



MEDIUM TERM DEVELOPMENT PLAN 2026-2029



KMA



“Resetting Ghana

– *Creating Jobs, Ensuring
Accountability, and Promoting
Shared Prosperity.*”



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FOREWORD

It gives me great pleasure to present the Kumasi Metropolitan Assembly's Medium Term Development Plan (MTDP) for the period 2026-2029. This plan reflects our collective commitment to building a resilient, inclusive, and forward-looking city that meets the aspirations of all residents. It has been developed through extensive stakeholder consultations, rigorous assessments, and alignment with national development priorities and the Sustainable Development Goals (SDGs).


Kumasi "Where Ghana Happens" continues to evolve as a dynamic commercial, cultural, and administrative hub. As we confront challenges such as security, rapid urbanisation, waste management, youth unemployment, environmental degradation, inadequate infrastructure, and emerging climate risks, we are equally presented with opportunities for innovation, economic transformation, and improved service delivery. This MTDP provides a strategic roadmap to harness these opportunities while addressing our most pressing developmental needs.

The 2026-2029 plan prioritizes sustainable urban development, enhanced basic services, job creation, improved mobility, inclusive governance, and environmental sustainability. It outlines clear goals, programmes, and actionable interventions that will guide the Assembly, development partners, civil society, the private sector, traditional authorities, and community groups toward achieving a shared vision of a wellmanaged and prosperous Kumasi.

I wish to express my sincere appreciation to all departments of the Assembly, development partners, technical officers, and community stakeholders whose inputs have enriched this plan. Your dedication underscores our collective resolve to transform Kumasi into a modern, safe, livable, smart and competitive city.

The implementation of this MTDP will require collaboration, discipline, and accountability. I therefore call on all stakeholders to remain committed as we work together to deliver tangible improvements in the lives of our people.

Let us embrace this plan as a tool for progress and an opportunity to shape the future of our beloved city.

City.
A handwritten signature in blue ink, appearing to read 'Richard Ofori-Agyeman Boadi', written over a horizontal line. The signature is stylized and includes a date '2/12/18' at the end.

Hon. Richard Ofori-Agyeman Boadi

(Metro Chief Executive)

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LIST OF ACRONYMS

- MTDP**- Medium-Term Development Plans
- NDPC**- National Development Planning Commission
- NDPF** -National Development Policy Framework
- MPCU**- Metropolitan Planning Coordinating Unit
- NADMO**- Natural Disaster Management Organization
- NGOs**-Non-Governmental Organization
- CSOs**-Civil Society Organization
- PWDs**-People Living With Disability
- WASH**-Water Sanitation and Health
- PPEs**- Personal Protective Equipment
- HH**-Household
- SMEs**- Small Scale Enterprise
- ICT**- Information and Communication Technology
- JHS**- Junior High School
- LEAP**- Livelihood Empowerment Against Poverty
- GPI**- Gender Parity Index
- CHAG**- Christian Health Association of Ghana **NHIS**- National Health Insurance Scheme
- OPD**- Out Patient Department
- NDPC**- National Development Planning Commission
- KMA**- Kumasi Metropolitan Assembly **KVIP**- Kumasi Ventilated Improved Pit
- GoG**- Government of Ghana
- IGF**- Internally Generated Funds **CBD**- Central Business District
- AWA**- Africa World Airlines
- STC**- State Transport Company
- WSUP**- Water and Sanitation for the Urban Poor
- SEA**-Strategic Environmental Assessment
- PHC**- Population and Housing Census
- POCC**- Potentials, Opportunities, Constraints, and Challenges
- GKMA**-Greater Kumasi Metropolitan Assembly
- BRT**- Bus Rapid Transit
- LED**- local economic development
- MMDA's**- Metropolitan Municipal and District Assemblies
- PPP**- Public-private partnership

M&E- Monitoring and Evaluation
PBB- Programme Based Budget
PoA- Programme of Action
AAP- Annual Action Plan
MOFA- Ministry of Food and Agriculture
GPS- Geographic position System
DACF-District Assembly Common Fund
ARCC – Ashanti Regional Coordinating council
PM&E-Participating Monitoring and Evaluation
PRA-Participating Rural Appraisal
KLM-Knowledge Learning Matrix
CBO's-Community Based Organization
CHPS-Community based health planning service
GES- Ghana Education Service
GHS- Ghana Health Service

EXECUTIVE SUMMARY



Hon. Richard Cfori Agyemang Boadi
K.M.A Boss

In pursuit of promoting effective urban governance and sustainable development, the Kumasi Metropolitan Assembly (KMA) has prepared the Medium Term Development Plan (MTDP) for the period 2026–2029 within Ghana’s decentralised planning framework. The Local Governance Act, 2016 (Act 936), together with the National Development Planning System Act, 1994 (Act 480), mandates Metropolitan, Municipal and District Assemblies to identify development challenges and formulate appropriate interventions. In line with these statutory requirements and the National Medium-Term Development Policy Framework (NMTDPF), the KMA MTDP provides a strategic blueprint to guide inclusive growth, urban resilience, improved service delivery, and sustainable socioeconomic transformation in the metropolis. The National Development Planning Commission (NDPC), as the apex planning authority, issued guidelines for the preparation of the 2026–2029 Medium-Term Development Plans to ensure coherence between national and sub-national development priorities in accordance to National Development Planning (System)

Regulations (LI 2232). Consequently, the KMA MTDP aligns fully with the national policy direction and the Sustainable Development Goals (SDGs) and is structured around the key development dimensions of Economic Development, Social Development, Environment and Human Settlement Development, and Governance and Institutional Development. The preparation of the MTDP was led by the Metropolitan Planning and Coordinating Unit (MPCU) through a multidisciplinary technical team comprising sector specialists in education, health, sanitation, social protection, finance, procurement, and monitoring and evaluation, with support from external consultants where necessary. An orientation and capacity-building process was undertaken to ensure adherence to NDPC guidelines and planning standards. The plan preparation process was highly participatory and consultative. The Assembly engaged statutory institutions including relevant Ministries, Departments and Agencies (MDAs), the Ashanti Regional Coordinating Council, and sub-district structures. Development partners, academic and research institutions, traditional authorities, civil society organizations, the private sector, and residents of various communities were also actively involved. Community meetings, town hall engagements, stakeholder consultations and formal public hearings were organized to validate development priorities and proposed interventions. Inputs from these engagements were duly incorporated into the final Plan document.

Brief plan preparation methodology

The development of the MTDP followed the prescribed NDPC methodology. The process commenced with a comprehensive review of the performance of the 2022–2025 MTDP, including financial performance analysis and assessment of development outcomes. This was followed by an update of the metropolitan profile and situational analysis covering economic, social, governance, environmental, and emergency planning dimensions. Critical cross-cutting issues such as climate change, disaster risk management, sanitation, urban safety, youth unemployment, and informal sector productivity were examined. Identified development challenges were prioritized using approved tools, leading to the formulation of goals, objectives and strategies aligned with national policy objectives.

Scope and Development Focus

The MTDP responds directly to key development challenges within the metropolis, including rapid population growth, insecurity, poor waste management, urban congestion, inadequate infrastructure, environmental degradation, housing deficits, youth unemployment, climate change impacts, rising cost of

public services, and low productivity in the informal sector. In response, the Assembly has structured its development interventions under four key dimensions: Economic Development; Social Development; Environment, Infrastructure and Human Settlement Development; and Governance and Institutional Development. The strategic focus of the Plan includes: Improving access to quality education and healthcare services; Expanding and rehabilitating urban road and drainage infrastructure; Enhancing environmental sanitation and solid and liquid waste management systems; Promoting local economic development (LED) and private sector competitiveness; Supporting climate-smart urban agriculture; Improving urban safety, disaster preparedness, and security infrastructure; Advancing digital transformation and smart city initiatives; and Strengthening accountable, participatory and transparent local governance systems.

Key development programmes

Key development programmes during the 2026–2029 period include the expansion and upgrading of school and health facilities; construction and rehabilitation of roads and drainage systems; modernization of markets and commercial centres; slum upgrading initiatives; urban greening programmes; youth skills development and employment interventions; enhancement of social protection mechanisms for vulnerable groups; and improvements in sanitation and waste management infrastructure.

Financing of the plan

The total estimated cost of the 2026 – 2029 plan is GH¢ 336,212,422.62 and the total expected revenue inflow is GH¢ 333,412,422.62. This shows a variance of GH¢ 2,900,000 indicating that the cost of the programme outweighs that of the expected revenues. To close this gap, city will be adopting strategies like to digitizing revenue collection, expanding the scope of private -public partnerships, strengthening grant mobilization, efficient use of funds, amongst others. In addition to the above and in accordance with LI 2232, prioritized needs and identified strategies have been translated into phased Annual Action Plans covering 2026, 2027, 2028 and 2029, with clearly defined locations, implementation timelines, responsible agencies, indicative budgets and funding sources. Financing for the Plan will be mobilized from the District Assembly Common Fund (DACF), Internally Generated Funds (IGF), Government of Ghana (GoG) transfers, grants, development partner support, and other resource mobilization strategies.

Development Focus

Within the framework of the National Medium-Term Development Policy Framework (2026–2029), the development focus of the Kumasi Metropolitan Assembly is to enhance urban infrastructure, promote economic transformation, strengthen environmental management systems, and ensure inclusive governance through effective service delivery and institutional collaboration.

Following the final public hearing and stakeholder validation process, the draft MTDP (2026–2029) was presented to the General Assembly for deliberation and adoption. The approved Plan now serves as the official development blueprint and policy guide for the transformation of the metropolis over the four-year period.

Organization of the Plan Document

The MTDP document is organized into thematic chapters covering: Metropolitan profile and background; Performance review of the 2022–2025 MTDP; Situational analysis and identification of key development issues; Development programmes and Programme of Action with indicative budgets Annual Action Plans for 2026–2029; Monitoring, evaluation and learning framework; and Development communication strategy for effective dissemination and stakeholder engagement.

GENERAL INTRODUCTION

1.0 Introduction

The Kumasi Metropolitan Assembly (KMA) Medium Term-Development Plan (MTDP) 2026–2029 is underpinned by the national theme “Resetting Ghana – Creating Jobs, Ensuring Accountability, and Promoting Shared Prosperity.” It focuses on inclusive urban growth, job creation, transparent governance, and sustainable infrastructure to enhance livelihoods and ensure equitable development across the Kumasi Metropolis. Kumasi Metropolitan Assembly is one of the forty-three districts in Ashanti Region with Kumasi as the capital and also the second largest city in Ghana.

This chapter presents the institutional framework of the Kumasi Metropolitan Assembly (KMA) as the foundation for the 2026–2029 Medium-Term Development Plan. It outlines the Assembly’s vision, mission, core values, and statutory functions that guide its mandate in promoting sustainable urban development. The chapter also highlights the organizational structure that supports effective governance and service delivery, as well as a description of Kumasi’s geographical location, and strategic importance within the Ashanti Region. It finally provides an overview of the structure and content of this development document. Together, these elements provide the context within which KMA formulates and implements its mediumterm development strategies.

1.1 Mission, Vision, Core Values and Functions

Original Legislative Instrument for KMA was LI 1614, After the Carving out of Asawase Sub Metro, now Asokore Mampong Municipal Assembly. It became LI 2059 and now with the creation of the five (5) new Municipals, the LI is 2260.

