tool. The community method involved listing development issues identified by community members and comparing each issue in pairs to determine which one was of greater concern. The frequency of selection was then tallied to produce a ranked list of priority issues for each community.

The municipal-level technical prioritization was done through a synthesis and integration of broader development challenges raised at the community level. The issues at the vertical were compared to those at the horizontal. The issue which had the highest frequency was ranked first and the others followed subsequently. The Prioritization Matrix Tool was used to score each issue based on the criteria outlined in section 3.2. The detailed matrix is included in the appendixes.

This dual approach community-driven prioritization combined with technical validation ensured that the final list of development priorities reflects both grassroots concerns and strategic development imperatives.

Table 26: Key Prioritized Issues

ISSUES	RANK
Deplorable road network	1st
Education	2nd
Inadequate Health facilities	3rd
Inadequate support to security issues	4th
Poor sanitation	5th
Inadequate water supply and Extension	6th
Unemployment	7th
Extension of electricity to newly developed areas	8th
Inadequate support to Agricultural activities	9th
Ineffective sub structures	10th
Deplorable Fishing condition	11th
Lack modern community market	12th
Tourism	13th



Komenda Edina Eguafó Abrem
Municipal Assembly

CHAPTER FOUR DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES



CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

This chapter outlines the formulation of the development goals, objectives, and strategies that will guide the implementation of the municipality’s Medium-Term Development Plan for the period 2026–2029. Building on the prioritized development issues identified in chapter three, the goals and objectives have been aligned with four out of the five thematic areas of the National Medium-Term Policy Framework.

The chapter presents a clear results-oriented framework that connects identified challenges to targeted development outcomes. Each goal is supported by specific objectives, which in turn are linked to strategies designed to address the root causes of development constraints and maximize opportunities for growth, equity, and sustainability. The formulation process was participatory and evidence-based, ensuring consistency with national priorities and responsiveness to community needs.

4.2 Development Goals, Objectives and Strategies

Based on the prioritized development challenges identified six major goals and 13 sub goals which are as follows

Table 27: Developed Goals

MAJOR GOALS	CONNECTED SUB-GOALS
Goal 1: Enhance Economic Development through Job Creation, Agriculture, and Tourism	<ul style="list-style-type: none"> • Reduce youth unemployment through skills development, entrepreneurship promotion, job facilitation, and support systems • Promote sustainable fisheries and improve livelihoods of fisherfolk. • Promote inclusive economic growth and improve local trade. • Promote sustainable local economic development through tourism and culture • Increase agricultural productivity and improve livelihoods through modern practices and value chain development
Goal 2: Enhance Infrastructure and Connectivity	<ul style="list-style-type: none"> • Improve road infrastructure for better accessibility, connectivity, and safety across KEEA Municipality • Ensure equitable access to electricity in all communities.

Goal 3: Improve Access to Quality Education	<ul style="list-style-type: none"> • Improve access to quality and inclusive education at all levels in KEEA Municipality through infrastructure development, teacher support, and effective stakeholder collaboration.
Goal 4: Promote Environmental Sanitation, Water Supply, and Sustainable Resource Management	<ul style="list-style-type: none"> • Enhance public health, environmental cleanliness, and urban resilience through improved solid waste management, sanitation infrastructure, and behavioral change in KEEA Municipality • Ensure sustainable and equitable access to safe, reliable, and affordable water supply in all communities of KEEA Municipality
Goal 5: Improve Access to Quality Healthcare	<ul style="list-style-type: none"> • Improve access to affordable and quality healthcare for all residents of KEEA Municipality through infrastructure development, health promotion, and efficient service delivery systems.
Goal 6: Promote Good Governance, Security, and Institutional Effectiveness	<ul style="list-style-type: none"> • Promote a safe and secure environment for residents, businesses, and institutions. • Strengthen local governance and decentralization.

These goals, objectives, and strategies have been formulated to guide the KEEA Municipality’s development agenda for 2026–2029. These are designed to address critical infrastructure deficits, social challenges, and environmental concerns while promoting economic growth and social well-being.

Table 28: Development Goals, Objectives and Strategies

Prioritize Issues (Ranked)	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Deplorable road network	Improve road infrastructure for better accessibility, connectivity, and safety across KEEA Municipality	<p>Upgrade and expand at least 25 km of feeder and urban roads across priority communities by 2029 to improve accessibility and reduce travel time.</p> <p>Install and maintain road signage, markings, speed calming devices, and pedestrian crossings in at least 80% of high-risk locations by 2028.</p> <p>Conduct annual road safety education programmes reaching a minimum of 70% of schools, transport unions, and communities by 2029.</p> <p>Strengthen enforcement of road traffic regulations through quarterly joint operations with relevant agencies from 2026–2029.</p> <p>Increase access to safe, inclusive, and affordable public transport by supporting at least two</p>	Improve the efficiency and effectiveness of road transport infrastructure and services	<ul style="list-style-type: none"> • Conduct a comprehensive road condition and prioritization survey to map and rank roads. • Mobilize resources for road repairs and upgrading. • Implement routine road maintenance programmes. • Construct new roads to link underserved areas and widen existing roads to accommodate increasing traffic flow. • Use eco-friendly construction methods and materials. • Promote green corridors and roadside vegetation to reduce erosion. • Allocate budget efficiently for road projects. • Involve local communities in planning, monitoring and evaluation to ensure the roads meet residents’ needs • Install road signs and zebra crossings • Construct footbridges and walkways 	Road Improvement and Accessibility Programme

		regulated transport initiatives by 2029.			
Education	Improve access to quality and inclusive education at all levels in KEEA Municipality through infrastructure development, teacher support, and effective stakeholder collaboration.	<p>Expand and rehabilitate basic, secondary, and TVET educational infrastructure in at least 60% of identified deficit areas by 2029.</p> <p>Improve quality of teaching and learning by supporting teacher capacity building and provision of learning materials in all public schools by 2028.</p> <p>Increase school enrolment, retention, and completion rates by 15%, with emphasis on girls and vulnerable learners, by 2029.</p> <p>Strengthen education governance through annual stakeholder forums and monitoring mechanisms beginning 2026.</p> <p>Promote ICT, TVET, and STEM education by equipping at least 50% of public schools with functional ICT facilities and programmes by 2029.</p>	<p>Enhance equitable access to, and participation in quality education at all levels</p> <p>Strengthen school management systems</p> <p>Strengthen competency-based skill development in technical and vocational education</p> <p>Promote inclusive education</p>	<ul style="list-style-type: none"> • Construct and rehabilitate classrooms and sanitation facilities • Provide furniture and learning materials • Ensure disability-friendly designs • Support teacher motivation and development • Supply teaching and learning materials • Monitor academic performance • Implement school feeding programmes • Provide scholarships and support packages • Sensitize communities on girl-child education • Reactivate school management committees (SMCs) • Engage PTAs and community leaders • Improve monitoring and supervision • Equip schools with ICT labs • Train teachers in digital education tools <p>Organize STEM clubs and fairs</p>	Inclusive Education Development Programme
Inadequate Health facilities	Improve access to affordable and	Expand and upgrade health infrastructure and	Strengthen healthcare and	<ul style="list-style-type: none"> • Construct and rehabilitate CHPS compounds and health centers 	Health promotion and

	<p>quality healthcare for all residents of KEEA Municipality through infrastructure development, health promotion, and efficient service delivery systems.</p>	<p>logistics, including CHPS compounds and equipment, in at least 70% of underserved communities by 2029.</p> <p>Increase access to preventive and primary healthcare services through annual outreach and screening programmes covering all sub-districts by 2028.</p> <p>Strengthen health sector governance through regular coordination meetings and performance reviews with stakeholders from 2026–2029.</p> <p>Improve NHIS coverage and affordability by increasing active membership by 20% by 2029.</p>	<p>health service delivery management system</p> <p>Provide adequate health infrastructure and institute functional health logistics</p>	<ul style="list-style-type: none"> • Provide medical equipment and logistics • Improve maternity and emergency care facilities • Facilitate accommodation for health staff • Undertake immunization and health screening campaigns • Intensify health education and sanitation drives • Promote family planning and reproductive and public health • Support the functionality of Health Management Committees (HMCs) • Promote data-driven health planning • Enhance coordination with GHS and NGOs • Intensify NHIS registration and renewal campaigns • Support indigent registration <p>Sensitize public on benefit package</p>	<p>infrastructure improvement Programme</p>
<p>Inadequate support to security issues</p>	<p>Promote a safe and secure environment for residents,</p>	<p>Improve community security by increasing visible security patrols and</p>	<p>Enhance public safety and security</p>	<ul style="list-style-type: none"> • Provide and strengthen Security Infrastructure and Police Presence • Provide and maintain street lighting 	<p>Security and Safety Development Programme</p>

	businesses, and institutions.	<p>posts in all high-risk communities by 2028.</p> <p>Strengthen collaboration with national security agencies through quarterly coordination meetings and joint operations from 2026–2029.</p> <p>Improve emergency response and disaster preparedness by establishing functional disaster response teams in all zonal councils by 2027.</p> <p>Reduce crime and safety incidents by 15% through community policing, infrastructure improvement, and preventive programmes by 2029.</p>		<ul style="list-style-type: none"> • Establish and strengthen Neighborhood Watch Committees • Promote the use of Digital Surveillance and Smart Security Tools <p>Enhance Institutional Collaboration and Stakeholder Engagement</p>	
Poor sanitation	Enhance public health, environmental cleanliness, and	Improve household and communal waste collection by expanding	<ul style="list-style-type: none"> • Enhance access to improved and sustainable environmental 	<ul style="list-style-type: none"> • Expand coverage of solid waste collection services; improve access to disposal sites; provide waste bins 	Comprehensive Environmental Sanitation and Waste

	<p>urban resilience through improved solid waste management, sanitation infrastructure, and behavioral change in KEEA Municipality</p>	<p>services to at least 75% of communities by 2029.</p> <p>Upgrade sanitation and hygiene facilities in public places and schools, achieving basic sanitation coverage in 80% of institutions by 2028.</p> <p>Promote waste reduction, recycling, and reuse by supporting at least three functional waste recovery initiatives by 2029.</p>	<p>sanitation services</p> <ul style="list-style-type: none"> Promote efficient and sustainable waste management 	<ul style="list-style-type: none"> Introduce sorting-at-source policies; establish recycling and composting centers Intensify public education on sanitation and hygiene Rehabilitate and build new public toilets; expand access to safe liquid waste disposal methods Strengthen monitoring and prosecution of sanitation offenses; empower Environmental Health Officers Engage private sector and community actors in sanitation and waste services enforce sanitation by-laws and environmental regulations Allocate adequate budget for sanitation <p>Build partnerships with NGOs and donors</p>	<p>Management Programme (CESWMP)</p>
<p>Inadequate water supply and Extension</p>	<p>Ensure sustainable and equitable access to safe, reliable, and affordable water supply in all communities of KEEA Municipality</p>	<p>Expand and rehabilitate water supply systems to provide safe and reliable water access to 85% of residents, particularly in underserved areas, by 2029.</p>	<p>Improve access to safe, reliable and sustainable water supply services for all</p>	<ul style="list-style-type: none"> Drill new boreholes and mechanized systems Extend GWC and STPWS pipelines to peri-urban zones Rehabilitate non-functional water systems Educate communities on water conservation 	<p>Integrated Water Access Development Programme</p>

		<p>Promote water conservation and sustainable use through community education programmes held annually from 2026–2029.</p> <p>Strengthen institutional coordination and governance of water resources through formal inter-agency collaboration frameworks by 2027.</p> <p>Enhance community participation by establishing water management committees in all beneficiary communities by 2028.</p>		<ul style="list-style-type: none"> • Promote household rainwater harvesting systems Strengthen Water and Sanitation Management Teams (WSMTs) • Enforce by-laws on water usage • Create and enforce by-laws on water resource protection • Improve data collection and planning <p>Facilitate community involvement in water management and strengthen local ownership</p>	
Growing Youth Unemployment	Reduce youth unemployment through skills development, entrepreneurship promotion, job facilitation, and support systems	<p>Enhance employable skills of at least 3,000 youth through vocational, ICT, and apprenticeship programmes by 2029.</p> <p>Promote youth entrepreneurship and self-employment by supporting at least 500 youth-led enterprises with</p>	Promote effective participation of the youth in socioeconomic development	<ul style="list-style-type: none"> • Implement youth employment and entrepreneurship programmes such as National Apprenticeship, One Million Coders and Adwumawura programmes. • Promote private sector and NGO involvement in youth entrepreneurship development • Facilitate entrepreneurial and business development training programmes. • Promote TVET and apprenticeship programmes. • Provide skills training in ICT, trade, agriculture. 	Youth Development and Entrepreneurship Programme

		<p>training and start-up assistance by 2029.</p> <p>Promote sports development by rehabilitating or constructing a minimum of 5 community sports facilities by 2028.</p>		<ul style="list-style-type: none"> • Provide business start-up support • Link youth to funding and incubation services. • Facilitate job placement and internships. • Promote agribusiness among youth • Provide land, tools, and technical support. • Form youth cooperatives and associations <p>Provide mentorship and counselling</p>	
Extension of electricity to newly developed areas	Ensure equitable access to electricity in all communities.	Extend electricity supply to 100% of identified underserved and newly developed communities by 2029, in collaboration with utility providers.	Promote universal access to safe, reliable, and affordable energy (aligned with SDG 7).	<ul style="list-style-type: none"> • Collaborate with ECG and Ministry of Energy. • Facilitate rural electrification projects. • Provide streetlights in new settlements. 	Rural Electrification and Energy Extension Programme
Inadequate support to Agricultural activities	Increase agricultural productivity and improve livelihoods through modern practices and value chain development	<p>Increase crop, aquaculture, and livestock productivity by 20% through access to improved inputs, extension services, and technologies by 2029.</p> <p>Promote value addition and agribusiness by supporting at least 10</p>	<p>Enhance agricultural production and agribusiness for economic transformation</p> <p>Promote food transformation (processing and value-addition)</p>	<ul style="list-style-type: none"> • Provide subsidized inputs (seeds, fertilizers) Provide improved seeds, feed, and vet. Services (SDG 1) • Promote climate-smart crop and animal practices • Expand agricultural extension services • Facilitate and support small-scale agro-processing initiatives • Develop livestock processing hubs (poultry, pork, catfish, mushroom) 	Agriculture and Agribusiness Development Programme

		<p>processing and storage facilities by 2029.</p> <p>Improve irrigation and water use efficiency for agriculture by developing small-scale irrigation schemes in 5 priority areas by 2028.</p> <p>Increase youth and women participation in integrated agriculture by 30% through targeted programmes by 2029.</p> <p>Protect agricultural lands and promote sustainable land use through enforcement of land-use plans and farmer education programmes by 2029.</p>		<ul style="list-style-type: none"> • Target youth and women in livestock/crop production • Support agribusiness incubators • Facilitate access to agricultural lands, market and credit for youth and women • Develop small-scale irrigation systems/schemes • Promote water harvesting for farm • Promote community land banks and prevent encroachment on farmland • Increase storage facilities for agro-produce including warehouse, silos, cold storage facilities to improve marketing of agriculture produce <p>Support to local processors to source their raw materials from smallholder farmers in rural areas</p>	
Ineffective sub structures	Strengthen local governance and decentralization.	Improve functionality and accountability of Zonal Councils, Area Councils, and Unit Committees through annual training and performance assessments from 2026–2029.	Deepen decentralization and strengthen local governance institutions.	<ul style="list-style-type: none"> • Build capacity of sub-structure members. • Provide adequate logistics and office space. • Establish regular community engagement forums. 	Sub-structure Capacity Building and Decentralization Support Programme

Deplorable Fishing condition	Promote sustainable fisheries and improve livelihoods of fisherfolk.	Improve fishing infrastructure and post-harvest management by rehabilitating or constructing at least 3 landing and storage facilities by 2028.	Modernize agriculture and ensure sustainable exploitation of fisheries resources.	<ul style="list-style-type: none"> • Construct and rehabilitate fish landing sites. • Provide cold storage and processing facilities. • Support fisherfolk with training on modern fishing practices. 	Fisheries Development and Livelihood Support Programme
Lack modern community market	Promote inclusive economic growth and improve local trade.	Provide modern, safe, and accessible market infrastructure by upgrading at least 2 major markets by 2029.	Expand infrastructure for inclusive and resilient economic growth.	<ul style="list-style-type: none"> • Construct modern community markets with storage and sanitation facilities. • Rehabilitate existing markets. • Promote women and youth participation in market activities. 	Community Market Infrastructure Development Programme
Tourism	Promote sustainable local economic development through tourism and culture	Develop and promote eco-tourism and cultural heritage sites to create at least 500 new jobs by 2029.	Diversify and expand the tourism industry	<ul style="list-style-type: none"> • Upgrade and promote tourist and cultural heritage sites Through mapping and development of tourism assets • Develop and promote tourism infrastructure • Forge partnerships with private investors and traditional authorities • Train local youth and women in tourism and hospitality services Marketing and publicity creation • Organize festivals and cultural exhibitions 	Tourism and Cultural Heritage Development Programme

4.3 Assessment of Goal Compatibility using Goal Compatibility Matrix

As part of the strategic planning process for KEEA Municipality's Medium-Term Development Plan (2026–2029), a goal compatibility analysis was conducted to assess the coherence and alignment between the 6 proposed development goals. This analysis helps identify synergies, potential conflicts, and opportunities for integration, ensuring that limited resources are utilized efficiently and that programs reinforce one another.

The goals were evaluated using a three-tier compatibility framework:

- High Compatibility (H): Goals that are strongly complementary and mutually reinforcing.
- Medium Compatibility (M): Goals with some overlaps or dependencies, requiring deliberate coordination.
- Low Compatibility (L): Goals that are either unrelated or potentially conflicting and should be managed separately.

High Compatibility Clusters

- Economic Development (G1) ↔ Infrastructure (G2): Good roads, electricity, and connectivity enable farmers, traders, and tourists to access markets, while job creation and economic growth provide revenue for infrastructure expansion.
- Education (G3) ↔ Healthcare (G5): A healthier population improves school attendance and performance, while education produces health professionals and promotes awareness of healthy living.
- Governance (G6) ↔ All Goals: Strong institutions, effective decentralization, and security are cross-cutting enablers that strengthen implementation across sectors—ensuring accountability, safety, and trust.

Medium Compatibility Goals

- Economic Development (G1) ↔ Sanitation & Water (G4): Better sanitation and safe water supply create a healthy workforce and reduce productivity losses due to disease, but the connection to income, agriculture, or tourism is indirect.
- Education (G3) ↔ Sanitation & Water (G4): Clean water and sanitation improve attendance and performance in schools (especially for girls), but the main driver of education quality is infrastructure, teachers, and curriculum.
- Economic Development (G1) ↔ Healthcare (G5): Healthy workers are more productive, and income growth allows households to afford better health services. However, the relationship is supportive rather than direct compared to roads or education.

Low Compatibility Goals

- Certain goals like tourism, fisheries, and governance show weaker links with water, health, and sanitation, requiring deliberate policy integration.
- Security has weaker ties to education and water but indirectly benefits from their improvements.

Strategic Planning Implications

Based on the compatibility analysis, the following strategic actions are will be undertaken:

1. High compatibility goals will be grouped into thematic programs with integrated objectives and performance indicators.
2. Medium compatibility goals will be coordinated through inter-departmental coordination or shared implementation timelines.
3. Low compatibility goals will be managed separately with established safeguards (e.g., environmental screening, participatory planning) to reduce conflict.
4. The compatibility matrix will inform program budgeting, stakeholder engagement, and monitoring frameworks.

Conclusion

The goal compatibility analysis strengthens the coherence of KEEA Municipality’s development strategy by ensuring programs are logically grouped and mutually reinforcing. It provides a rational basis for resource allocation, program integration, and institutional coordination over the 2026–2029 planning period.

Table 29: Goal Compatibility Matrix KEEAMA (MTDP 2026-2029)

	G1	G2	G3	G4	G5	G6
G1	–	H	H	M	M	H
G2	H	–	H	H	H	H
G3	H	H	–	M	H	H
G4	M	H	M	–	H	H
G5	M	H	H	H	–	H
G6	H	H	H	H	H	–

Integration of Spatial Plans

Figure: Sample SDF – KEEA Municipality

Figure: Structure Plan of KEEA



Komenda Edina Eguafo Abrem
Municipal Assembly

CHAPTER FIVE COMPOSITE DEVELOPMENT PROGRAMMES



CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This chapter presents the Composite Development Programmes for the KEEA Municipal Assembly for the 2026–2029 planning period. These programmes are derived from the prioritized strategies and objectives outlined in the previous chapter, and are designed to provide a coherent framework for implementing related development interventions. The development programmes have been categorized to align with the five national development dimensions and cross-cutting issues, including Monitoring and Evaluation (M&E), Communication, Asset Maintenance, Knowledge Management and Learning, and Joint Development Programming.

Each programme groups together related projects and activities to achieve specific medium-term outcomes and objectives. The chapter also outlines indicative costs, assumptions, and costing methodologies in line with the Public Financial Management Act, 2016 (Act 921) and its accompanying Regulation 31 of L.I. 2378.

5.2 Development Programmes

The development Programmes identified for implementation in the KEEA Municipality over the 2026–2029 period are as follows:

Local Economic Development and Job Creation Programme

Objective: Enhance local economic growth, productivity, and employment opportunities, especially for youth and women.

Key Strategies:

- Support to MSMEs, start-ups, and cooperatives.
- Promotion of agribusiness, agro-processing, and value chains.
- Facilitation of vocational and entrepreneurship training.
- Improvement in market infrastructure.

Social Services Improvement Programme

Objective: Improve access to quality healthcare, education, water, and sanitation services.

Key Strategies:

- Construction and rehabilitation of Health Infrastructure and school Infrastructure
- Provision of teaching and learning materials such as Mono/dual desks etc.
- Public health education and health promotion.
- Expansion of water supply systems and household toilets.

Green and Resilient Infrastructure Programme

Objective: Promote sustainable human settlement development, environmental conservation, and climate resilience.

Key Strategies:

- Tree planting and community greening.
- Improvement in roads, drainage systems and flood control.
- Enrollment of Smart cities programme .
- Enforcement of building codes and land use regulations.
- Sanitation infrastructure development.

Governance, Participation, and Accountability Programme

Objective: Strengthen local governance systems, transparency, citizen participation, and social accountability.

Key Strategies:

- Operationalization of client service and complaints units (CSCU)
- Capacity building for Assembly members and staff.
- Community engagement through town hall meetings and digital platforms.
- Implementation of social audit tools and scorecards.

Monitoring and Evaluation (M&E) Programme

Objective: Strengthen evidence-based planning, tracking of results, and policy learning.

Key Strategies:

- Implementation of M&E plans and annual performance reviews.
- Development of M&E database and GIS mapping.
- Conduct of citizen satisfaction surveys and outcome evaluations.

Communication and Public Engagement Programme

Objective: Promote effective communication of development initiatives and public feedback.

Key Strategies:

- Public information campaigns and awareness creation.
- Establishment of communication desk and media relations.
- Use of digital platforms and community radio for outreach.

Asset Management and Maintenance Programme

Objective: Ensure the sustainability and optimal functioning of public infrastructure and assets.

Key Strategies:

- Development and implementation of maintenance schedules.
- Inventory and digital tagging of Assembly assets.
- Training of facility management personnel.

Knowledge Management and Learning Programme

Objective: Institutionalize knowledge sharing and organizational learning for improved planning and service delivery.

Key Strategies:

- Documentation of best practices and lessons learned.
- Learning exchanges with peer Assemblies.
- Development of knowledge repositories and e-libraries.

Joint Development Programme

Objective: Foster integrated planning and implementation with other MMDAs, MDAs, and development partners.

Key Strategies:

- Joint initiatives on cross-boundary sanitation, transport, and markets.
- Collaborative planning with RCC and sector Ministries.
- Resource pooling for inter-jurisdictional programmes.

Table 30: Gender Equity, Social Inclusion and Cross-cutting Interventions

INTERVENTION AREA	INCLUSIVE MEASURES
School & Health Infrastructure	<ol style="list-style-type: none"> 1. Incorporate disability access ramps and handrails in all new and renovated facilities. 2. Kindergarten blocks to include age-appropriate bathroom and serving areas. 3. Install rainwater harvesting or boreholes to ensure reliable WASH compliance. 4. Integrate solar or renewable energy systems to support off-grid locations.
Sanitation Facilities	<ol style="list-style-type: none"> 1. Gender-segregated latrines with disability-friendly access (ramps and handrails). 2. Provide changing rooms with sanitary pad disposal units for females. 3. Install handwashing stations with soap and water Include boreholes or water sources to ensure full sanitation functionality.
Market Facilities	<ol style="list-style-type: none"> 1. Provide separate public bathrooms for males and females with disability access. 2. Integrate washrooms into market stores and sheds - Include Early Childhood Development centers in major market projects. 3. Install waste disposal and drainage systems to improve environmental hygiene.
OTHER CROSS-CUTTING MEASURES	
Climate Change Adaptation	<ol style="list-style-type: none"> 1. Integrate green building features and proper stormwater drainage in all new infrastructure. 2. Promote construction using climate-resilient, energy efficient designs.
Child Protection & Safety	<ol style="list-style-type: none"> 1. Provide perimeter fencing and controlled entry in school environments. 2. Ensure all public infrastructure is child-friendly and secure.
ICT & Innovation	<p>Ensure ICT connectivity in public institutions including schools and health centers.</p> <p>Support digital inclusion for marginalized groups through e-services.</p>
Community Engagement	<ol style="list-style-type: none"> 1. Actively involve women, youth, and Persons with Disabilities in planning, implementation and monitoring. 2. Encourage communal labour and participatory decision-making for local ownership

5.3 Costing Plan

The costing of the 2026–2029 Medium-Term Development Plan (MTDP) for the KEEA Municipality was undertaken using a combination of standardized national costing tools, market surveys, and sector-specific data. This approach ensures that the cost estimates for all development programmes are realistic, evidence-based, and aligned with current market conditions and public procurement guidelines. To ensure accuracy and consistency in costing the 2026–2029 MTDP, the following key references and methodologies were used:

- **PPA Price Database:** The Public Procurement Authority’s Average Price Database provided standardized costs for commonly procured goods and services.
- **Unit Cost Estimator Tool:** For infrastructure-related programmes, PPA’s Unit Cost Estimator Tool was used to derive realistic estimates for construction works.
- **Consultancy Fee Scales:** The Ministry of Works and Housing’s Scale of Fees guided the costing of professional consultancy services.
- **Market Surveys and Vendor Quotes:** For items not covered in national tools, local market surveys and service provider quotes were used to ensure competitive and context-specific pricing.

These methodologies ensured that cost estimates are not only compliant with national procurement regulations but also responsive to the local economic context. The resulting cost framework forms the financial backbone of the Development Programme Implementation Matrix and the Programme Financing Strategy, providing a reliable basis for resource mobilization, budgeting, and expenditure tracking throughout the plan period. The detailed costing framework and project-specific budgets are captured in table 32, which links each programme to its corresponding objectives, strategies, and indicators.

5.4 Programme of Action (POA)

Table 31: Programme of Action (POA)

Development Programme	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
Sustainable Agriculture and Agribusiness Development Programme	X	X	X	X	120,000.00	640,000.00	100,000.00	284,000.00			DoA	FBOs, CRAD, UCC, MoFA, BAC
Enterprise Development and MSME Support	X	X	X	X		10,228,809.30		196,400.00			BAC	RGD, GEA, FDA KEEAMA
Tourism and Cultural Heritage Development Programme	X	X	X	X		160,000.00	60,000.00	1,570,000.00			MPCU	GMMB
Inclusive Education & Educational Infrastructure Development Programme	X	X	X	X	660,000.00	28,898,872.00	620,000.00	40,000.00			GES	MA's FBOs CBOs UNICEF
Health promotion and infrastructure improvement Programme	X	X	X	X	516,512.00	16,699,958.00	100,000.00	-			GHS	NGOs, KEEAMA
Gender, Social Inclusion & Protection Development Programme	X	X	X	X	479,968.00	6,950,000.00	40,000.00				DSWCD	GHS, GES, GFD, NGOs DOVSU, NCCE, NCPD
Comprehensive Environmental Sanitation and Waste Management Programme (CESWMP)	X	X	X	X	0	12,941,496.00	252,000.00	379,000.00			EHSU	GHS, NADMO, CSOs UNICEF, ZOOMLION
Integrated Water Access Development Programme	X	X	X	X		8,987,760.90	357,918.96	2,000,000.00				
Transport and Road Safety Development programme	X	X	X	X	76,988.00	2,120,000.00		13,240,000.00 (Road Fund)			MURD	DUR, CAPE COAST/ KEEAMA
Disaster Risk Reduction, Drainage, Flood Risk Reduction and Resilience Programme	X	X	X	X	-	1,219,640.00	48,000.00				NADMO	KEEAMA

Security and Safety Development Programme	X	X	X	X	28,000.00	80,000.00	1,020,000.00					GPS GNFS	KEEAMA
Human Settlement Development Programme	X	X	X	X	115,756.00	840,000.00	928,800.00	863,033.00 (UN Habitat, GIZ)				PPD	TSC & SPC, EPA, LUSPA, GIZ, FISHERIES, UCC
Public Infrastructure Development and Maintenance Programme	X	X	X	X	61,580.00	2,000,000.00	302,400.00	-				MWD	KEEAMA
Local Governance Capacity Building and Training Programme	X	X	X	X	40,000.00	800,000.00	300,000.00					HRM	KEEAMA
Result-Based Monitoring and Evaluation Programme	X	X	X	X	37,000.00	857,670.00	1,615,600.00	128,400.00				MPCU	KEEAMA

Table 32: Programme Financing

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding (B)							Total (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others (Specify)		
Sustainable Agriculture and Agribusiness Development Programme	1,144,000.00	108,097.00	130,000.00	779,000.00	-	-	-		1,017,097.00	126,903.00
Gender, Social Inclusion & Protection Development Programme	7,469,968.00	129,950.00	105,000.00	3,322,500.00		-	3,000,000.00	145,000.00 (UNICEF)	6,702,450.00	3,767,518.00

Inclusive Education & Educational Infrastructure Development Programme	29,218,872.00		2,085,000.00	25,308,273.22	1,092,776.80				28,486,049.80	732,822.20
Health promotion and infrastructure improvement Programme	18,316,470.00		70,000.00	13,688,584.80	1,092,776.80		2,000,000.00		16,851,361.6	3,465,108.06
Transport and Road Safety Development programme	15,436,988.00	87,247.00	156,000.00	3,500,000.00	1,092,776.80	-	-	10,000.00 (ROA DFUND)	14,836,023.80	2,838,023.80
Result-Based Monitoring and Evaluation Programme	2,510,270.00	33,203.00	1,515,000.00	690,000.00	-	-	-	-	2,238,203.00	272,067.00
Comprehensive Environmental Sanitation and Waste Management Programme (CESWMP)	13,572,496.00	-	192,000.00	11,065,187.20	-	-	1,000,000.00	250,000.00 (UNICEF)	12,507,187.20	3,813,421.10
Integrated Water Access Development Programme	11,345,678.96		123,000.00	7,345,567.34			2,000,000.00		9,468,567.34	1,877,111.96
Enterprise Development and MSME Support	10,425,209.30	-	230,000.00	8,673,209.30	-	-	-	-	8,903,209.30	1,521,999.70
Disaster Risk Reduction, Drainage, Flood Risk Reduction and	1,267,640.00	-	75,000.00	660,000.00	-	-	-	-	735,000.00	467,360.00

Resilience Programme										
Human Settlement Development Programme	2,747,589.00	57,544.00	110,000.00	660,000.00		-	-	600,000.00 (UN-Habitat)	1,427,544.00	1,320,045.00
Local Governance Capacity Building and Training Programme	1,140,000.00	39,203.00	660,000.00	325,000.00	-	-	-	-	1,024,203.00	115,797.00
Tourism and Cultural Heritage Development Programme	1,790,000.00	-	60,000.00	160,000.00	-	-	-	-	220,000.00	1,570,000.00
Security and Safety Development Programme	1,128,000.00	-	40,000.00	100,000.00	-	-	-	-	140,000.00	1,128,000.00
Public Infrastructure Development and Maintenance Programme	6,363,980.00	-	20,000.00	5,024,678.46	1,092,776.80	-	-	-	6,137,455.26	226,524.74
TOTAL	123,877,161.26	455,244.00	5,851,000.00	80,337,000.32	4,371,107.20		8,000,000.00	1,005,000.00	110,694,400.96	23,242,700.00

Source KEEAMA Budget Unit 2025

5.5 Revenue Generation Measures

A cursory look at the analysis above indicates that the total projected cost of financing the District Medium Term Development Plan (2026-2029) is **One Hundred and Twenty-Three Million, Eight Hundred and Seventy-Seven Thousand, One Hundred and Sixty-One Ghana Cedis Twenty-Six pesewas (GHS 123,877,161.26)**. However, as shown above, projected revenue for the period which could be generated from the traditional sources both External and Internal would amount to **One Hundred and Ten Million, Six Hundred and Ninety-Four Thousand, Four Hundred Ghana Cedis Ninety-Six Pesewas (GHS 110,694,400.96)**.

This means that a financial gap of **Twenty-Three Million, Two Hundred and Forty-Two Thousand, Seven Hundred Ghana Cedis (GH¢23,242,700.00)** would have to be mobilized in order to cater for the shortfall.

Financing the gap therefore means, more efforts would have to be made to improve the revenue situation of the district. Alternatively, external assistance could be sought to finance this gap. It is therefore expected, that in order to ensure the smooth implementation of the plan there is the need to raise more revenue and mobilize assistance.

- Firstly, more emphasis would have to be put on key areas of the Municipal resources that have the potential of generating more revenue. The assembly has to put in more resources in all ratable areas in order to generate enough funds as capital to finance some of the projects and Programmes. In this direction, regular meetings would be held with rate payers to sensitize them on the need pay their rate timely which would trigger development within the municipality.
- Secondly, Stringent measures would be put in place to block all revenue leakages by ensuring that the revenue staff becomes more effective in their revenue collection. In this regard, well trained and youthful staff must be recruited and motivated to carry this exercise
- Again, the Assembly will adopt the IAFF approach to align planning and budgeting processes while identifying innovative financing options for key sectors such as health, education, infrastructure, and local economic development.
- The Assembly will initiate plans of linking up with our Development Partners to assist in carrying out some of the projects and Programmes as outlined in the plan, e.g., UNICEF/WASH, IDA/SRWSP among others. In view of this, the assembly must fully resolve to the use of lobbying and tact to ensure that more programmes come into the Municipality

- Using the toolkit developed by NDPC and UNDP, the Assembly will identify potential investment areas and attract private sector partners. Strategic sectors include tourism, renewable energy, and urban agriculture.
- Given the emphasis on green and resilient infrastructure, the Assembly will explore climate-related funding windows such as the Green Climate Fund and the Adaptation Fund to finance sustainable infrastructure projects.
- The Assembly will engage with philanthropic organizations, foundations, and corporate institutions operating within the municipality to mobilize funding through CSR initiatives and impact investment.

5.6 Strategic Environmental Assessment (SEA)

In line with sustainable development principles, all programmes under the 2026–2029 MTDP of KEEA Municipality were subjected to a Strategic Environmental Assessment (SEA). The SEA served as a planning tool to evaluate the environmental, social, economic, and governance implications of proposed interventions.

This process ensures alignment with the Environmental Protection Agency Act (Act 490), the National Environment Policy, and the SDGs. It identified potential risks and guided the integration of mitigation measures into programme design.

The SEA assessed impacts across four dimensions:

- **Environmental** – Effects on ecosystems, biodiversity, land, and water resources.
- **Social** – Equity, inclusion, and service accessibility for vulnerable groups.
- **Economic** – Contributions to growth, jobs, and resource efficiency.
- **Governance** – Transparency, participation, and institutional coordination.

Key findings called for improved land-use coordination, stronger enforcement mechanisms, inclusive stakeholder engagement, and enhanced local capacity for environmental monitoring.



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CHAPTER SIX ANNUAL ACTION PLANS



CHAPTER SIX: ANNUAL ACTION PLANS

6.1 Introduction

This chapter outlines the Annual Action Plans (AAPs) for KEEA Municipal Assembly covering the period 2026–2029. These action plans serve as yearly blueprints for implementing key development programmes. Each AAP translates strategic objectives into specific, time-bound interventions, with clear cost estimates, funding sources, responsible institutions, and implementation schedules aligned with the Medium-Term Expenditure Framework (MTEF).

The action plans reflect a combination of new and ongoing projects across all four thematic areas—Economic Development, Social Development, Environment and Human Settlement Development, and Governance and Institutional Development. They also incorporate essential cross-cutting issues such as gender equality, climate change adaptation, disability inclusion, youth development, and digital transformation. Emphasis is placed on integrating infrastructure maintenance, public communication, and monitoring and evaluation activities to ensure long-term sustainability and accountability.

Formulated through a participatory process involving stakeholders, communities, and technical officers, the AAPs also align with the Composite Budget and the Municipal Spatial Development Framework. This alignment ensures that spatial priorities, budget allocations, and development goals are synchronized annually to maximize impact and support inclusive growth. The full set of Annual Action Plans from 2026 to 2029 is presented in table 33 through to 36 below.

6.2 Implementation of Annual Action Plans

The implementation of the Annual Action Plans (AAPs) for the period 2026–2029 will be led by the various departments and units of the KEEA Municipal Assembly, working in collaboration with subverted agencies, NGOs, CSOs, FBOs, and the private sector. These stakeholders will be responsible for carrying out programmes and projects aligned with their respective mandates, ensuring consistency with the broader goals and objectives of the Medium-Term Development Plan (MTDP). Successful execution of the action plans will depend on the timely release of resources, coordinated stakeholder participation, and adherence to implementation schedules. Community engagement and transparency will be prioritized to foster local ownership and accountability.

Table 33: Annual Action Plan (2026)

1. ECONOMIC DEVELOPMENT													
FOCUS AREA 1.1: AGRICULTURE AND AGRI BUSINESS DEVELOPMENT													
Objective: Promote the development of food and tree crops, livestock, and agro-processing for resilient food system, income generation and enhanced employment opportunities													
Programme:													
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
FBO empowerment and market linkage programme	Municipal-wide						10,000.00	8,800.00				DoA	FBOs, UCC, BAC, Department of Cooperatives, Central Agric. Department (CRAD), CABI, and UCC
Sustainable inputs and land access initiative	Municipal-wide						8,000.00					DoA	KEEAMA, Assembly Members, FBOs, and traditional leaders
Agri-processing zone feasibility and investment drive	Municipal-wide						1,500.00	3,000.00				DoA	KEEAMA, FBOs and Assembly Members
Promotion of climate-smart irrigation	Municipal-wide						4,000.00					DoA	UCC, CRAD, and FBOs.
Climate-resilient crops and perennials programme	Municipal-wide						6,600.00					DoA	UCC, CRI-CSIR, MoFA, TCDA, GIPA, and CRAD
Digital agriculture extension services	Municipal-wide					5,250.00		1,200.00				DoA	CABI, Ghana Met. Agency, MoFA, and CRAD
Local poultry feed initiative	Municipal-wide						4,000.00					DoA	Exim Bank, MoFA, CRAD, UCC, CCTU, BNARI-GAEC, and FBOs.

Flagship programme implementation	Municipal-wide					21,060.00						DoA	MoFA, FBOs, and Assembly Members
Regenerative agriculture and safe inputs programme	Municipal-wide					7,600.00	1,600.00					DoA	UCC, PPRSD-MoFA, CABI, and CRAD
FBO-Agro-processor linkage	Municipal-wide				1,800.00							DoA	UCC, FBOs, and CRAD
Early warning and climate resilience system	Municipal-wide				10,450.00	4,000.00						DoA	CABI, PPRSD-MoFA, CRAD, UCC, CCTU, CRI-CSIR, Ghana Met. Agency, Assembly Members and FBOs
Monitoring and Evaluation (M&E) and staff capacity development	Municipal-wide				7,500.00	12,240.00	5,400.00					DoA	UCC, CCTU, CRI-CSIR, MoFA, and CRAD
Post-harvest loss reduction technology transfer	Municipal-wide				2,000.00	1,200.00						DoA	MoFA, CRAD, UCC, CCTU, and FBOs.
Youth in agribusiness empowerment programme	Municipal-wide					1,500.00						DoA	MoFA, CRAD, BAC, and UCC.
Livestock health and productivity	Municipal-wide				1,500.00	1,500.00						DoA	MoFA (APD and VSD), CRAD, and FBOs.
Post-harvest loss reduction and value addition programme	Municipal-wide				900.00							DoA	WIAD-MoFA and CRAD
Eat What You Grow Nutrition Sensitization Campaign	Municipal-wide				600.00	1,950.00						DoA	FBOs and GES
Safe Food handling from farm to table initiative.	Municipal-wide					1,200.00						DoA	CRAD and WIAD

Farming community livelihood diversification programme	Municipal-wide						1,450.00					DoA	CRAD, BAC, and NGOs
Biofortified crops and home garden promotion programme	Municipal-wide						2,200.00					DoA	CRAD and MoFA (WIAD and CSD)
Organization of Farmers Day Celebrations	Selected Community						70.000.00					DOA	KEEAMA/Ass. Members/Unit Committees

FOCUS 1.2: FISHERIES AND AQUACULTURE DEVELOPMENT

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Sensitization on the prospect of Fish Farming	Municipal-Wide								10,000.00 (FISH. COM)			Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs
Educate Fish farmers on good aquaculture practices and sustainability	Municipal-Wide								10,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs
Educate fish farmers on the culture of only certified species and fish health	Municipal-Wide								10,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Educate Fishers on the fisheries Laws	Municipal-Wide								10,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Educate fishers on landing beach sanitation	Municipal-Wide								7,000.00			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC

									(FISH COM)			
Intensify sensitization on fisheries Close Season	Municipal-Wide								7,000.00 (FISH COM)			Fisheries Comm.) KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Enforcement of Fisheries Law	Landing Beaches Municipal-wide						5,000.00		5,000.00 (FISH COM)			Fisheries Comm.) KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Distribution of Premix Cards	Kafodzidzi, Abrobiano,Ankwanda & Ampenyi								2,000.00 (FISH COM)			Fisheries Comm.) KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC, Premix Committee
Safe Fish certification	Municipal-wide								10,000.00 (FISH COM)			Fisheries Comm.) KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC

FOCUS 1.3: TOURISM, CREATIVE ARTS DEVELOPMENT/ PRIVATE SECTOR DEVELOPMENT

Development of Heritage Walk Tourism Product	Elmina								1,500,000.00 PROPOSAL FOR DONOR SUPPORT			MPCU GMMB, GTA TOURISM FOCAL PERSON, CEDECOM
Development of Dumpow Eco-Tourism Groove	Eguafo					20,000.00			70,000.00 (GHCT)			GHCT KEEAMA, Tourism SubComm,GMMB, Zonal Council
Promotion & Branding of Arts & Culture through festival celebration	Municipal Wide					20,000.00	15,000.00					MPCU GTA, GMMB, BAC, TOURISM FOCAL PERSON GMMB

Business Formulation for MSMEs-Regstral General's Department	Municipal wide								5,000.00 (GEA/REP)			BAC	RGD
Food Certification with Food and Drugs Authority	Municipal wide								3,750.00 (GEA/REP)			BAC	FDA
Client registration with Ghana Enterprises Agency	Municipal wide								2,000.00 (GEA/REP)			BAC	GEA, KEEAMA
Business Development Service Provider Registration with Ghana Enterprises Agency	Municipal wide								2,750.00 (GEA/REP)			BAC	GEA, KEEAMA
LED/ MSE Meeting						10,000.00						LED Comm.	BAC/ KEEAMA
Internship (Study Tour) for entrepreneurs on Skill enhancement	Municipal-wide								10,000.00 (GEA/REP)			BAC	KEEAMA
Business Counselling and Business Support	Municipal wide					4,000.00						BAC	KEEAMA
Strengthening and formation of Business Associations	Municipal wide					2,400.00			1,600.00 (GEA/REP)			BAC	KEEAMA
Regulatory Requirement support for Businesses	Municipal wide								24,000.00 (GEA/REP)			BAC	KEEAMA
Provision of Start-up kits/Support for Businesses, Apprentices and Entrepreneurs	Municipal wide					30,000.00						BAC	KEEAMA

FOCUS AREA 1.4 TRADE & INVESTMENT

Objective

Programme:														
Projects/Programme	Locations	Time Frame				Cost				Programme Status		Implementation Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
Completion of 24-Hour Economy Model Market	Elmina						8,043,209.30						Works Dept	MPCU
Maintenance of Markets and other emergency works	Municipal-wide							20,000.00					Works Dept	

2. SOCIAL DEVELOPMENT

FOCUS 2.1: EDUCATION AND TRAINING

Objective:

Programme:

Projects/Programme	Locations	Time Frame				Cost				Programme Status		Implementation Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
Construction of 1. No 2 Unit KG Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 14 No. Hexagonal Desk and 84 No. Chairs, 2 No. Official Tables & Chairs	Ponkrom M/A Basic						405,000.00						KEEAMA	GES/Zonal Council/Chiefs
Construction of 1. No 2 Unit KG Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 8 No.	Aburansa						405,000.00						KEEAMA	GES/Zonal Council/Chiefs

Hexagonal Desk and 48 No. Chairs, 2 No. Official Tables & Chairs (20% IGF Capital Project)												
Construction of 1. No 6 Unit Classroom Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 300 No. Dual & 6.No Official Tables & Chairs	Kissi Prim A&B					1,916,101.00					KEEAMA	GES/Zonal Council/Chiefs
Construction of 1. No 3 Unit JHS Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 150 No. Mono Desk & 4 Official Tables & Chairs for Dunwell Meth. Basic at Dutch Komenda	Brenu Akyinim M/A Basic					712,370.51					KEEAMA	GES/Zonal Council/Chiefs
Completion of 1. No 2 Unit KG Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 14 No. Hexagonal Desk and 84. No. Chairs, 2 No. Official Tables & Chairs	Nkontrodo AME Zion					267,491.78					KEEAMA	GES/Zonal Council/Chiefs
Completion of 1. No 6 Unit Classroom Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 300 No. Dual & 6.No Official Tables & Chairs	Anweem Kumasi					1,350,921.00					KEEAMA	GES/Zonal Council/Chiefs
Completion of 1. No 3 Unit JHS Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 150 No. Mono Desk & 4 Official	Dunwell Meth. Basic at Dutch Komenda					608,550.00					GES	KEEAMA/Zonal Council/Chiefs

Tables & Chairs for Dunwell Meth. Basic at Dutch Komenda													
Organization of community sensitization on the need to send all children to school and at the right age	All community schools				20,000.00 (GES)							GES	KEEAMA/Zonal Council/Chiefs
Organization of "My First Day at School" ceremony in all schools	Selected schools				30,000.00 (GES)							GES	KEEAMA/Zonal Council/Chiefs
Organization of capacity-building workshop for guidance and counselling and SHEP coordinators in the schools	All schools				20,000.00 (GES)							GES	KEEAMA/Zonal Council/Chiefs
Screening of children to identify health needs and subsequent referrals when necessary.	All Schools				20,000.00 (GES)							GES	KEEAMA/Zonal Council/Chiefs
Support sports and culture in All Schools	All Schools						10,000.00					GES	KEEAMA/Zonal Council/Chiefs
Sensitization of students and their communities on health issues and drug use.	All Community Schools					12,000.00						GES	KEEAMA/Zonal Council/Chiefs
Organization of regular monitoring and inspection of schools	GES field officers				20,000.00 (GES)							GES	KEEAMA/Zonal Council/Chiefs

Training of SMC and PTA executives on their roles in basic school management	All Community schools					15,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Organization of SPAM in schools	All basic schools in the Municipality					15,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Organization of INSET for Heads, SMC and PTA on resource mobilization	All school communities					15,000.00 (GES)	5.000.00					GES	KEEAMA/Zonal Council/Chiefs
Support the directorate to organize at least two (2) different Mock Exams in the Municipality for JHS 3 Students.	All BECE candidates						45.000.00					GES	KEEAMA/Zonal Council/Chiefs
Support the directorate to organize at least two (2) meetings for Municipal Education Oversight Committee (DEOC).	Municipal-wide							10,000.00				GES	KEEAMA
To support Brilliant but Needy students	Municipal-wide						20,000.00	5,000.00				KEEAMA	GES/MP
Organize Best Teacher/Students Awards						10,000.00 (GES)		10,000.00	10,000.00			GES	KEEAMA
Provision of pupils' furniture (124 Hexagonal desk with 744 Chairs)	Municipal-wide						317,283.72					KEEAMA	GES/MOE/MLGCRD
Provision of pupils' furniture (1,000 No Dual Desk)	Municipal-wide						1,700,000.00					KEEAMA	GES/MOE/MLGCRD

Provision of pupils' furniture (1,000 Mono Desk)	Municipal-wide						900,000.00					KEEAMA	GES/MOE/MLGCRD
Provision of 150. No. Teachers Tables & 150 No. corresponding Chairs	Municipal-wide						300,000.00					KEEAMA	GES/MOE/MLGCRD
Rehabilitation of .Ntranoa M/A Basic (A&B), Elmina Catholic JHS, Saman Abotar Park Primary, Amissano Catholic Basic, College Practice Primary, Elmina M/A Basic & Ampenyi KG.	Selected Schools						1,000,000.00					KEEAMA	GHS/Zonal Council/Chiefs
Support Payment of Schools fees, Provision of Mathematical sets and Books	Municipal-Wide						1,510,000.00 (MPs DACF)					MP	GES/KEEAMA
Rehabilitation of Aburansa KG School	Aburansa							120,000.00				GES	KEEAMA/

FOCUS 2.2: REDUCING POVERTY AND INEQUALITY/DISABILITY-INCLUSIVE DEVELOPMENT/CHILD PROTECTION AND DEVELOPMENT/SOCIAL PROTECTION

Objective:

Programme:

Projects/Programme	Locations	Time Frame	Cost	Programme Status	Implementation Institution/Department
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		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Conduct 30. No Child Protection Sensitization (Awareness on SGBV, ClaT, Teenage Pregnancy and Child Marriage, etc.)	Municipal wide					20,000.00						DSWCD	GES, GHS, TA, NPOs, NCCF
Increase anti-ClaT enforcement activities in the municipality- (carry out periodic spot checks in the communities to check on suspected cases of trafficking)	Municipal wide					5,000.00		4,000.00				DSWCD	GPS, GIS, MCPCs, NPOs
Conduct Social Investigation for registration/renewal and Inspection of 20 Day Care Centers and 2 RHC	Municipal wide					5,000.00		3,000.00				DSWCD	GES, RHC
Conduct Case Management and linkages with other sectors: Extend case management services and direct assistance (health, medical care) to children survivor of SGBV	Municipal wide					30,000.00						DSWCD	GPS, GHS, GES, NHIS, COURT, LEGAL AID, NPOs, CHRAJ
Conduct SERs (Child Study and Home Study Investigations) for alternative care	Municipal wide					2,000.00						DSWCD	GPS, GHS, GES, NPOs, COURT
Participate in Family Tribunal and Juvenile Court sittings	Elmina					3000.00						DSWCD	FT/JC, GPS,

Conduct Social Enquiry on 10 Juveniles/and 10 Child Custody Cases	Municipal wide					5,000.00						DSWCD GPS, COURT, GHS, GES, NPOs
Conduct monitoring visits to supervise 10 Probationers and fits person to ensure compliance of court orders	Municipal wide					4000.00		3,000.00				DSWCD GPS, COURT
Register and update data on PWDs	Elmina					5,000.00 (DACF PWD)						DSWCD NCPD, STAS. DEPT
Conduct 4. No meetings, Needs Assessment & 2 No. Monitoring of PWD Beneficiaries	Elmina /Municipal wide					36,250.00 (DACF PWD)						DSWCD GFD, TAs
Support 30 Students and trainees with disability	Municipal wide					82,500.00 (DACF PWD)						DSWCD GFD, GES, NPOs
Train 20 PWDs in employable skills/vocation	Municipal wide					81,100.00 (DACF PWD)						DSWCD GFD, NPOs, TAs
Provide input/working capital to 40 PWDs as income generation/economic empowerment	Municipal wide					331,400.00 (DACF PWD)						DSWCD GFD, TAs, NPOs
Provide health and assistive devices (medical support, learning Aids and	Municipal wide					123,750.00						DSWCD GFD, GES, GHS, NHIS,

registration of PWDs NHIS-health) NB: 15% of DACF						(DACF PWD)						
Support to parents and caregivers of persons with disability	Municipal wide					82,500.00						DSWCD GFD, GHS, GES
Organize Sensitization /awareness creation on PWDs Issues ACT, mental health, DACF for PWDs on radio, Information Centers, durbars in 10 Communities and support to OPDs	Municipal wide					82,500.00 (DACF FOR PWD)						DSWCD GFD, NCCE, NPOs
Organize 4 No. Public Education (Radio discussion or Community Durbar) and on other Social Interventions (LEAP, School Feeding, NHIS Indigents Registration, and any other social issues.)	Municipal wide					10,000.00						DSWCD GFD, NCCE, TAs, NPOs, Media
Facilitate registration and linkage of indigents (LEAP beneficiaries, persons with mental health, children under the school feeding) onto NHIS	Municipal wide				6,000.00							DSWCD NHIS, GES, GHS, NPOs
Supervise the payment of the bi-monthly LEAP Cash Grants and conduct case management	Municipal wide					5,000.00						DSWCD LMS, NPOs
Procurement and maintenance of office equipment/tools	Elmina				30,000.00							DSWCD NPOs,

Conduct 20 No. Community Sensitization on radio/CICs discussion on Sexual and Gender Based Violence, Adolescent Sexual and Reproductive Health & Rights with GHABA, GNTDA, etc.	Municipal wide					9,992.00	5,000.00					DSWCD	GDO, NPOs
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FOCUS AREA 2.3: GENDER INEQUALITY

Organize Sensitization for adolescents in 10 schools and 2 with GHABA & GNTDA	Municipal wide						2,500.00					DSWCD	Women groups, GES, DoG Assembly members and Traditional Authorities, NGOs
Organize Sensitization on Sexual & Gender Base Violence in 10 Communities	Municipal wide						2,500.00					DWSCD	DOVVSU, NCCE, Gender Desk Officer
Radio programs (various radio stations operating in the Municipality)	Municipal wide						5,000.00					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM
Organize Sensitization workshop for parents, Schools on Teenage Pregnancy & Sexual Transmitted diseases	Municipal wide						5,000.00					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM

FOCUS AREA 2.4: HEALTH AND HEALTH SERVICES / FOOD SYSTEM & NUTRITION

Objective:

Programme:

Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
To organize public health education in schools and sensitization on HIV/AIDS.	Municipal-wide							10,000.00				GHS	MHD/KEEAMA
To conduct Mobile health care in schools, markets and workplaces	Municipal-wide					7,800.00 (GHS)						GHS	MHD/KEEAMA
To Organize Sensitization Drama/training/Radio Talks on teenage pregnancy.	Municipal-wide					5,000.00 (GHS)		5,000.00				GHS	KEEAMA/SDWCD/Queen Mothers Ass./Zonal Council
Conduct in-service training for CHOs and CHNs on data management relating nutrition indicators	Municipal-wide					5,000.00 (GHS)						GHS	MHD/KEEAMA
Conduct supportive supervision to all facilities on Nutrition indicators.	Municipal-wide					18,828.00 (GHS)						GHS	MHD/KEEAMA
Organise Breastfeeding awareness campaign at the sub-district level	Municipal-wide					4,000.00 (GHS)						GHS	MHD/KEEAMA
Mental Health Education campaign week	Municipal-wide					4,000.00 (GHS)						GHS	MHD/KEEAMA
Train 60 chemical sellers on TB case detection	Municipal-wide					5,000.00 (GHS)						GHS	MHD/KEEAMA

Conduct Monthly community education on TB (FM, CIC)	Municipal-wide					10,000.00 (GHS)							GHS	MHD/KEEAMA
Sensitize 60 spiritual homes and healing camps leaders on TB	Municipal-wide					10,000.00 (GHS)							GHS	MHD/KEEAMA
Training of 50 health care providers on TB case management	Municipal-wide					4,500.00 (GHS)							GHS	MHD/KEEAMA
Orient different categories of health care providers on the SOPs for hospital-based TB case detection. Orient staff on the completion of the suspect register and sputum request forms	Municipal-wide					5,000.00 (GHS)							GHS	MHD/KEEAMA
Sensitize community members at service delivery points at health facilities and in communities on malaria	Municipal-wide					7,000.00 (GHS)							GHS	MHD/KEEAMA
Organize community base NTD case search in 20 communities	Municipal-wide					8,000.00 (GHS)							GHS	MHD/KEEAMA
Mass drug administration of praziquantel, azithromycin in 10 communities	Municipal-wide					20,000.00 (GHS)							GHS	MHD/KEEAMA
Sensitize Prayer camps in the Municipal on Epidemic prone diseases and diseases of public importance	Municipal-wide					5,000.00 (GHS)							GHS	MHD/KEEAMA
Organize HIV-Know-Your-Status Campaign	Municipal-wide						10,000.00						GHS	MHD/KEEAMA/HIV Focal Person
Periodic visits to ART sites	Municipal-wide						5,000.00						GHS	MHD/KEEAMA/HIV Focal Person
Ensure testing at all entry points of the health facility	Municipal-wide					10,000.00 (GHS)							GHS	MHD/KEEAMA/HIV Focal Person
To Validate HIV/AIDS data	Municipal-wide						2,000.00						GHS	MHD/KEEAMA/HIV Focal Person

Construction of 1.No CHPS Facility with Furnishing	Ayensudo					1,617,000.00						KEEAMA	GHS/Zonal Council/Chiefs
Completion of 1.No CHPS Facility with Furnishing	Bisease					1,145,909.74						KEEAMA	GHS/Zonal Council/Chiefs
Completion of 1.No CHPS Facility with Furnishing	Simiw					1,145,909.74						KEEAMA	GHS/Zonal Council/Chiefs
Supply of Medical equipments for Bisease and Simiw CHPs Facility	Simiw & Bisease					239,170.02						KEEAMA	GHS/Zonal Council/Chiefs
Support Emergency Health related Activities	Municipal-Wide					20,000.00	10,000.00					KEEAMA	GHS/Zonal Council/Chiefs
Rehabilitation of Kokoado, Agona & Kissi Health facilities	Kokoado, Agona & Kissi Health					250,000.00						KEEAMA	GHS/Zonal Council/Chiefs
Renovation of Ampenyi CHPS Facility	Ampenyi					100,000.00 (MPs DACF)						MP	GHS/KEEAMA
Construction of 3 Unit 1 bedroom Nurses Quarters at Abrem Essiam	Abrem Essiam					390,000.00 (MP DACF)						MP	GH/KEEAMA

FOCUS AREA 2.5: POPULATION MANAGEMENT AND MIGRATION FOR DEVELOPMENT

Objective:

Programme:

Ptroject/ Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating

Births Registration at the various health facilities and communities within the municipality	Komenda and it environs								10,500.00 (B&DRD)			BDR	GHS/KEEAMA
Births Registration at Remote Areas Within the Municipality (Targeted Areas)	Elmina And Its Environ								4,600.00 (B&DRD)			BDR	GHS/KEEAMA
Mop-Up Of Births Registration (Door to Door)	Egyeikrom, Benyadze Kissi, Abrem Berease, Pershie								4,000.00 (B&DRD)			BDR	GHS/KEEAMA
Giving Talk at The Various Health Facilities, Radio Station and Community Durbars	Abrem Agona, Ankaase, Essiam, Dabir, Brenu Akyinim, Ayisa								5,000.00 (B&DRD)			BDR	GHS/KEEAMA
Training Births and Deaths Staff and Medical Student on Births and Deaths Registration	Elmina Registry								2,500.00 (B&DRD)			BDR	GHS/KEEAMA
Deaths registration at the various mortuaries within the municipality	KEEA								5,500.00 (B&DRD)			BDR	GHS/KEEAMA

FOCUS AREA 3A: WATER AND ENVIRONMENTAL SANITATION & HYGIENE

Objective													
Programme													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating

Levelling and maintenance of final disposal site and re-shaping and gravelling of the access road to the site	Essaman					100,000.00					EHSU	
Organization of clean-up exercises (National Sanitation Day)	Municipal wide					80,000.00					EHSU	Assembly members (AM)/ Traditional Authorities (TAs) Other Departments, Media
Sanitation Improvement Package and Fumigation	Municipal wide					523,250.00					EHSU	ZoomLion
Purchase of Two (2) Motor Bike for supervision of Environmental Sanitation Activities	Elmina					40,000.00					Central Admi	Procurement/Finance Dept
Procurement of Two (2) No. Tricycle for Sanitation enhancement	Elmina					100,000.00					EHSU	Procurement/Finance Dept
Fumigation at various institutions at Markets, Schools, Health Facilities, etc	Municipal-wide					418,600.00					EHSU	Zoomlion/KEEAMA
Implement door-door refuse collection and scale-up pay as- you- dump.	Selected Communities					80,000.00					EHSU	KEEAMA/Zoomlion
Evacuation of heaps of refuse	Selected Communities					130,139.50		2,500.00 (UNICEF)			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)
Implementation of CLTS Program	20 communities					50,821.65	5,000.00	2,500.00 (UNICEF)			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)/ZL
Implementation of UCLTS Program	40 sections					43,321.65	5,500.00	25,000.00 (UNICEF)			EHSU	AMs/Tas
Monitoring of triggered communities	20 communities					37,500	10,000	45,000.00 (UNICEF)			EHSU	UNICEF, CSOs