1.1.1 Mission

The Kumasi Metropolitan Assembly is committed to improving the quality of life of the people in the metropolis through the provision of essential service and creation of an enabling environment to ensure the total and sustainable development of the city

1.1.2 Vision

To become a Safe, smart City and Investment destination for both local and international investors

1.1.3 Core Values

To provide timely, open and accountable services to our clients, interest groups, companies, individuals and all other stakeholders

1.2 Functions of the Kumasi Metropolitan Assembly (KMA)

Under the Local Governance Act, 2016 (Act 936) of Ghana, Section 12 identifies three principal functions of a Metropolitan Assembly by exercising political and administrative authority in the district, promote local economic development and provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law.

In view of the above the KMA performs the following functions:

- a) Responsible for the overall development of the district;
- b) Formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;
- c) Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- d) Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
- e) Responsible for the development, improvement and management of human settlements and the environment in the district;
- f) In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;
- g) Act to preserve and promote the cultural heritage within the district;
- h) Initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment;

1.3 Organizational Structure

The Kumasi Metropolitan Assembly was established by LI 2260 with the mandate, by the Local Government Act 2016 (Act 963), to exercise political and administrative authority, provide guidance and supervise all other decentralized departments and agencies. It has the General Assembly as its apex decision-making body, clothed with deliberative, legislative and executive powers. The general Assembly is made up of 66 members comprising 1 Chief Executive, 5 Members of Parliament, 40 elected Assembly Members and 20 Government appointees

With these powers, the General Assembly works through two main committees, namely the Public Relations and Complaints Committee, which is headed by the Presiding Member and the Executive Committee, which is headed by Metro Chief Executives. The Executive Committee also works through five statutory SubCommittees, namely Development Planning, Finance and Administration, Justice and Security, Works and Social Services, as well as other Commissions like Environmental, Revenue, Sports, Education, Market and Transport. The day – to – day administration of the city is run by the Office of the Kumasi Metropolitan Assembly. The Office is headed by the Metropolitan Chief Executive (Mayor). The Mayor is supported by the Metro Coordinating Director, who is the head of the technocrats. These technocrats work in 18 Departments, namely Central Administration, Finance, Budget and Rating, Legal, Physical Planning, Works, Urban Roads, Waste Management, NADMO, Forestry and Wildlife Conservation, Social Welfare and

Community Development, Education, Health, Transport, Trade and Industry, Agriculture, Statistics and Human Resources

METROPOLITAN DEPARTMENTAL ORGANOGRAM(FUNCTIONAL)

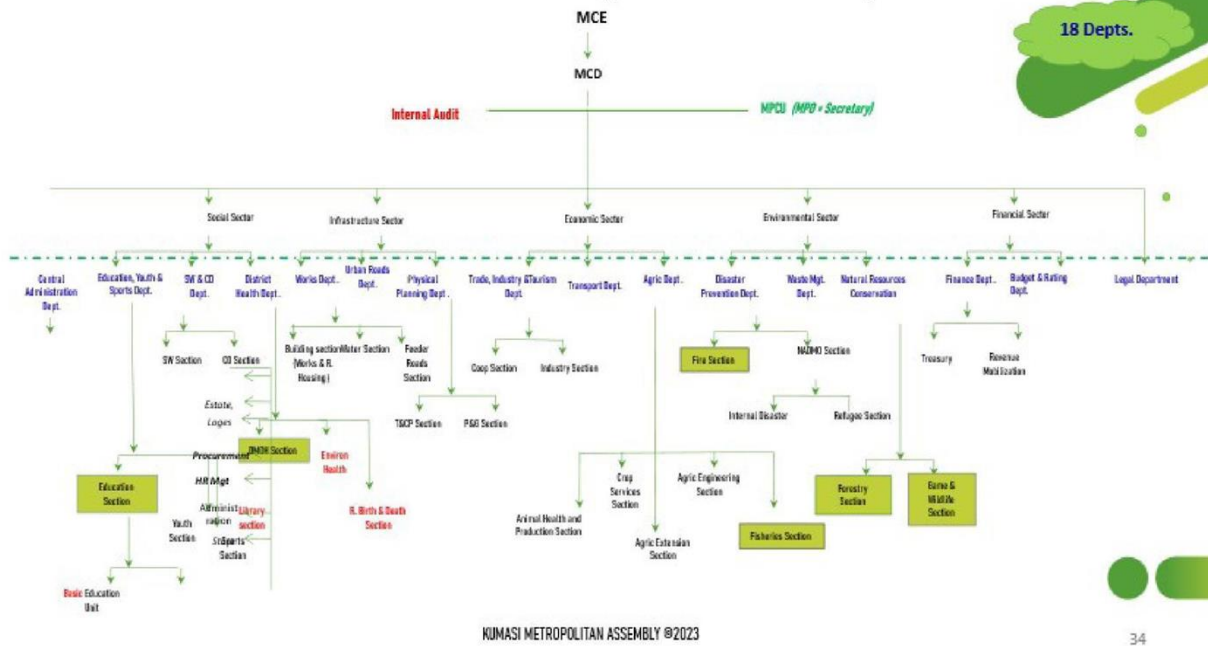
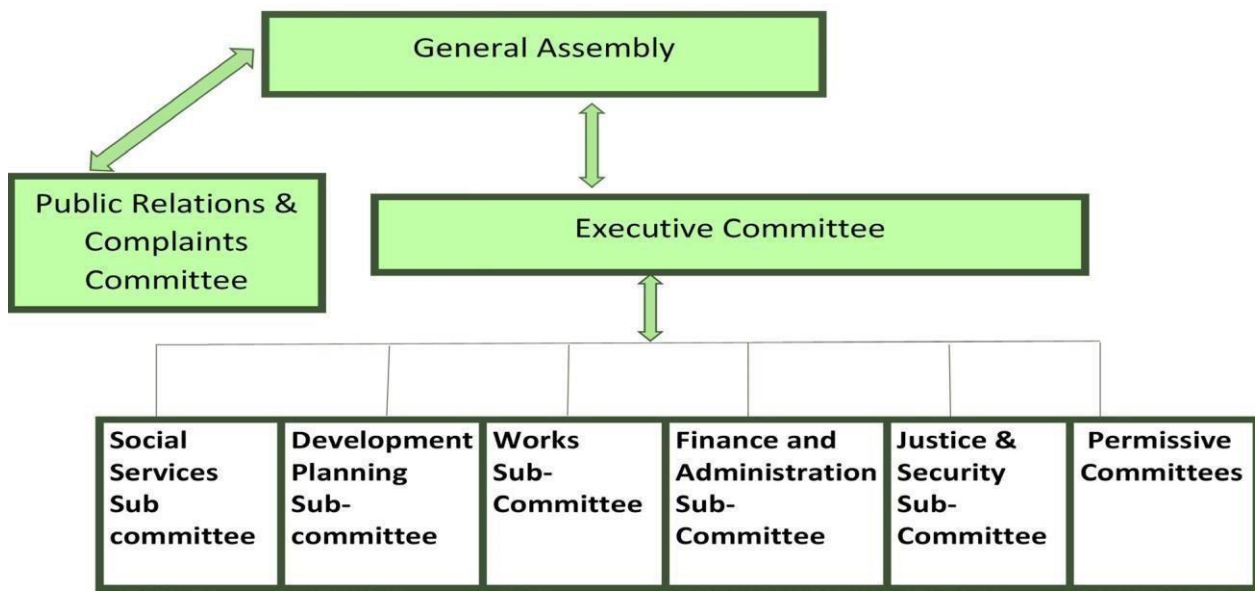


Figure 1.1 The Organogram or Organizational Structure of KMA

Figure 1.2 Structure of the Assembly



To ensure grassroots participation, the Metropolis is further decentralized into substructures. These structures comprised five Sub Metropolitan District Councils, 12 Town Councils and 40 Electoral Areas with 5 Unit Committee members each (Table 1.12).

Table 1.1 Sub-Metros and Town Councils in Kumasi

No	Sub Metropolitan District Councils	Town Councils
----	------------------------------------	---------------

GENERAL INTRODUCTION

1	Bantama	Bantama
2	Manhyia North	Buokrom
		Krofrom
3	Manhyia South	CPC
		Manhyia
4	Nhyiaeso	Nhyiaeso
		Patasi
		Santasi
5	Subin	Adum
		Amakom
		Asafo
		Fante New Town/Asem

Source: Central Administration, 2025

Table 1.2 KMA Sub-Metros and their Electoral Areas.

Bantama	Nhyiaeso	Subin	Manhyia South	Manhyia North
Ahenbronum	Ridge Nhyiaeso	Baamu Dominase	Krobo	Yenyawoso

GENERAL INTRODUCTION

Abrepo Junction	Apramang Daban	Nsuoase	Odumase	Buokrom
North Suntreso	Sokoban	Fante New Town	Manhyia	Buokrom Estates

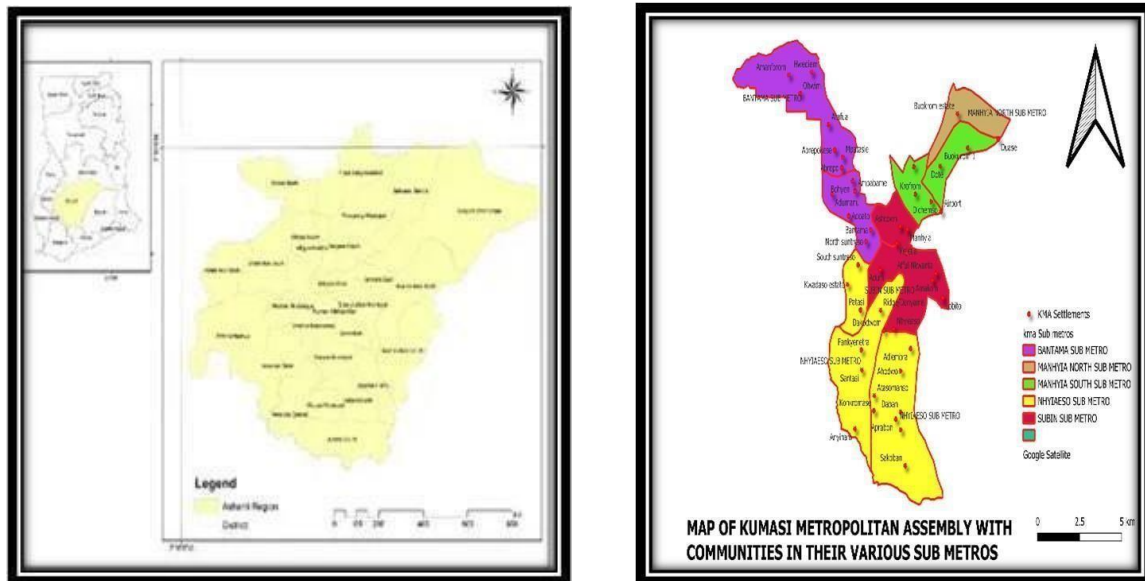
Adoato	Santasi	Asem	Afia Kobi	Dote
Kokoso	Atasomanso	Asafo	Odumasi CPC	Duase
Asubonteng	Adiembrafankyenebra	Dadieso aba	Dichemso	Krofrom East
Bohyen	Patasi	Amakom		Krofrom West
Abrepo Mpatasie	South Suntreso	Afful Nkwanta		
Ohwim Amanfrom	Kwadaso Estate	Anlo Fante New Town		
		Lobito		