Support to Pro-Poor to own latrines	Municipal Wide						30,000.00	7,250.00 (UNICEF)			EHSU	Works
Inspection and monitoring of public latrines operations and maintenance	Municipal wide						5,000.00				EHSU	Budget, Planning and Revenue Units
Arrest and prosecution of open defecators	Municipal wide					5,000.00	5,000.00				EHSU	Law Court,
Mass Screening & Sensitization & Certification of food/drink vendors	Municipal wide					2,500.00	3,750.00				EHSU	Health Directorate, Lab, Health Facilities
Organization of seminar for food/drink handlers	Municipal Wide						3,750.00	3,750.00 (UNICEF)			EHSU	Municipal Health Directorate
Law enforcement on recalcitrant Food vendors	Municipal Wide						2,500.00	2,500.00 (UNICEF)			EHSU	Law Court
Inspection of Hospitality industries	Municipal Wide						5,000.00	2,500.00 (UNICEF)			EHSU	GTB
Inspection and monitoring of public latrines operations and maintenance	Municipal wide						5,000.00				EHSU	Budget, Planning and Revenue Units
Behavior Change Communication campaign	Municipal Wide					2,500.00	5,000.00				EHSU	Ass. Members/Unit Comm./Chiefs
To intensify house to house inspection / education	Municipal Wide					2,500.00	5,000.00				EHSU	Health Directorate
Intensify inspection of schools	Municipal Wide					2,500.00	2,500.00	2,500.00 (UNICEF)			EHSU	Assembly Members
Organization of community durbars on Sanitation	Municipal Wide					2,500.00	7,500.00				EHSU	Municipal Edc. Directorate

Organization of radio programmes	Municipal Wide					2,500.00	1,250.00	1,250.00 (UNICEF)			EHSU	ASSEMBLY MEMBERS/Tas
Arrest and prosecution of Sanitary offenders	Municipal Wide					3,750.00	1,250.00				EHSU	Local FMs/ Radio Stations
Capacity building for Environmental Health Staff	All staff					5,000.00	2,500.00				EHSU	Law Court
Acquisition of land, Design & model of site for Burial	Sanka and Simiw					150,000.00					EHSU	HR
To Gazette Assembly Bye-Laws, Disseminate & intensify Enforcement activities	Municipal Wide					25,000.00					EHSU	Works, Physical Planning
Maintenance of Septic Emtier	Elmina					20,000.00					T.O	EHSU/KEEAMA
Purchase of Fuel to lift Additional Refuse Containers	Selected Communities					150,000.00					T.O	EHSU/KEEAMA
Procure and supply sanitary tools/equipment and detergent for environmental sanitation enhancement	Municipal Wide					150,500.00					EHSU	ZL
Burial of Paupers/unknown bodies	Municipal Wide						20,000.00				MPrU	EHSU
Procure Six (6) No. Communal Refuse Containers	Elmina					336,000.00					Central Admi	EHSU/Procurement/Finance Dept
Purchase of 30. No of 240 Liter Dustbin for Markets & Lorry Stations within the Municipality	Municipal-wide					24,000.00					Central Admi	EHSU/Procurement Unit/ Finance Dept
Completion of drilling of 10. No. Complete Mechanized	Komenda Fulani settlements,					1,042,721.86					KEEAMA	GWCL/CWSA

Borehole with Overhead Tank (2No. 20,000 litres) with stand pipes	Bisease CHPS, Simiw CHPS, Atonkwa CHPS, Kyiase Health Center, Ankaful Max Prisons, Komenda SHTS, Edinaman SHS, Eguafo SHTS, Marine Quarters											
Drilling of 7. No. Complete Mechanized Borehole with Overhead Tank (2No. 20,000 litres) for	Amissano, Pankrom Amoanda, Akwakrom, Sefwi Awona, Dabir, Appiako					1,462,721.86					KEEAMA	GWCL/CWSA
Completion of Borehole repair works	Essiam CHPS, Abreshia, Dominase, Eguafo, Ebukrom-Ayigbe Town, Abeyee, Simiw, Komfokrom, Ntsirnman, Bando, Sefwi Awona, Komfokrom, Abreshia					308,353.34					KEEAMA	GWCL/CWSA
Water Extensions to Communities (Underserved and new sites)	Benyadze Kissi, Kotokomu, Adenkye, Anomako, Zongo Lowcost, Ebu, Abreshia, Bisease					156,009.00					GWCL	KEEAMA/CWSA
Completion of Community Mechanized Solar Powered Water Systems (CODA)	Nkontrodo					150,000.00					KEEAMA	GWCL/CWSA/Zonal Council

Completion of Community Mechanized Solar Powered Water Systems (CODA)	Breman					150,000.00					KEEAMA	GWCL/CWSA/Zonal Council
Completion of Community Mechanized Solar Powered Water Systems (CODA)	Abreshia					150,000.00					KEEAMA	GWCL/CWSA/Zonal Council
Completion of Community Mechanized Solar Powered Water Systems (CODA)	Koful					150,000.00					KEEAMA	GWCL/CWSA/Zonal Council
Completion of Community Mechanized Solar Powered Water Systems (CODA)	Simiw					150,000.00					KEEAMA	GWCL/CWSA/Zonal Council
Completion of Community Mechanized Solar Powered Water Systems (CODA)	Essiam					150,000.00					KEEAMA	GWCL/CWSA/Zonal Council
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Amissano					97,882.52					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Kyiasse					97,882.52					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Eguafo					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Breman					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Ntsiman					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA

Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Dominase					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Komenda					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Elmina					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Abeyee					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA
Completion of 1. No 20 Seater Disability Friendly W/C Toilet with Ancillary facilities	Kwahinkrom					201,000.00					KEEAMA	EHSU/Zonal Council/CWSA/GGSA

3. ENVIRONMENT & HUMAN SETTLEMENT DEVELOPMENT

FOCUS AREA 3.1 HUMAN SETTLEMENTS DEVELOPMENT

Objective :

Programme :

Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Procure Equipment for the Physical Planning Department	Elmina					11,544.00						PPD	KEEAMA

Procure Equipment for the Works Department	Elmina					15,395.00						Works Dept	KEEAMA
Organization of Development control team and exercise for adherence to Regulations	Municipal Wide Municipal Wide							25,000.00				PPD, WORKS DEPT	TSC, EPA, Minerals Commision, LC, LUSPA
Organization of 12no. Technical Sub-Committee and 12no. Spatial Planning Meetings and inspections on all development applications	Municipal Wide							104,400.0 0				PPD	TSC & SPC
Organization of community engagements	Municipal Wide								15,000.00 (GIZ)			PPD/DPD	EPA, FISHRIES COMMISION, HYDROLOGCAL AUTHORITY, LUSPA
Incorporate and propose scrapyard sites in a local plan	Elmina						2,000.00		3,000.00 (GIZ)			PPD	EPA, LUSPA
Data collection on the preparation of Elmina Structure plan	Elmina						5,000.00		89,375.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Spatial Analysis on Spatial data	Elmina						5,000.00		75,000.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Design of Structure plans for Elmina Township	Elmina						10,000.00		90,000.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ
Identify and create a street naming database and erect street signages at Komenda and Kissi for at least 30 streets	Municipal Wide						50,000.00		10,000.00 (GIZ)			PPD	LUSPA, GIZ, Traditional Authorities
Project Concepts Note Preparation & Environmental	Municipal-Wide						15,000.00					MPCU	PPD/WORKS Dept

Protection certification of Projects												
Registration and Documentation of Assembly Lands	Municipal-wide					80,000.00	20,000.00				PPD	MPCU/Works Dept
Prepare KEEAMA SDG Impacts Projects Plan	Elmina							28,329.00 (UN Habitat)				MPCU/ESSCLIC/Un-Habitat/KNUST
Programme Coordination & Monitoring, Engagements and ESSCLIC activities	Elmina							50,000.00 (UN Habitat)			SDG Focal Person	MPCU/ESSCLIC
Organise working sessions to prepare Municipal Strategic Plan (Cultural Resilient and sustainable plans, Local Climate action plans, Natural resource management Strategies plan, SMART Housing, cyber security and disability Strategy, Municipal telecommunication network connectivity strategy network etc.)	Elmina							40,000.00 (UN Habitat)			SDG Focal Person	MPCU/ESSCLIC
Conduct Review of the Draft VLR Report and adopt at General Assembly	Elmina							45,000.00 (UN Habitat)			SDG Focal Person	MPCU/MSCLIC
Publicise and Disseminate the approved VLR Report	Elmina							10,000.00 (UN Habitat)			SDG Focal Person	MPCU/MSCLIC
Train Budget Committee & Prepare SDG Budget Data & Report (Working sessions)	Elmina							20,000.00 (UN Habitat)			MBA	BUDGET COMMITTEE/MPCU

FOCUS AREA 3.2 COASTAL AND MARINE MANAGEMENT

Objective :													
Programme :													
Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Mapping and updating of all coastal and marine resources	Coastal Communities						5,000.00		5,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA
Mapping of all Mangrove and other protected areas	Municipal Wide						6,000.00	6,000.00	4,000.00			PPD	EPA, Hen Mpoano, LUSPA

FOCUS AREA 3.3 WATER RESOURCE MANagements

Objective :													
Programme :													
Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Frequent and Effective monitoring on all developments around waterbodies								15,600.00				PPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA
Frequent and Effective monitoring on all developments around waterbodies	Municipal Wide							15,600.00				PPD, WORKS DEPT	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA

Spatial analysis on water reservation/buffer	Municipal Wide						5,000.00	10,000.00	10,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA
Mapping of all waterbodies and facilities	Municipal Wide						5,000.00	0.00	15,000.00			PPD	UCC, FC, LC, Traditional Authorities

FOCUS AREA 3.4 PROTECTED AREAS

Objective

Programme:

Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organization of Public Education on Biodiversity and Ecosystem services	Municipal Wide						2,000.00					PPD & DPD	EPA, Hen Mpoano
Request the submission on Papers (Call for Pares) on Biodiversity and Ecosystem services	Municipal Wide					2000.00						PPD, MDP	UCC, EPA
Revision of Elmina Old Town Local Plan to incorporate the protected areas	Elmina Township						15,000.00	20,000.00	35,000.00			PPD	Traditional Authorities, Assembly Members, Community Organizations

FOCUS AREA 3.5 MINERAL EXTRACTION

Objective :

Programme :													
Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Effective monitoring on all mining activities	Municipal Wide							15,600.00				PPD, WORKS DEPT	EPA, LC, Minerals Commission

FOCUS AREA 3.6 ENVIRONMENTAL POLLUTION (E-WASTE)

Objective :													
Programme :													
Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Map out all Scrap Yards	Municipal Wide						5,000.00		5,000.00			PPD, EHD	EPA, Lands Commission
Electronic waste management	Municipal Wide						10,000.00	2,500.00	2,500.00			EHSU	ASSEMBLY MEMBERS/Tas Local FMs/ Radio Stations/Task Force/Assembly Members

FOCUS AREA 3.7: DEFORESTATION, DESERTIFICATION AND SOIL EROSION

Public Education							6,065 .00	2,000.00				NADMO	GNFS /PPD/MPCU
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Campaigns on Disaster Risk Reduction	Municipal wide												
Community Engagements (communication campaign) on Climate Change and Bush Fires	Municipal wide						5,090 .00					EHSU	NADMO/GNFS/MPCU
Field Trips & Assessment Undertaken on Disaster prone zones	Flood prone areas						5,065 .00					NADMO	WORKS DEPARTMENT /PPD/MPCU
Capacity Building for NADMO staff and other stakeholders on Disaster Prevention, Adaptation and Mitigation strategies	Municipal office						11,080					NADMO	GNFS, WORKS DEPT
Undertake National Tree for Life planting exercise	Municipal-wide						30,000.00					EHSU	NADMO/AGRIC/GES/Zona I Council

FOCUS AREA 3.8: HYDROLOGICAL THREATS

Objective:

Programme:

Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating

Desilting of selected drains within the municipality (200m³)	Municipal wide					75,000.00		150,000.00 (ROAD FUND)			MURD	NADMO/Works Dept
Emergency response and rescue	Municipal wide					4,700.00					NADMO	KEEAMA
Disaster Management Committee Meeting	Municipal assembly					5,000.00	4,000.00				NADMO	KEEAMA
DVG Activities Conducted	Municipal wide					5,500.00	1,800.00				NADMO	GNFS
Celebration of World Disaster Day	Municipal wide					8,500.00	1,800.00				NADMO	KEEAMA
Relief Administered to Disaster Victims	Municipal wide					9,000.00	2,500.00				NADMO	MUNICIPAL

FOCUS 3.9 ANTHROPOGENIC THREATS

Objective:

Programme:

Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Maintenance of Appliance - DPT NO. FS 550 at the Elmina Ghana Fire Service	Municipal wide							250,000.00				GNFS	KEEAMA
Conduct Fire Safety Education at Markets	Municipal wide							5,000.00				GNFS	KEEAMA/Zonal Council/ECG/F.C

Centers, Institutions, Beach Landing Sites													
Simulation Exercise by Ghana Fire Service	Elmina Taxi rank					2,000.00 (GNFS)						GNFS	KEEAMA/Zonal Council/ECG/F.C
Hydrant Inspection by GNFS	Municipal wide					5,000.00 (GNFS)						GNFS	KEEAMA/Zonal Council/ECG/F.C

FOCUS AREA 3.10: TRANSPORTATION: AIR, RAIL, WATER AND ROAD

Objective:

Programme:

Projects/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Procurements of Office Equipment's for Urban Roads Department & Monitoring of Road Projects	Elmina					19,247.00						MURD	DUR, CAPE COAST/ KEEAMA
Opening Up and Grading of Selected Road within the Rural Communities (20 KM)	Municipal Wide						100,000.00		100,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/ KEEAMA
Gravelling and Grading Works (10KM)	Municipal wide						100,000.00		100,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/
Construction of Culvert (2No. of 0.9mm Pipe Culvert)	Selecetd Community						180,000.00		300,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST
Pothole patching on selected roads within KEEA municipality (300m ²)	Municipal Wide						100,000.00		100,000.00 (ROAD FUND)			MURD	Department of Urban Roads/KEEAMA

								(ROAD FUND)				
Traffic signal management within the urban areas in KEEA municipality road signs – 10no.	Municipal Wide					50,000.00		50,000.00			MURD	Ghana Road Safety /DVLA/KEEAMA
Grass cutting along selected roads within the municipality (10km)	Municipal Wide							100,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA
Replacement of metal gratings (5no.)	Municipal wide							60,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA

FOCUS AREA 3.11: ENERGY AND PETROLEUM

Electrification project and maintenance of street light and purchase of electric poles (50No.)	Municipal wide					300,000.00	30,000.00				MHow	KEEAMA
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FOCUS AREA 3.12: INFRASTRUCTURE MAINTENANCE

Minor Maintenance of Assembly Building including Ntranoa zonal council,	Ntranoa, Eguafo & Kissi						30,000.00				MHow	KEEAMA
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Eguafo Abrem Zonal Council & Kissi Zonal council offices													
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FOCUS AREA 3.13: RURAL/URBAN DEVELOPMENT MANAGEMENT

Purchase of building materials (cement, roofing sheet, iron rods etc.) as support self-help/ community-initiated projects	Teachers Bungalow at Dominase, KG Classroom Block at Appiakrom, Community Centres at Ankaase, Sanka & Ayemuda - Newtown, Police Station at Komenda, Community Toilet at Kwahinkrom, Market at Aburansa, Okada Station at Aboso, Doctors Consulting Room at Apenyi, CHPs Compound at Dwabor, Teachers Bungalow at Dominase R/C, Event Centre at Kissi, Toilet/Bath Facility at Aweenee, Toilet Facility at Tsikweikrom)					1,200,000.00							MHoW	KEEAMA
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4. GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

FOCUS AREA 4.1: LOCAL GOVERNANCE AND DECENTRALISATION

Procurement of Office supplies and Consumables	Elmina					25,000.00	87,000.00					MPrO	KEEMA
Maintenance of Official Vehicles and fuel of the Assembly	Elmina					150,000.00						MTO	KEEAMA
Purchase of Office equipment's	Elmina					45,000.00						Central Admi	KEEAMA
Strengthening of sub-municipal structures	Elmina						40,000.00					Central Admi	MPCU
Preparation of 2027 Composite Budget (FFR Activities)	Elmina					50,000.00						MBA	BUDGET COMMITTEE
Gazetting of 2026 Fee Fixing Resolution	Elmina						25,000.00					Central Admi	MBA
Preparation of 2027 Composite Annual Action Plan	Elmina					10,000.00						MPO	MPCU
Completion of Planning & Budget Flat	Elmina-Marie					5,000.00						Works Department	KEEAM
Preparation of quarterly report and annual account and input of budgeted figure into system & Treasury Activities	Elmina						45,000.00					FD	MA
Support Traditional Authority	Municipal-wide						30,000.00					KEEAMA	Traditional Authority
Payment of Assembly Members Allowance	Elmina					826,800.00						Central Admi	Finance Dept
Payment of NALAG Dues	Elmina					81,661.29						Central Admi	Finance Dept

Scholarship and Bursaries for Students/Assembly Members/Staff							50,000.00					Central Admi	Finance Dept
Protocol Services	Municipal-wide						100,000.00					Central Admi	Finance Dept
Purchase of Nissan Navara XE Plus (Pick Up Vehicle)	Elmina						430,000.00					Central Admi	Procurement/Finance Dept
Completion of Ayensudo Zonal Council	Ayensudo						167,398.31					Central Ami	KEEAMA
Completion of New KEEA Municipal Assembly Office	Elmina						385,358.00					Central Ami	KEEAMA
Organization of Technical & All Statutory Meetings	Elmina						213,650.00					Central Admi	KEEAMA

FOCUS AREA 4.2: PUBLIC ACCOUNTABILITY

Organize 2 No Town Hall Meetings	Municipal-wide						30,000.00					MPO/MB A	Ass. Members, Zonal Council, Chiefs, CSOs, Unit Committee
Revenue Collection, Management & Monitoring	Municipal Wide						120,000.00					Finance Dept	Revenue Unit/Revenue Committee
Prepare and submit Internal Audit Reports (ESPV, PFM CCC, Follow-up etc)	Elmina						5,000.00					Internal Audit	Finance/Budget
Prepare & Submit Internal Audit Quarterly Reports	Elmina						5,000.00					Internal Audit	Audit Committee/ GAA/KEEAMA
Prepare & Submit Annual Audit Work plan	Elmina						5,000.00					Internal Audit	Audit Committee/ GAA/KEEAMA
Prepare and submit Fiscal Risk Register	Elmina						10,000.00					Internal Audit	Finance/Estate Officer

MCE's and Assembly Members Engagement with communities	Municipal Wide							30,000.00					MCE	Zonal Councils/Unit Committes/Chief/HoDs
Sensitize staff on National Anti-Corruption Action Plan	Elmina							5,000.00					NACAP Focal person	KEEAMA/CHRAJ
Establish safe and confidential reporting systems/mechanisms at the workplace (e.g. complaint boxes, hotlines and web-based platforms)	Elmina							5,000.00					NACAP Focal person	KEEAMA/CHRAJ
Strengthen Anti-Corruption Capacity at the Municipal level & encourage Whistleblowing	Municipal-wide							5,000.00					NACAP Focal person	KEEAMA/CHRAJ
Official National Celebrations	Municipal-wide													
FOCUS AREA 4.3: HUMAN SECURITY AND PUBLIC SAFETY														
Support for Maintenance of Law and Order in the Municipality	Municipal Wide							20,000.00					GPS	KEEAMA
FOCUS AREA 4.4: PRODUCTION AND UTILISATION OF STATISTICS														
Assist GSS with Monthly Market Reading (CPI, Inflation)	Cape Coast,						16,200.00						MSO	GSS
Update Municipal socio economic and revenue data (BoP, Temporal Structures, open market operations)	Municipal Wide							80,000.00					MSO	MBA, MPO, MFO, MIS
Assist GSS with surveys and data collection exercises	Municipal Wide						2,000.00						MSO	GSS

Monitor surveys and data collection activities in the Municipality	Municipal Wide					6,000.00							MSO	GSS, MPCU
Purchase of desktop computer, printer and stationery for statistics department	KEEAMA					10,000.00							MSO	MFO
Provide clients data request	Elmina							1,000.00					MSO	MPCU, GSS
Monitor and assist data entry on the DDDP website	Elmina					6,000.00		1,000.00					MSO	MPCU
Update Municipal Statistical and administrative data compilation	Municipal Wide					1,126.00							MSO	GSS, MPCU, Agencies
Conduct Socio-Economic Data Collection Exercise for Revenue Improvement.	Municipal Wide							30,000.00					MSO	Revenue Committee
FOCUS 4.5: MONITORING AND EVALUATION														
Undertake 4 Quarter Monitoring & Review of Projects & Programmes	Municipal-wide							40,000.00					MPO	MPCU, Ass. Members, Zonal Council, Chiefs, CSOs, Unit Committee
Preparation of 2026 Municipal Composite Annual Progress Reports and Stakeholder dissemination	Municipal Wide							5,000.00					MPO	MPCU, Ass. Members, Zonal Council, Chiefs, CSOs, Unit Committee
FOCUS AREA 4.6: KNOWLEDGE MANAGEMENT & LEARNING														
Train selected staff in GIFMIS	KEEAMA						10,000.00						HRD	OHLGS/CRCC

							5,000.00					
Train selected staff in public financial management	KEEAMA					10,250.00	5,000.00				HRD	OHLGS/CRCC
Train staff in Local Government Service Protocols	KEEAMA					30,500.00	30,000.00				HRD	OHLGS/CRCC
Train selected staff in GHANEPS	KEEAMA					10,250.00	5,000.00				HRD	OHLGS/CRCC
Prepare and submit promotion register to the RCC	KEEAMA				3,000.00						HRD	OHLGS/CRCC
Co-ordinate performance appraisal activities	KEEAMA				7,000.00						HRD	OHLGS/CRCC
Validate Electronic Salary Payment Voucher for GOG staff and prepare payment voucher for IGF Staff	KEEAMA						15,000.00				HRD	OHLGS/CRCC
Undertake inter-sectoral and management meetings							15,000.00				HRD	OHLGS/CRCC
Periodic update of staff data onto HRMIS	KEEAMA					9,000.00					HRD	OHLGS/CRCC

Table 34 – Annual Action Plan (2027)

1. ECONOMIC DEVELOPMENT													
FOCUS AREA 1.1: AGRICULTURE AND AGRI BUSINESS DEVELOPMENT													
Objective: Promote the development of food and tree crops, livestock, and agro-processing for resilient food system, income generation and enhanced employment opportunities													
Programme:													
Projects/Programmes	Location	Timeframe				Costs				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
FBO empowerment and market linkage programme	Municipal-wide						7,500.00	20,400.00				DoA	FBOs, UCC, BAC, Department of Cooperatives, Central Agric. Department (CRAD), CABI, and UCC
Sustainable inputs and land access initiative	Municipal-wide						9,000.00					DoA	KEEAMA, Assembly Members, FBOs, and traditional leaders
Promotion of climate-smart irrigation	Municipal-wide						4,000.00					DoA	UCC, CRAD, and FBOs.
Climate-resilient crops and perennials programme	Municipal-wide						7,100.00					DoA	UCC, CRI-CSIR, MoFA, TCDA, GIPA, and CRAD
Digital agriculture extension services	Municipal-wide					4,250.00		1,200.00				DoA	CABI, Ghana Met. Agency, MoFA, and CRAD
Local poultry feed initiative	Municipal-wide						2,800.00					DoA	Exim Bank, MoFA, CRAD, UCC, CCTU, BNARI-GAEC, and FBOs.
Flagship programme implementation	Municipal-wide						33,800.00					DoA	MoFA, FBOs, and Assembly Members
Regenerative agriculture and safe inputs programme	Municipal-wide						7,800.00	2,400.00				DoA	UCC, PPRSD-MoFA, CABI, and CRAD
FBO-Agro-processor linkage	Municipal-wide					1,800.00						DoA	UCC, FBOs, and CRAD
Early warning and climate resilience system	Municipal-wide					6,000.00	4,000.00					DoA	CABI, PPRSD-MoFA, CRAD, UCC, CCTU, CRI-CSIR, Ghana Met. Agency, Assembly Members and FBOs

Monitoring and Evaluation (M&E) and staff capacity development	Municipal-wide					8,300.00	12,240.00	6,000.00					DoA	UCC, CCTU, CRI-CSIR, MoFA, and CRAD
Post-harvest loss reduction technology transfer	Municipal-wide					2,260.00	1,200.00						DoA	MoFA, CRAD, UCC, CCTU, and FBOs.
Youth in agribusiness empowerment programme	Municipal-wide					5,690.00	1,010.00						DoA	MoFA, CRAD, BAC, and UCC.
Livestock health and productivity	Municipal-wide					3,500.00	750.00						DoA	MoFA (APD and VSD), CRAD, and FBOs.
Post-harvest loss reduction and value addition programme	Municipal-wide					1,500.00							DoA	WIAD-MoFA and CRAD
Eat What You Grow Nutrition Sensitization Campaign	Municipal-wide						3,900.00						DoA	FBOs and GES
Safe Food handling from farm to table initiative.	Municipal-wide					1,200	1,200.00						DoA	CRAD and WIAD
Farming community livelihood diversification programme	Municipal-wide						1,500.00						DoA	CRAD, BAC, and NGOs
Biofortified crops and home garden promotion programme	Municipal-wide					500.00	2,200.00						DoA	CRAD and MoFA (WIAD and CSD)
Organization of Farmers Day Celebrations	Selected Community						75,000.00						DOA	KEEAMA/Ass. Members/Unit Committees

FOCUS 1.2: FISHERIES & AQUACULTURE DEVELOPMENT

Objective:

Programme:

Sensitization on the prospect of Fish Farming	Municipal-Wide								15,000.00 (FISH COM)				Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs
Educate Fish farmers on good aquaculture practices and sustainability	Municipal-Wide								15,000.00 (FISH COM)				Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs
Educate fish farmers on the culture of only certified species and fish health	Municipal-Wide								15,000.00 (FISH COM)				Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC

Educate Fishers on the fisheries Laws	Municipal-Wide							12,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Educate fishers on landing beach sanitation	Municipal-Wide							12,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Intensify sensitization on fisheries Close Season	Municipal-Wide							15,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Enforcement of Fisheries Law	Landing Beaches Municipal-wide						6,000.00	6,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Safe Fish certification	Municipal-wide							12,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC

FOCUS 1.3: TOURISM, CREATIVE ARTS DEVELOPMENT/ PRIVATE SECTOR DEVELOPMENT													
Development of Komenda Cave	Elmina						100,000.00					MPCU	GMMB, GTA TOURISM FOCAL PERSON, CEDECOM
Promotion & Branding of Arts & Culture through festival celebration	Municipal Wide						25,000.00	5,000.00 (IGF)				MPCU	GTA, GMMB, BAC, TOURISM FOCAL PERSON, GMMB
Internship (Study tour) for entrepreneurs on skills enhancement	Municipal-wide							30,000.00 (REPP)				GEA	MA/REP
Business Formulation for MSMEs-Regstral General's Department	Municipal wide								7,000.00 (GEA/REP)			BAC	RGD
Food Certification with Food and Drugs Authority	Municipal wide								5,750.00 (GEA/REP)			BAC	FDA
Client registration with Ghana Enterprises Agency	Municipal wide								4,000.00 (GEA/REP)			BAC	GEA
Business Development Service Provider Registration with Ghana Enterprises Agency	Municipal wide								4,750.00 (GEA/REP)			BAC	GEA
LED/ MSE Meeting	Municipal wide						15,000.00					DA	

Internship (Study Tour) for entrepreneurs on Skill enhancement	Municipal-wide								12,000.00 (GEA/REP)			BAC	KEEAMA
Business Counselling and Business Support	Municipal wide						4,000.00					BAC	KEEAMA
Strengthening and formation of Business Associations	Municipal wide						2,400.00		2,000.00 (GEA/REP)			BAC	KEEAMA
Regulatory Requirement support for Businesses	Municipal wide								27,000.00 (GEA/REP)			BAC	KEEAMA
Provision of Start-up kits/Support for Businesses, Apprentices and Entrepreneurs	Municipal wide						35,000.00					BAC	KEEAMA

FOCUS AREA 1.4 TRADE & INVESTMENT

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Maintenance of Markets and other emergency works	Municipal-wide							25,000.00				Works Dept	

2. SOCIAL DEVELOPMENT

FOCUS 2.1: EDUCATION AND TRAINING

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating

Organization of community sensitization on the need to send all children to school and at the right age	All community schools				22,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Construction of 1. No 2 Unit KG Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 8 No. Hexagonal Desk and 48 No. Chairs, 2 No. Official Tables & Chairs	Abrobiano Islamic					445,000.00					KEEAMA	GES/Zonal Council/Chiefs
Construction of 1. No 3 Unit JHS Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 150 No. Mono Desk & 4 Official Tables & Chairs for Dunwell Meth. Basic at Dutch Komenda	Kwame Ta (Kwabasa)					742,370.51					KEEAMA	GES/Zonal Council/Chiefs
Rehabilitation of Schools	Abee Basic School, Ayensudo Islamic Kg, Abrobiano JHS, Abreshia KG					1,000,000.00					KEEAMA	GHS/Zonal Council/Chiefs
Organization of "My First Day at School" ceremony in all schools	Selected schools				32,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Screening of children to identify health needs and subsequent referrals when necessary.	All Schools				22,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Provide pupils in basic schools with balanced diets for lunch daily	Selected Schools					200,000.00					KEEA Assembly	GES
Organization of capacity-building workshop for guidance and counselling and SHEP coordinators in the schools	All schools				25,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Sensitization of students and their communities on health issues and drug use.	All Community Schools					14,000.00					GES	KEEAMA/Zonal Council/Chiefs