SOURCE: KMA-MPCU, 2025

1.4 Location and Physical Characteristics

Location

The Kumasi Metropolis is one of the forty-three districts in Ashanti Region. It is located between latitudes 6.35 °N and 6.40 °S and longitudes 1.30 °W and 1.35 °E. The metropolis is located in the central part of the Ashanti Region and has Kumasi (the regional capital) as its capital city which is the second largest city in the country. Its strategic location makes it accessible from all parts of the country. The Metropolis is about 270km north of Accra, the capital city of Ghana. The city mimics the garden city concept with concentric development pattern with centrally located commercial area. The Kumasi Metropolitan Assembly is purely urban. The Metropolis shares boundaries with Suame Municipal and Old Tafo Municipal to the North, Asokore Mampong and Oforikrom Municipal to the East, Kwadaso Municipal to the West and Asokwa Municipal to the South. The total land area of the Metropolis is (86.03km²) 21,258.476 acres. The geographical location of Kumasi Metropolitan Assembly is shown in the Figure 2.1 below:

Figure 2.1 The Geographical Scope (Locational Map) of Kumasi Metropolitan Assembly

Source: KMA-PPD, 2025

The relationship between Kumasi and its adjoining district, as well as Accra may be described as symbiosis. The metropolis provides higher-order services in the areas of commerce (e.g. Kejetia/ Central Markets, Adum), healthcare (e.g. Komfo Anokye Teaching Hospital), education (e.g. Kumasi Technical University), intercity transport (e.g. STC and VIP terminals), financial services (e.g. banks), hospitality (e.g. Lancaster Hotel), security (Central Police Command), tourism (Zoological Garden, Manhyia museum) Recreation (Rattary Park, Sport Stadium) etc. These services attract over a million commuters daily from, adjoining districts, regions and neighboring countries, which serve as dormitory settlements and provides other services such as higher education (e.g. KNUST at Oforikrom Municipal), industry (factories at Asokwa municipal Assembly), mechanical services (e.g. Suame and Tafo Magazine in the Suame and Tafo municipal Assemblies respectively), etc. This partly explains the vehicular traffic congestion on roads leading to and out of the CBD of Kumasi during the rush hours.

1.5 Structure of the Plan

Chapter One: Chapter One presents the background of the Kumasi Metropolis, outlining the Assembly's vision, mission, mandate, functions, and core values. It also highlights the organizational structure and concludes by clarifying the structure and purpose of the entire plan.

Chapter Two: Chapter Two reviews the implementation of the 2022–2025 MTDPP, outlining the development outcomes achieved, the critical factors that contributed to successes, and the constraints that hindered the full attainment of targets. Lessons learned from the period guide improvements for the 2026–2029 plan cycle. reviews the metropolis' financial performance over the last four years, emphasizing trends in revenue mobilization and expenditure. The chapter also examines the metropolis' geographical and demographic characteristics, including population distribution, settlement patterns, and socio-economic conditions. Key sector profiles—social services, environment, spatial development patterns, gender, poverty, and other cross-cutting issues—are discussed, providing a solid foundation for understanding the development context. A summary of key development issues is presented and subjected to POCC Analysis (Potentials, Opportunities, Challenges, and Constraints), followed by a needs assessment and future development projections.

Chapter Three: Chapter Three outlines the prioritization of key development issues identified in Chapter Two. These issues are ranked based on urgency, impact, and alignment with the Assembly's future needs and strategic direction. The prioritization process reflects the targets and emphasis of the SDGs and the five

prioritized targets set by the NDPC to accelerate national progress. This chapter provides the basis for goal setting, strategic planning, and programme formulation in subsequent chapters.

Chapter Four: Chapter Four presents the Assembly's development goals, objectives, and strategies, aligned with the national development dimensions and objectives under the MTNDPF 2026–2029. This ensures consistency with national priorities and international commitments. The chapter concludes with development proposals that are integrated with spatial planning considerations, ensuring that land use, infrastructure, and socioeconomic development are harmonized.

Chapter Five: Chapter Five outlines the **Development Programmes and Programme of Action (POA)** derived from the strategies in Chapter Four. It provides detailed costs for new and ongoing programmes and proposes a financial strategy for mobilizing and efficiently allocating resources. The chapter further highlights programmes subjected to the **Strategic Environmental Assessment (SEA)**, ensuring long-term sustainability, environmental sensitivity, and alignment with national and local development priorities.

Chapter Six: This chapter contains the Annual Action Plan of the Assembly, consisting of projects formulated for implementation in Chapter Five. The Programme of Action has been phased out into Annual Action Plans for the four-year planning period: 2026, 2027, 2028 and 2029. For each annual action plan, the location of the programme/project, time frame (in quarters of a year), lead agency, collaborating agency, estimated cost of the projects and source of funding and agency for the monitoring and evaluation of the projects have been indicated.

Chapter Seven: Monitoring and Evaluation arrangements have been captured in this chapter to facilitate the implementation of the action plans. A brief narrative on intended evaluations to be conducted over the plan period and a monitoring matrix framework outlining all indicators, their baselines and targets have been indicated. In this chapter, a management and learning framework have been used to enhance planning, decisionmaking, implementation and reporting processes.

Chapter Eight: The final chapter of the plan outlines the development communication strategy adopted in disseminating the plan. The chapter states clearly the objectives and the purpose of the communication. It also identifies the target audience and their roles mainstreaming gender and vulnerable groups for which key messages have been developed and tailored to target audience.

SITUATIONAL ANALYSIS OF KMA

2.0 Introduction

This Chapter assesses the implementation of the 2022-2025 MTDP. The identification of the development outcomes achieved for the period focusses on factors that contributed to the attainment of the outcomes, the factors that worked against the development efforts and the lesson learnt that are useful for the 2026-2029 development planning period. This is followed by the analysis of the financial performance for 2022-2025. This chapter also provides a review of the Assembly's current development status. It indicates the development gaps and its implication for the future. It also presents thematic maps indicating various services present in the City. It concludes with a list of development issues identified in the Metropolis and subjected to **POCC Analysis (Potentials, Opportunities, Challenges, and Constraints)**, followed by a needs assessment and future development projections.

2.1 Performance Review of Programmes and Finances (2022 – 2025)

This section presents a comprehensive review of the Assembly's programmes and financial performance from 2022 to 2025. It assesses the extent to which planned activities were implemented, evaluates the efficiency of resource utilization, and analyzes financial trends over the period. The review aims to provide insights into the Assembly's progress toward achieving its development objectives and to identify areas requiring improvement for enhanced performance and sustainability.

The Table 2.1 below provides a summary of the Assembly's programme and financial performance from 2022 to 2025. It highlights key activities undertaken during the period, the corresponding financial allocations and expenditures, as well as the level of achievement of set targets.

Table 2.1 Performance Review of Programmes and Finances (2022 – 2025)

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022-2025 MEDIUM TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
ECONOMIC DEVELOPMENT	Percentage of arable land under cultivation	1.7%	1.7%	2025	1.7%	Achieved; available arable land in peri-urban areas fully utilized.
	Percentage increase in the yield of vegetables	9%	1	2025	12%	Above target due to irrigation expansion in major vegetable growing areas.
	Percentage reduction in rabies cases	10%	10%	2025	7.6%	Sustained vaccination and public education achieved near target.

SOCIAL DEVELOPMENT	Net enrolment ratio			2025		Net enrolment ratios improved across all educational levels, indicating commendable progress in expanding access to basic education.
	i) Kindergarten ii)	70.9	74		82.1	
	Primary iii)	72.9	77.2		79.5	
	JHS iv)SHS	62.2	66.5		74.7	
		65.2	68.5		71.9	

	Gender Parity Index			2025		Improved across all levels, reflecting progress in promoting gender equity through inclusive policies and increased awareness.
	i) Kindergarten	1.1	1.12		1.2	
	ii) Primary iii)	1.0	1.0		1.1	
	JHS iv) SHS	0.9	1.0		1.2	
		0.8	0.9		0.9	
	Completion Rate			2025		Targets were exceeded at several levels, particularly at the SHS level, demonstrating strong student retention and a well-functioning education system
	i) Kindergarten ii)	80.2	89.8		93.8	
	Primary iii)	89.1	91.3		95.4	
	JHS iv) SHS	80.5	93.5		96.6	
		90	91.5		94.3	

Gross Enrolment rate			2025		Achievements were close to targets, indicating steady progress in broadening access to education and fostering inclusive participation
i) Pre-School	79.7	82.1		84.3	
ii) Primary iii)	81.4	83.2		95.4	
JHS iv)SHS	83.7	87.1		96.6	
	80.6	85.7		87.0	
Improvement in infrastructure			2025		Both classroom construction and furniture provision exceeded expectations, contributing positively to the learning environment.
i) Classroom Blocks ii) Furniture	65	68		85	

	70	79		90	
Under 5 Malaria Case Fatality Rate	0.0		2025	0.0	Number of deaths in children less than five years relative to the total number of children less than five years who were admitted with malaria

Family planning Acceptor rate	38.7%	40%	2025	36.1%	The number of women in reproductive age group who are using modern contraceptives relative to the total number of women in reproductive age group (15-49 years)
Proportion of pregnant women who made at least four ANC visits	98.4%	85.0%	2025	70.3%	Total number of pregnant women making the 4th visit to antenatal relative to the total antenatal registrants
Midwife to Women in Fertility Age (WIFA) population ratio	1:187	1:700	2025	1:625	Total population served by one Midwife
Incidence rate of Hypertension (using OPD as proxy)	8.4%	5-10%	2025	2.5%	Total number of NEW cases of diabetes reporting at health facilities outpatient departments during the period per the total population at risk - 18 years and above

	Percentage of Children under five years who are underweight	2.4%	3.8%	2025	2.3%	Percentage of underweight (moderate and severe) children aged 0-59 months (moderate-weight-for-age below -2 standard deviations of the WHO Child Growth standards median; Severe= weight-for-age below -3 standard deviations of the WHO Child Growth Standards median)
	Institutional all-cause mortality rate	11.9%	<=18.0%	2025	12.8%	All of the deaths that occur in an institution, regardless of the cause relative to total Admissions
	Measles-Rubella 2 vaccination coverage	227.7%	90%	2025	139.6%	Percentage of children below 18 months who received Measles Rubella 2 vaccine per estimated children
	Percentage Bed occupancy rate (all hospitals)	71.6%	70%	2025	45.3%	The percentage of beds occupied by clients in a given period
	Average length of stay at the accident and emergency (A&E) ward	2.2	2	2025	1.0	The average duration of emergency admissions (mean no. of days from admission. to discharge)

	PMTCT testing coverage rate	99.1%	85.0%	2025	95.0%	Percentage of pregnant women attending ANC and/or who had a facility-based delivery who were tested for HIV during pregnancy or already knew they were HIV-positive. relative to the Number of
						pregnant women who attended ANC or had a facility- based delivery
	TB Case notification rate	108.0%	50.0%	2025	68.0%	Number of new and relapse TB cases notified in a given period per 100,000 population
	TB treatment success rate	98.3%	90.0%	2025	84.5%	Percentage of TB cases successfully treated (cured plus treatment completed) among TB cases notified to the health service during a specified period

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS	Percentage of road network in good condition			2025		
	Urban	53.4%	100%		24.2%	The percentage of urban roads in good condition remained far below the target, pointing to the need for increased investment in road rehabilitation and maintenance.
	Proportion of population with access to improved sanitation service	37.7	68.2	2025	49.8	Access to improved sanitation has seen a significant increase, reaching 68.2%, which already exceeds the 49.8% target set for 2025.
	i)district ii) Urban iii) Rural					
% Of solid waste collected and disposed at the final disposal site	78%	95%	2025	88%	The minimal increase in solid waste collection and disposal indicates the need to scale up waste management systems	
% Reduction in fire outbreaks	37%	91%	2025	5.5%	The reduction in fire outbreaks was far below the target, indicating gaps in prevention and response systems	

	% Reduction in No. of deaths, missing persons and directly affected persons attributed to disasters	86%	95%	2025	7%	The high number of deaths and affected persons suggests a significant gap in preparedness and response capacity
IMPLEMENTATION, AND COORDINATION, MONITORING EVALUATION	Percentage of annual action plan implemented	66%	100%	2025	97.63%	The implementation rate exceeded the target, demonstrating strong administrative efficiency, commitment to development goals, and effective coordination across departments. This reflects the Assembly's dedication to delivering planned interventions and driving measurable progress within the planning period

Source: MPCU, 2025

2.1.1 Economic Development

Performance under economic development shows mixed but generally positive outcomes. The percentage of arable land under cultivation remained at 1.7%, meeting the medium-term target. This suggests that available peri-urban agricultural lands have been fully utilized, although the static figure may also reflect land pressure due to urban expansion in Kumasi. The percentage increase in vegetable yield significantly exceeded the target (12% against a 1% target), likely attributable to irrigation expansion, improved farming techniques, and better extension services in major vegetablegrowing areas. However, the percentage reduction in rabies cases (7.6%) fell slightly short of the 10% target. While sustained vaccination campaigns and public education contributed to a notable decline, the shortfall may be due to stray animal control challenges, inconsistent pet vaccination compliance, and limited enforcement of animal health regulations in peri-urban communities.