Organisation of regular monitoring and inspection of schools	All pretertiary schools in the municipality					23.000.00						GES	KEEA Assembly
Training of SMC and PTA executives on their roles in basic school management	All school communities					32.000.00						GES	KEEA Assembly
Organisation of SPAM in schools	All basic schools in the Municipality					14.500.00						GES	KEEA Assembly
Organisation of stakeholder meetings	Selected key stakeholders of education delivery					7.000.00						GES	KEEA Assembly
Organisation of INSET for Heads, SMC and PTA on resource mobilization	All school communities					36.000.00						GES	KEEA Assembly
Support the directorate to organize at least two (2) different Mock Exams in the Municipality for JHS 3 Students.	All BECE candidates					50.000.00						GES	KEEAMA/Zonal Council/Chiefs
Provision of pupils' furniture (124 Hexagonal desk with 744 Chairs)	Municipal-wide					330,283.72						KEEAMA	GES/MOE/MLGCRD
Provision of pupils' furniture (1,000 No Dual Desk)	Municipal-wide					1,900,000.00						KEEAMA	GES/MOE/MLGCRD
Provision of pupils' furniture (1,000 Mono Desk)	Municipal-wide					1,100,000.00						KEEAMA	GES/MOE/MLGCRD
Provision of 150. No. Teachers Tables & 150 No. corresponding Chairs	Municipal-wide					350,000.00						KEEAMA	GES/MOE/MLGCRD
Completion of Community Day Senior High SHS	Ntranoa											KEEAMA	MOE/GES
FOCUS AREA 2.2: REDUCING POVERY AND INEQUALITY/ DISABILITY-INCLUSIVE DEVELOPMENT/CHILD PROTECTION AND DEVELOPMENT/ SOCIAL PROTECTION													
Conduct 30. No Child Protection Sensitization (Awareness on SGBV, ClaT, Teenage Pregnancy and Child Marriage, etc.)	Municipal wide					20,000.00						DSWCD	GES, GHS, TA, NPOs, NCCE
Increase anti-ClaT enforcement activities in	Municipal wide					5,000.00		4,000.00				DSWCD	GPS, GIS, MCPCs, NPOs

the municipality- (carry out periodic spot checks in the communities to check on suspected cases of trafficking)												
Conduct Social Investigation for registration/renewal and Inspection of 20 Day Care Centres and 2 RHC	Municipal wide				5,000.00		3,000.00				DSWCD	GES, RHC
Conduct Case Management and linkages with other sectors: Extend case management services and direct assistance (health, medical care) to children survivor of SGBV	Municipal wide				30,000.00						DSWCD	GPS, GHS, GES, NHIS, COURT, LEGAL AID, NPOs, CHRAJ
Conduct SERs (Child Study and Home Study Investigations) for alternative care	Municipal wide										DSWCD	GPS, GHS, GES, NPOs, COURT
Participate in Family Tribunal and Juvenile Court sittings	Elmina				3,000.00						DSWCD	FT/JC, GPS,
Conduct Social Enquiry on 10 Juveniles/and 10 Child Custody Cases	Municipal wide				5,000.00						DSWCD	GPS, COURT, GHS, GES, NPOs
Conduct monitoring visits to supervise 10 Probationers and fits person to ensure compliance of court orders	Municipal wide				4,000.00							
Register and update data on PWDs	Elmina					5,375.00 (DACF PWD)					DSWCD	NCPD, STAS. DEPT
Conduct 4. No meetings & 1 No. Monitoring, evaluation of PWD Beneficiaries activities	Elmina/Municipal wide					40,000.00 (DACF PWD)					DSWCD	GFD, TAs
Support 50 Students and trainees with disability	Municipal wide					90,750.00 (DACF PWD)					DSWCD	GFD, GES, NPOs

Provide input/working capital to 30 PWDs as income generation/economic	Municipal wide					400,000.00 (DACF PWD)					DSWCD	GFD, TAs, NPOs
Train 20 PWDs in employable skills/vocation	Municipal wide					53,750.00 (DACF PWD)					DSWCD	GFD, NPOs, TAs
Provide health support, learning Aids and assistive devices and registration of PWDs NHIS-health	Municipal wide					136,125.00 (DACF PWD)					DSWCD	GFD, GES, GHS, NHIS,
Support to parents and caregivers of persons with disability	Municipal wide					90,750.00 (DACF PWD)					DSWCD	GFD, GHS, GES
Organize Sensitization /awareness creation on PWDs Issues ACT, mental health, DACF for PWDs on radio, Information Centres, durbars in 10 Communities and support to OPDs	Municipal wide					90,750.00 (DAC PWD)					DSWCD	GFD, NCCE, NPOs
Organize 4 No. Public Education (Radio discussion or Community Durbar) and on other Social Interventions (LEAP, School Feeding, NHIS Indigents Registration, and any other Social issues.)	Municipal wide					2,000.00 DACF					DSWCD	GFD, NCCE, TAs, NPOs, Media
Facilitate registration and linkage of indigents (LEAP beneficiaries, persons with mental health, children under the school feeding) onto NHIS	Municipal wide				6,000.00	3,000.00 (GOG)					DSWCD	NHIS, GES, GHS, NPOs
Supervise the payment of the bi-monthly LEAP Cash Grants and conduct case management	Municipal wide					3,000.00 DACF					DSWCD	LMS, NPOs
Procurement and maintenance of office equipment/tools	Elmina				30,000.00		5,000.00				DSWCD	NPOs,

Conduct 5 No. Community Sensitization/radio discussion on Sexual and Gender Based Violence, Adolescent Sexual and Reproductive Health & Rights with GHABA, GNTDA, etc.	Municipal wide					9,992.00	5,000.00 (DACF)					DSWCD	GDO, NPOs
FOCUS AREA 2.3: GENDER EQUALITY													
Organize Sensitization for adolescent in 10 schools and 2 with GHABA & GNTDA	Municipal wide						2,500.00 (DACF)					DSWCD	Women groups, GES, DoG Assembly members and Traditional Authorities, NGOs
Organize Sensitization on Sexual & Gender Base Violence in 10 Communities	Municipal wide						2,500.00 (DACF)					DWSCD	DOVVSU, NCCE, TA Gender Desk Officer
Radio programs (various radio stations operating in the Municipality)	Municipal						5,000.00 (DACF)					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM
Organize Sensitization workshop for parents, Schools on Teenage Pregnancy & Sexual Transmitted diseases	Elmina						5,000.00 (DACF)					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM
FOCUS AREA 2.4: HEALTH AND HEALTH SERVICES /FOOD SYSTEM & NUTRITION													
Objective:													
Programme:													
Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
To organize public health education in schools and sensitization on HIV/AIDS.	Municipal-wide						14,500.00					GHS	MHD/KEEAMA

Construction of 1. No CHPS Facility with Furnishing	Essaman-Mempeasem-Yesunkwa					1,650,000.00					KEEAMA	GHS/Zonal Council/Chiefs
Construction of CHPS Facility with Furnishing	Sanka					1,650,000.00					KEEAMA	GHS/Zonal Council/Chiefs
To conduct Mobile health care in schools, markets and workplaces	Municipal-wide					8,000.00 (GHS)					GHS	MHD/KEEAMA
To Organize Sensitization Drama/training/Radio Talks on teenage pregnancy.	Municipal-wide					7,000.00 (GHS)		5,000.00			GHS	KEEAMA/SDWCD/Queen Mothers Ass./Zonal Council
Conduct in-service training for CHOs and CHNs on data management relating nutrition indicators	Municipal-wide					9,000.00 (GHS)					GHS	MHD/KEEAMA
Conduct supportive supervision to all facilities on Nutrition indicators.	Municipal-wide					22,828.00 (GHS)					GHS	MHD/KEEAMA
Organise Breastfeeding awareness campaign at the sub-district level	Municipal-wide					6,000.00 (GHS)					GHS	MHD/KEEAMA
Mental Health Education campaign week	Municipal-wide					6,000.00 (GHS)					GHS	MHD/KEEAMA
Train 60 chemical sellers on TB case detection	Municipal-wide					7,000.00 (GHS)					GHS	MHD/KEEAMA
Conduct Monthly community education on TB (FM, CIC)	Municipal-wide					12,000.00 (GHS)					GHS	MHD/KEEAMA
Sensitize 60 spiritual homes and healing camps leaders on TB	Municipal-wide					12,000.00 (GHS)					GHS	MHD/KEEAMA
Training of 50 health care providers on TB case management	Municipal-wide					5,000.00 (GHS)					GHS	MHD/KEEAMA
Orient different categories of health care providers on the SOPs for hospital-based TB case detection. Orient staff on the completion of	Municipal-wide					5,500.00 (GHS)					GHS	MHD/KEEAMA

the suspect register and sputum request forms													
Sensitize community members at service delivery points at health facilities and in communities on malaria	Municipal-wide					7,500.00 (GHS)						GHS	MHD/KEEAMA
Organize community base NTD case search in 20 communities	Municipal-wide					8,500.00 (GHS)						GHS	MHD/KEEAMA
Mass drug administration of praziquantel, azithromycin in 10 communities	Municipal-wide					20,500.00 (GHS)						GHS	MHD/KEEAMA
Sensitize Prayer camps in the Municipal on Epidemic prone diseases and diseases of public importance	Municipal-wide					5,500.00 (GHS)						GHS	MHD/KEEAMA
Organize HIV-Know-Your-Status Campaign	Municipal-wide						20,000.00					GHS	MHD/KEEAMA/HIV Focal Person
Periodic visits to ART sites	Municipal-wide						6,000.00					GHS	MHD/KEEAMA/HIV Focal Person
Ensure testing at all entry points of the health facility	Municipal-wide					10,000.00 (GHS)						GHS	MHD/KEEAMA/HIV Focal Person
To Validate HIV/AIDS data	Municipal-wide					7,000.00 (GHS)						GHS	MHD/KEEAMA/HIV Focal Person

FOCUS AREA: 2.5 POPULATION MANAGEMENT & MIGRATION FOR DEVELOPMENT

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Mobile Registration on Births	Komenda and its Environs					11,500.00 (BDR)						BDR	GHS
Mass Registration of Birth (Phase 1)	Eguafo and its environs					4,900.00 (BDR)						BDR	GHS

Mass Registration of Births (Phase 2)	Abreshia, Dabir, Abee, Abeyee, Amissano, Ankwanda, Bantuma					4,200.00 (BDR)						BDR	GHS
Public Sensitization on Deaths Registration	Elmina					5,000.00 (BDR)						BDR	GHS
Training And Capacity Building	Elmina Registry					6,700.00 (BDR)						BDR	GHS
Registration Of Deaths	KEEA					6,000.00 (BDR)						BDR	GHS

FOCUS AREA 2.6: WATER AND ENVIRONMENTAL SANITATION & HYGIENE

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Levelling and maintenance of final disposal site and re-shaping and gravelling of the access road to the site	Essaman						235,821.6525	5,500.00				EHSU	
Organization of clean-up exercises (National Sanitation Day)	Municipal wide						24,000.00	7,000.00	500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs) Other Departments
Sanitation Improvement Package and Fumigation	Municipal wide						941,850.00					EHSU	Zoom Lion
Procure 7 skip containers	Selected Communities						422,497.142	5,000.00				EHSU	Procurement Unit
Implement door-door refuse collection and scale-up pay as- you- dump.	Selected Communities						135,821.6525	5,000.00	2,500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)
Evacuation of heaps of refuse	Selected Communities						245,821.65	5,000.00	2,500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)
Implementation of CLTS Program	20 communities						143,321.65	12,500.00	25,000.00			EHSU	AMs/Tas
Implementation of UCLTS Program	40 sections						37,500.00	10,000.00	45,000.00			EHSU	UNICEF, CSOs

Monitoring of triggered communities	20 communities						5,000.00	7,500.00				EHSU UNICEF, DPs
Support to Pro-Poor to own latrines	Municipal Wide					10,000.00	14,000.00	7,250.00				EHSU Works
Inspection and monitoring of public latrines operations and maintenance	Municipal wide						5,000.00					EHSU Budget, Planning and Revenue Units
Arrest and prosecution of open defaecators	Municipal wide					5,000.00	5,000.00					EHSU Law Court,
Sensitization of food/drink vendors	Municipal wide					2,500.00	3,750.00					EHSU Health Directorate
Mass screening and certification of food/drink vendors	Municipal wide							8,750.00				EHSU Labs, Health Facilities
Organization of seminar for food/drink handlers	Municipal Wide						3,750.00	3,750.00				EHSU Municipal Health Directorate
Law enforcement on recalcitrant vendors	Municipal Wide						2,500.00	2,500.00				EHSU Law Court
Inspection of Hospitality industries	Municipal Wide						5,000.00	2,500.00				EHSU GTB
Behavior Change Communication campaign	Municipal Wide					2,500.00	5,000.00					EHSU Health Directorate
To intensify house to house inspection / education	Municipal Wide					2,500.00	5,000.00					EHSU Assembly Members
Intensify inspection of schools	Municipal Wide					2,500.00	2,500.00	2,500.00				EHSU Municipal Edc. Directorate
Organization of community durbars	Municipal Wide					2,500.00	7,500.00					EHSU ASSEMBLY MEMBERS/Tas
Organization of radio programmes	Municipal Wide					2,500.00	1,250.00	1,250.00				EHSU Local FMs/ Radio Stations
Arrest and prosecution of Sanitary offenders	Municipal Wide					3,750.00	1,250.00					EHSU Law Court
Capacity building for Environmental Health Staff	All staff					5,000.00	2,500.00					EHSU HR
Acquisition of land, Design & model of site for Burial	Sanka and Simiw					143,323.22						EHSU Works, Physical Planning

To Gazette Assembly Bye-Laws, Disseminate & intensify Enforcement activities	Municipal Wide					20,000.00	2,500.00				EHSU	Assembly Members/Tas Local FMs/ Radio Stations Task Force/Assembly Members
Support waste management services for a clean, sustainable and healthy physical environment.	Selected communities					135,821.65	3,750.00				EHSU	ZL
Procure and supply sanitary tools/equipment and detergent for environmental sanitation enhancement	Municipal Wide					67,500.00	5,000.00				MPrU	EHSU
Burial of Paupers/unknown bodies	Municipal Wide					15,000.00	2,500.00				EHSU	Police
Borehole repair works	Akwakrom,Dominase, Kwame Ta,Amotoe, Dwabor					100,721.86					KEEAMA	GWCL/CWSA
Drilling of 7. No. Complete Mechanized Borehole with Overhead Tank (2No. 20,000 litres) for	7 Selected Communities					1,500,721.86					KEEAMA	GWCL/CWSA
Water Extensions to Communities (Underserved and new sites)	Selected Communities					600,009.00					GWCL	KEEAMA/CWSA

3. ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

FOCUS AREA 3.1: HUMAN SETTLEMENTS DEVELOPMENT

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Costs				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating

Procure Equipment for the Physical Planning Department	Elmina				9,544.00						PPD	KEEAMA
Organization of Development control team and exercise	Municipal Wide Municipal Wide						15,600.00				PPD, WORKS DEPT	TSC, EPA, Minerals Commision, LC, LUSPA
Organization of 12no. Technical Sub-Committee and 12no. Spatial Planning Meetings and inspections on all development applications	Municipal Wide						104,400.00				PPD	TSC & SPC
Organization of community engagements	Municipal Wide							15,000.00			PPD/DPD	EPA, FISHRIES COMMISION, HYDROLOGCAL AUTHORITY, LUSPA
Incorporate and propose scrapyard sites in a local plan	Elmina					2,000.00		3,000.00			PPD	EPA, LUSPA
Revision of Archbishop Porters Local Plan-sectoral and East Archbishop	Elmina					5,000.00		89,375.00			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Spatial Analysis on Spatial data	Elmina					5,000.00		75,000.00			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Design of Structure plans for Elmina Township	Elmina					10,000.00		90,000.00			PPD	TSC & SPC, EPA, LUSPA, GIZ
Frequent and Effective monitoring on all developments around waterbodies	Municipal Wide						15,600.00				PPD, WORKS DEPT	EPA, FISHRIES COMMISION, HYDROLOGCAL AUTHORITY, LUSPA
Identify and create a street naming database and erect street signages at Komenda and Kissi for at least 30 streets	Municipal Wide					5,000.00	75,000.00	10,000.00			PPD	LUSPA, GIZ, Traditional Authorities
FOCUS AREA 3.2: COASTAL AND MARINE MANAGEMENT												

Objective:													
Programme:													
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Mapping of all Mangrove and other protected areas	Municipal Wide						6,000.00	6,000.00	4,000.00			PPD	EPA, Hen Mpoano, LUSPA
Mapping and updating of all coastal and marine resources	Coastal Communities						5,000.00	0	5,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGCAL AUTHORITY, LUSPA
FOCUS AREA 3.3 WATER RESOURCE MANagements													
Objective:													
Programme:													
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Frequent and Effective monitoring on all developments around waterbodies								15,600.00				PPD	EPA, FISHRIES COMMISSION, HYDROLOGCAL AUTHORITY, LUSPA
Spatial analysis on water reservation/buffer	Municipal Wide						5,000.00	10,000.00	10,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGCAL AUTHORITY, LUSPA
Mapping of all waterbodies and facilities	Municipal Wide						5,000.00	0.00	15,000.00			PPD	UCC, FC, LC, Traditional Authorities
FOCUS AREA 3.4 PROTECTED AREAS													
Objective:													

Programme:													
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organization of Public Education on Biodiversity and Ecosystem services	Municipal Wide						2,000.00					PPD & DPD	EPA, Hen Mpoano
Request the submission on Papers (Call for Pares) on Biodiversity and Ecosystem services	Municipal Wide					2000.00						PPD, MDP	UCC, EPA
FOCUS 3.5 MINERAL EXTRACTION													
Objective:													
Programme:													
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Effective monitoring on all mining activities	Municipal Wide							15,600.00				PPD, WORKS DEPT	EPA, LC, Minerals Commission
FOCUS 3.6 ENVIRONMENTAL POLLUTION (E-WASTE)													
Objective:													
Programme:													
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Map out all Scrap Yards	Municipal Wide						5,000.00		5,000.00			PPD, EHD	EPA, Lands Commission
Electronic waste management	Municipal Wide						10,000.00	2,500.00	2,500.00			EHSU	PPD/DPU/Local FMs/ Radio Stations Task Force/Assembly Members
FOCUS AREA 3.7 DEFORESTATION, DESERTIFICATION AND SOIL EROSION													

Public Education Campaigns on Disaster Risk Reduction	Municipal wide					8,065.00	2,000.00				NADMO	GNFS
Community Engagements	Municipal wide					6,090.00					NADMO	GNFS
Undertake Field Trips & Assessment	Flood prone areas					5,065.00					NADMO	WORKS DEPARTMENT
Capacity of staff and other stakeholders built	Municipal office					11,080.00					NADMO	GNFS, WORKS DEPT
Train Staff	Municipal office					4,500.00	4,300.00				NADMO	
Emergency response and rescue	Municipal wide					6000.00					NADMO	
Disaster Management Committee Meeting	Municipal assembly					5000.00	4,000.00				NADMO	
Conduct DVG Activities	Municipal wide					5500.00	1,800.00				NADMO	GNFS
Celebration of World Disaster Day	Municipal wide					9,500.00						
PROJECT FARMING						1,700.00	5,400.00				NADMO	
Relief Administered to Disaster Victims	Municipal wide					10,000.00	2,500.00				NADMO	MUNICIPAL

FOCUS AREA 3.8 HYDROLOGICAL THREATS

Objective:

Programme:

Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Undertake Flood mitigation measures	Flood prone areas						7,500.00					NADMO	WORKS DEPTS
Desilt of Major Drains to avoid flooding	Municipal Wide								50,000.00 (ROAD FUND)			MURD	NADMO, Ass. Members EHSU
Construction of Drains & Culvert	Municipal Wide						85,174.36					MURD	MHoWD

FOCUS AREA 3.9 ANTHROPOGENIC THREATS

Objective:														
Programme:														
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
Conduct Fire Safety Education at Markets Centers, Institutions, Beach Landing Sites	Municipal wide							5,000.00					GNFS	KEEAMA/Zonal Council/ECG/F.C
Simulation Exercise by Ghana Fire Service	Elmina Taxi rank					2,000.00 (GNFS)							GNFS	KEEAMA/Zonal Council/ECG/F.C
Hydrant Inspection by GNFS	Municipal wide					5,000.00 (GNFS)							GNFS	KEEAMA/Zonal Council/ECG/F.C
FOCUS AREA 3.10: TRANSPORTATION: AIR, RAIL, WATER AND ROAD														
Objective:														
Programme:														
Projects/Programme	Location	Timeframe				Cost				Programme Status		Implementation Institution/Department		
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
Opening Up and Grading of Selected Road within the Rural Communities (20 KM)	Municipal Wide						120,000.00 (DRIP)		110,000.00 (ROAD FUND)				MURD	DUR, CAPE COAST/ KEEAMA
Gravelling and Grading Works (10KM)	Municipal wide						110,000.00 (DRIP)		110,000.00 (ROAD FUND)				MURD	DUR, CAPE COAST/
Construction of Culvert (2No. of 0.9mm Pipe Culvert)	Municipal wide						190,000.00 (DRIP)		310,000.00 (ROAD FUND)				MURD	DUR, CAPE COAST
Pothole patching on selected roads within KEEA municipality (300m ²)	Municipal Wide						100,000.00 (DRIP)		120,000.00 (ROAD FUND)				MURD	Department of Urban Roads/KEEAMA
Traffic signal management within the urban areas in	Municipal Wide						50,000.00		50,000.00				MURD	Ghana Road Safety /DVLA/KEEAMA

KEEA municipality road signs – 10no.												
Grass cutting along selected roads within the municipality (10km)	Municipal sWide							100,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA
Desilting of selected drains within the municipality (200m³)	Municipal wide					75,000.00		160,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA
Replacement of metal gratings (5no.)	Municipal wide							60,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA
FOCUS AREA 3.11: ENERGY AND PETROLEUM												
Electrification Projects and Maintenance of Street Lights & Purchase of Electric Poles	Municipal Wide					350,000.00					MHoW	MA
FOCUS AREA 3.12: INFRASTRUCTURE MAINTENANCE												
Maintenance of Assembly Buildings and zonal Council Offices	Municipal Wide					35,000.00 (DACF)					MHoW	MA
Goods & Service for works Department Programmes	Municipal Wide					20,000.00 (GOG)					MHoW	MA
FOCUS AREA 3.13: RURAL/URBAN DEVELOPMENT MANAGEMENT												
Purchase of Building materials (Cement, Roofing sheets, Iron rods etc) as support Self-Help/Community Initiated Projects & Programmes	Selected Communities					70,417.89 (DACF)					MHoW	MA
Purchase of Building materials (Cement, Roofing sheets for Community Initiated Projects.	Selected Communities					40,000.00 (MPs DACF)					MP	MA/MHoW
4. GOVERNANCE AND INSTITUTIONAL DEVELOPMENT												

FOCUS AREA 4.1: LOCAL GOVERNANCE AND DECENTRALISATION													
Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Purchase of Stationaries, Office furniture, Equipment's and Machines	Elmina						40,000.00					MPO	MA
Maintenance of Official Vehicles and fuel of the Assembly	Elmina						150,000.00					MTO	MA
Strengthening of sub-municipal structures							70,000.00					KEEAMA	
Promote and sustain pro-poor programs for vulnerable in the municipality	Municipal wide						20,000.00					KEEAMA	KEEAMA
Support to Sub-Municipal Management, Fiscal & Development planning activities	Six (6) Zonal Council						27,367.16					KEEAMA	KEEAMA
Preparation of 2028 Composite Budget (FFR Activities)	Elmina						55,000.00					MBA	ALL DEPTS.
Preparation of quarterly report and annual account and input of budgeted figure into system	Elmina						20,000.00					FD	MA
FOCUS AREA 4.2: PUBLIC ACCOUNTABILITY													
Organize 2 No Town Hall Meetings	Agona & Elmina						50,000.00					MBA/MP O	Ass. Members, Zonal Council, Chiefs, CSOs, Unit Committee
Monitoring of Revenue collectors	Municipal Wide							8,000.00				Internal Audit	Revenue/Finance
FOCUS AREA 4.3: HUMAN SECURITY AND PUBLIC SAFETY													
Support for Maintenance of Law and Order in the Municipality	Municipal Wide						30,000.00					GPS	KEEAMA

FOCUS AREA 4.4: PRODUCTION AND UTILISATION OF STATISTICS													
Assist GSS with Monthly Market Reading (CPI, Inflation)	Cape Coast,					18,000.00						MSO	GSS
Preparation of 2028 Composite Annual Action Plan	Elmina						15,000.00					MPO	MPCU
Update Municipal socio economic and revenue data (BoP, Temporal Structures, open market operations)	Municipal Wide					6,000.00						MSO	MBA, MPO, MFO, MIS
Assist GSS with surveys and data collection exercises	Municipal Wide					2,000.00						MSO	GSS
Monitor surveys and data collection activities in the Municipality	Municipal Wide					6,000.00						MSO	GSS, MPCU
Purchase of desktop computer, printer and stationery for statistics department	KEEAMA					10,000.00						MSO	MFO
Provide clients data request	Elmina											MSO	MPCU, GSS
Monitor and assist data entry on the DDDP website	Elmina											MSO	Management
Update Municipal Statistical and administrative data compilation	Municipal Wide					1,200.00						MSO	GSS, MPCU, Agencies
FOCUS AREA 4.5: MONITORING AND EVALUATION													
Monitoring & Evaluation of projects & Programmes	Municipal Wide						78,763.76					MPO	MPCU
Quarterly and mid-year review of Programmes & Projects meetings	Municipal Wide						26,000.00					MPO	MPCU
FOCUS AREA 4.6: KNOWLEDGE MANAGEMENT & LEARNING													
Train selected staff in cyber-Security	KEEAMA						12,400.00					HRD	OHLGS/CRCC
Train staff in Ms Word, Ms Excel and Ms Power Point	KEEAMA						7,400.00					HRD	OHLGS/CRCC
Train staff in LGS Protocols	KEEAMA						22,000.00					HRD	OHLGS/CRCC

Train selected staff in the DDDP	KEEAMA					10,000.00					HRD	OHLGS/CRCC
Prepare and submit promotion register to the RCC	KEEAMA				3,400.00						HRD	OHLGS/CRCC
Co-ordinate performance appraisal activities	KEEAMA				4,000.00						HRD	OHLGS/CRCC
Validate ESPV-Voucher for GOG staff and prepare payment voucher for IGF Staff	KEEAMA						200,000.00				HRD	OHLGS/CRCC
Undertake intersectoral meetings						18,200.00					HRD	OHLGS/CRCC
Periodic update of staff data onto HRMIS	KEEAMA				3,600.00						HRD	OHLGS/CRCC

Table 35- Annual Action Plan (2028)

1. ECONOMIC DEVELOPMENT													
FOCUS AREA 1.1 AGRICULTURE AND AGRI BUSINESS DEVELOPMENT													
Objective: Promote the development of food and tree crops, livestock, and agro-processing for resilient food system, income generation and enhanced employment opportunities													
Programme:													
Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
FBO empowerment and market linkage programme	Municipal-wide						10,000.00	19,700.00				DoA	FBOs, UCC, BAC, Department of Cooperatives, Central Agric. Department (CRAD), CABI, and UCC
Sustainable inputs and land access initiative	Municipal-wide						5,000.00					DoA	KEEAMA, Assembly Members, FBOs, and traditional leaders
Climate-resilient crops and perennials programme	Municipal-wide						9,500.00					DoA	UCC, CRI-CSIR, MoFA, TCDA, GIPA, and CRAD
Digital agriculture extension services	Municipal-wide					5,250.00		1,200.00				DoA	CABI, Ghana Met. Agency, MoFA, and CRAD
Local poultry feed initiative	Municipal-wide						3,900.00					DoA	Exim Bank, MoFA, CRAD, UCC, CCTU, BNARI-GAEC, and FBOs.
Flagship programme implementation	Municipal-wide						33,800.00					DoA	MoFA, FBOs, and Assembly Members
Regenerative agriculture and safe inputs programme	Municipal-wide						7,000.00	1,600.00				DoA	UCC, PPRSD-MoFA, CABI, and CRAD
FBO-Agro-processor linkage	Municipal-wide					1,800.00						DoA	UCC, FBOs, and CRAD

Early warning and climate resilience system	Municipal-wide					13,900.00	8,000.00					DoA	CABI, PPRSD-MoFA, CRAD, UCC, CCTU, CRI-CSIR, Ghana Met. Agency, Assembly Members and FBOs
Monitoring and Evaluation (M&E) and staff capacity development	Municipal-wide					9,600.00	12,240.00	6,600.00				DoA	UCC, CCTU, CRI-CSIR, MoFA, and CRAD
Post-harvest loss reduction technology transfer	Municipal-wide					2,400.00	15,900.00	4,000.00				DoA	MoFA, CRAD, UCC, CCTU, and FBOs.
Youth in agribusiness empowerment programme	Municipal-wide					2,500.00	2,400.00					DoA	MoFA, CRAD, BAC, and UCC.
Livestock health and productivity	Municipal-wide					1,500.00		6,900.00				DoA	MoFA (APD and VSD), CRAD, and FBOs.
Post-harvest loss reduction and value addition programme	Municipal-wide					1,850.00						DoA	WIAD-MoFA and CRAD
Eat What You Grow Nutrition Sensitization Campaign	Municipal-wide						3,900.00					DoA	FBOs and GES
Safe Food handling from farm to table initiative.	Municipal-wide					1,200	1,200.00					DoA	CRAD and WIAD
Farming community livelihood diversification programme	Municipal-wide						2,200.00					DoA	CRAD, BAC, and NGOs
Biofortified crops and home garden promotion programme	Municipal-wide						4,960.00					DoA	CRAD and MoFA (WIAD and CSD)
Organization of Farmers Day Celebrations	Selected Community						80,000.00					DOA	KEEAMA/Ass. Members/Unit Committees

FOCUS 1.2: FISHERIES AND AQUACULTURE DEVELOPMENT

Objective:

Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Sensitization on the prospect of Fish Farming	Municipal-Wide								20,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs
Educate Fish farmers on good aquaculture practices and sustainability	Municipal-Wide								20,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs
Educate fish farmers on the culture of only certified species and fish health	Municipal-Wide								15,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Educate Fishers on the fisheries Laws	Municipal-Wide								15,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Educate fishers on landing beach sanitation	Municipal-Wide								12,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Intensify sensitization on fisheries Close Season	Municipal-Wide								15,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Enforcement of Fisheries Law	Landing Beaches Municipal-wide							7,000.00	7,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Safe Fish certification	Municipal-wide								15,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC

FOCUS 1.3: TOURISM, CREATIVE ARTS DEV'T/ PRIVATE SECTOR DEVELOPMENT													
Business Formulation for MSMEs-Regstral General's Department	Municipal wide								9,000.00 (GEA/REP)			BAC	RGD
Food Certification with Food and Drugs Authority	Municipal wide								7,750.00 (GEA/REP)			BAC	FDA
Client registration with Ghana Enterprises Agency	Municipal wide								6,000.00 (GEA/REP)			BAC	GEA
Business Development Service Provider Registration with Ghana Enterprises Agency	Municipal wide								5,750.00 (GEA/REP)			BAC	GEA
LED/ MSE Meeting						20,000.00						DA	
Internship (Study Tour) for entrepreneurs on Skill enhancement	Municipal-wide								14,000.00 (GEA/REP)			BAC	KEEAMA
Business Counselling and Business Support	Municipal wide					4,000.00						BAC	KEEAMA
Strengthening and formation of Business Associations	Municipal wide					2,400.00			2,500.00 (GEA/REP)			BAC	KEEAMA
Regulatory Requirement support for Businesses	Municipal wide								28,000.00 (GEA/REP)			BAC	KEEAMA
Provision of Start-up kits/Support for Businesses,	Municipal wide					40,000.00						BAC	KEEAMA

Apprentices and Entrepreneurs													
FOCUS AREA 1.4: TRADE AND INVESTMENT													
Objective:													
Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Maintenance of Markets and other emergency works	Municipal-wide							30,000.00					Works Dept
2. SOCIAL DEVELOPMENT													
FOCUS 2.1: EDUCATION AND TRAINING													
Objective:													
Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organization of community sensitization on the need to send all children to school and at the right age	All community schools					24,000.00							GES KEEAMA/Zonal Council/Chiefs
Construction of 1. No 9 Unit Classroom Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 300 No. Dual & 15No Mono Desk 9.No Official Tables & Chairs	St Michael & All Angels(Komenda)						2,500,101.00						KEEAMA GES/Zonal Council/Chiefs