2.1.2 Social Development

The social development dimension recorded substantial gains in education but notable setbacks in some health indicators. Education outcomes show strong progress: net enrolment ratios, completion rates, gross enrolment rates, and gender parity indices improved across all levels (KG, Primary, JHS, SHS), with many exceeding their 2025 targets. These achievements likely reflect sustained government interventions such as school infrastructure expansion, capitation grants, free SHS policy implementation, and gender-inclusive education campaigns. Improvements in pupil-to-trainedteacher ratios also indicate better teacher recruitment and deployment.

However, health sector outcomes present significant shortfalls. The maternal mortality ratio increased dramatically from 542 to 1,157 per 100,000 live births, indicating a serious deterioration rather than improvement. Possible reasons include late referrals, inadequate emergency obstetric care, overstretched urban health facilities, and population pressures associated with Kumasi's rapid urbanization. The proportion of pregnant women making at least four ANC visits declined sharply to 70.3%, well below the 85% target, which may reflect financial barriers, urban poverty, migrationrelated discontinuity of care, or service congestion in facilities. Similarly, the family planning acceptor rate dropped below target, potentially due to socio-cultural resistance, misinformation, or commodity stock-outs. TB treatment success rate also fell below target, possibly due to treatment defaulting, urban mobility, and weak follow-up systems.

On the positive side, several health indicators performed well: under-five malaria case fatality remained at zero, PMTCT testing coverage remained high (95%), hypertension incidence reduced significantly, and nurse-to-population ratio improved beyond target. These achievements suggest effective disease surveillance, preventive interventions, expanded primary healthcare staffing, and sustained public health education. Child underweight prevalence also slightly improved, reflecting gains in nutrition programs. However, the low hospital bed occupancy rate (45.3% against a 70% target) suggests possible underutilization of facilities, which may be due to preference for private facilities, access barriers, or improved community-level management reducing admissions.

2.1.3 Environment, Infrastructure and Human Settlements

This dimension shows the most significant infrastructure-related shortfalls. The percentage of urban road network in good condition declined drastically to 24.2%, far below the 100% target. This likely reflects inadequate funding for road rehabilitation, rapid urban expansion, heavy vehicular traffic, poor drainage systems damaging road surfaces, and delays in maintenance contracts. In contrast, access to improved sanitation showed progress, rising from baseline levels though still below the medium-term target. The improvement may be attributed to intensified sanitation campaigns, enforcement of by-laws, and investments in household and public sanitation facilities, though population growth may have constrained faster gains. Solid waste collection improved from 78% to 88%, approaching the 95% target. This progress likely stems from strengthened public-private partnerships in waste management and improved logistical coordination; however, financing

constraints, informal settlements, and operational inefficiencies may explain why the target was not fully achieved.

LESSONS LEARNT

The performance review of the Kumasi Metropolitan Assembly (KMA) offers several important lessons for future planning and implementation. First, the strong achievements in education indicators demonstrate that sustained policy commitment, adequate resource allocation, and alignment with national interventions can yield measurable results. KMA can therefore learn that continuity in wellperforming programmes, particularly in basic education and preventive health services should be maintained and scaled up. The success in vegetable yield improvement and disease prevention also shows that targeted investments, such as irrigation expansion and public health campaigns, produce tangible outcomes when properly coordinated.

However, the sharp rise in maternal mortality and decline in antenatal care coverage reveal systemic weaknesses in health service delivery. KMA must prioritize quality-of-care improvements, strengthen referral systems, and address urban health inequities, especially in densely populated and low-income communities. The poor performance in urban road conditions further highlights the need for realistic target setting, improved maintenance planning, and diversified infrastructure financing mechanisms.

2.1.4 Governance, Corruption and Public Accountability

Kumasi Metropolitan Assembly demonstrated strong administrative capability and effective coordination, crucial for establishing the strong institutions required by SDG 16. The Assembly achieved a remarkably high annual action plan implementation rate of 96.43%, significantly surpassing the 66% target. This success reflects strong administrative efficiency, a commitment to development goals, and effective coordination across departments, showing dedication to delivering planned interventions. Proactive leadership was evident in the internal coordination process, with the number of Executive Committee Meetings (36 achieved) and MPCU meetings (36 achieved) both far exceeding their targets of 4, indicating strong internal coordination and timely decision-making. Furthermore, the Assembly showed a strong commitment to decentralization, as the number of substructures strengthened exceeded expectations (45 achieved vs. 1 target). Global engagement was also positive, as the revival and increase of sister city collaborations (18 achieved vs. 2 target) exceeded the target, which can unlock opportunities for knowledge exchange and technical support. Finally, the increase in reported cases of crime across all categories, was interpreted as a positive sign of improved community trust in reporting cases.

2.1.5 Emergency, Planning and Preparedness

In this area, the focus on public awareness was the key positive contribution towards SDG 11 (Sustainable Cities and Communities), which emphasizes building resilient infrastructure. The World Disaster Day was successfully celebrated (3 times achieved vs. 1 target), which helped to raise awareness about disaster risks and preparedness among the population.

2.2 Here are four high-impact initiatives the Assembly can take for more growth

1. Implement Integrated Digital Revenue Mobilization (SDG 16) The Assembly should immediately roll out a Geospatial Property Database linked to an Electronic Payment System (e.g., Mobile Money) to tackle the high variance in revenue collection (over GHS58 million uncollected). This shifts from manual cash payments a source of fraud and low compliance to automated transparent collection. The focus should be on automating the invoice and collection of Property Rates and Business

Operating Permits to significantly boost the low collection rates of committed funds like the DACF and IGF.

2. Launch a Predictive Road and Drainage Maintenance System (SDG 9 & 11): To address the critical condition of urban roads (only 24.2% in good condition) and the severe shortfall in drain desilting efforts, the KMA should invest in predictive maintenance technology. This involves using GIS mapping and smart sensors to monitor the condition of roads and drains in real-time. This system enables the Assembly to prioritize high-risk areas, move from reactive pothole patching to performance-based contracting for road rehabilitation, and enforce mandatory, timely drain desilting before the onset of the rainy season, thus protecting infrastructure and reducing flood damage.
3. Establish a Localized Youth Agribusiness Fund (SDG 8): To address the low engagement of youth in the Planting for Food and Jobs (PFJ) 2.0 program (830 achieved vs. 1,600 target) due to funding issues, the KMA should establish a local revolving credit fund in partnership with local financial institutions. This fund would provide subsidized inputs, land access support, and mentorship to young people, focusing on the highly successful livestock and vegetable production sectors. The initiative must explicitly integrate training on agribusiness processing and marketing to ensure sustainability beyond the initial production cycle.
4. Enforce Market and Community Fire Safety Protocols (SDG 11): Given the meager 5.5% reduction in fire outbreaks against a high target of 91%, the KMA must launch a campaign to enforce fire safety codes. This requires mandatory installation of fire detection systems and hydrants in all high-risk commercial areas (e.g., the Central Market) and public buildings. It must be paired with rigorous enforcement

of urban planning to eliminate haphazard development that obstructs access for firefighting equipment and regular, mandatory community-level fire drills and training to enhance public capacity to prevent and respond to disasters.

2.3 Financial Performance

This section presents the financial performance of the Assembly over the plan period 2022 to 2025. It highlights key indicators such as source of funds, Total estimated plan, total amount received and variance.

The Table 2.2 below shows the source of funds, Total estimated plan, total amount received and variance. **Table 2.2 Financial Performance (2022-2025)**

SOURCE OF FUNDS	TOTAL ESTIMATED (A)	TOTAL AMOUNT RECEIVED (B)	VARIANCE = (A-B)	% PERFORMANCE (as at Dec. 2025)
GoG	120,826,360.06	115,360,535.59	5,465,824.47	95.48
IGF	132,061,162.00	128,213,178.09	3,847,983.91	97.09
DACF	68,831,373.46	44,731,913.32	24,099,460.14	64.99
DACF-RFG	6,584,573.00	3,021,736.98	3,562,836.02	45.89
GRANTS	12,598,698.48	9,443,577.30	3,155,121.18	74.96

TOTAL	340,902,167.00	300,770,941.28	40,131,225.72	88.23
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The table above presents the financial performance of the Kumasi Metropolitan Assembly as at December 2025. The Assembly recorded an overall revenue performance of 88.23% (300,770,941) against a total estimated revenue of GHS 340,902,167.00, resulting in a financing gap of 11.77%, equivalent to GHS 40,131,225.72. This shortfall indicates that the Assembly was unable to fully mobilize expected resources, with potential implications for the timely implementation of planned programmes and projects under the Medium-Term Development Plan (MTDP) 2022–2025.

A breakdown of revenue sources shows varying levels of performance. Internally Generated Funds (IGF) performed strongly at 97.09%, followed by Government of Ghana (GoG) transfers at 95.48%. In contrast, Development Partner grants recorded 74.96%, while the District Assemblies Common Fund (DACF) achieved 64.99%, and the DACF Responsive Factor Grant (DACF-RFG) performed below 50%. The relatively lower performance of these external sources highlights delays and uncertainties in fund releases, which affected project execution and contributed to project rollovers.

To address these challenges, the Assembly will intensify efforts to strengthen IGF mobilisation through property rate digitization, improved revenue administration, and enhanced enforcement. This is so because, IGF is the only revenue source the Assembly has full control and prioritizing its enhancement can close any future financing gap. Additionally, intensifying efforts to strengthen IGF will also broaden the revenue base of the Assembly ensuring planned programmes and projects are implemented.

Quite apart from the above, the Assembly will also improve and strengthen coordination with central government and development partners to ensure timely fund releases, and adopt realistic revenue forecasting and prudent financial management practices to improve budget credibility.

Lessons Learnt and Going Forward

- Implementing too many projects at the same time strains available resources; the Assembly will prioritize projects based on impact, feasibility, and funding availability.
- Strengthening internal systems is critical; the Assembly will enhance IGF collection, minimize leakages, and diversify revenue sources.
- Delays in external funding affect implementation; the Assembly will improve coordination and compliance with funding requirements to ensure timely releases.
- Effective planning requires alignment with resources; the Assembly will adopt project compatibility and phased implementation approaches.
- Strengthened monitoring and evaluation will enable the Assembly to track progress, identify gaps early, and take corrective actions.