Completion & Furnishing of 3-Unit JHS Block at Ponkrom basic school	Ponkrom					200,000.00					KEEA Assembly	GES
Rehabilitation of Schools	Ayensudo Zion, Komenda M/A Zion JHS "A" Bisease M/A KG					1,200,000.00					KEEAMA	GHS/Zonal Council/Chiefs
Completion & Furnishing of of Komenda College Practice Basic	Komenda					950,000.00					KEEAMA	GHS/Zonal Council/Chiefs
Organisaton of "My First Day at School" ceremony in all schools	All 74 KG/primary schools					40,000.00					GES	KEEA Assembly
Organisation of award ceremony in Schools	32 selected schools from all circuits					45,000.00					GES	KEEA Assembly
Construction of New Block Bronyibima Basic	Bronyibima					192,000.00					GES	KEEA Assembly
Organization of capacity-building workshop for guidance and counselling and SHEP coordinators in the schools	All schools					27,000.00 (GES)					GES	KEEAMA/Zonal Council/Chiefs
Screening of children to identify health needs and subsequent referrals when necessary.	All Schools					25,000.00 (GES)					GES	KEEAMA/Zonal Council/Chiefs
Build the capacity of teachers on sports and culture to make it functional in the schools.	All school-based sports and culture teachers					210,000.00					GES	KEEA Assembly
Sensitization of students and their communities on health issues and drug use.	All Community Schools					16,000.00					GES	KEEAMA/Zonal Council/Chiefs
Organisation of regular monitoring and inspection of schools	All pretertiary schools in the municipality					23,000.00					GES	KEEA Assembly

Training of SMC and PTA executives on their roles in basic school management	All school communities					33.000.00					GES	KEEA Assembly
Organisation of SPAM in schools	All basic schools in the Municipality					15.000.00					GES	KEEA Assembly
Organisation of stakeholder meetings	Selected key stakeholders of education delivery					45.000.00					GES	KEEA Assembly
Organisation of INSET for Heads, SMC and PTA on resource mobilization	All school communities					37.000.00					GES	KEEA Assembly
Support the directorate to organize at least two (2) different Mock Exams in the Municipality for JHS 3 Students.	All BECE candidates					50.000.00					GES	KEEAMA/Zonal Council/Chiefs
Provision of pupils' furniture (124 Hexagonal desk with 744 Chairs)	Municipal-wide					340,283.72					KEEAMA	GES/MOE/MLGCRD
Provision of pupils' furniture (1,000 No Dual Desk)	Municipal-wide					2,000,000.00					KEEAMA	GES/MOE/MLGCRD
Provision of pupils' furniture (1,000 Mono Desk)	Municipal-wide					1,200,000.00					KEEAMA	GES/MOE/MLGCRD
Provision of 150. No. Teachers Tables & 150 No. corresponding Chairs	Municipal-wide					370,000.00					KEEAMA	GES/MOE/MLGCRD

FOCUS 2.2: REDUCING POVERTY AND INEQUALITY/DISABILITY-INCLUSIVE DEVELOPMENT/CHILD PROTECTION AND DEVELOPMENT/SOCIAL PROTECTION

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Conduct 30. No Child Protection Sensitization (Awareness on SGBV, ClaT,	Municipal wide					20,000.00						DSWCD	GES, GHS, TA, NPOs, NCCE

Teenage Pregnancy and Child Marriage, etc.)												
Increase anti-CLaT enforcement activities in the municipality- (carry out periodic spot checks in the communities to check on suspected cases of trafficking)	Municipal wide				5,000.00		4,000.00					DSWCD GPS, GIS, MCPCs, NPOs
Conduct Social Investigation for registration/renewal and Inspection of 20 Day Care Centers and 2 RHC	Municipal wide				5,000.00		3,000.00					DSWCD GES, RHC
Conduct Case Management and linkages with other sectors: Extend case management services and direct assistance (health, medical care) to children survivor of SGBV	Municipal wide				30,000.00							DSWCD GPS, GHS, GES, NHIS, COURT, LEGAL AID, NPOs, CHRAJ
Conduct SERs (Child Study and Home Study Investigations) for alternative care	Municipal wide						5,000.00					DSWCD GPS, GHS, GES, NPOs, COURT
Participate in Family Tribunal and Juvenile Court sittings	Elmina				3,000.00							DSWCD FT/JC, GPS,
Conduct Social Enquiry on 10 Juveniles/and 10 Child Custody Cases	Municipal wide				5,000.00							DSWCD GPS, COURT, GHS, GES, NPOs
Conduct monitoring visits to supervise 10 Probationers and fits person to ensure compliance of court orders	Municipal wide				4,000.00		3,000.00					
Register and update data on PWDs	Elmina					9,500.00 (DACF PWD)						DSWCD NCPD, STAS. DEPT
Conduct 4. No meetings & 1 No. Monitoring, evaluation of PWD programmes	Elmina/Municipal wide					40,000.00 (DACF PWD)						DSWCD GFD, TAs

Support 50 Students and trainees with disability	Municipal wide					99,000.00 (DACF PWD)					DSWCD	GFD, GES, NPOs
Provide input/working capital to 40 PWDs as income generation/economic	Municipal wide					400,000.00 (DACF PWD)					DSWCD	GFD, TAs, NPOs
Train 30 PWDs in employable skills/vocation	Municipal wide					95,000.00 (DACF PWD)					DSWCD	GFD, NPOs, TAs
Provide health support, learning Aids and assistive devices and registration of PWDs NHIS-health	Municipal wide					148,500.00 (DACF PWD)					DSWCD	GFD, GES, GHS, NHIS,
Support to parents and caregivers of persons with disability	Municipal wide					99,000.00					DSWCD	GFD, GHS, GES
Organize Sensitization /awareness creation on PWDs Issues ACT, mental health, DACF for PWDs on radio, Information Centers, durbars in 10 Communities	Municipal wide					99,000.00 (DACF FOR PWD)					DSWCD	GFD, NCCE, NPOs
Organize 4 No. Public Education (Radio discussion or Community Durbar) and on other Social Interventions (LEAP, School Feeding, NHIS Indigents Registration, and any other social issues.)	Municipal wide					5,000.00 DACF					DSWCD	GFD, NCCE, TAs, NPOs, Media
Facilitate registration and linkage of indigents (LEAP beneficiaries, persons with mental health, children under the school feeding) onto NHIS	Municipal wide				6,000.00						DSWCD	NHIS, GES, GHS, NPOs
Supervise the payment of the bi-monthly LEAP Cash Grants and conduct case management	Municipal wide					3,000.00 DACF					DSWCD	LMS, NPOs
Procurement and maintenance of office equipment/tools	Elmina				30,000.00						DSWCD	NPOs,
Conduct 5 No. Community Sensitization/radio discussion on Sexual and Gender Based Violence, Adolescent Sexual and Reproductive Health	Municipal wide				9,992.00	5,000.00 (DACF)					DSWCD	GDO, NPOs

&Rights with GHABA, GNTDA, etc.													
FOCUS AREA 2.3: GENDER INEQUALITY													
Organize Sensitization for adolescent in 10 schools and 2 with GHABA & GNTDA	Municipal wide						2,500.00 (DACF)					DSWCD	Women groups, GES, DoG Assembly members and Traditional Authorities, NGOs
Organize Sensitization on Sexual & Gender Base Violence in 10 Communities	Municipal wide						2,500.00 (DACF)					DWSCD	DOVVSU, NCCE, TA, GDO
Radio programs (various radio stations operating in the Municipality)	Municipal						5,000.00 (DACF)					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM
Organize Sensitization workshop for parents, Schools on Teenage Pregnancy & Sexual Transmitted diseases	Elmina						5,000.00 (DACF)					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM
FOCUS AREA 2.4: HEALTH AND HEALTH SERVICES /FOOD SYSTEM & NUTRITION													
Objective:													
Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
To organize public health education in schools and sensitization on HIV/AIDS.	Municipal-wide						14,500.00					GHS	MHD/KEEAMA
Construction of CHPS Facility with Furnishing	Dwabo						1,700,000.00					KEEAMA	GHS/Zonal Council/Chiefs

Construction of CHPS Facility with Furnishing	Dominase					1,700,000.00						KEEAMA	GHS/Zonal Council/Chiefs
To conduct Mobile health care in schools, markets and workplaces	Municipal-wide					8,200.00 (GHS)						GHS	MHD/KEEAMA
To Organize Sensitization Drama/training/Radio Talks on teenage pregnancy.	Municipal-wide					9,000.00 (GHS)		5,000.00				GHS	KEEAMA/SDWCD/Queen Mothers Ass./Zonal Council
Conduct in-service training for CHOs and CHNs on data management relating nutrition indicators	Municipal-wide					10,000.00 (GHS)						GHS	MHD/KEEAMA
Conduct supportive supervision to all facilities on Nutrition indicators.	Municipal-wide					24,828.00 (GHS)						GHS	MHD/KEEAMA
Organise Breastfeeding awareness campaign at the sub-district level	Municipal-wide					8,000.00 (GHS)						GHS	MHD/KEEAMA
Mental Health Education campaign week	Municipal-wide					8,000.00 (GHS)						GHS	MHD/KEEAMA
Train 60 chemical sellers on TB case detection	Municipal-wide					10,000.00 (GHS)						GHS	MHD/KEEAMA

Conduct Monthly community education on TB (FM, CIC)	Municipal-wide				14,000.00						GHS	MHD/KEEAMA
					(GHS)							
Sensitize 60 spiritual homes and healing camps leaders on TB	Municipal-wide				15,000.00						GHS	MHD/KEEAMA
					(GHS)							
Training of 50 health care providers on TB case management	Municipal-wide				5,500.00						GHS	MHD/KEEAMA
					(GHS)							
Orient different categories of health care providers on the SOPs for hospital-based TB case detection. Orient staff on the completion of the suspect register and sputum request forms	Municipal-wide				6,000.00						GHS	MHD/KEEAMA
					(GHS)							
Sensitize community members at service delivery points at health facilities and in communities on malaria	Municipal-wide				8,000.00						GHS	MHD/KEEAMA
					(GHS)							
Organize community base NTD case search in 20 communities	Municipal-wide				9,000.00						GHS	MHD/KEEAMA
					(GHS)							
Mass drug administration of praziquantel, azithromycin in 10 communities	Municipal-wide				21,000.00						GHS	MHD/KEEAMA
					(GHS)							
Sensitize Prayer camps in the Municipal on Epidemic prone diseases and diseases of public importance	Municipal-wide				6,000.00						GHS	MHD/KEEAMA
					(GHS)							

Organize HIV-Know-Your-Status Campaign	Municipal-wide					25,000.00						GHS	MHD/KEEAMA/HIV Focal Person
Periodic visits to ART sites	Municipal-wide					7,000.00						GHS	MHD/KEEAMA/HIV Focal Person
Ensure testing at all entry points of the health facility	Municipal-wide					10,000.00 (GHS)						GHS	MHD/KEEAMA/HIV Focal Person
To Validate HIV/AIDS data	Municipal-wide					9,000.00 (GHS)						GHS	MHD/KEEAMA/HIV Focal Person

FOCUS AREA 2.5: POPULATION MANAGEMENT AND MIGRATION FOR DEVELOPMENT

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Mobile registration on births	Eguafo and it environs					11,600.00 (BDR)						BDR	GHS
Mass registration of birth (Phase 1)	Dutch Komenda Komenda Dominase, Abrobiano Ampenyi					5,800.00 (BDR)						BDR	GHS
Mass registration of births (Phase 2)	Bronyi-bima Koful, Ntranoa					7,700.00 (BDR)						BDR	GHS

	Abbina, Ayensudo												
Public sensitization on death registration	Elmina					5,600.00 (BDR)						BDR	GHS
Training and capacity building	Elmina registry					8,700.00 (BDR)							
Registration of deaths	KEEA					5,900.00 (BDR)						BDR	GHS
FOCUS AREA 2.6: WATER AND ENVIRONMENTAL SANITATION & HYGIENE													
Objective:													
Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Levelling and maintenance of final disposal site and re-shaping and gravelling of the access road to the site	Essaman						282,985.983	5,500				EHSU	
Organization of clean-up exercises (National Sanitation Day)	Municipal wide						36,000	7,000	500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs) Other Departments
Sanitation Improvement Package and Fumigation	Municipal wide						941,850					EHSU	ZoomLion
Procure 7 skip containers	Selected Communities						422,497.142	5,000.00				EHSU	Procurement Unit

Implement door-door refuse collection and scale-up pay as- you- dump.	Selected Communities					135,821.6 525	5,000.00	2,500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)
Evacuation of heaps of refuse	Selected Communities					245,821.6 5	5,000.00	2,500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)
Implementation of CLTS Program	20 communities					143,321.6 5	12,500.00	25,000.00			EHSU	AMs/Tas
Implementation of UCLTS Program	40 sections					37,500	10,000.00	45,000.00			EHSU	UNICEF, CSOs
Support to Pro-Poor to own latrines	Municipal Wide					10,000	14,000	7,250			EHSU	Works
Inspection and monitoring of public latrines operations and maintenance	Municipal wide						5,000.00				EHSU	Budget, Planning and Revenue Units
Arrest and prosecution of open defaecators	Municipal wide					5,000.00	5,000.00				EHSU	Law Court,
Sensitization of food/drink vendors	Municipal wide					2,500.0	3,750.00				EHSU	Health Directorate
Mass screening and certification of food/drink vendors	Municipal wide							8,750.00			EHSU	Labs, Health Facilities

Organization of seminar for food/drink handlers	Municipal Wide						3,750.00	3,750.00			EHSU	Municipal Health Directorate
Law enforcement on recalcitrant vendors	Municipal Wide						2,500.00	2,500.00			EHSU	Law Court
Inspection of Hospitality industries	Municipal Wide						5,000	2,500			EHSU	GTB
Behavior Change Communication campaign	Municipal Wide					2,500.00	5,000.00				EHSU	Health Directorate
To intensify house to house inspection / education	Municipal Wide					2,500.00	5,000.00				EHSU	Assembly Members
Intensify inspection of schools	Municipal Wide					2,500.00	2,500.00	2,500.00			EHSU	Municipal Edc. Directorate
Organization of community durbars	Municipal Wide					2,500.00	7,500.00				EHSU	ASSEMBLY MEMBERS/Tas
Organization of radio programmes	Municipal Wide					2,500.00	1,250.00	1,250.00			EHSU	Local FMs/ Radio Stations
Arrest and prosecution of Sanitary offenders	Municipal Wide										EHSU	Law Court

						3,750.00	1,250.00					
Capacity building for Environmental Health Staff	All staff					5,000.00	2,500				EHSU	HR
Acquisition of land, Design & model of site for Burial	Sanka and Simiw					143,323.22					EHSU	Works, Physical Planning
To Gazette Assembly Bye-Laws, Disseminate & intensify Enforcement activities	Municipal Wide					20,000.00	2,500.00				EHSU	ASSEMBLY MEMBERS/Tas Local FMs/ Radio Stations/Task Force/Assembly Members
Electronic waste management	Municipal Wide					10,000.00	2,500.00	2,500.00			EHSU	PPD/DPU/Local FMs/ Radio Stations
Support waste management services for a clean, sustainable and healthy physical environment.	Selected communities					135,821.65	3,750.00				EHSU	ZL
Procure and supply sanitary tools/equipment and detergent for environmental sanitation enhancement	Municipal Wide					67,500.00	5,000.00				MPrU	EHSU
Burial of Paupers/unknown bodies	Municipal Wide					15,000.00	2,500.00				EHSU	Police

Borehole repair works	Ayensudo junction, Saaman					50,000.00						KEEAMA	GWCL/CWSA
Drilling of 7. No. Complete Mechanized Borehole with Overhead Tank (2No. 20,000 litres) for	7 Selected Institutions/Communities					1,600,000.00						KEEAMA	GWCL/CWSA
Water Extensions to Communities (Underserved and new sites)	Seleceted Communities					620,009.00						GWCL	KEEAMA/CWSA

3. ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

FOCUS AREA 3.1: HUMAN SETTLEMENTS DEVELOPMENT AND HOUSING

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Procure Equipment for the Physical Planning Department	Elmina					9,544.00						PPD	KEEAMA
Organization of Development control team and exercise	Municipal Wide Municipal Wide							15,600.00				PPD, WORKS DEPT	TSC, EPA, Minerals Commision, LC, LUSPA
Organization of 12no. Technical Sub-Committee and 12no. Spatial Planning Meetings and inspections on all development applications	Municipal Wide							104,400.00				PPD	TSC & SPC
Organization of community engagements	Municipal Wide								15,000.00 (GIZ)			PPD/ DPD	EPA, FISHRIES COMMISION, HYDROLOGCAL AUTHORITY, LUSPA

Incorporate and propose scrapyards sites in a local plan	Elmina					2,000.00		3,000.00 (GIZ)			PPD	EPA, LUSPA
Data collection on the preparation of Elmina Structure plan	Elmina					5,000.00		89,375.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Spatial Analysis on Spatial data	Elmina					5,000.00		75,000.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Design of Structure plans for Elmina Township	Elmina					10,000.00		90,000.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ
Identify and create a street naming database and erect street signages at Komenda and Kissi for at least 30 streets	Municipal Wide					5,000.00	75,000.00	10,000.00 (GIZ)			PPD	LUSPA, GIZ, Traditional Authorities
Project Concepts Note Preparation & Environmental Protection certification of Projects	Municipal-Wide					20,000.00	5,000.00				MPCU	PPD/WORKS Dept
Registration and Documentation of Assembly Lands	Municipal-wide					30,000.00	10,000.00				PPD	MPCU/Works Dept
Prepare KEEAMA SDG Impacts Projects Plan	Elmina							28,329.00 (UN Habitat)				MPCU/ESSCIC/Un-Habitat/KNUST

Programme Coordination & Monitoring, Engagements and ESSCLIC activities	Elmina							50,000.00 (UN Habitat)			SDG Focal Person	MPCU/ESSCLIC
Organise working sessions to prepare Municipal Strategic Plan (Cultural Resilient and sustainable plans, Local Climate action plans, Natural resource management Strategies plan, SMART Housing, cyber security and disability Strategy, Municipal telecommunication network connectivity strategy network etc.)	Elmina							40,000.00 (UN Habitat)			SDG Focal Person	MPCU/ESSCLIC
Conduct Review of the Draft VLR Report and adopt at General Assembly	Elmina							45,000.00 (UN Habitat)			SDG Focal Person	MPCU/MSCLIC
Publicize and disseminate the approved VLR Report	Elmina							10,000.00 (UN Habitat)			SDG Focal Person	MPCU/MSCLIC
Train Budget Committee & Prepare SDG Budget Data & Report (Working sessions)	Elmina							20,000.00 (UN Habitat)			MBA	BUDGET COMMITTEE/MPCU

FOCUS AREA 3.2 COASTAL AND MARINE MANAGEMENT

Objective:

Programme:

Project/Programme	Location	Time Frame	Cost	Programme Status	Implementation Institution/Department
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		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Mapping and updating of all coastal and marine resources	Coastal Communities						5,000.00		5,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA
Mapping of all Mangrove and other protected areas	Municipal Wide						6,000.00	6,000.00	4,000.00			PPD	EPA, Hen Mpoano, LUSPA
FOCUS AREA 3.3 WATER RESOURCE MANagements													
Objective:													
Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Frequent and Effective monitoring on all developments around waterbodies								15,600.00				PPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA
Frequent and Effective monitoring on all developments around waterbodies	Municipal Wide							15,600.00				PPD, WORKS DEPT	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA
Spatial analysis on water reservation/buffer	Municipal Wide						5,000.00	10,000.00	10,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA

Mapping of all waterbodies and facilities	Municipal Wide						5,000.00	0.00	15,000.00			PPD	UCC, FC, LC, Traditional Authorities
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FOCUS AREA 3.4 PROTECTED AREAS

Objective:

Programme:

Project/ Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organization of Public Education on Biodiversity and Ecosystem services	Municipal Wide						2,000.00					PPD & DPD	EPA, Hen Mpoano
Request the submission on Papers (Call for Pares) on Biodiversity and Ecosystem services	Municipal Wide					2000.00						PPD, MDP	UCC, EPA

FOCUS AREA 3.5 MINERAL EXTRACTION

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Effective monitoring on all mining activities	Municipal Wide							15,600.00				PPD, WORKS DEPT	EPA, LC, Minerals Commission

FOCUS AREA 3.6 ENVIRONMENTAL POLLUTION (E-WASTE)

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Map out all Scrap Yards	Municipal Wide						5,000.00		5,000.00			PPD, EHD	EPA, Lands Commission
Electronic waste management	Municipal Wide						10,000.00	2,500.00	2,500			EHSU	ASSEMBLY MEMBERS/Tas Local FMs/ Radio Stations/Task Force/Assembly Members
FOCUS AREA 3.7: DEFORESTATION, DESERTIFICATION AND SOIL EROSION													
Public Education Campaigns on Disaster Risk Reduction	Municipal wide						10,550.00	2,000.00				NADM O	GNFS
Community Engagements	Municipal wide						9,029.00					NADM O	GNFS
Undertake Field Trips & Assessment	Flood prone areas						10,840.00	2,400.00				NADM O	WORKS DEPARTMENT
Train Stakeholders	Municipal office						8,650.00					NADM O	GNFS, WORKS DEPT
Capacity of staff built	Municipal office						10,080.00					NADM O	Resources person

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FOCUS AREA 3.8: HYDROLOGICAL THREATS

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Undertake Flood mitigation measures	Flood prone areas						5650	799				NADM	WORKS
												O	DEPTS
Emergency response and rescue	Municipal wide						5200	1000				NADM	Police, GNFS
												O	
Disaster Management Committee Meeting	Municipal assembly						8,700					NADM	Disaster mgt cttee members
												O	
Conduct DVG Activities	Municipal wide						9,801					NADM	GNFS
												O	
Celebration of World Disaster Day	Muni. wide						3,500	9,250					
Administer Relief items to Disaster Victims	Municipal wide						18,000	551				NADM	MUNICIPAL
												O	

FOCUS AREA 3.9: ANTHROPOGENIC THREATS

Objective:

Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Conduct Fire Safety Education at Markets Centers, Institutions, Beach Landing Sites	Municipal wide							5,000.00				GNFS	KEEAMA/Zonal Council/ECG/F.C
Simulation Exercise by Ghana Fire Service	Elmina Taxi rank					2,000.00 (GNFS)						GNFS	KEEAMA/Zonal Council/ECG/F.C
Hydrant Inspection by GNFS	Municipal wide					5,000.00 (GNFS)						GNFS	KEEAMA/Zonal Council/ECG/F.C

FOCUS AREA 3.10: TRANSPORTATION: AIR, RAIL, WATER AND ROAD

Objective:

Programme:

Programme:													
Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Opening Up and Grading of Selected Road within the Rural Communities (20 KM)	Municipal Wide						130,000.0 0 (DRIP)		120,000.0 0 (ROAD FUND)			MURD	DUR, CAPE COAST/ KEEAMA
Gravelling and Grading Works (10KM)	Municipal wide						120,000.0 0 (DRIP)		120,000.0 0 (ROAD FUND)			MURD	DUR, CAPE COAST/

Construction of Culvert (2No. of 0.9mm Pipe Culvert)	Municipal wide					195,000.00 (DRIP)		315,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST
Pothole patching on selected roads within KEEA municipality (300m ²)	Municipal Wide					100,000.00 (DRIP)		150,000.00 (ROAD FUND)			MURD	Department of Urban Roads/KEEAMA
Traffic signal management within the urban areas in KEEA municipality road signs – 10no.	Municipal Wide					50,000.00		50,000.00			MURD	Ghana Road Safety /DVLA/KEEAMA
Grass cutting along selected roads within the municipality (10km)	Municipal Wide							100,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA
Desilting of selected drains within the municipality (200m ³)	Municipal wide					75,000.00		180,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA
Replacement of metal gratings (5no.)	Municipal wide							60,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/KEEAMA
FOCUS AREA 3.11: ENERGY AND PETROLEUM												
Electrification project and maintenance of street light	Municipal wide					350,000.00					MHoW	MA

and purchase of electric poles												
FOCUS AREA 3.12: INFRASTRUCTURE MAINTENANCE												
Maintenance Of Assembly Building including Ayensudo, Ntranoa zonal, council office	Municipal wide					30,000.0 0						MHow MA
Goods and services for works department programmes						20,000.0 0						MHow MA
FOCUS AREA 3.13: RURAL/URBAN DEVELOPMENT MANAGEMENT												
Purchase of building materials (cement, roofing sheet, iron rods etc.) as support self-help/ community-initiated projects							78,417.89					MHow MA
Purchase of building materials (Cement, roofing sheets for community-initiated projects)							45,000.00 MP's DACF					MP MA/MHow
4. GOVERNANCE AND INSTITUTIONAL DEVELOPMENT												
FOCUS AREA 4.1: LOCAL GOVERNANCE AND DECENTRALISATION												
Purchase of Stationaries, Office furniture, Equipment's and Machines	Elmina					45,000.0 0 (DACF)						MPrO MA

Maintenance of Official Vehicles and fuel of the Assembly	Elmina					150,000.00						MTO	MA
Strengthening of sub-municipal structures						70,000.00							
Promote and sustain pro-poor programs for vulnerable in the municipality	Municipal wide					20,000.00							
Support to Sub-Municipal Management, Fiscal & Development planning activities	Six (6) Zonal Council					27,367.16						CA	ZONAL COUCIL
Preparation of 2029 Composite Budget (FFR Activities)	Elmina					60,000.00						MBA	BUDGET COMMITTEE
Preparation of quarterly report and annual account and input of budgeted figure into system	Elmina					20,000.00						FD	MA
FOCUS AREA 4.2: PUBLIC ACCOUNTABILITY													
Organize 2 No Town Hall Meetings	Agona & Elmina					55,000.00						MBA/MPO	Ass. Members, Zonal Council, Chiefs, CSOs, Unit Committee
Monitoring of Revenue collectors	Municipal Wide						10,000.00					Internal Audit	Revenue/Finance
FOCUS AREA 4.3: HUMAN SECURITY AND PUBLIC SAFETY													
Support for Maintenance of Law and Order in the Municipality	Municipal Wide					30,000.00						GPS	KEEAMA
Construction of Police Post	Kissi					300,000.00						KEEAMA	GPS
FOCUS AREA 4.4: PRODUCTION AND UTILISATION OF STATISTICS													

Assist GSS with Monthly Market Reading (CPI, Inflation)	Cape Coast,					5,400.00						MSO	GSS
Preparation of Review of 2026-2029 Medium Term Development	Elmina						100,000.00					MPO	MPCU
Update Municipal socio economic and revenue data (BoP, Temporal Structures, open market operations)	Municipal Wide											MSO	MBA, MPO, MFO, MIS
Assist GSS with surveys and data collection exercises	Municipal Wide					900.00						MSO	GSS
Monitor surveys and data collection activities in the Municipality	Municipal Wide					3,500.00						MSO	GSS, MPCU
Provide clients data request	Elmina											MSO	MPCU, GSS
Monitor and assist data entry on the DDDP website	Elmina											MSO	Management
Update Municipal Statistical and administrative data compilation	Municipal Wide											MSO	GSS, MPCU, Agencies
Assist GSS with Monthly Market Reading (CPI, Inflation)	Cape Coast,					1,200.00						MSO	GSS
FOCUS 4.5: MONITORING AND EVALUATION													
Monitoring & Evaluation of projects & Programmes	Municipal Wide						78,763.76					MPO	MPCU
Quarterly and mid-year review of Programmes & Projects meetings	Municipal Wide						26,000.00					MPO	MPCU
FOCUS AREA 4.6: KNOWLEDGE MANAGEMENT & LEARNING													
Train selected staff in project management and sustainability	KEEAMA						12,500.00					HRM	LGS
Train staff in contract management and administration	KEEAMA						12,500.00					HRM	LGS

Train staff in LGS Protocols	KEEAMA					24,000.00						HRM	
Train agric staff in SMART Climate Agricultural Practices	KEEAMA					10,000.00						HRM	Consultant
Prepare and submit promotion register to the RCC	KEEAMA					3,050.00						HRD	OHLGS/CRCC
Co-ordinate performance appraisal activities	KEEAMA					4,500.00						HRD	OHLGS/CRCC
Validate ESPV-Voucher for GOG staff and prepare payment voucher for IGF Staff	KEEAMA							250,000.00				HRD	OHLGS/CRCC
Undertake intersectoral meetings	KEEAMA					21,000.00						HRD	OHLGS/CRCC
Periodic update of staff data onto HRMIS	KEEAMA					4,000.00						HRD	OHLGS/CRCC

Table 36- Annual Action Plan (2029)

1. ECONOMIC DEVELOPMENT														
FOCUS AREA 1.1: AGRICULTURE AND AGRI BUSINESS DEVELOPMENT														
Objective: Promote the development of food and tree crops, livestock, and agro-processing for resilient food system, income generation and enhanced employment opportunities														
Programme:														
Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department		
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
FBO empowerment and market linkage programme	Municipal-wide							8,000.00					DoA	FBOs, UCC, BAC, Department of Cooperatives, Central Agric. Department (CRAD), CABI, and UCC
Sustainable inputs and land access initiative	Municipal-wide						8,000.00						DoA	KEEAMA, Assembly Members, FBOs, and traditional leaders
Climate-resilient crops and perennials programme	Municipal-wide						10,900.00						DoA	UCC, CRI-CSIR, MoFA, TCDA, GIPA, and CRAD
Digital agriculture extension services	Municipal-wide					5,250.00		1,200.00					DoA	CABI, Ghana Met. Agency, MoFA, and CRAD
Local poultry feed initiative	Municipal-wide						2,800.00						DoA	Exim Bank, MoFA, CRAD, UCC, CCTU, BNARI-GAEC, and FBOs.
Flagship programme implementation	Municipal-wide						34,800.00						DoA	MoFA, FBOs, and Assembly Members
Regenerative agriculture and safe inputs programme	Municipal-wide						14,000.00	1,600.00					DoA	UCC, PPRSD-MoFA, CABI, and CRAD
FBO-Agro-processor linkage	Municipal-wide					1,800.00							DoA	UCC, FBOs, and CRAD
Early warning and climate resilience system	Municipal-wide					15,100.00	8,400.00						DoA	CABI, PPRSD-MoFA, CRAD, UCC, CCTU, CRI-CSIR, Ghana Met. Agency, Assembly Members and FBOs

Monitoring and Evaluation (M&E) and staff capacity development	Municipal-wide					10,100.00	12,240.00	6,600.00				DoA	UCC, CCTU, CRI-CSIR, MoFA, and CRAD
Post-harvest loss reduction technology transfer	Municipal-wide					2,800.00	7,000.00	4,500.00				DoA	MoFA, CRAD, UCC, CCTU, and FBOs.
Youth in agribusiness empowerment programme	Municipal-wide						3,400.00					DoA	MoFA, CRAD, BAC, and UCC.
Livestock health and productivity	Municipal-wide					1,500.00	1,760.00	6,350.00				DoA	MoFA (APD and VSD), CRAD, and FBOs.
Post-harvest loss reduction and value addition programme	Municipal-wide							3,200.00				DoA	WIAD-MoFA and CRAD
Eat What You Grow Nutrition Sensitization Campaign	Municipal-wide					1,500.00	6,000.00	4,000.00				DoA	FBOs and GES
Safe Food handling from farm to table initiative.	Municipal-wide					750.00	2,200.00					DoA	CRAD and WIAD
Farming community livelihood diversification programme	Municipal-wide					1,200.00	5,000.00					DoA	CRAD, BAC, and NGOs
Biofortified crops and home garden promotion programme	Municipal-wide						3,500.00	4,550.00				DoA	CRAD and MoFA (WIAD and CSD)
Organization of Farmers Day Celebrations	Selected Community						85,000.00					DOA	KEEAMA/Ass. Members/Unit Committees

FOCUS 1.2: FISHERIES & AQUACULTURE DEVELOPMENT

Objective:

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Sensitization on the prospect of Fish Farming	Municipal-Wide								25,000.00 (FISH.COM)			Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs

Educate Fish farmers on good aquaculture practices and sustainability	Municipal-Wide							25,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, Youth groups,CSOs
Educate fish farmers on the culture of only certified species and fish health	Municipal-Wide							20,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Educate Fishers on the fisheries Laws	Municipal-Wide							20,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Educate fishers on landing beach sanitation	Municipal-Wide							15,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Intensify sensitization on fisheries Close Season	Municipal-Wide							17,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Enforcement of Fisheries Law	Landing Beaches Municipal-wide						8,000.00	8,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
Safe Fish certification	Municipal-wide							20,000.00 (FISH COM)			Fisheries Comm.)	KEEAMA,Zonal Council, NAFPTA,CSOs,GNCFC
FOCUS 1.3: TOURISM, CREATIVE ARTS DEV'T/ PRIVATE SECTOR DEVELOPMENT												
Promotion & Branding of Arts & Culture through festival celebration	Municipal Wide						5,000.00 (IGF)				MPCU	GTA, GMMB, BAC, TOURISM FOCAL PERSON, GMMB
Internship (Study tour) for entrepreneurs on skills enhancement	Municipal-wide										GEA	MA/REP
Business Formulation for MSMEs-Registral General's Department	Municipal wide						12,000.00 (GEA/REP)				BAC	RGD
Food Certification with Food and Drugs Authority	Municipal wide						9,750.00 (GEA/REP)				BAC	FDA
Client registration with Ghana Enterprises Agency	Municipal wide						12,000.00 (GEA/REP)				BAC	GEA

Business Development Service Provider Registration with Ghana Enterprises Agency	Municipal wide							15,750.00 (GEA/REP)				BAC	GEA
LED/ MSE Meeting						25,000.00						KEEAMA	
Internship (Study Tour) for entrepreneurs on Skill enhancement	Municipal-wide							16,000.00 (GEA/REP)				BAC	KEEAMA
Business Counselling and Business Support	Municipal wide					4,000.00						BAC	KEEAMA
Strengthening and formation of Business Associations	Municipal wide					2,400.00		2,500.00 (GEA/REP)				BAC	KEEAMA
Regulatory Requirement support for Businesses	Municipal wide							29,000.00 (GEA/REP)				BAC	KEEAMA
Provision of Start-up kits/Support for Businesses, Apprentices and Entrepreneurs	Municipal wide					45,000.00						BAC	KEEAMA

FOCUS AREA 1.4 TRADE & INVESTMENT

Objective

Programme:

Project/Programme	Location	Time Frame				Cost				Programme Status		Implementation Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Maintenance of Markets and other emergency works	Municipal-wide							35,000.00				Works Dept	KEEAMA
Construction of 1.No Market Shed	Abreshia						2,500,000.00					Works Dept	KEEAMA

2. SOCIAL DEVELOPMENT

FOCUS 2.1: EDUCATION AND TRAINING

Objective													
Programme:													
Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organization of community sensitization on the need to send all children to school and at the right age	All community schools					26,000.0 0 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Organisaton of "My First Day at School" ceremony in all school	All 74 KG/primary schools						45,000.000					GES	KEEAMA
Construction of 1. No 6 Unit Classroom Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 300 No. Dual & 6.No Official Tables & Chairs	Eguafo						3,83,101.0 0					KEEAMA	GES/Zonal Council/Chiefs
Construction of 1. No 2 Unit KG Block, Office, Store and staffroom and 6-Seater W/C Toilet facility with 8 No. Hexagonal Desk and 48 No. Chairs, 2 No. Official Tables & Chairs	Sefwi Awona						445,000.0 0					KEEAMA	GES/Zonal Council/Chiefs
Organisation of award ceremony in Schools	Organisation of award ceremony in Schools						45.000.00					GES	KEEAMA
Provision of pupils' furniture (4000 dual desks and 4000 mono desks)	All needy schools						300.000.00					GES	KEEAMA
Construction of a 6 unit classroom with ancillary facilities at Daber-Benyadze Egyei M/A Basic B	Daber-Benyadze						740.000.00					KEEA Assembly	GES
Completion of a 6 unit classroom with ancillary facilities at Ayensudo A.M.E Zion Basic	Ayensudo						940.000.00					KEEA Assembly	GES

Completion of JHS Block at Ponkrom basic school	Ponkrom					530.000.00						KEEA Assembly	GES
Rehabilitation of Schools	Elmina Catholic Girls, Aldersgate Basic School Bungalow					1,000,000.00						KEEAMA	GHS/Zonal Council/Chiefs
Provide pupils in basic schools with balanced diets for lunch daily	Selected Schools					650.000.00						GES	KEEAMA
Construction of 12 boreholes in the Municipality	Selected Schools					50.000.00						KEEA Assembly	GES
Refurbishing of existing ICT Centers/construction of new ICT Labs.	Abreshia, Kokwado, Berase					256.000.00						KEEA Assembly	GES
Organization of capacity-building workshop for guidance and counselling and SHEP coordinators in the schools	All schools					30,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Screening of children to identify health needs and subsequent referrals when necessary.	All Schools					27,000.00 (GES)						GES	KEEAMA/Zonal Council/Chiefs
Build the capacity of teachers on sports and culture to make it functional in the schools.	all school-based sports and culture teachers					390.000.00						GES	KEEAMA
Organisation of regular monitoring and inspection of schools	All pretertiary schools in the municipality					23.000.00						GES	KEEAMA
Training of SMC and PTA executives on their roles in basic school management	All school communities					50.000.00						GES	KEEAMA
Organisation of SPAM in schools	All basic schools in the Municipality					25.000.00						GES	KEEAMA
Organisation of stakeholder meetings	Selected key stakeholders of education delivery					47.000.00						GES	KEEAMA

Organisation of INSET for Heads, SMC and PTA on resource mobilization	All school communities					38.000.00						GES	KEEAMA
Support the directorate to organize at least two (2) different Mock Exams in the Municipality for JHS 3 Students.	All BECE candidates					55.000.00						GES	KEEAMA/Zonal Council/Chiefs
Provision of pupils' furniture (124 Hexagonal desk with 744 Chairs)	Municipal-wide					350,283.72						KEEAMA	GES/MOE/MLGCRD
Provision of pupils' furniture (1,000 No Dual Desk)	Municipal-wide					2,010,000.00						KEEAMA	GES/MOE/MLGCRD
Provision of pupils' furniture (1,000 Mono Desk)	Municipal-wide					1,220,000.00						KEEAMA	GES/MOE/MLGCRD
Provision of 150. No. Teachers Tables & 150 No. corresponding Chairs	Municipal-wide					390,000.00						KEEAMA	GES/MOE/MLGCRD

FOCUS AREA 2.2: REDUCING POVERY AND INEQUALITY/ DISABILITY-INCLUSIVE DEVELOPMENT/CHILD PROTECTION AND DEVELOPMENT/ SOCIAL PROTECTION

Objective

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Conduct 30. No Child Protection Sensitization (Awareness on SGBV, ClAT, Teenage Pregnancy and Child Marriage, etc.)	Municipal wide					20,000.00						DSWCD	GES, GHS, TA, NPOs, NCCE
Increase anti-CLaT enforcement activities in the municipality- (carry out periodic spot checks in the communities to check on	Municipal wide					5,000.00		3,000.00				DSWCD	GPS, GIS, MCPCs, NPOs

suspected cases of trafficking)												
Conduct Social Investigation for registration/renewal and Inspection of 20 Day Care Centres and 2 RHC	Municipal wide				5,000.00						DSWCD	GES, RHC
Conduct Case Management and linkages with other sectors: Extend case management services and direct assistance (health, medical care) to children survivor of SGBV	Municipal wide				30,000.00						DSWCD	GPS, GHS, GES, NHIS, COURT, LEGAL AID, NPOs, CHRAJ
Conduct SERs (Child Study and Home Study Investigations) for alternative care	Municipal wide				5000.00		5,000.00				DSWCD	GPS, GHS, GES, NPOs, COURT
Participate in Family Tribunal and Juvenile Court sittings	Elmina				3,000.00						DSWCD	FT/JC, GPS,
Conduct Social Enquiry on 10 Juveniles/and 10 Child Custody Cases	Municipal wide				5,000.00						DSWCD	GPS, COURT, GHS, GES, NPOs
Conduct monitoring visits to supervise 10 Probationers and fits person to ensure compliance of court orders	Municipal wide				4,000.00		5,000.00					
Register and update data on PWDs	Elmina					10,000.00 (DACF PWD)					DSWCD	NCPD, STAS. DEPT
Conduct 4. No meetings & 1 No. Monitoring of PWD Beneficiaries	Elmina/Municipal wide					43,650.00 (DACF PWD)					DSWCD	GFD, TAs
Support 50 Students and trainees with disability	Municipal wide					107,250 (DACF PWD)					DSWCD	GFD, GES, NPOs
Provide input/working capital to 50 PWDs as income generation/economic	Municipal wide					441,120.00 (DACF PWD)					DSWCD	GFD, TAs, NPOs
Train 20 PWDs in employable skills/vocation	Municipal wide					95,000.00 (DACF PWD)					DSWCD	GFD, NPOs, TAs

Provide health support, learning Aids and assistive devices and registration of PWDs NHIS-health	Municipal wide					160,875.00 (DACF PWD)					DSWCD	GFD, GES, GHS, NHIS,
Support to parents and caregivers of persons with disability	Municipal wide					107,250.00					DSWCD	GFD, GHS, GES
Organize Sensitization /awareness creation on PWDs Issues ACT, mental health, DACF for PWDs on radio, Information Centres, durbars in 10 Communities and support to OPDs	Municipal wide					107,250.00 (DACF PWD)					DSWCD	GFD, NCCE, NPOs
Organize 4 No. Public Education (Radio discussion or Community Durbar) and on other Social Interventions (LEAP, School Feeding, NHIS Indigents Registration, and any other Social issues.)	Municipal wide					5,000.00 DACF					DSWCD	GFD, NCCE, TAs, NPOs, Media
Facilitate registration and linkage of indigents (LEAP beneficiaries, persons with mental health, children under the school feeding) onto NHIS	Municipal wide				6,000.00						DSWCD	NHIS, GES, GHS, NPOs
Supervise the payment of the bi-monthly LEAP Cash Grants and conduct case management	Municipal wide				4,992.00	3,000.00 DACF					DSWCD	LMS, NPOs
Procurement and maintenance of office equipment/tools	Elmina				30,000.00						DSWCD	NPOs,
Conduct 5 No. Community Sensitization/radio discussion on Sexual and Gender Based Violence, Adolescent Sexual and Reproductive Health	Municipal wide					5,000.00 (DACF)					DSWCD	GDO, NPOs

&Rights with GHABA, GNTDA, etc.													
FOCUS AREA 2.3: GENDER EQUALITY													
Organize Sensitization for adolescent in 10 schools and 2 with GHABA & GNTDA	Municipal wide						2,500.00 (DACF)					DSWCD	Women groups, GES, DoG Assembly members and Traditional Authorities, NGOs
Organize Sensitization on Sexual & Gender Base Violence in 10 Communities	Municipal wide						2,500.00 (DACF)					DWSCD	DOVVSU, NCCE, TA Gender Desk Officer
Radio programs (various radio stations operating in the Municipality)	Municipal						5,000.00 (DACF)					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM
Organize Sensitization workshop for parents, Schools on Teenage Pregnancy & Sexual Transmitted diseases	Elmina						5,000.00 (DACF)					GDO	DSWCD, GHS. GES, NGOs, PAX FM, AHOMKA FM
FOCUS AREA 2.4: HEALTH AND HEALTH SERVICES/ FOOD SYSTEM AND NUTRITION													
Objective													
Programme:													
Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
To organize public health education in schools and sensitization on HIV/AIDS.	Municipal-wide						14,500.00					GHS	MHD/KEEAMA
Construction of 1. No CHPS Facility with Furnishing	Dominase						1,750,000.00					KEEAMA	GHS/Zonal Council/Chiefs
Construction of CHPS Facility with Furnishing	Pershie						1,750,000.00					KEEAMA	GHS/Zonal Council/Chiefs

To conduct Mobile health care in schools, markets and workplaces	Municipal-wide					8,400.00 (GHS)							GHS	MHD/KEEAMA
To Organize Sensitization Drama/training/Radio Talks on teenage pregnancy.	Municipal-wide					12,000.0 0 (GHS)		5,000.00					GHS	KEEAMA/SDWCD/Queen Mothers Ass./Zonal Council
Conduct in-service training for CHOs and CHNs on data management relating nutrition indicators	Municipal-wide					12,000.0 0 (GHS)							GHS	MHD/KEEAMA
Conduct supportive supervision to all facilities on Nutrition indicators.	Municipal-wide					25,828.0 0 (GHS)							GHS	MHD/KEEAMA
Organise Breastfeeding awareness campaign at the sub-district level	Municipal-wide					10,000.0 0 (GHS)							GHS	MHD/KEEAMA
Mental Health Education campaign week	Municipal-wide					10,000.0 0 (GHS)							GHS	MHD/KEEAMA
Train 60 chemical sellers on TB case detection	Municipal-wide					12,000.0 0 (GHS)							GHS	MHD/KEEAMA
Conduct Monthly community education on TB (FM, CIC)	Municipal-wide					16,000.0 0 (GHS)							GHS	MHD/KEEAMA
Sensitize 60 spiritual homes and healing camps leaders on TB	Municipal-wide					17,000.0 0 (GHS)							GHS	MHD/KEEAMA
Training of 50 health care providers on TB case management	Municipal-wide					6,000.00 (GHS)							GHS	MHD/KEEAMA
Orient different categories of health care providers on the SOPs for hospital-based TB case detection. Orient staff on the completion of the suspect register and sputum request forms	Municipal-wide					6,500.00 (GHS)							GHS	MHD/KEEAMA
Sensitize community members at service delivery points at	Municipal-wide					8,500.00 (GHS)							GHS	MHD/KEEAMA

health facilities and in communities on malaria													
Organize community base NTD case search in 20 communities	Municipal-wide					9,500.00 (GHS)						GHS	MHD/KEEAMA
Mass drug administration of praziquantel, azithromycin in 10 communities	Municipal-wide					21,500.00 (GHS)						GHS	MHD/KEEAMA
Sensitize Prayer camps in the Municipal on Epidemic prone diseases and diseases of public importance	Municipal-wide					6,500.00 (GHS)						GHS	MHD/KEEAMA
Organize HIV-Know-Your-Status Campaign	Municipal-wide						30,000.00					GHS	MHD/KEEAMA/HIV Focal Person
Periodic visits to ART sites	Municipal-wide						10,000.00					GHS	MHD/KEEAMA/HIV Focal Person
Ensure testing at all entry points of the health facility	Municipal-wide					10,000.00 (GHS)						GHS	MHD/KEEAMA/HIV Focal Person
To Validate HIV/AIDS data	Municipal-wide					12,000.00 (GHS)						GHS	MHD/KEEAMA/HIV Focal Person

FOCUS AREA 2.5 POPULATION MANAGEMENT & MIGRATION FOR DEVELOPMENT

Objective

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Mobile Registration on Births	Abrem Agona and its environ					12,000.00 (BDR)						BDR	GHS
Mass Registration of Births (Phase 1)	Elmina and its Environ					5,100.00 (BDR)						BDR	GHS
Mass Registration of Births (Phase 2)	Ataabadze, Essaman Nkontrodo, Yesunkwa, Abbina, Atonkwa					4,700.00 (BDR)						BDR	GHS

Public Sentisization on Death Registration	Elmina					5,800.00 (BDR)						BDR	GHS
Training and Capacity Building	Elmina Registry					4,800.00 (BDR)						BDR	GHS
Registration Of Deaths	KEEAMA					7,900.00 (BDR)						BDR	GHS

FOCUS AREA 2.6: WATER AND ENVIRONMENTAL SANITATION

Objective

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Levelling and maintenance of final disposal site and re-shaping and gravelling of the access road to the site	Essaman						282,985.98 3	5,500.00				EHSU	
Organization of clean-up exercises (National Sanitation Day)	Municipal wide						42,000	7,000.00	500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs) Other Departments
Sanitation Improvement Package and Fumigation	Municipal wide						941,850					EHSU	ZoomLion
Procure 9 skip containers	Selected Communities						844,994.28 4	5,000.00				EHSU	Procurement Unit
Implement door-door refuse collection and scale-up pay as- you- dump.	Selected Communities						135,821.65 25	5,000.00	2,500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)
Evacuation of heaps of refuse	Selected Communities						245,821.65	5,000.00	2,500.00			EHSU	Assembly members (AM)/ Traditional Authorities (TAs)
Implementation of CLTS Program	20 communities						143,321.65	12,500.00	25,000.00			EHSU	AMs/Tas
Implementation of UCLTS Program	40 sections						37,500.00	10,000.00	45,000.00			EHSU	UNICEF, CSOs
Monitoring of triggered communities	20 communities							5,000.0	7,500.00			EHSU	UNICEF, DPs
Support to Pro-Poor to own latrines	Municipal Wide						10,000.00	14,000.00	7,250.00			LEAD	COLLABORATOR

Inspection and monitoring of public latrines operations and maintenance	Municipal wide						5,000.00					EHSU	Works
Arrest and prosecution of open defaecators	Municipal wide					5,000.00	5,000.00					EHSU	Budget, Planning and Revenue Units
Sensitization of food/drink vendors	Municipal wide					2,500.00	3,750.00					EHSU	Law Court,
Mass screening and certification of food/drink vendors	Municipal wide							8,750.00				EHSU	Health Directorate
Organization of seminar for food/drink handlers	Municipal Wide						3,750	3,750.00				EHSU	Labs, Health Facilities
Law enforcement on recalcitrant vendors	Municipal Wide						2,500.00	2,500.00				EHSU	Municipal Health Directorate
Inspection of Hospitality industries	Municipal Wide						5,000.00	2,500.00				EHSU	Law Court
Behavior Change Communication campaign	Municipal Wide					2,500	5,000.00					EHSU	Health Directorate
To intensify house to house inspection / education	Municipal Wide					2,500	5,000.00					EHSU	Assembly Members
Intensify inspection of schools	Municipal Wide					2,500	2,500	2,500.00				EHSU	Municipal Edc. Directorate
Organization of community durbars	Municipal Wide					2,500.00	7,500.00					EHSU	ASSEMBLY MEMBERS/Tas
Organization of radio programmes	Municipal Wide					2,500.00	1,250.00	1,250.00				EHSU	Local FMs/ Radio Stations
Arrest and prosecution of Sanitary offenders	Municipal Wide					3,750.00	1,250.00.00					EHSU	Law Court
Capacity building for Environmental Health Staff	All staff					5,000.00	2,5000.00					EHSU	HR
Acquisition of land, Design & model of site for Burial	Sanka and Simiw					143,323.22						EHSU	Works, Physical Planning
To Gazette Assembly Bye-Laws, Disseminate & intensify Enforcement activities	Municipal Wide					20,000.00	2,500.00					EHSU	ASSEMBLY MEMBERS/ Tas Local FMs/ Radio Stations/Task Force/Assembly Members
Electronic waste management	Municipal Wide					10,000.00	2,500.00	2,500.00				EHSU	PPD/DPU/Local FMs/ Radio Stations

Support waste management services for a clean, sustainable and healthy physical environment.	Selected communities					135,821.65	3,750.00				EHSU	ZL
Procure and supply sanitary tools/equipment and detergent for environmental sanitation enhancement	Municipal Wide					67,500	5,000.00				MPrU	EHSU
Burial of Paupers/unknown bodies	Municipal Wide					15,000.0	2,500.00				EHSU	Police
Borehole Repair works	5 Selected Institutions					162,721.86					KEEAMA	GWCL/CWSA
Drilling of 7. No. Complete Mechanized Borehole with Overhead Tank (2No. 20,000 litres) for	7 Selected Institutions/Communities					1,650,000.00					KEEAMA	GWCL/CWSA
Water Extensions to Communities (Underserved and new sites)	Selected Communities					650,009.00					GWCL	KEEAMA/CWSA

3. ENVIRONMENT & HUMAN SETTLEMENT DEVELOPMENT

FOCUS AREA 3.1: HUMAN SETTLEMENTS DEVELOPMENT AND HOUSING

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Procure Equipment for the Physical Planning Department	Elmina					9,544.00						PPD	KEEAMA
Organization of Development control team and exercise	Municipal Wide Municipal Wide							15,600.00				PPD, WORKS DEPT	TSC, EPA, Minerals Commision, LC, LUSPA

Organization of 12no. Technical Sub-Committee and 12no. Spatial Planning Meetings and inspections on all development applications	Municipal Wide						104,400.00				PPD	TSC & SPC
Organization of community engagements	Municipal Wide							15,000.00 (GIZ)			PPD/DPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA
Incorporate and propose scrapyards sites in a local plan	Elmina					2,000.00		3,000.00 (GIZ)			PPD	EPA, LUSPA
Data collection on the preparation of Elmina Structure plan	Elmina					5,000.00		89,375.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Spatial Analysis on Spatial data	Elmina					5,000.00		75,000.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ, UCC
Design of Structure plans for Elmina Township	Elmina					10,000.00		90,000.00 (GIZ)			PPD	TSC & SPC, EPA, LUSPA, GIZ
Identify and create a street naming database and erect street signages at Komenda and Kissi for at least 30 streets	Municipal Wide					5,000.00	75,000.00	10,000.00 (GIZ)			PPD	LUSPA, GIZ, Traditional Authorities
Project Concepts Note Preparation & Environmental Protection certification of Projects	Municipal-Wide					20,000.00	5,000.00				MPCU	PPD/WORKS Dept
Registration and Documentation of Assembly Lands	Municipal-wide					30,000.00	10,000.00				PPD	MPCU/Works Dept
Prepare KEEAMA SDG Impacts Projects Plan	Elmina							28,329.00 (UN Habitat)				MPCU/ESSCIC/Un-Habitat/KNUST

Programme Coordination & Monitoring, Engagements and ESSCLIC activities	Elmina								50,000.00 (UN Habitat)			SDG Focal Person	MPCU/ESSCLIC
Organise working sessions to prepare Municipal Strategic Plan (Cultural Resilient and sustainable plans, Local Climate action plans, Natural resource management Strategies plan, SMART Housing, cyber security and disability Strategy, Municipal telecommunication network connectivity strategy network etc.)	Elmina								40,000.00 (UN Habitat)			SDG Focal Person	MPCU/ESSCLIC
Conduct Review of the Draft VLR Report and adopt at General Assembly	Elmina								45,000.00 (UN Habitat)			SDG Focal Person	MPCU/MSCLIC
Publicise and Disseminate the approved VLR Report	Elmina								10,000.00 (UN Habitat)			SDG Focal Person	MPCU/MSCLIC
Train Budget Committee & Prepare SDG Budget Data & Report (Working sessions)	Elmina								20,000.00 (UN Habitat)			MBA	BUDGET COMMITTEE/MPCU

FOCUS AREA 3.2 COASTAL AND MARINE MANAGEMENT

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Mapping and updating of all coastal and marine resources	Coastal Communities						5,000.00		5,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGICAL AUTHORITY, LUSPA

Mapping of all Mangrove and other protected areas	Municipal Wide						6,000.00	6,000.00	4,000.00			PPD	EPA, Hen Mpoano, LUSPA
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FOCUS AREA 3.3 WATER RESOURCE MANAGERMENTS

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Frequent and Effective monitoring on all developments around waterbodies								15,600.00				PPD	EPA, FISHRIES COMMISSION, HYDROLOGCAL AUTHORITY, LUSPA
Frequent and Effective monitoring on all developments around waterbodies	Municipal Wide							15,600.00				PPD, WORKS DEPT	EPA, FISHRIES COMMISSION, HYDROLOGCAL AUTHORITY, LUSPA
Spatial analysis on water reservation/buffer	Municipal Wide						5,000.00	10,000.00	10,000.00			PPD	EPA, FISHRIES COMMISSION, HYDROLOGCAL AUTHORITY, LUSPA
Mapping of all waterbodies and facilities	Municipal Wide						5,000.00	0.00	15,000.00			PPD	UCC, FC, LC, Traditional Authorities

FOCUS AREA 3.4 PROTECTED AREAS

Objective

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organization of Public Education on Biodiversity and Ecosystem services	Municipal Wide						2,000.00					PPD & DPD	EPA, Hen Mpoano

Request the submission on Papers (Call for Pares) on Biodiversity and Ecosystem services	Municipal Wide					2000.00						PPD, MDP	UCC, EPA
Revision of Elmina Old Town Local Plan to incorporate the protected areas	Elmina Township						15,000.00	20,000.00	35,000.00			PPD	Traditional Authorities, Assembly Members, Community Organizations

FOCUS AREA 3.5 MINERAL EXTRACTION

Objective

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Effective monitoring on all mining activities	Municipal Wide							15,600.00				PPD, WORKS DEPT	EPA, LC, Minerals Commission

FOCUS AREA 3.6 ENVIRONMENTAL POLLUTION (E-WASTE)

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Map out all Scrap Yards	Municipal Wide						5,000.00		5,000.00			PPD, EHD	EPA, Lands Commission
Electronic waste management	Municipal Wide						10,000.00	2,500.00	2,500			EHSU	ASSEMBLY MEMBERS/Tas Local FMs/ Radio Stations/Task Force/Assembly Members

FOCUS AREA 3.7: DEFORESTATION, DESERTIFICATION AND SOIL EROSION														
Public Education Campaigns on Disaster Risk Reduction	Municipal wide						10,550.00	2,000.00					NADMO	GNFS
Community Engagements	quarterly						9,029.00						NADMO	GNFS
Undertake Field Trips & Assessment.	Flood prone areas						10,840.00	2,400.00					NADMO	WORKS DEPT
Capacity building of staff and other stakeholders	Municipal office						8,650.00						NADMO	GNFS, WORKS DEPT
Emergency response and rescue	Municipal wide						5,200.00	1,000.00					NADMO	GNFS
Disaster Management Committee Meetings	Municipal assembly						8,700.00						NADMO	Disaster Management committee members
Celebration of World Disaster Day	Municipal wide						3,500.00	9,250					NADMO	Disaster management committee members
Relief Administered to Disaster Victims	Municipal wide						18,000.00	551.00					NADMO	MUNICIPAL ASSEMBLY
FOCUS AREA 3.8: HYDROLOGICAL THREATS														
Objective:														
Programme:														
Projects/Programmes	Location	Timeframe				GoG	Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4		DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
Undertake Flood mitigation measures	Flood prone areas						5,650.00	799.00					NADMO	WORKS DEPT
Desilt of Major Drains to avoid flooding	Municipal Wide								50,000.00 (ROAD FUND)				MURD	NADMO, Ass. Members EHSU
Construction of Drains & Culvert	Municipal Wide						85,174.36						MURD	MHoWD
FOCUS 3.9 ANTHROPOGENIC THREATS														
Objective:														

Programme:													
Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Conduct Fire Safety Education at Markets Centers, Institutions, Beach Landing Sites	Municipal wide							5,000.00				GNFS	KEEAMA/Zonal Council/ECG/F.C
Simulation Exercise by Ghana Fire Service	Elmina Taxi rank					2,000.00 (GNFS)						GNFS	KEEAMA/Zonal Council/ECG/F.C
Hydrant Inspection by GNFS	Municipal wide					5,000.00 (GNFS)						GNFS	KEEAMA/Zonal Council/ECG/F.C

FOCUS AREA 3.9: TRANSPORTATION: AIR, RAIL, WATER AND ROAD

Objective:

Programme:

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Opening Up and Grading of Selected Road within the Rural Communities (20 KM)	Municipal Wide						140,000.00 (DRIP)		130,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/ KEEAMA
Gravelling and Grading Works (10KM)	Municipal wide						130,000.00 (DRIP)		130,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST/
Construction of Culvert (2No. of 0.9mm Pipe Culvert)	Municipal wide						195,000.00 (DRIP)		320,000.00 (ROAD FUND)			MURD	DUR, CAPE COAST
Pothole patching on selected roads within KEEA municipality (300m ²)	Municipal Wide						100,000.00 (DRIP)		160,000.00 (ROAD FUND)			MURD	Department of Urban Roads/KEEAMA
Traffic signal management within the urban areas in	Municipal						50,000.00		50,000.00			MURD	Ghana Road Safety /DVLA/KEEAMA

KEEA municipality road signs – 10no.	Wide											
Grass cutting along selected roads within the municipality (10km)	Municipal Wide								100,000.00 (ROAD FUND)			MURD DUR, CAPE COAST/KEEAMA
Desilting of selected drains within the municipality (200m³)	Municipal wide					75,000.00			190,000.00 (ROAD FUND)			MURD DUR, CAPE COAST/KEEAMA
Replacement of metal gratings (5no.)	Municipal wide								60,000.00 (ROAD FUND)			MURD DUR, CAPE COAST/KEEAMA
FOCUS AREA 3.10: ENERGY AND PETROLEUM												
Electrification Projects and Maintenance of Street Lights & Purchase of Electric Poles	Municipal Wide					400,000.00						MHoW MA
FOCUS AREA 3.11: INFRASTRUCTURE MAINTENANCE												
Maintenance of Assembly Buildings and zonal Council Offices	Municipal Wide					30,000.00 (DACF)						MHoW MA
Goods & Service for works Department Programmes	Municipal Wide					20,000.00 (GOG)						MHoW MA
FOCUS AREA 3.12: RURAL/URBAN DEVELOPMENT MANAGEMENT												
Purchase of Building materials (Cement, Roofing sheets, Iron rods etc) as support Self-Help/Community Initiated Projects & Programmes	Selected Communities					80,417.89 (DACF)						MHoW MA
Purchase of Building materials (Cement, Roofing sheets for Community Initiated Projects.	Selected Communities					50,000.00 (MPs DACF)						MP MA/MHoW

4. GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

FOCUS AREA 4.1: LOCAL GOVERNANCE AND DECENTRALISATION

Projects/Programmes	Location	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Purchase of Stationaries, Office furniture, Equipment's and Machines	Elmina						50,000.00					MPO	MA
Maintenance of Official Vehicles and fuel of the Assembly	Elmina						150,000					MTO	MA
Strengthening of sub-municipal structures							70,000.00					KEEAMA	
Promote and sustain pro-poor programs for vulnerable in the municipality	Municipal wide						20,000.00					KEEAMA	KEEAMA
Support to Sub-Municipal Management, Fiscal & Development planning activities	Six (6) Zonal Council						27,367.16					KEEAMA	KEEAMA
Preparation of 2030 Composite Budget (FFR Activities)	Elmina						65,000.00					MBA	ALL DEPTS.
Preparation of quarterly report and annual account and input of budgeted figure into system	Elmina						20,000.00					FD	MA

FOCUS AREA 4.2: PUBLIC ACCOUNTABILITY

Organize 2 No Town Hall Meetings	Agona & Elmina						65,000.00					MBA/M PO	Ass. Members, Zonal Council, Chiefs, CSOs, Unit Committee
Monitoring of Revenue collectors	Municipal Wide							12,000.00				Internal Audit	Revenue/Finance

FOCUS AREA 4.3: HUMAN SECURITY AND PUBLIC SAFETY

Support for Maintenance of Law and Order in the Municipality	Municipal Wide					35,000.00						GPS	KEEAMA
FOCUS AREA 4.4: PRODUCTION AND UTILISATION OF STATISTICS													
Assist GSS with Monthly Market Reading (CPI, Inflation)	Cape Coast,					18,000.00						MSO	GSS
Preparation of 2030 Composite Annual Action Plan	Elmina					15,000.00						MPO	
Update Municipal socio economic and revenue data (BoP, Temporal Structures, open market operations)	Municipal Wide					6,000.00						MSO	MBA, MPO, MFO, MIS
Assist GSS with surveys and data collection exercises	Municipal Wide					2,000.00						MSO	GSS
Monitor surveys and data collection activities in the Municipality	Municipal Wide					6,000.00						MSO	GSS, MPCU
Purchase of desktop computer, printer and stationery for statistics department	KEEAMA					10,000.00						MSO	MFO
Provide clients data request	Elmina											MSO	MPCU, GSS
Monitor and assist data entry on the DDDP website	Elmina											MSO	Management
Update Municipal Statistical and administrative data compilation	Municipal Wide					1,200.00						MSO	GSS, MPCU, Agencies
FOCUS AREA 4.5: MONITORING AND EVALUATION													
Monitoring & Evaluation of projects & Programmes	Municipal Wide						78,763.76					MPO	MPCU
Quarterly and mid-year review of Programmes & Projects meetings	Municipal Wide						26,000.00					MPO	MPCU
FOCUS AREA 4.6: KNOWLEDGE MANAGEMENT & LEARNING													

Train staff on minutes, speech, and report writing Skills	KEEAMA					17,000.00					HRD	OHLGS/CRCC
Train staff on ESPV administrative system	KEEAMA					5,000.00					HRD	OHLGS/CRCC
Train staff in LGS Protocols	KEEAMA					25,000.00					HRD	OHLGS/CRCC
Train agric staff in Agricultural Administration	KEEAMA					11,000.00					HRD	CONSULTANT
Prepare and submit promotion register to the RCC	KEEAMA					3,027.50					HRD	OHLGS/CRCC
Co-ordinate performance appraisal activities	KEEAMA					4,800.00					HRD	OHLGS/CRCC
Validate ESPV-Voucher for GOG staff and prepare payment voucher for IGF Staff	KEEAMA							250,000.00			HRD	OHLGS/CRCC
Undertake intersectoral meetings						22,000.00					HRD	OHLGS/CRCC
Periodic update of staff data onto HRMIS	KEEAMA					4,300.00					HRD	OHLGS/CRCC



Komenda Edina Eguafu Abrem
Municipal Assembly

CHAPTER SEVEN MONITORING AND EVALUATION ARRANGEMENTS



CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

This chapter outlines the monitoring and evaluation (M&E) framework for the KEEAMA MTDP 2026–2029. It defines structures, roles, indicators, tools, and processes necessary to track implementation of the Plan of Action (PoA) and Annual Action Plans (AAPs). All M&E activities will draw on the National M&E Manual to ensure coherence with national best practices.