Implementing these measures will enhance revenue mobilisation, reduce project rollovers, and improve the overall achievement of future plans.

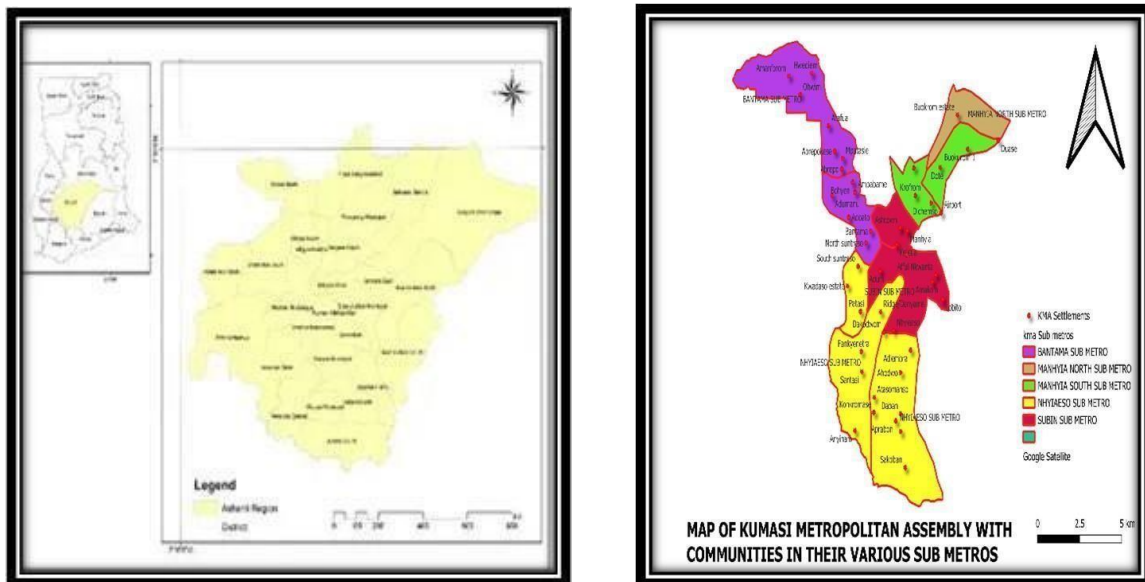
2.4 Location and Physical Characteristics

(a) Location

The Kumasi Metropolis is one of the forty-three districts in Ashanti Region. It is located between latitudes

6.35 °N and 6.40 °S and longitudes 1.30 °W and 1.35 °E. The metropolis is located in the central part of the Ashanti Region and has Kumasi (the regional capital) as its capital city which is the second largest city in the country. Its strategic location makes it accessible from all parts of the country. The Metropolis is about 270km north of Accra, the capital city of Ghana. The city mimics the garden city concept with concentric development pattern with centrally located commercial area. The Kumasi Metropolitan Assembly is purely urban. The Metropolis shares boundaries with Suame Municipal and Old Tafo Municipal to the North, Asokore Mampong and Oforikrom Municipal to the East, Kwadaso Municipal to the West and Asokwa Municipal to the South. The total land area of the Metropolis is (86.03km²) 21,258.476 acres. The geographical location of Kumasi Metropolitan Assembly is shown in the Figure 2.1 below:

Figure 2.1 The Geographical Scope (Locational Map) of Kumasi Metropolitan Assembly



Source: KMA-PPD, 2025

The relationship between Kumasi and its adjoining district, as well as Accra may be described as symbiosis. The metropolis provides higher-order services in the areas of commerce (e.g. Kejetia/ Central Markets, Adum), healthcare (e.g. Komfo Anokye Teaching Hospital), education (e.g. Kumasi Technical University), intercity transport (e.g. STC and VIP terminals), financial services (e.g. banks), hospitality (e.g. Lancaster Hotel), security (Central Police Command), tourism (Zoological Garden, Manhyia museum) Recreation (Rattary Park, Sport Stadium) etc. These services attract over a million commuters daily from, adjoining districts, regions and neighboring countries, which serve as dormitory settlements and provides other services such as higher education (e.g. KNUST at Oforikrom Municipal), industry (factories at Asokwa municipal Assembly), mechanical services (e.g. Suame and Tafo Magazine in the Suame and Tafo municipal Assemblies respectively), etc. This partly explains the vehicular traffic congestion on roads leading to and out of the CBD of Kumasi during the rush hours. **b) Topography**

The metropolis forms part of the Ashanti Plateau. The topography is generally undulating and 250m-300m above sea level.

(c) Vegetation

The city falls within the moist semi-deciduous South-East Ecological Zone. Predominant species of trees found within the metropolis are Ceiba, Triplochlon, and Celtis, with exotic species. However, the rapid pace of urbanisation has led to the depletion of most of this vegetation, hence high volumes of surface run-offs, causing flooding in some part of the city. The Kumasi Zoological Gardens and the Owabi forest reserve (birds' sanctuary) are the only patches of vegetation reserves left within the city. These forest conservations serve as centres for tourist attraction, research, wildlife preservation, leisure, and amusement.

(d) Soil

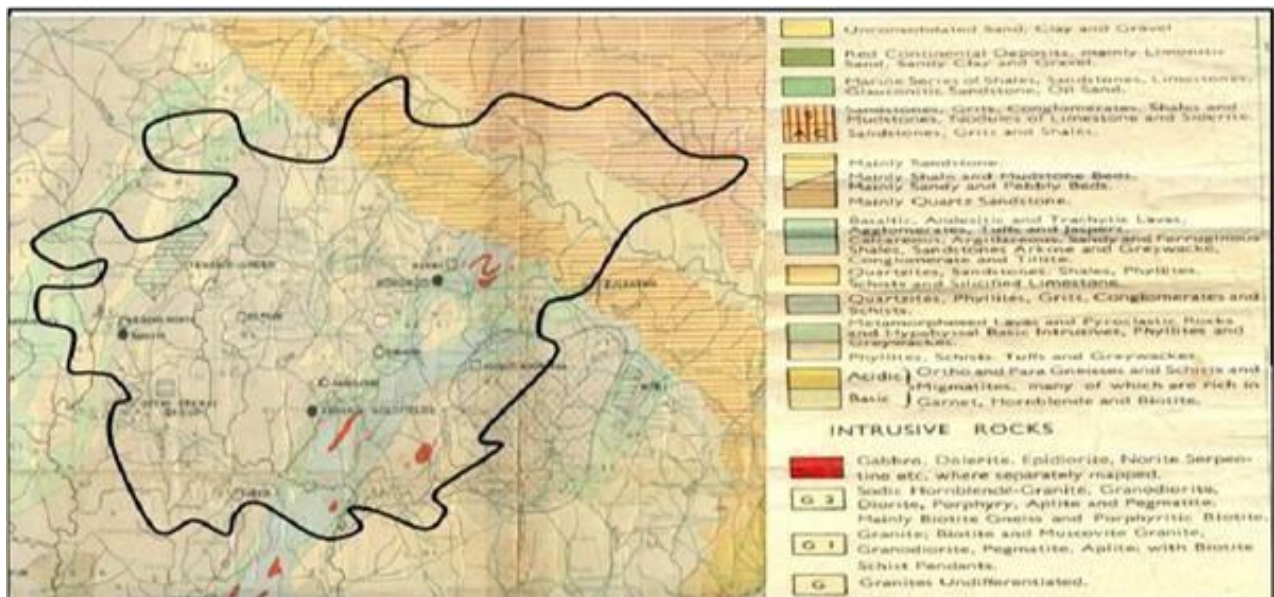
The major type of topsoil of the Metropolis is the Forest Ochrosol. This soil comprises Kumasi - Offin Compound Association; Bomso – Offin Compound Association; Nhyanao - Tinkong Association; Bomso – Suko Simple Association; Bekwai – Oda Compound Association, and Bekwai – Akumadan – Oda Compound Association. Forest Ochrosol is endowed with the nutrients that support the cultivation of tree crops like cocoa, oil palm, and food crops such as vegetables, plantain and cassava. The presence of this type of soil has sustained the practice of urban agriculture, which has been a source of vegetables production for the city dwellers.

(e) Rocks

Middle Precambrian Rocks dominate the geology of Kumasi. These rocks are aquifers with high volumes of fresh water. This partly explains the high number of boreholes in private homes. The city lies within the plateau of the South–West physical region, which ranges from 250-300 meters above sea level. The topography is generally undulating. It is traversed by streams such as Subin, Wiwi, Susan, Owabi, Aboabo and Nsuben. These water bodies often overflow their banks during rainy seasons, destroying properties and causing loss of lives due to encroachment, dumping of waste and other human activities along the river courses. **Implications for Development**

- **Urban Expansion:** Moderate elevation facilitates infrastructure development, reducing construction costs and enabling easier expansion of settlements.
- **Agriculture and Green Spaces:** The terrain supports peri-urban agriculture and greenbelt development, helping strengthen food security.
- **Transportation Planning:** The generally even topography allows efficient road construction and reduces maintenance challenges compared to steeper terrains.
- **Drainage and Flood Management:** The relatively gentle elevation supports natural drainage, but lowlying pockets may experience flooding, requiring improved stormwater systems. **Figure 1.4.**

Geology of Ashanti Region



Source: ResearchGate, 2025

2.5 Demographic Characteristics

(a) Population Size, Growth Rate and Density

Kumasi Metropolis, according to the 2021 Population and Housing Census (PHC), has a total population of 443,981, with 213,662 males and 230,319 females. It has an intercensal growth rate of 1.3 percent.

The projected population of KMA by 2029 is 493,619 comprising 242,948 males and 250,671 females using the annual growth rate of 1.3%. It has a daytime population of over one million as people troop in from various walks of life to engage in various activities like work, and trade and return. The fluctuation between day time and night (resident) population showcases the dynamic nature of urban centres like Kumasi. The population of the metropolis (1948-2021) and the projected population for 2029 have been indicated in the Table 2.3 below:

Table 2.3 Population of Kumasi Metropolis (1948-2021)

Area/year	1948	1960	1970	1984	2000	2010	2021
Kumasi	81,870	218,172	346,336	487,504	1,170,270	1,730,249	443,981

Source: GSS, 2021

From Table 2.1 above, the population of the metropolis has been rapidly increasing from 1948 (81,870) to 2021 (443,981) due to rapid urbanisation, economic opportunities, and improved infrastructure, which significantly increased demand for housing, transport, healthcare and other public services. but decreased in 2021 as some areas were carved out of the metropolis to form new Municipal Assemblies in 2018. These include Suame, Tafo, Asokwa, Kwadaso, Oforikrom municipal assemblies.

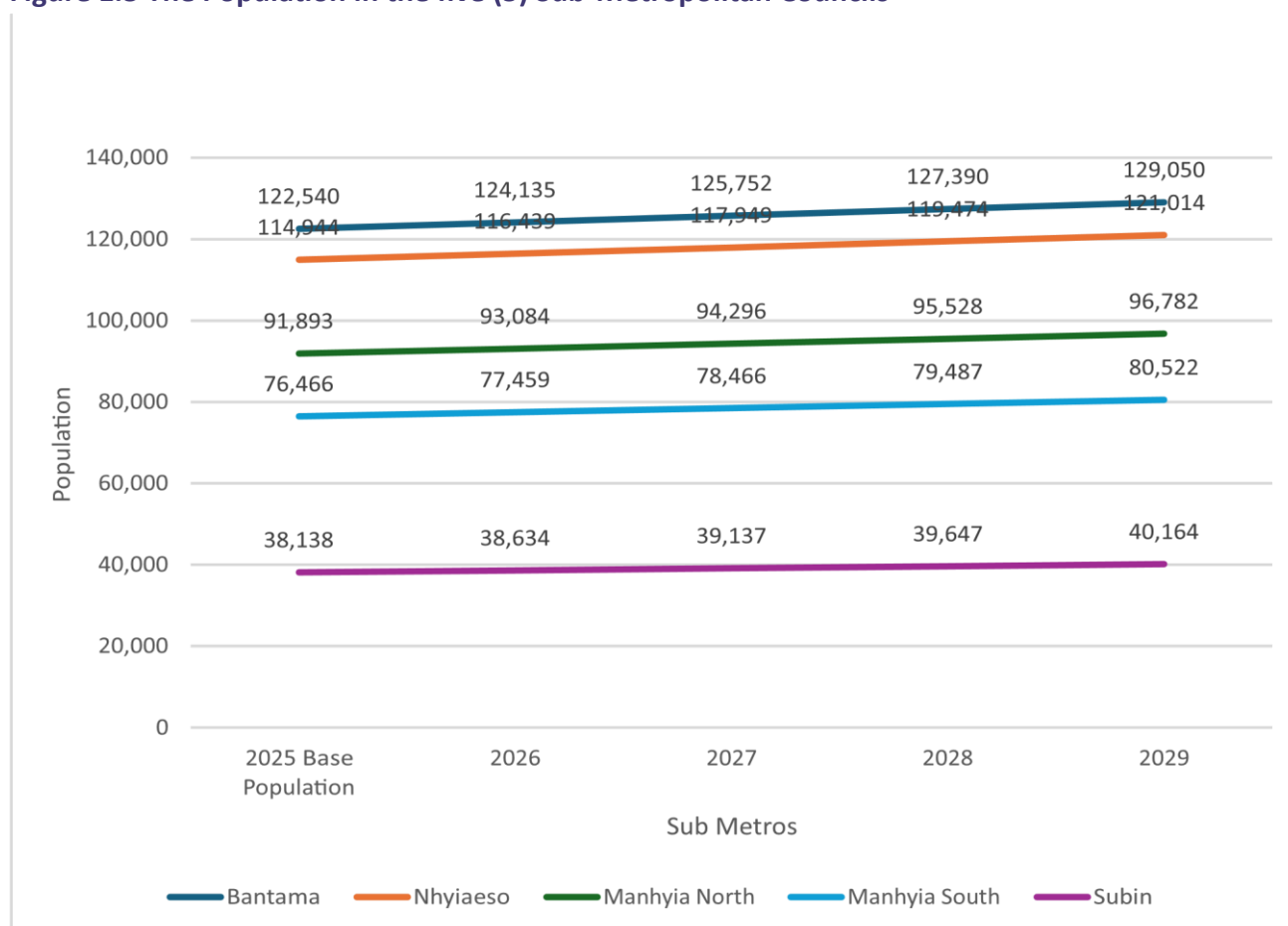
Table 2.4 Population Projection of Kumasi Metropolis (2026 – 2029)

Year	Total	Males	Females
2026	474,931	233,888	241,043
2027	481,136	236,903	244,233
2028	487,369	239,924	247,445
2029	493,619	242,948	250,671

With a projected population of 493,619 (2029) as indicated in the Table 2.4 and a total land area of 68.87 square kilometres, the city will have a projected population density of 7,274 persons per square kilometre compared to 6,543 in 2021. This implies that there will be high number of people concentrated in particular area demanding planning interventions.

Though the city occupies only 0.27% of the region's land area of 24,389 square kilometres, it accommodates about 8.16 % of the region's population. This high population density has resulted in exorbitant rent charges by property owners for residential accommodation in the active areas of the city. Thus, there is an upsurge of slums and shanty towns in the metropolis. These areas have become shelters for drug peddlers, armed robbers and prostitutes in the metropolis.

The population of the five sub-metros in KMA reveals the total number of active populations residing in these areas. It shows how population is distributed in the metropolis as shown in the figure 1.5 below:

Figure 1.5 The Population in the five (5) Sub-Metropolitan Councils

A Line Graph Showing the Population of Five Sub Metros in Kumasi from 2025 to 2026

Figure 1.5 above shows that Bantama Sub-metro has the highest population in the Metropolis followed by Nhyiaeso, Manhyia North, Manhyia South and Subin respectively. It requires that the Assembly puts in much intervention to equitably address the socioeconomic needs of these areas in the provision of services. The projected sub-metro population is shown in Table 2.5 below:

Table 2.5, Projected Sub-Metro Population (2026-2029)

sub-Metro	2025 Base Population	2026	2027	2028	2029
Bantama	122,540	124,135	125,752	127,390	129,050
Nhyiaeso	114,944	116,439	117,949	119,474	121,014
Manhyia North	91,893	93,084	94,296	95,528	96,782
Manhyia South	76,466	77,459	78,466	79,487	80,522
Subin	38,138	38,634	39,137	39,647	40,164

Source: KMA-MPCU, 2025

The projected population growth across the five sub-metros of KMA (2026–2029) indicates increasing demand for housing, infrastructure, and social services such as education, health, and sanitation. This growth calls for proactive urban planning to prevent congestion and environmental degradation, while promoting efficient transport systems and sustainable waste management. It also underscores the need for equitable resource allocation, job creation, and data-driven decision-making to ensure balanced and inclusive development under the KMA's 2026–2029 Medium-Term Development Plan.

(b) Age and sex composition

Kumasi's population comprises 48.1% males and 51.9% females. **Table 2.6a & b** shows the age and sex ratio of the population in Kumasi.

Table 2.6a. Distribution of Population by Age, Sex and Sex Ratio

Age Group	Both Sexes	Male	Female	Sex ratio
All Ages	443,981	213,662	230,319	92.8
0 – 4	44,445	20,913	20,532	101.86
5 – 9	43,246	21,472	21,774	98.61
10 – 14	41,389	19,876	21,513	92.4
15 – 19	55,964	26,468	29,496	89.94
20 – 24	47,762	23,193	24,569	94.98
25 – 29	42,355	20,794	21,561	96.45
30 – 34	37,434	18,300	19,134	95.65
35 – 39	32,279	16,870	15,409	91.3
40 – 44	25,536	12,485	13,051	95.66
45 – 49	20,279	9,909	10,370	95.5
50 – 54	16,104	7,718	8,386	92.03

55 – 59	12,035	5,580	6,455	86.5
60 – 64	12,340	5,587	5,733	75.51
65 – 69	6,562	2,915	3,647	79.92
70 – 74	4,681	1,920	2,761	69.54
75 – 79	2,733	1,037	1,696	61.14
80 – 84	2,006	720	1,286	55.98
85 – 89	1126	370	756	48.94
90 – 94	524	136	388	35.05
95 – 99	256	66	190	34.74
100+	203	52	151	34.43

Table 2.6b. Distribution of Population by Age, Sex and Sex Ratio

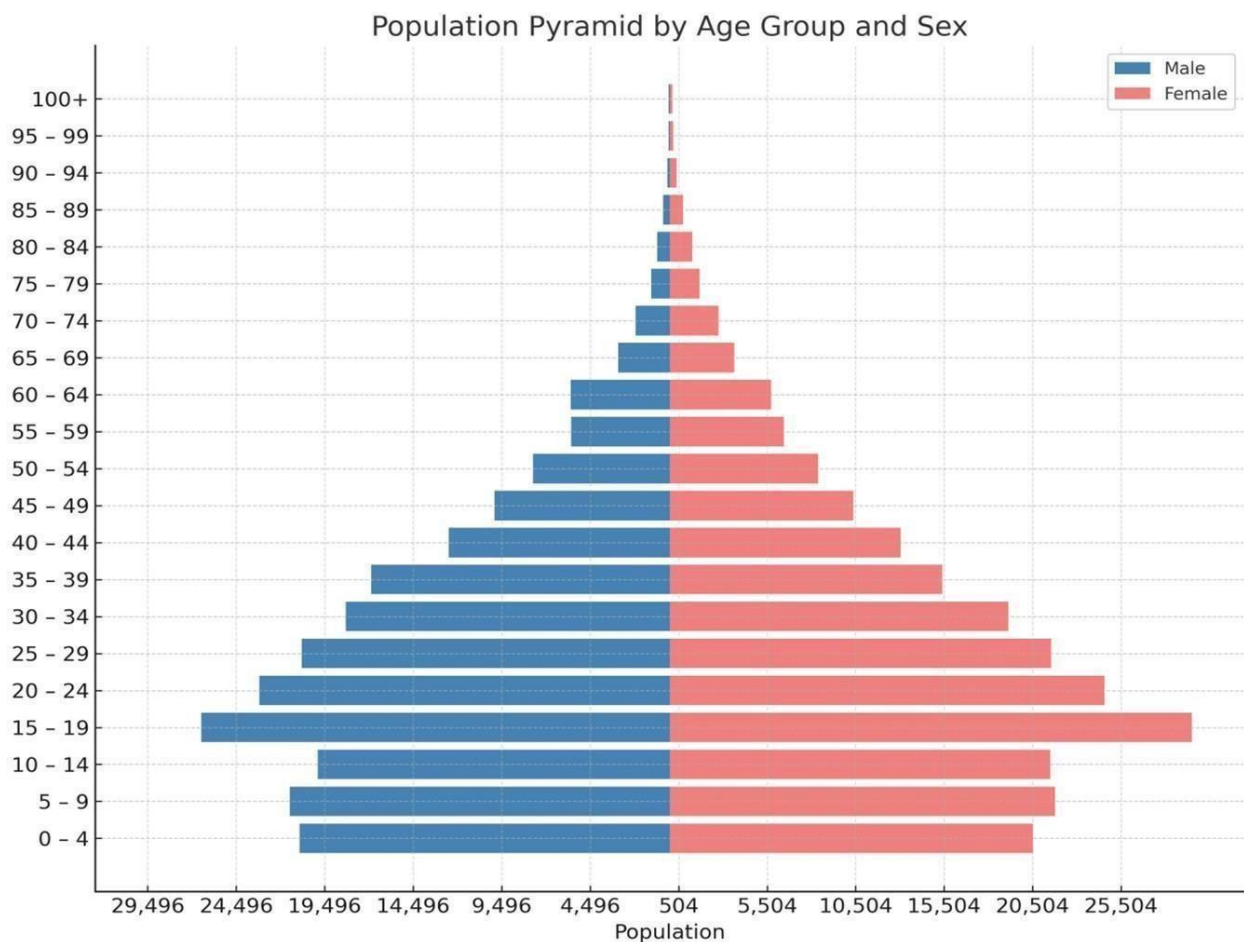
All Ages	443,981	213,662	230,319	92.8
0-14	126,080	62,261	63,819	97.6
15-64	299,810	144,185	155,625	92.64
65+	18,091	7,216	10,875	66.35

(Source: GSS 2021)

The table (2.4) above indicates that the population of Kumasi Metropolis is youthful, with over 70% of its population under the age of 35, indicating a potential demographic dividend if adequately supported. There's a gradual decrease in sex ratio as age increases, indicating higher female longevity. The highest sex ratio (more males than females) is seen in the age group 0–4: 101.86. The lowest sex ratio is in the 100+ age group: 34.43, showing that women significantly outlive men in older age brackets. The economically active population (15–64) forms about 67.5% of the population. The dominance of females in Kumasi can be partly attributed to the brisk commercial activities the city is engulfed in. The metropolis also has a broad base population structure depicting a youthful population, as shown in Figure 1.6. This partly explains the high pressure on certain social services like basic schools and healthcare facilities. This population cohort also has a high demand for public open spaces and public goods.