7.2 Stakeholder Analysis

Monitoring and evaluation will be carried out collaboratively across multiple stakeholder groups:

Table 37: Stakeholder Analysis

Stakeholder	Interest / Role in M&E	Responsibilities
KEEA Municipal Assembly	Lead institution for implementing and tracking MTDP activities	Coordinate M&E; compile quarterly & annual progress reports
RCC – Central Regional Coordinating Council	Regional oversight; ensures MTDP aligns with broader regional agenda	Review & validate municipal M&E reports
Relevant MDAs (e.g., Ghana Education Service, Health Services)	Provide sector-specific data and subject-matter expertise	Supply data; support indicator development; participate in field monitoring
Civil Society Organizations & NGOs	Represent community interests; ensure transparency	Monitor and report progress or gaps; support community-based data gathering
Traditional Authorities & Community Leaders	Represent grassroots voice; aid public mobilization	Mobilize, validate ground truths, share local insights
Private Sector & Development Partners	Provide resources, technical support, and facilitate innovation	Fund projects; supply technical assistance; participate in joint M&E activities
Academic & Research Institutions (UCC)	Offer evidence-based validation and capacity development	Assist with baseline surveys, evaluation studies, capacity building
Media	Ensure public awareness and accountability	Disseminate M&E findings to the general public

Source: MPCU, 2025

7.3 Monitoring

To effectively measure progress and ensure accountability in the implementation of the 2026–2029 Medium-Term Development Plan (MTDP), the KEEA Municipal Assembly has developed a

comprehensive set of performance indicators. These indicators are drawn directly from the Programme of Action (PoA) and Annual Action Plans (AAPs) and are designed to track outputs, outcomes, and long-term impacts across all thematic areas.

A total of 75 indicators has been formulated, 25 of which are national core indicators aligned with the New Medium-Term National Development Policy Framework (2026–2029), and 50 are district-specific indicators tailored to the Municipality’s development priorities. Cross-cutting themes such as gender equity, climate resilience, disability inclusion, and youth development are also embedded within relevant indicators to promote inclusive monitoring.

The indicators were formulated using the “CREAM” criteria, ensuring each is Clear, Relevant, Economic, Adequate, and Monitorable. This approach ensures that the indicators are precise, contextually appropriate, cost-effective, sufficient to assess performance, and can be easily tracked and independently verified.

To support effective monitoring, a system has been established to identify responsible institutions, define reporting timelines, and adapt existing data collection tools where necessary. Input indicators (e.g., financing and resource deployment) will be monitored monthly or quarterly; output indicators will be tracked annually, with mid-year reviews for key deliverables; outcome indicators will be assessed annually; and impact indicators will be reviewed over a three- to five-year period to capture long-term development effects. The full monitoring matrix, including baselines, targets, and sources of verification, is provided in table 36 below

Table 38: Monitoring Matrix

ECONOMIC DEVELOPMENT										
<i>Programme: Agricultural Devt...</i>										
<i>Indicators</i>	<i>Indicator Definition</i>	<i>Indicator Type</i>	<i>Baseline 2025</i>	<i>Targets</i>				<i>Disaggregation</i>	<i>Monitoring Frequency</i>	<i>Responsibility</i>
				<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>			
Total output of agriculture production – staples (MT)										
Maize	Increased in the production of staples	Output	27685.00	27,909.9	28,058.1	28212.57	28,336.70	Rural, Urban	Quarterly/Annually	DoA
Cassava		Output	439405.1	431,250	429,418.00	429,389.3	430,218.8	Rural, Urban	Quarterly/Annually	DoA
Plantain		Output	12308.76	14,644.4	14,681.60	14,722.71	14768.64	Rural, Urban	Quarterly/Annually	DoA
Rice		Output	216.32	273.6	275.20	276.41	277.48	Rural, Urban	Quarterly/Annually	DoA
Total output of agriculture production – Livestock and Poultry (number)										
Cattle	Increased in livestock and poultry population	Output	3,332	3,410	3,440	3,485	3,550	Rural, Urban	Quarterly/Annually	DoA
Sheep		Output	15,745	16,100	16,300	16,700	17,200	Rural, Urban	Quarterly/Annually	DoA
Goat		Output	61,855	63,300	64,210	65,500	67,700	Rural, Urban	Quarterly/Annually	DoA
Pig		Output	5,355	6,500	6,900	8,250	9,000	Rural, Urban	Quarterly/Annually	DoA
Poultry		Output	122,600	165,000	175,000	190,000	220,000	Rural, Urban	Quarterly/Annually	DoA
Average Productivity of Selected Crops (MT/Ha)										
Maize	Increased yield (mt/ha)	Output	3.71	3.74	3.76	3.78	3.80	Rural, Urban	Quarterly/Annually	DoA
Cassava		Output	28.70	28.75	28.82	28.92	29.03	Rural, Urban	Quarterly/Annually	DoA
Plantain		Output	11.80	11.81	11.84	11.87	11.91	Rural, Urban	Quarterly/Annually	DoA
Rice		Output	3.38	3.42	3.44	3.46	3.47	Rural, Urban	Quarterly/Annually	DoA

Number of New Industries Established										
Agriculture	The count of industries established along the agricultural value chain	Output	2	3	3	4	5	Rural, Urban	Quarterly/Annually	DoA
Number of new jobs created	The count of people employed as a result of new interventions in the agricultural sector	Outcome	6	10	12	14	16	Rural, Urban	Quarterly/Annually	DoA
Percentage change in IGF Growth	The difference of current year IGF over the previous year expressed as a percentage	Outcome	15.43%	10%	15%	15%	15%	Rural, Urban	Quarterly/Annually	DoF

SOCIAL DEVELOPMENT

Programme: Social Service Delivery

Sub Programme: Education

<i>Indicators</i>	<i>Indicator Definition</i>	<i>Indicator Type</i>	<i>Baseline 2025</i>	<i>Targets</i>				<i>Disaggregation</i>	<i>Monitoring Frequency</i>	<i>Responsibility</i>
				<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>			
Net enrollment ratio	No: of Boys & Girls of Sch. Age of a particular level of Education	Output	60.4	60.6	60.8	61.1	61.4	KG(Male, Female)	Quarterly/Annually	GES
			84.0	84.2	84.3	84.4	84.4	PRIMARY (Male, Female)		
			59.4	59.5	59.7	59.9	60.1	JHS (Male, Female)		
			25.3	25.5	25.7	25.9	26.1	SHS Male, Female)		
	Total No. of girls at all levels as	Output	0.99	1.0	1.1	1.2	1.3	KG (Male, Female)	Quarterly/Annually	GES

Gender Parity Index	ratio of total number of boys at all levels		0.99	1.0	1.1	1.2	1.2	PRIMARY(Male, Female)		
			1.00	1.1	1.2	1.2	1.2	JHS(Male, Female)		
			1.27	1.29	1.29	1.31	1.32	SHS (Male, Female)		
Completion rate	Percentage Improved Completion rate	Outcome	116.5	116.8	117.1	117.3	117.5	PRIMARY	Quarterly/Annually	GES
			112.6	112.6	112.8	113.1	113.3	JHS (Male, Female)		
			68.4	68.6	68.8	69.1	69.4	SHS (Male, Female)		
Pass rate	Percentage Improved Pass rate	Outcome	85.98	86	88	90	92	JHS(BECE)	Quarterly/Annually	GES
			50	55	58	62	65	SHS (Male, Female)		
To reduce Number of Schools under Trees	Percentage Reduction of Schools under trees	Output	0	0	0	0	0	Urban, Rural	Quarterly/Annually	GES
Improve Access to Basic Education	Number of Classroom Block (KG, Prim, JHS, SHS) Infrastructure Constructed	Output	99	103	107	111	114	No. of 2-unit (Urban, Rural)	Quarterly/Annually	GES
			514	515	516	517	518	No. of 3-Unit (Urban, Rural)		
			263	263	263	265	267	No. of 6-Unit		
Improve Beneficiaries of SFP	Percentage of schools benefiting from school feeding	Output						No of Schools of SFP	Quarterly/Annually	GES
			27%	30%	33%	36%	40%	No. of Pupils of		

Programme: Social Service Delivery
Sub Programme: Healthcare Service Delivery

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of health facilities that are functional	Number of Health facilities that are functional	Output	Public= 26	27	29	31	33	Urban, Rural	Quarterly/Annually	GHS
			Private= 5	5	6	7	8	Urban, Rural		
			Total= 31	32	34	36	38	Urban, Rural		
Maternal mortality ratio (Institutional)	Maternal Deaths recorded per 100,000 District live births	Output	0	<70/100,000 LB	<70/100,000 LB	<70/100,000 LB	<70/100,000 LB	(Male, Female)	Quarterly/Annually	GHS
Malaria case fatality (Institutional)	Total Malaria Deaths expressed as a percentage of the Total Malaria admissions in health facilities	Output	0	3.3	3.3	3.3	3.3	Under five (5) years= 0 (Male, Female)	Quarterly/Annually	GHS
			0	3.3	3.3	3.3	3.3	Women between 15-49 years = 0		
Prevalence of Malnutrition	Proportion of Children 0-59 months (institutional)	Output	0.58	<7%	<7%	<7%	<7%	Wasting (Male, Female)	Quarterly/Annually	GHS
			0.1	<5%	<5%	<5%	<5%	Underweight (Male, Female)		
District Specific indicators										
Under-five mortality ratio	Under-five mortality ratio	Output	1.06	25/1000 lb	25/1000 lb	25/1000 lb	25/1000 lb	Under five Maternal deaths	Quarterly/Annually	GHS

Proportion of births attended by skilled health personnel	Proportion of births attended by skilled health personnel	Output	37.82	90%	90%	90%	90%	Number of Intuitional births	Quarterly/Annually	GHS
Infant mortality ratio	Infant mortality ratio	Output	0.71	25/1000 lb	25/1000 lb	25/1000 lb	25/1000 lb	No. of Infant Deaths = 1	Quarterly/Annually	GHS
								No. of Live Births= 2834		
Stillbirth rate	Stillbirth rate	Output	4.57	12/1000 LB	12/1000 LB	12/1000 LB	12/1000 LB	No. of Still Birth= 13	Quarterly/Annually	GHS
Proportion of children immunized (Penta 3) (%)	Proportion of children immunized (Penta 3) (%)	Output	66.7	80%	80%	80%	80%	Total No. of Children immunized = 4875	Quarterly/Annually	GHS
Proportion of children 0-2 years receiving immunization service	Proportion of children 0-2 years receiving immunization service	Output	5254	80%	80%	80%	80%	Total no of Children (0-2) Total Number of children (02) immunized = 5254	Quarterly/Annually	GHS

Programme: Social Service Delivery

Sub-Programme: SWCD

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of children (5-17 years) engaged in hazardous work	Percentage Reduction of Children within the Age Cohorts (5-17) engaged in hazardous work	Outcome	10%	12%	15%	20%	25%	Male	Quarterly/Annually	MSWCD...
			10%	12%	15%	20%	25%	Female		

Reduced Number of children placed in alternative family-based care	Percentage Reduction of Children placed in alternative family-based care	Output	0.4	0.3	0.2	0.1	0.09	Male	Quarterly/Annually	MSWCD...
			0.5	0.4	0.3	0.2	0.1	Female		
Improve child protection and child rights interventions	Percentage Implementation of Child rights intervention	Output	60.3	60.5	60.7	60.9	70.1	Rural	Quarterly/Annually	MSWCD...
			80.6	80.7	80.9	90.2	90.4	Urban		
Functionality of CPT in the Municipality	Percentage Increase of CPT within the Municipality	Output	70.6	70.8	70.9	80.1	80.2	Male	Quarterly/Annually	MSWCD...
			70.6	70.8	80.1	80.2	80.4	Female		
Improve LEAP Coverage	Percentage increase in LEAP Beneficiaries	Output	86.8	86.9	90.2	90.3	90.8	Male	Quarterly/Annually	MSWCD...
			86.8	86.9	90.4	90.3	90.8	Female		
Improved Beneficiaries to PWD Funds	Percentage Increase in PWD Beneficiaries s	Output	60.7	60.4	60.5	60.7	60.9	Male	Quarterly/Annually	MSWCD...
			60.5	60.7	60.8	60.9	70.2	Female		

Programme: Social Service Delivery

Sub-Programme: EHSU

<i>Indicators</i>	<i>Indicator Definition</i>	<i>Indicator Type</i>	<i>Baseline 2025</i>	<i>Targets</i>				<i>Disaggregation</i>	<i>Monitoring Frequency</i>	<i>Responsibility</i>
Improved access to basic drinking water services	Percentage increase of population with access to basic drinking water services	Output	95.2%	100%	96.5%	97%	97.5%	Rural	Quarterly/Annually	MEHSU, MWST, GSWC
			76%	100%	100%	100%	100%	Urban		
			19.2%	30%	35%	40%	50%	Municipal		

Proportion of population with access to improved sanitation services	Percentage increase in population with access to improved sanitation services	Outcome	4%	5%	10%	15%	20%	Rural	Quarterly/Annually	MEHSU, PARTNERS
			10.5%	15%	20%	25%	30%	Urban		
			14.5%	20%	30%	40%	50%	Municipal		
Number of Skip Containers in the municipality	Increase Number of Communities with Skip Containers by 20 Number up to 2029	Output	1	3	5	7	10	Rural	Quarterly/Annually	MEHSU, PARTNERS
			13	18	23	28	34	Urban		
			14	21	28	35	44	Municipal		
Improve Health Conditions of food /Drink handlers	Percentage Increase of Numbers of Food/Drink handlers screened & certified	Output	15%	15.5%	16%	16.5%	17%	Rural	Quarterly/Annually	MEHSU, PARTNERS
			21%	21.5%	22%	22.5%	23%	Urban		
			36%	37%	38%	39%	40%	Municipal		
Enhanced Community & School Education on Hygiene & Sanitation	Number of Annual Community/School Sanitation Education organized	Output	15	25	35	40	50	Rural	Quarterly/Annually	MEHSU, PARTNERS
			40	45	50	60	70	Urban		
			55	70	85	100	120	Municipal		
Programme: Social Service Delivery										
Sub-Programme: BAC										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Train artisans to sharpen skills annually	Number of artisans trained	Output	105	200	260	350	400	Sex	Quarterly/Annually	BAC, KEEAMA

Legal registration of small businesses facilitated	Number of small businesses registered	Output	150	190	200	250	400	Small, Medium, Large	Quarterly/Annually	BAC, KEEAMA
Strategic document on Tourism developed	Number of proposals developed	Output	10	20	20	20	20	-	Quarterly/Annually	BAC, KEEAMA

ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

Objective:
Programme: PHYSICAL AND SPATIAL PLANNING

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Improve processing & Approval of Building Applications	Number of Spatial & Technical	Output	6	7	8	8	10	Rural, Urban	Quarterly/Annually	PPD
	Planning Committee meetings organized		12	12	12	12	12			
Improve processing & Approval of Building Applications	Increase in Number of Building Permit approved	Output	23	30	34	38	40	Rural, Urban	Quarterly/Annually	PPD
Improved orderly spatial development	Increases in Number of Community Layout schemes prepared	Output	0	2	2	2	2	Rural, Urban	Quarterly/Annually	PPD
Improved orderly spatial development	Percentage increase in number of properties numbered & digitized	Output	0	1,000	1,200	1,350	1,500	Rural, Urban	Quarterly/Annually	PPD

Improved orderly spatial development	Improvement of Street named	Output	0	70	82	95	110	Rural, Urban	Quarterly/Annually	PPD
Enhanced Knowledge of Citizenry/Community on Building Permits	Number of Community/Radio programmes organized	Output	1	2	3	3	3	Rural, Urban	Quarterly/Annually	PPD
Percentage of communities covered by electricity	Percentage of communities covered by electricity	Output	95%	96%	97%	98%	100%	Rural	Quarterly/Annually	ECG, MA
			100%	100%	100%	100%	100%	Urban		
			97.5%	98%	98.5%	99%	100%	Municipal		
Percentage of road network in a good condition	Total km of classified road network in good condition expressed as % of total road network	Output	10%	11%	12%	13%	14%	Rural	Quarterly/Annually	MURD, MWD
			42%	46%	50%	54%	57%	Urban		
			52%	57%	62%	67%	72%	Municipal		

Programme: Emergency Response

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Enhanced mitigation measures of Community Disasters	Number of communities affected by disaster	Output	25	32	21	18	15	Urban Rural	Quarterly/Annually	NADMO, DVGs
Enhanced DVG Activities	Functional & New DVGs by 2025	Output	50	75	85	95	105	Rural, Urban	Quarterly/Annually	NADMO, FIRE SERVICE
Improved	Percentage Annual	Output	10%	30%	40%	55%	80%	Rural, Urban	Quarterly/Annually	NADMO,

Drainage Systems	Number of Drains desilted									WORKS, DEPT.ENV COMMUNITY
Enhanced Knowledge of Community/Radio Programmes on Climate Change	Percentage Annual Implementation of Community/Radio programmes on Climate Change	Output	50%	55%	75%	80%	95%	Rural, Urban	Quarterly/Annually	NADMO, FORESTRY, FIRE SERVICE, WORKS DEPT.

GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

Programme: Planning Budget and Coordination

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Improved IGF of the Assembly	Percentage change in IGF Growth	Output	15.43%	10%	15%	15%	15%		Quarterly/Annually	FD, BUDGET, REVENUE
Enhanced knowledge of rate payers on fee-fixing resolutions	Number of Sensitization conducted for rate payers and stakeholders on fee fixing resolution	Output	146	200	220	220	220	Male	Quarterly/Annually	FD, BUDGET, REVENUE
			38	60	70	70	70	Female		
Percentage of Annual Action Plan Implemented	Total Number of Planned Activities divided by the total number implemented	Outcome	92%	95%	95%	96%	96%	Municipal	Quarterly/Annually	MPCU

Source: MPCU, 2025

7.4 Participatory Monitoring and Evaluation (PM&E)

The Assembly is committed to embedding participatory approaches in M&E to promote ownership, transparency, and accountability. PM&E will be implemented for selected flagship interventions and projects during and after implementation.

Table 39: PM&E Tools and Techniques to be Used

TOOL	PURPOSE
Community Scorecards	Assess service delivery quality and satisfaction
Citizen Report Cards	Gather feedback from citizens on service accessibility
Focus Group Discussions	Explore detailed beneficiary experiences
Community Review Meetings	Track project progress in collaboration with local actors
Social Audits	Validate expenditures and outcomes with citizen involvement
Participatory Rural Appraisal (PRA)	Engage citizens in evaluating interventions using local knowledge

Source: MPCU, 2025

All PM&E activities will involve traditional authorities, Assembly Members, Unit Committees, CBOs, youth and women’s groups, persons with disabilities, and local associations to ensure inclusivity. Reports from PM&E exercises will feed directly into decision-making processes, mid-term reviews, and annual planning adjustments.

7.5 Evaluation Arrangements

- **Baseline Study (2026 Q1)**
 - Comprehensive establishment of benchmarks for all priority indicators.
 - Led by the Municipal Development Planning Unit (MPCU) with support from a researcher and GES/MOH for sector-specific baselines.
- **Mid-Term Evaluation (2028 Q2)**
 - External mid-term evaluation to assess progress, identify shortfalls, and recommend mid-course corrections.

- Coverage: thematic (education, health, sanitation, youth) with community validation sessions.
- **Annual Reviews**
 - Closed participatory sessions each year (Q1) including Assembly, MDAs, CSOs, traditional leaders, and partners to review PoA & AAP implementation, share progress and lessons.
- **Final Evaluation (2029 Q4)**
 - Conducted by an independent evaluator to ascertain achievement of outputs, outcomes, and impacts.
 - Findings to inform the subsequent MTDP cycle and contribute to national reporting.

Table 40 Evaluation matrix of KEEAMA

Evaluation Criteria	Evaluation Questions	Data Needed (Rating Criteria)	Data Sources	Data Collection Methods
Relevance	(a) Consistency of the Project Objectives with identified development needs of the communities.	(a) Fully consistent with needs (b) Partially consistent with needs (c) Not consistent with needs	DMTDP Public Hearing Report	Documents and records review
Efficiency	(a) Actual project implementation period compared to planned period. (b) Actual project cost compared to the budgeted cost.	Project Implementation Period (a) Completed on schedule (b) Delayed Project Implementation Cost (a) Less than estimated cost (b) More than estimated cost	Project Completion Report Site Inspection Report Quarterly and Annual Progress Reports Financial Records (Trial balance and Annual Accounts)	Documents and records review

Effectiveness	Degree of achievement of planned targets for the project purpose (including the degree of utilization of each project outputs); Degree of satisfaction of beneficiaries of the project outputs and other positive changes brought by the project, promoting/inhibiting factors for the achievement of the project purpose.	Good (80% or more of the target) Satisfactory (50% or more, but less than 80% of the target) Below average (Less than 50% of the target)	Photographs showing the situations before and after the project Field or beneficiary survey record of revenue from the project outputs (particularly water projects)	Interviewing of beneficiaries Focus group discussions
(Impact)	(a) Degree of achievement of planned targets for the overall goal and the contribution of the project to the achievement. (b) Impacts on economic development, positive and negative changes in life of the project-affected people (including beneficiaries and those affected by land acquisition and resettlement), and appropriateness of the countermeasures for alleviating negative impacts. (c) Impacts of the project on the natural environment and the appropriateness of the countermeasures for alleviating negative impacts.	Good (80% or more of the target) Satisfactory (50% or more, but less than 80% of the target) Below average (Less than 50% of the target)	Environmental Impact evaluation (EIA) reports, beneficiary survey reports, impact evaluation studies of other related project reports observation or direct measurement by the evaluator,	

Source: MPCU, 2025

7.6 Reporting, Dissemination & Feedback

- **Quarterly Progress Reports** (internal): Shared among Assembly, MDAs & RCC.
- **Annual Public Report & Stakeholder Forum**: Key findings communicated and discussed publicly through stakeholder forums and local media channels.
- **Online Dashboard**: An interactive municipal data platform enabling real-time access to indicator performance, trends, and disaggregated data.
- **Feedback Mechanisms**: Community validation workshops and suggestion boxes to solicit input and adapt implementation strategies accordingly.

7.7 Institutional Arrangements & Capacity Strengthening

- **M&E Unit (MPCU)**: Expanded and staffed with at least 2 M&E officers.
- **Capacity Building**: Regular training for M&E staff and sector officers on indicator design, data quality, digital tools, and analysis.
- **Technical Support**: Partnerships with NDPC, LGS, GIZ, UNDP for advanced training and advisory services.

7.8 Knowledge Management and Learning Framework

To ensure sustainability and continuous improvement, KEEA Assembly will implement a structured Knowledge Management and Learning (KML) framework, with the following strategies:

7.9 Knowledge Mapping Matrix (KEEA MTDP 2026–2029)

Table 41: Knowledge Mapping Matrix (KEEA MTDP 2026–2029)

KNOWLEDGE AREA	KNOWLEDGE HOLDERS (INDIVIDUALS/UNITS)	KNOWLEDGE SOURCES (DOCUMENTS/SYSTEMS)	KNOWLEDGE GAPS (NEEDS/WEAKNESSES)
Project Management	Works Dept., Procurement Unit, MPCU	Project Register, Procurement Plans, Contractor Reports	Weak documentation of lessons learned; limited use of project management software
Data Analysis	MPCU, Budget Unit, Statistics Unit, Health/ Education Department.	EMIS, DHIMS2, GIFMIS, Progress Reports, Composite Budget Reports	Limited staff capacity in advanced analytics (GIS, dashboards, trend analysis)
Revenue Mobilization	Budget & Finance Department, Revenue Collectors, Sub-structures	Fee-fixing resolutions, IGF records, e-Receipting systems	Leakages in IGF collection; weak property rate data (GIS-based mapping incomplete)
Monitoring & Evaluation	MPCU, Planning Unit, Internal Audit	CAPRs, NDPC Guidelines, DQA tools	Weak citizen feedback integration; limited baseline data for some indicators
Climate & Disaster Risk Management	NADMO, Agric Department, Forestry Commission	NADMO early warning bulletins, climate studies, flood maps	Lack of updated climate vulnerability maps; limited local capacity for nature-based solutions
Social Inclusion & Gender	Social Welfare & Community Development Department, NGOs, Women’s Groups, PWD reps	Gender Action Plans, Social Protection Data, NGO reports	Weak sex- and disability-disaggregated data; limited mainstreaming into budgets
Local Economic Development	Trade/Business Development Department, Cooperatives, Private Sector	MSME registry, Tourism data, Market records	Informal sector data incomplete; weak value-chain mapping
Sanitation & WASH	Works Department, Environmental Health, NGOs	Sanitation strategy, Waste management records, MLGRD reports	Data gaps on faecal sludge management; weak citizen feedback on service quality
Governance & Accountability	Assembly Members, Internal Audit, RCC, Civil Society	Audit reports, CAPRs, Town hall meeting minutes	Limited use of digital tools for citizen engagement; weak a

Source: MPCU Secretariat 2025

This framework will be mainstreamed into all PoA and AAPs to ensure each programme includes learning and adaptive implementation.

7.10 Competency Matrix for Learning (KEEA MTDP 2026–2029)

Table 42: Competency Matrix for Learning (KEEA MTDP 2026–2029)

COMPETENCY	TRAINING PROGRAM	EVALUATION CRITERIA	LEARNING OBJECTIVES
Communication	Workshops on public speaking, report writing, stakeholder engagement, active listening	Pre- & post-training assessments; quality of reports; feedback from peers and supervisors	Enhance clarity in communication; strengthen public presentation skills; improve stakeholder consultation effectiveness
Leadership	Leadership development seminars, mentorship programs, transformational leadership courses	360° feedback; leadership project performance; staff satisfaction surveys	Build confidence in decision-making; inspire and motivate teams; strengthen accountability and ethical leadership
Technical Skills	Hands-on ICT training (MS Office, DDDP, GIS, data dashboards), project management software, sector-specific tools	Practical assignments; software proficiency tests; project delivery success rates	Develop proficiency in ICT and technical tools; apply skills to improve efficiency in service delivery
Financial Management	Training in PFM Act, IGF mobilization, e-revenue systems, budgeting, and financial analysis	Budget variance accuracy; IGF growth rate; compliance with audit standards	Improve budget preparation; strengthen IGF mobilisation; enhance accountability and transparency
Monitoring & Evaluation (M&E)	Results-based management, data collection, analysis & reporting training	Timeliness & quality of CAPRs; accuracy of data; stakeholder satisfaction	Strengthen results-based planning; improve data quality; enhance evidence-based decision making

Climate & Disaster Risk Management	Capacity building on climate adaptation, disaster preparedness, nature-based solutions	Simulation drills performance; disaster response time; climate project outcomes	Increase resilience to disasters; integrate climate-smart practices; improve community preparedness
Governance & Accountability	Training on transparency, ethics, social accountability tools, participatory planning	Audit query resolution rate; citizen feedback scores; compliance with PFM and procurement laws	Foster participatory governance; strengthen ethical standards; build trust through accountability
Social Inclusion & Gender	Gender mainstreaming workshops, disability inclusion training, GBV/SEA safeguards	Gender-sensitive budgeting compliance; inclusion indicators in reports	Integrate gender/disability considerations; promote equity in planning and service delivery

Source: MPCU Secretariat 2025

7.11 Sustainability Plan

7.12 Institutional Sustainability

- Embed delivery in core structures: Assign each MTDP outcome to a lead Department/Unit under the Municipal Planning Coordinating Unit (MPCU)—e.g., Works, Education, Health, Agric, Social Welfare & Community Development, Budget, Procurement, NADMO, Physical Planning.
- Continuity measures: Prepare Annual Action Plans (AAPs) and Composite Budgets that operationalize the MTDP; introduce handover notes and a project register to de-risk staff turnover and political transitions.
- Capacity development: Yearly MPCU training plan (M&E, gender mainstreaming, climate & disaster risk, revenue forecasting, safeguards, GIFMIS, procurement).
- Partnership architecture: Formalize MoU with traditional authorities, CSOs/CBOs, private sector (salt, fisheries, tourism), academia (UCC/UEW), and regional departments to share data and co-finance initiatives.