However, such public spaces have been encroached upon by private developers **Figure 1.6**

Population Pyramid



Source: GSS-PHC, 2021

Development Implications

1. High demand for jobs, skills training, and entrepreneurship support.
2. Increased pressure on recreational, sports, and social facilities.
3. Potential to harness youth creativity for innovation, ICT, and start-ups.
4. Risk of social vices and unemployment-related hardships if opportunities are inadequate.

(e) Religion Affiliation

Approximately four out of every five residents in the Metropolis identify as Christians, representing 83.4% of the population. Muslims make up 12.36%, while adherents of Traditionalist beliefs constitute 0.12%.

Individuals who belong to other religions account for 3.41% of the population. This highlights the provision of a strong platform for community mobilization and the effective dissemination of development initiatives through faith based networks, as over 95% of the populace are their followers.

(f) Major Ethnic groups

The Kumasi Metropolis is ethnically diverse, with Akan majority at 77.5% of the population. Other significant ethnic groups include the Dagbani (11%), Brusi (2.8%), Mande (2.7%), and Ewe (2.4%) (PHC, 2021). This ethnic composition reflects the metropolis's role as a major urban and economic hub that attracts people from various parts of Ghana and beyond.

Development Implications

- **Diverse community needs:** The multicultural and multi-religious character of Kumasi requires development programmes to be culturally sensitive, inclusive, and adaptable to varied social expectations.
- **Influence on community mobilization:** Religious and ethnic leaders can significantly support or hinder project implementation, making stakeholder engagement essential for effective community participation.
- **Potential for social cohesion or tension:** Positive interfaith and interethnic relations enhance collaborative development, while misunderstandings can create delays, resistance, or conflict during implementation.
- **Impact on public education and behaviour change:** Religious and ethnic norms influence attitudes toward sanitation, health practices, education, gender roles, and land use, affecting programme uptake and behavioural change strategies.
- **Support for social protection and welfare programmes:** Faith-based organizations and ethnic associations often provide social services and can complement MTDP interventions in poverty reduction, youth development, and community welfare.

2.6 Social Services

(a) Education

Kumasi Metropolis has about 598 public and private schools ranging from pre-school to SHS/ Technical/ Vocational education, over 65% of these schools are owned and managed by private proprietors/proprietresses. This highlights the significant role the private sector plays in expanding access to education.

Table 2.7a Educational facilities

PUBLIC SCHOOLS		
No	Level	Number of educational facilities
1	KG	12
2	Primary only	19
3	Jhs only	56
4	Primary with kg only	38
5	JHS with primary only	10

6	JHS with primary and KG (basic)	30
	Total	165

Source: Metro Education, 2025.

Table 2.7b Educational facilities

2ND CYCLE INSTITUTIONS		
No	TYPES OF SCHOOL	Number of educational facilities
1	MIXED SCHOOL (2 TVET)	10
2	BOYS' SCHOOL	2
3	GIRLS' SCHOOL	4
	TOTAL	16

Source: Metro Education, 2025. Table 2.7c

Educational facilities

PRIVATE SCHOOLS		
No	Level	Number of educational facilities
1	NURSERY	108
2	KG ONLY	108

3	PRIMARY ONLY	108
4	JHS ONLY	95
5	SHS ONLY	5
	Total	424

Source: Metro Education, 2025.

These educational facilities provide access to education for over 173,630 pupils and students in and around the metropolis. The majority (66.15%) of these pupils and students attend public schools, though most of the schools are privately owned and managed. Except for pre-schools, where most of the pupils attend private schools, most of the pupils and students attend public primary, JHS and SHS schools. This may be attributed to the school feeding programme and the free SHS policy being implemented in these public schools.

Table 2.8 Tertiary Institutions

TERTIARY INSTITUTIONS		
No	Categories	Number of educational facilities
1	PUBLIC	4
2	PRIVATE	6
	Total	10

Source: Metro Education, 2025.

Table 2.8 above shows the number of tertiary institutions in the metropolis. 4 public tertiary institutions which include: Kumasi Technical University (KSTU), Ghana Institute of Languages, St. Louis College of Education and Wesley College of Education. The private sector comes with 6 accredited tertiary institutions, which include Ghana Baptist University College, Christian Service University College, Kessben College, Institute of Business Management and Journalism (IBM & J), Ghana Technology University College, and Institute of Tropical Agriculture (KITA)

Table 2.9 Enrolment Level

ENROLLMENT (PUBLIC SCHOOLS)

No	Level	BOYS	GIRLS	TOTAL	%BOYS	%GIRLS
1	KG	3,142	3,175	6,317	49.1	50.26
2	PRIMARY	13,702	13,979	27,681	49.50	50.50
3	JHS	10,778	11,645	22,423	48.07	51.93
4	SHS	29,086	29,349	58,435	49.77	50.23
	GRAND TOTAL	56,708	58,148	114,856	49.37	50.63

Source: Metro Education, 2025

Table 2.9 also shows that Kumasi Metro has a Gender Parity Index (GPI) of 1.01, which indicates the dominance of the girl child in all levels of education across the metropolis. **Table 2.10 Teacher population (Public Schools)**

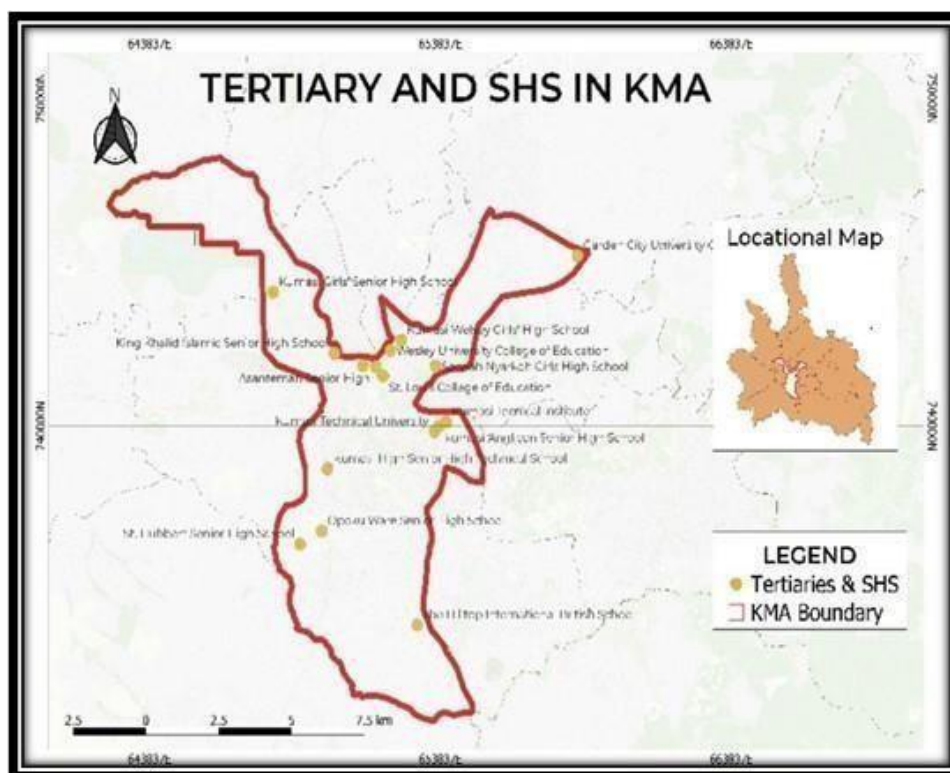
TEACHER POPULATION (PUBLIC SCHOOLS)				
No	Level	MALES	FEMALES	TOTAL
1	KG	10(2.55%)	382(97.45%)	392(100%)
2	PRIMARY	157(15.84%)	834(84.16%)	991(100%)
3	JHS	710(46.74)	809(53.26%)	1,519(100%)
4	SHS	1,755(62.48%)	1,054(37.52)	2,809(100%)
	GRAND TOTAL	2,632(46.09%)	58,148(53.91%)	5,711(100%)

Source: Metro Education, 2025

From Table 2.10 above, the gender distribution of teachers in public schools follows a distinct pattern, with female educators being more dominant at the kindergarten and primary levels, likely due to societal perceptions that link women to nurturing roles. Junior high schools exhibit a more balanced ratio, reflecting a gradual shift in teacher demographics. However, senior high schools show a higher presence of male teachers’ domination which provides valuable insights into gender representation in education at the JHS level.

Development Implications

- Increasing demand for school infrastructure (classrooms, ICT labs, libraries, sanitation).
- Pressure on teaching staff, requiring recruitment and continuous professional development.
- Need for improved learning outcomes and expansion of TVET to meet labour market needs.
- Requirement for inclusive education facilities for children with special needs. **Figure 1.7 Tertiary and SHS in KMA**



Source: KMA-PPD, 2025

(b) Health

Kumasi Metropolis has about 79 healthcare facilities, which includes maternity clinics, clinics, health centres, hospitals, and a teaching hospital, as shown in Table 1.11. Four (4) out of every five (5) healthcare facilities within the metropolis are owned and managed by private medical practitioners. Once again, this highlights the significant role the private sector plays in ensuring access to healthcare services. **Table 2.11: Showing Types of Hospitals**

NO.	Types	Government	CHAG	Quasi-Government	Private	Total
1	Maternity clinic	0	0	0	4	4

2	Clinic	0	0	4	40	44
3	Health Centre	3	0	0	0	3
4	Hospital	3	0	0	24	27
5	Teaching Hospital	1	0	0	0	1
	Total	7	0	4	68	79

Source: Kumasi Metro Health Directorate, 2025

The 79 health facilities in Kumasi collectively recorded a per capita outpatient attendance of 2.19, in 2014 a significant increase over the 2023 per capita outpatient attendance of 1.97. This is remarkable considering the average cost of OPD utilization per patient in the metropolis. **The metropolis undertakes various health care services including:**

1. Childhood Immunization: Periodic intensification of Routine Immunization (PIRI)

The Metropolis, with support from the World Health Organization (WHO), organized an intensified routine immunization campaign. Teams moved from pre-school, house to house, to identify children who had defaulted in routine immunization. A total of 9315 vitamin capsules were given to children under five (5) in 2024.

2. National Immunization Campaigns

The Assembly undertakes novel Oral Polio vaccination (nOPV) campaigns. In October 2024, a total of 87,961 children were dosed, representing 105.6% of the target given. A total of 36 children above 1 year were given their first-ever polio vaccine. These are the children of head porters who normally dwell in slum areas.

3. Larval Site Management

The National Malaria Elimination Programme (NMEP), working with Zoomlion Ghana Limited and the Environmental Health Unit of the Assembly, conduct Larval Site Management (LSM) during which mosquito breeding sites are identified and sprayed with biological larvicides. The objective is to reduce the mosquito population and protect the population against malaria.

4. Point Mass Distribution

Through the NMEP, households are registered for free distribution of LLINS. After electronic registration, bed nets are allocated, received and distributed through distribution points. For instance, a total of 97 trained registration Assistants registered 90,931 households and allocated 49,625 nets. Up to 44315 bed nets were distributed in 2024.