7.13 Financial Sustainability

- Balanced financing mix: Clarify proportions from IGF, DACF, DACF-RFG, GoG goods & services & compensation, and DPs/NGOs.
- IGF growth plan (year-on-year target):
 - Property rate automation and GIS addressing; expand business operating permits; enforce fee-fixing resolutions.
 - Reduce leakages via e-receipting, spot audits, and performance contracts for revenue collectors.
- Lifecycle costing: All capital projects to include O&M budgets, tariff/user-fee policies, and cost recovery where socially acceptable.
- Co-financing & leverage: Prepare bankable concept notes for climate, water/sanitation, coastal resilience, MSME growth; pursue matching grants and PPPs (market upgrades, tourism sites, fish landing sites).

7.14 Technical Sustainability

- Standard designs & maintenance: Adopt standard drawings for roads, drains, culverts, school blocks, CHPS compounds; institute preventive maintenance schedules and asset tagging.
- Open data & digital tools: Maintain an MTDP indicator dashboard; use GIS for project siting; standardize templates for data collection.
- Knowledge management: Quarterly MPCU learning clinics; documentation of case studies (e.g., market sanitation, mangrove restoration, fisheries compliance).

7.15 Social & Environmental Sustainability

- Safeguards & inclusion: Mainstream gender, disability (PWDs), youth employment, child protection, and GBV/SEA risk mitigation across projects; require social screening for all capital works.
- Climate & disaster risk: Integrate NADMO early-warning, coastal erosion control, flood-plain zoning, nature-based solutions (mangrove replanting, urban greening), climate-smart agriculture, and waste segregation/composting.
- Community ownership: Establish Project Management Committees (PMCs) at community level; community labour contributions where appropriate; feedback loops via town hall meetings and digital channels.

7.16 Exit/Transition Strategy (Post-2029)

- Transfer PMCs into Facility Management Committees; publish a 2029 Sustainability Review; prepare a pipeline of maintenance projects and a successor 2029–2032 AAP aligned to the next MTDP.

7.18 Accountability Framework

7.19 Governance Structure & Roles

- Municipal Assembly & Sub-Committees: Oversight and approval of plans, budgets, fee-fixing, and quarterly performance reports.
- MPCU: Coordinates planning, M&E, data assurance, and results reporting; convenes quarterly review meetings.
- Departments/Units: Implement activities; submit monthly progress and financial utilisation reports.
- Internal Audit Unit (IAU): Quarterly audit of revenue, procurement, assets, and compliance; follow-up matrices.
- Procurement Unit & Entity Tender Committee: Enforce PPA Act and procurement plans; publish contract awards.
- External Oversight: RCC, NDPC, Internal Audit Agency, Auditor-General, and Zonal Councils; civil society and traditional authorities as observers in key review sessions.

7.20 Results & Performance Management

- **Results Chain:** Inputs → Activities → Outputs → Outcomes → Impacts, with SMART indicators and baselines.
- **Annual Performance Contracts:** Between MCE/Co-ordinating Director and Heads of Department with KPIs (service coverage, financials, M&E quality, citizen satisfaction); mid-year and end-year appraisals.

- **Indicator Set:**
 - **Education:** Net Enrolment (KG/Primary/JHS), pupil-to-teacher ratio, BECE pass rate.
 - **Health/WASH:** Functional CHPS coverage, OPD malaria incidence, access to improved sanitation, fecal sludge safely managed.
 - **Local Economy:** Number of formalized MSMEs, market occupancy rate, tourism arrivals, aquaculture production.
 - **Environment/Climate:** Hectares of mangroves restored, % of waste segregated/composted, km of drains desilted, disaster incidents responded within 24 hrs.
 - **Governance/Finance:** IGF collection rate vs. target, arrears ratio, procurement plan adherence, audit query resolution rate, citizen satisfaction index.

7.21 Data Quality Assurance (DQA)

- Standards: Use NDPC indicator definitions and metadata sheets (source, frequency, responsibility, calculation).
- Checks: Monthly data spot-checks; quarterly DQA audits (completeness, timeliness, accuracy); reconciliation with sector HMIS/EMIS/DAES and GIFMIS.
- Automation: Adopt digital registers for projects, assets, complaints, and revenue; unique IDs for projects to track from procurement to completion.

7.22 Financial Accountability

- Budget Integrity: AAP ↔ Composite Budget ↔ Procurement Plan ↔ Cash Plan consistency checks each quarter.
- Transparency: Publish budgets, procurement plans, contract awards, and quarterly expenditure on notice boards, website/social media, and town-hall briefs.
- Controls: Segregation of duties, commitment control via GIFMIS, revenue e-receipting, asset registers, fuel logs, and stores management.
- Audit: Timely responses to Internal Audit and Auditor-General management letters; implement Audit Recommendation Tracking with status (open/closed/deferred) and responsible officers.

7.23 Social Accountability & Grievance Redress

- Citizens' Charter & Service Standards: Turnaround times for permits, licensing, birth/death registration, etc.
- Interfaces: Quarterly town halls; sub-structure meetings; suggestion boxes; WhatsApp/USSD feedback; community scorecards.
- Grievance Redress Mechanism (GRM): Intake → Acknowledge (48 hrs) → Assess (5 days) → Resolve/Refer (15 days) → Close; escalation to RCC/Regulatory bodies where needed.

7.24 Risk Management & Integrity

- Top Risks: Revenue shortfalls; climate shocks (flooding/coastal erosion); contractor underperformance; land tenure disputes; data gaps; public health outbreaks; policy changes.
- Mitigation: Contingency budgeting; performance bonds/retentions; advance site investigations and safeguards; MoUs with landowners; data system backups; emergency SOPs.
- Integrity: Conflict-of-interest disclosures; whistleblower protection; anti-fraud SOPs; periodic ethics training.

7.25 Lessons Learned from Preparing the MTDP (2026–2029)

Process & Coordination

- Start early, plan backwards: A realistic preparation calendar with milestones (situation analysis → prioritization → costing → validation → approval) prevents last-minute compromises.
- MPCU as the hub: Regular cross-department clinics improved ownership and data consistency; attendance registers and action trackers were essential.
- Sub-structures matter: Zonal/Urban/Town/Area Councils, traditional authorities, and PMCs brought granular priorities and local knowledge, reducing siting disputes later.

Evidence & Data

- Data gaps: Baselines for sanitation, local economy (MSME informality), and climate risk were weak; future plans should budget for surveys and GIS mapping early.
- Harmonization: Reconciling EMIS/HMIS with local records avoided double counting; metadata sheets prevented indicator drift.
- Dashboards help: Simple dashboards accelerated validation and improved transparency with stakeholders.

Prioritization & Costing

- Too many wish-list projects dilute impact: A tight results chain with 3–5 flagship programmes per thematic area improved clarity for funders.
- Lifecycle focus: Incorporating O&M from the outset reduced future fiscal stress; standard designs aided realistic costing.
- Climate & safeguards raised quality: Early screening avoided redesigns and cost overruns.

Participation & Inclusion

- Targeted outreach works: Distinct sessions for women, youth, PWDs, and fisherfolk generated actionable insights (market safety, landing site sanitation, accessible public buildings).
- Social accountability increases buy-in: Publishing draft priorities and budgets during town halls reduced resistance and improved tax morale.

Financing & Partnerships

- IGF realism: Over-optimistic IGF projections undermine credibility; linking projections to past collection trends, digitization, and enforcement actions produced achievable targets.
- Leverage external finance: Packaging bankable proposals for RFG, climate funds, and PPPs unlocked co-financing.

Governance & Compliance

- Procurement alignment: Synchronizing procurement plans with the AAP and cash plan avoided stalled projects.
- Audit responsiveness: Early engagement with IAU reduced audit queries and improved controls.

7.26 What We Would Do Differently Next Time

- Commission targeted baseline studies (sanitation service chain, MSME mapping, flood risk) by Q1 of the planning year.
- Institutionalize quarterly learning clinics and publish “What changed because you said so” memos after consultations.
- Pilot citizen scorecards for at least two flagship services (e.g., waste collection, building permits).
- Expand use of GIS/property rate tools and integrate with the billing system before budget hearings.

7.27 Conclusion

Chapter Seven outlines a robust M&E framework that meets NDPC standards, ensures accountability, and fosters evidence-based decision-making. Through timely data collection, multi-stakeholder involvement, and public transparency, the KEEA Assembly is positioned to track progress efficiently, adapt to emerging challenges, and deliver meaningful development outcomes for its constituents.



Komenda Edina Eguafó Abrem
Municipal Assembly

CHAPTER EIGHT DEVELOPMENT COMMUNICATION STRATEGY



CHAPTER EIGHT: DEVELOPMENT COMMUNICATION STRATEGY

8.1 Introduction

This chapter presents the Development Communication Strategy (DCS) for the Komenda Edina Eguafo Abrem Municipal Assembly (KEEAMA) Medium-Term Development Plan (MTDP) 2026–2029. The DCS outlines how the Assembly will communicate the content, purpose, and progress of the MTDP to all stakeholders including citizens, government institutions, civil society, the private sector, and development partners. The aim is to ensure transparency, accountability, stakeholder ownership, and increased participation in local governance and development planning.

8.2 Communication Goals

The overarching goal of the development communication strategy is to promote:

- **Awareness** of the MTDP's goals, objectives, and interventions;
- **Understanding** of stakeholder roles and responsibilities;
- **Engagement** of citizens, including vulnerable groups, in the planning and implementation processes;
- **Transparency and accountability** in the implementation of programmes and projects.

8.3 Target Audience Analysis

A successful communication strategy must focus on reaching the right audience with the right message using appropriate channels. The key audience categories for KEEA Assembly are as follows:

Table 43: Target Audience Analyses

TARGET AUDIENCE	RATIONALE FOR TARGETING
General public	Ensure transparency and encourage ownership
Assembly Members	Political support, feedback, and community mobilization
Unit Committees and Sub-structures	Local implementation and community-level feedback
Traditional and Religious Leaders	Influence and moral authority in communities

Youth and Women’s Groups	Empowerment and participation of marginalized groups
Persons with Disabilities (PWDs)	Inclusion in decision-making
Civil Society Organizations (CSOs), NGOs	Partnership and independent oversight
Development Partners	Technical and financial support
Media (Radio, TV, Print, Social Media)	Dissemination of accurate and timely information
Private Sector	Investment, PPP opportunities
Internal Staff and Departments	Coordination, implementation, and reporting

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8.4 Key Messages

The following are the core messages that will be customized for each audience:

1. **“Together, We Are Building a Resilient Municipality.”**
 - Highlights collective responsibility for development.
2. **“Transparency and Accountability for a Better KEEA.”**
 - Reinforces commitment to open governance.
3. **“No One is Left Behind in Development.”**
 - Focused on inclusion, particularly of women, youth, and PWDs.
4. **“Participate. Monitor. Share Feedback.”**
 - Encourages citizen engagement in implementation and evaluation.

8.5 Communication Channels and Tools

A mix of traditional and modern channels will be used to maximize outreach:

Table 44: Communication channels and tools

CHANNEL/TOOL	PURPOSE	TARGET GROUP(S)
Community durbars and town hall meetings	Two-way engagement, feedback collection	General public, traditional leaders
Local FM stations	Mass information dissemination	General public, especially rural communities
Social media platforms (Facebook, WhatsApp, X/Twitter, YouTube)	Real-time updates, youth engagement, accountability	Youth, media-savvy audience
Information centers and mobile vans	Community-level outreach	Rural and peri-urban populations
Press briefings and media engagements	Enhance public trust and transparency	General public, CSOs, private sector
Assembly website and digital dashboards	Document repository, real-time updates	Development partners, diaspora, institutions
Brochures, flyers, posters	Visual reinforcement of key messages	General public
Focus group discussions and stakeholder forums	Inclusion of special interest groups	Women, PWDs, youth, CSOs
Internal newsletters and notice boards	Staff and intra-institutional communication	Assembly staff and departments

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8.6 Communication Objectives and Strategy

Table 45: Communication Objectives and Strategy

QUESTION	RESPONSE (COMMUNICATION OBJECTIVE)
Who do we need to reach?	Citizens, CSOs, private sector, traditional authorities, youth, PWDs, Assembly members, staff
Why do we need to reach them?	To promote awareness, ownership, implementation support, and feedback
What will our communications convey?	MTDP objectives, expected outcomes, stakeholder roles, progress updates
How will we deliver the message effectively?	Through integrated communication using context-appropriate channels at key points in the planning and implementation cycle

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8.7 Capacity for Communication Implementation

- A **Communication Focal Person** will be designated within the MPCU.
- The Assembly will train staff and sub-structures on community engagement, media handling, and digital communications.
- Partnerships with local media houses and influencers will be developed.
- Community Information Centers and ICT infrastructure will be strengthened to improve outreach.

8.8 Monitoring the Communication Strategy

To track the effectiveness of communication efforts, the following indicators will be used:

Table 46: Monitoring the Communication Strategy

INDICATOR	MEANS OF VERIFICATION
No. of stakeholders reached through various channels	Media logs, attendance sheets
Level of citizen participation in public hearings and forums	Participant records
Percentage of citizens who can recall key MTDP objectives	Post-campaign surveys
No. of engagements held with vulnerable groups	Event reports
No. of feedback inputs received and acted upon	M&E reports, suggestion boxes
Website and social media traffic	Analytics tools

Source: MPCU Secretariat 2025

8.9 Conclusion

The Development Communication Strategy for KEEA Municipality is central to the successful implementation of the MTDP (2026–2029). It ensures that all stakeholders are informed, empowered, and involved in the development process. Through the strategic use of diverse communication tools and inclusive practices, the Assembly seeks to build public trust, foster collaboration, and strengthen accountability in the delivery of its development agenda.

APPENDIXES

Appendix 1: Sample Pairwise Ranking Matrix – Community Needs Assessment

Community: Elmina Zonal Council

Issues Compared	Sanitation	Road	Education	Health	Agric	Jobs	Security	Bye-Laws	Tally (✓)	Rank
Sanitation	-	San✓	Edu ✓	San✓	San✓	Jobs✓	Sec✓	Bye-laws✓	3	5th
Road		-	Road✓	Road✓	Road✓	Jobs✓	Sec✓	Road✓	4	4th
Education			-	Health✓	Edu ✓	Jobs✓	Sec✓	Edu ✓	3	7th
Health				-	Health✓	Jobs✓	Health✓	Health✓	4	2nd
Agric					-	Agric✓	Agric✓	Agric✓	3	6th
Jobs						-	Jobs✓	Jobs✓	6	1st
Security							-	Sec✓	4	3rd
Bye-Laws								-	1	8th

Note: The issue that is selected more frequently is ranked higher.

Appendix 2: Sample Prioritization Matrix – Municipal Technical Team

Criteria Used

- C1: Severity of the problem
- C2: Multiplier economic effect
- C3: Link to basic human needs
- C4: Spatial development relevance
- C5: Alignment with cross-cutting themes


Scoring Scale: 1 = Low, 3 = Medium, 5 = High

Max Score per Issue: 25

Development Issue	C1	C2	C3	C4	C5	Total Score	Priority Rank
Poor Sanitation	4	4	4	4	4	20	4th
Poor Roads infrastructure	3	3	3	5	5	19	5th
Inadequate and deteriorating educational services and Facilities	3	3	2	4	4	16	7th
Inadequate and deteriorating Health services and Facilities	5	4	5	4	5	23	2nd
Inadequate and deteriorating Agricultural/fishing services and Facilities	5	3	2	4	4	18	6th
Lack of Jobs among youth	5	5	5	4	5	24	1st
Worsening Security issues	5	5	4	4	4	22	3rd
Lack of Bye- Laws	3	2	3	3	3	14	8th

Appendix 2: Public Hearing Report


KOMENDA-EDINA-EGUAFO-ABREM MUNICIPAL ASSEMBLY



Republic of Ghana

Tel. Main line 0332 098236
MCD's Office: 0332 098 234
My Ref. No. *KEEAMA.01/10/31/52*
Your Ref. No.....

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



P. O. Box 29
Elmina-Ghana
Ghana Post GPS: CK-0022-2438
Email: info@keecama.gov.gh
Website: www.keecama.gov.gh

Date: 3rd July, 2025


**INVITATION TO PARTICIPATE IN A DAYS' ZONAL COUNCIL STAKEHOLDERS'
CONSULTATION AND PARTICIPATION IN THE PREPARATION OF (2026-2029)
MEDIUM TERM DEVELOPMENT PLAN**

You are kindly invited to attend stakeholders' consultative meeting as identified Organization/
Institution relevant to the process in the development of (2026-2029) Municipal Medium-Term
Development Plan scheduled as follows;

Date: Tuesday, 22nd July, 2025
Venue: KEEAMA Assembly Hall
TIME: 10:00 AM

Agenda

- Create awareness of the 2026-2029 Medium Term Development Plan (MTDP) policy framework and guidelines.
- Consult and prioritize development needs of the Zonal Council as inputs for the Medium-Term Development Plan (MTDP) preparation.
Counting on your utmost participation and on time.


WORLANYO ALATEVI
MUNICIPAL COORDINATING DIRECTOR
For: MUNICIPAL CHIEF EXECUTIVE
cc: PLAN PREPARATORY TEAM MEMBERS

KOMENDA EDINA EGUAFO ABREM MUNICIPAL ASSEMBLY
REPORT OF MTDP (2026-2029) STAKEHOLDERS MEETING HELD ON 22ND JULY
2025 ELMINA ZONAL COUNCIL

1.0 Opening

The stakeholder engagement commenced at 10:15am with a warm atmosphere as participants from diverse backgrounds gathered with a shared commitment to collaborate for the progress of the Municipality. The meeting began with the introduction of dignitaries, stakeholders, and key participants, followed by an overview of the agenda. The facilitator highlighted the importance of collective input and encouraged open and constructive participation throughout the session.

2.0 Welcome Address

The welcome address was delivered by Worlanyo Alatevi, the Municipal Coordinating Director who extended a heartfelt greeting to all attendees. In his remarks, he expressed appreciation for the presence and continued support of stakeholders, emphasizing the critical role they play in achieving the Assembly's mission.

He noted the significance of stakeholder contributions in shaping strategic plans and delivering impactful outcomes. The welcome speech also reiterated the Assembly's commitment to transparency, collaboration, and inclusive decision-making.

3.0 Address by the Municipal Planning Officer

The Municipal Planning Officer, Mr. Johnson De-graft Taylor, in his address, provided detailed explanations to stakeholders on the Guidelines and processes towards the preparation of MTDP. He revealed that MTDP is prepared every four years, and it spearheads every program and project within the four years' interval in the municipality. He stated clearly that discussions and issues should be based on the communities. He also briefed stakeholders about the meeting proceedings and any other activities.

4.0 Group formation and presentations

The municipal planning officer strategically put stakeholders into four groups to be able to understand the issues and concerns holistically. After discussions were concluded, presentations began.

Group one presented Governance, Corruption, Social Accountability and Security.

Group two presented on Health and Education.

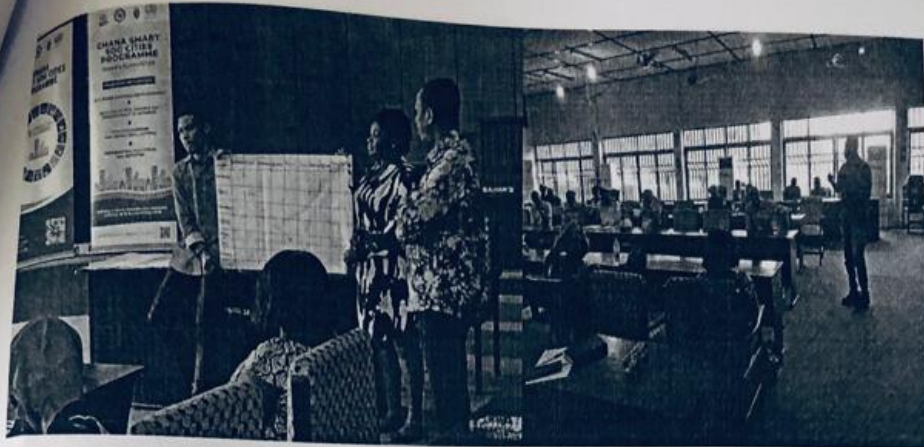
Group three presented on Road, Electricity and Drainage

Group four presented on Water and Sanitation, Marketing and Agriculture

5.0 Issues presented by each group

Development Dimension	Projects/Programs	Rank
Economic Development	Dredging of the Elmina Harbor	
	Open defecation on the sea defense must stop	
	Compliance of fisheries law and regulations	
	Inadequate premix supply (improve premix fuel)	
	Sensitization on dangers of IUU fishing	1 st
	Ban on Rubber Net	
	Provision of dustbins and other logistics to ensure proper sanitation at the landing beaches	
	Adequate Agric officers to undertake surveillance to reduce diseases outbreak (vet staff)	
	In need of a new market	
	Development of other tourist sites (Nana Kwabena Gyan square)	3 rd
	Police support in enforcement	
	Logistics to enhance extension services	
	Fish processing facilities at marine is not operational	
	(JOBS) Loan facilities to be made available to small businesses	2 nd
	Designate land spaces for new business set up	
Establishment of veterinary clinic for revenue generation and prevention of zoological diseases	4 th	
Water, sanitation, Health, education	Provision of modern facilities such as classroom block, ICT, Laboratory etc.	
	HIV/AIDS	
	Creation of volunteer groups to educate	
	Clump down on pubs and Bars promoting prostitution	
	All public buildings in KEEA should be disability friendly	
	Monitoring and supervision of KG	1 st

	Provision of skip containers and bins	
	Introduction of door-to-door waste collection	
	Inclusion of health professionals in school feeding programme	2 nd
	Implementing national sanitation day	
	Introduction of sanitation league	
	Gazetting of Assembly bye laws	
	Award scheme	3 rd
Governance, Corruption, Social Accountability and Security	Provision of logistics to Ghana police service to enhance their operation	1 st
	The Assembly should Facilitate increasing police personnel in the municipality	2 nd
	Formation of community security task force to curb illicit activities and enforce bye laws	3 rd
	Servicing the Elmina GNFS tender to ensure swift response to emergencies	4 th
	A committee to resolve chieftaincy and land issues	5 th
	Reporting of criminal issues (rape, defilement) and interference of politicians and opinion leaders	6 th
	Regular day and night police patrols	7 th
	Formation of special security taskforce to demolish ghettos and arrest drug peddlers	8 th
	Empower the zonal council through bye laws to collect revenue on night economic activities	
	Proper street lighting system	
	Regular engagements through radio programmes, CICs, and town hall meetings	
	Proper ticketing system to curb revenue leakages	
Acquire office and space to make the zonal council functional	9 th	



6.0 Ranking and Prioritization of issues raised

To facilitate participatory decision making the head of statistics, Mr. Isaac Mensah, facilitated the prioritization and ranking of development needs using the pairwise ranking tool. Stakeholders listed and identified all needs and a matrix was used to arrive at a collective rank the end, jobs, health, security, roads, bye laws were the top priorities of Elmina zonal council.

7.0 Address by the Municipal Budget Analyst

Fatima Yeboah, the Municipal Budget Analyst briefed stakeholders on internally generated funds (IGF). She explained that Basic rate, property rate and business operating permit are to be paid and is backed by law. She encouraged them to pay to support the development of the municipality.

8.0 Conclusion

The Municipal Coordinating Director appreciated all stakeholders for being present and acknowledged them for making time out for the meeting. He assured them that issues and needs discussed would be tackled collectively. He called on all stakeholders to

9.0 Closing prayer

The meeting ended with a prayer by Madam Magdalene at 1:58pm

RECORDED BY:

.....
(DEGRAFT JOHNSON TAYLOR)
MUNICIPAL PLANNING OFFICER

APPROVED BY:

.....
(WORLANYO ALATEVI)
MUNICIPAL COORDINATING DIRECTOR

ATTENDANCE		
S/N	NAME	DESIGNATION
	Victoria Dansoa Abankwa	
1	Augustus Latiekur	Elmina
2	Gyapong Francis	Elmina
3	Godfried Arkurst	Elmina
4	Harris Taliks	Elmina
5	Stephen Asempa	Elmina
6	Kweku Arhin	Elmina
7	Isaac Bonney	Elmina
8	Joris Ocran	Elmina
9	Patrick Mensah	Elmina
10	Justice kojo Eshun	Elmina
11	Fatimah Yeboah	Elmina
12	Nana Ekow Asamoah	Elmina
13	Mary Appiah	Bantuma
14	Agnes Cobbinah	Bantuma
15	Simon Yao Agordo	Pershie
16	F.W.H Cobbinah	Elmina
17	Jonas Solee	Elmina
18	Isaac Arthur	Elmina
19	Felix conduah	Elmina
20	Nunoo Sylvia	Elmina
21	Francis Bansah	Elmina
22	Andoh Anthony	Elmina
23	Felix Ofori-Boafo	Elmina
24	Francis Commey	Elmina
25	Ibrahim Ussie	Elmina
26	Ing. Christian Baffoe-Hackman	KEEA
27	Kingsley Davies	KEEA
28	Ishawu Yahaya	Elmina zongo
29	Charles Kpeleku	KEEA
30	Wisdom Mensah	Elmina
31	Kofi Asumafi	Elmina
32	Isaac Mensah	KEEA
33	Agatha Acquah	Elmina
34	Aba Mensimah	Elmina
35	Aba Gyakye	Elmina
36	Nicholas Amissah	Elmina
37	Isaac Brown	Elmina
38	Juliana Arthurc	Council lane
39	Charles Haizel	KEEA
40	John Charles Mensah	Elmina
41	Ernestina Nyarko	Elmina
42	Emmanuel Kofi Boham	Elmina
43	Halimatu Mohammed	Elmina Zongo
44	Stephen Appiah	Elmina

ATTENDANCE SHEET
KOMENDA EDINA EGUAFO ABREM MUNICIPAL ASSEMBLY
ZONAL COUNCIL CONSULTATION FOR MTDp 2026-2029 - ELMINA ZONAL COUNCIL
22ND JULY, 2025

S/N	NAME	LOCATION	DESIGNATION	TELEPHONE	SIGN
1.	Victoria Dansoa Abankwa	Elmina	MDA.	0246823400	
2.	Augustus Laticu	Elmina	MIO	0235022771	
3.	Guayang Francis	Elmina	Rep GTD	0240378322	
4.	Godwin Akpan Jr	Elmina	AS	0246775148	
5.	Harris Tackis	BSA/CD Elmina	DSM/CD	0247839860	
6.	Stephen Asempe	Elmina	Fisheries Director	0247077343	
7.	KWEKU ARTIN	ELMINA	ASSEMBLY MEM.	0248552388	
8.	FRANC BONEY	ELMINA	COMITE CHAIRMAN	0248969331	
9.	JORIS Ocran	ELMINA	BAC	0249535944	
10.	PATRICK MENSAH	ELMINA	COMMITTEE	0246425229	
11.	Justice Koko Teshun	Elmina	Assembleman	0244952744	
12.	Faluns Teboal	KEEA MA	MBA	0243525601	
13.	Nana Ekow Asamoah	Elmina	Chief fisherman	0244890812	

S/N	NAME	LOCATION	DESIGNATION	TELEPHONE	SIGN
14.	Mary Appiah	Elmina			
15.	Agnes Cobbinah	Elmina		0244023366	
16.	Simon Tadi Agvodo	Elmina	Harvester	0243488416	
17.	F.K.H. Cobbinah	Elmina	MEMO Assembly Member	0246738472	
18.	Jonas Solee	Elmina	Assembly Member	0244069487	
19.	Isaac Arthur	Elmina	DCI - chief inspector	0246857557	
20.	Felix Conduh	Elmina	Youth Group	0555876783	
21.	Nunoa Sylvia	Youth Group	Youth Group	0555097726	
22.	Francis Bansaah	Elmina	G.N.F.S.	0244153895	
23.	BNDON ANTHONY	Elmina	PM	0242006459	
24.	Felix Fori-Bofo	Elmina	UNIT COMMITTEE	024490883	
25.	Francis Comney	Elmina	Assembly member	0246762615	
26.	Ibrahim Ostri	Elmina	Unit Committee	0547001491	
27.	Ing. Christian Laffae-Hacku	KEEAMA	Unit Committee	0592058118	
28.	KINGSLEY DAVIES	K-EEA	Head, DUR GNIDA	02449960764	
29.	Ishaku Johnson	Elmina	Assembly man	0245784341	

S/N	NAME	LOCATION	DESIGNATION	TELEPHONE	SIGN
30	Charles Kpreddy	GHS	Health info officer	0208594444	[Signature]
31	Wisdom Mensah	ELMINA	Assembly Member	0244973059	[Signature]
32	Kofi Esumafi	Elmina	S	0249165637	[Signature]
33	Isaac Mensah	Elmina	statistician - Head	0243204508	[Signature]
34	Agatha Acquah	Elmina Unit Comm. memb.	Unit Committee Mem.	0542152417	[Signature]
35	Nicholas Amisah	Elmina	Unit Committee	0240374405	[Signature]
36	Aba Mensimah	Elmina	Marine		
37	Aba Gyauye	Elmina	Marine	0256466511	
38	ISAAC BROWN	/			
	JULIANA ACHIR	COMM. C. LANE	ELECTED	0249297855	[Signature]

ATTENDANCE SHEET
KOMENDA EDINA EGUAFO ABREM MUNICIPAL ASSEMBLY
 ZONAL COUNCIL CONSULTATION FOR MTDP 2026-2029 - ELMINA ZONAL COUNCIL
 22ND JULY, 2025

S/N	NAME	LOCATION	DESIGNATION	TELEPHONE	SIGN
37	Charles Huizel	KEEA	ADIA	0249637251	[Signature]
38	John Charles Mensah	KEEA	Assembly member	0246497002	[Signature]
39	Ernestina Nyarko	Elmina	Market Elmina	0243843588	[Signature]
40	EMMANUEL Kofi Boatman	ELMINA	ELMINA MARKET	0260448395	[Signature]
41	Halimatu Mohammed	ELMINA	ELMINA ZONGO	0550978963	[Signature]
42	Stephen Appiah	ELMINA	ELMINA M.E.O	0246632281	[Signature]