5. COVID-19 Vaccination Campaigns

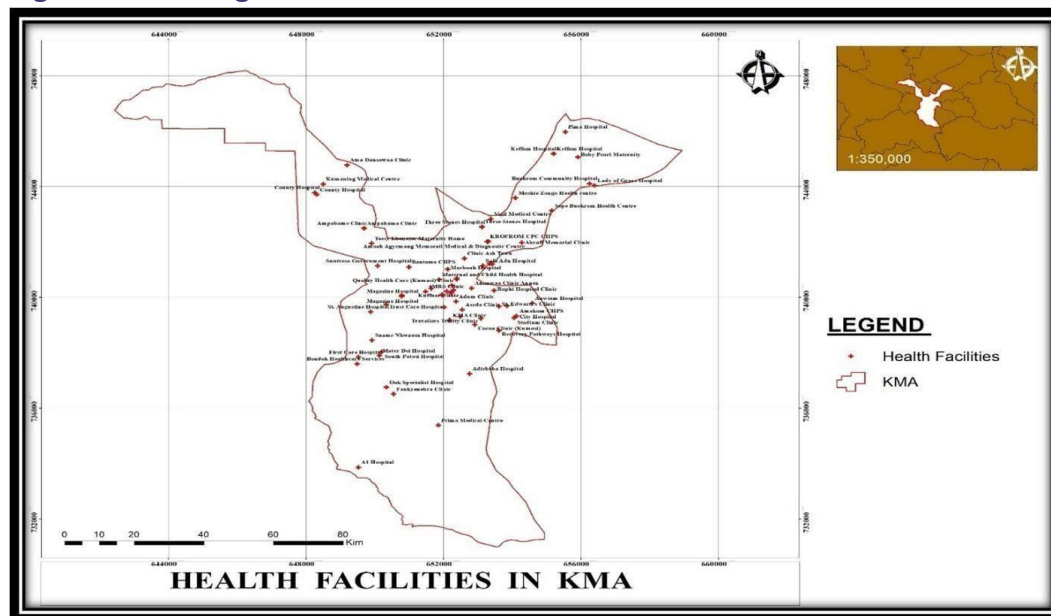
The Assembly organizes periodic COVID-19 vaccination campaigns. For instance, a total of 5908 vaccinations were organized in 2024.

6. Acute Flaccid Paralysis Surveillance

The metropolis performs creditably in surveillance, meeting all national targets. **7. Measles Surveillance**

The directorate undertakes measles surveillance every year. Blood samples from these cases are collected and transported to the National Public Health Reference Laboratory, Accra, for testing. For instance, a hundred and six (106) suspected cases of measles were reported with 33 of the cases confirmed in 2024.

Figure 1.8 Existing Health Facilities in KMA



Development Implication

1. Existing 79 facilities must be upgraded and expanded to meet rising population needs.
2. Increased pressure on maternal and child health services.
3. Need for additional pediatric compounds, diagnostic services, and emergency response centres.
4. Greater need for disease prevention, sanitation, and health promotion activities.

(c) Water and Sanitation

With regards to water for human consumption, households have access to various kinds of water facilities. These facilities include Pipe-Borne, Tanker Supply, Well, Borehole, Spring/Rainwater, Rivers/Streams and Dugout (Figure 1.26). The majority (99.8%) households have improved water sources in Kumasi out of 54.3% depends on sachet water for drinking and other sources for carrying out other household chores. 84.4% of households have access to piped water facilities inside their houses, though the water does not flow regularly.

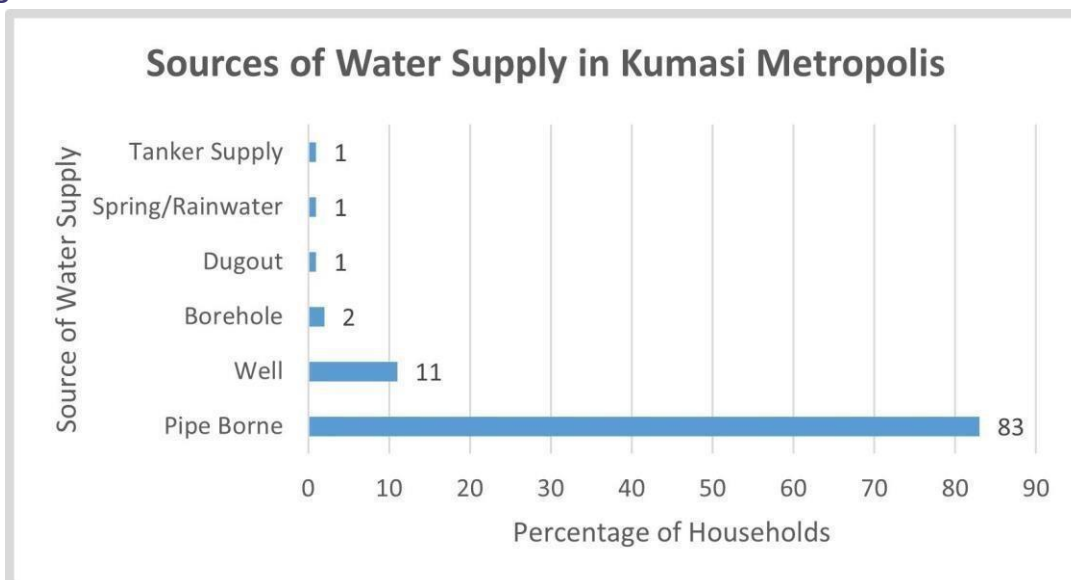
Table 2.12 Sources of Water for KMA

No.	Water source	Percentage of households
1.	Piped-borne Water	84.4
2.	Borehole	10.6
3.	Well	4.3

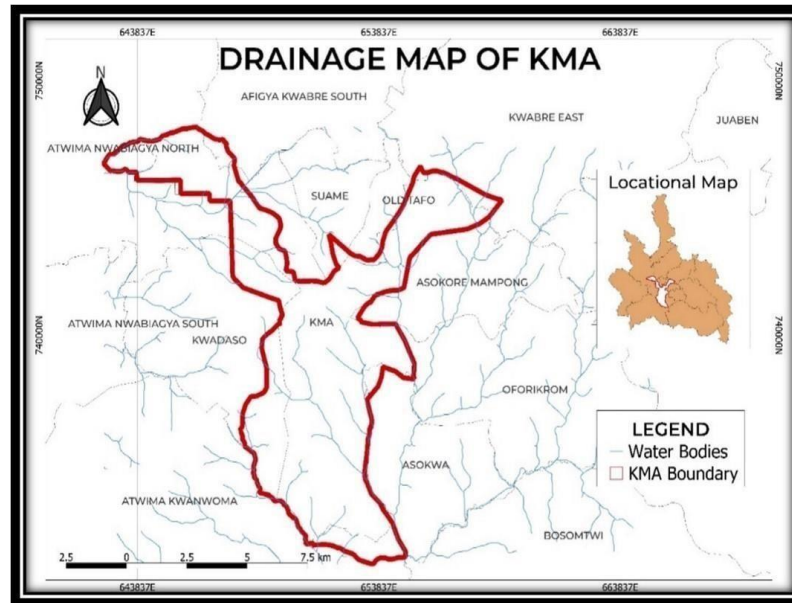
4.	Rainwater	0.2
5.	Spring	0.14
6.	Tanker Supply	0.22
7.	River/Stream	0.06
8.	Dugout	0.01
9.	Others	0.07

Source: GSS-PHC, 2021

Figure 1.9 Sources of Water in KMA



(Source: GSS-PHC, 2021)

Figure 1.10 The Drainage System of Kumasi

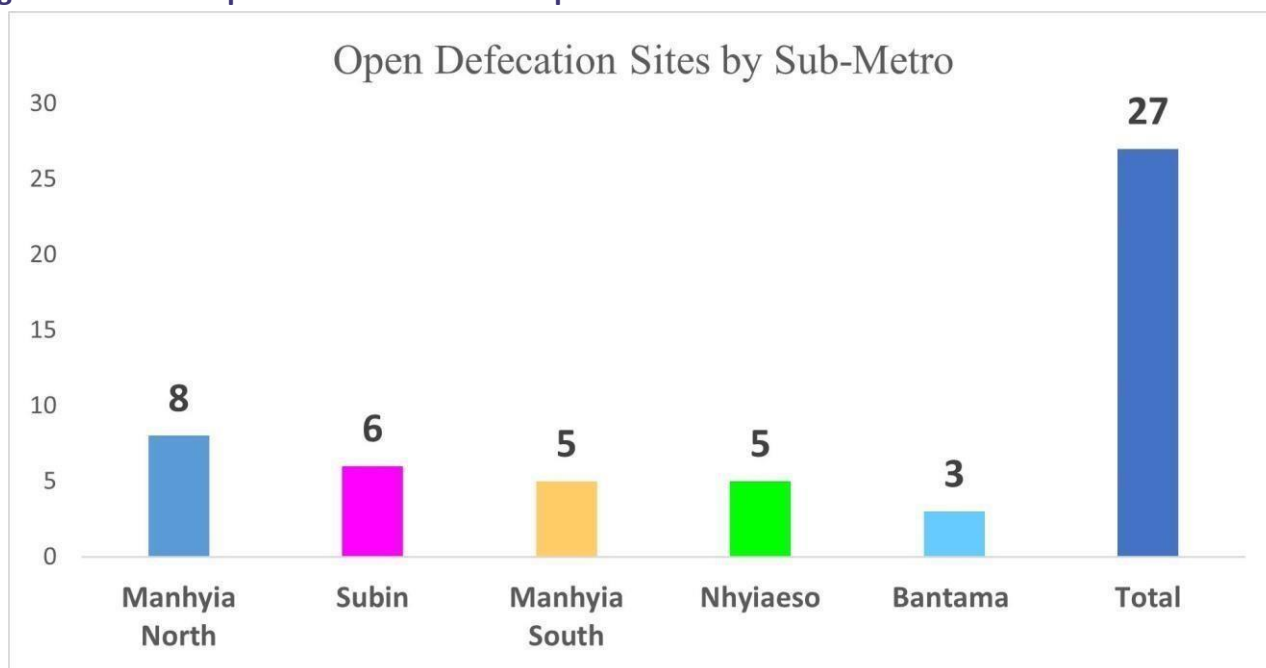
Source: KMA-PPD, 2025

Development Implications

1. Need to expand potable water supply to all especially the poor.
2. Improved household and public sanitation facilities.
3. Growing population demands investment in stormwater drainage to reduce flooding.
4. Greater need for hygiene promotion and behavioural change communication.

Another key housing amenity that contributes to decent living is a toilet facility. In Kumasi WC toilets are used by 68% of the households while public toilet facility, the second most common type of toilet facility, is used by 25% percent of households. The use of pit latrine facility by households ranks third in the Metropolis (4.5%) followed by KVIP (5.2%). About two percent (1.1%) of the households do not have toilet facilities therefore use the bush or field or other open spaces. Notable areas in the metropolis where such open defecations are carried out are Subin storm drains that flow through Asafo transport hub, Racecourse, the Aboabo drains that flow through Moshie Zongo, Dakodwom etc. Even though the use of bucket/ pan latrine has been outlawed in the Metropolis, 112 households (0.1%) report its use.

Household access to safe sanitation stands at 68.5% (water-dependent toilet facilities such as water closets and bio-digesters that are not shared with other households). However, 31.45% of households depend on shared facilities, including public toilets. About 0.05% of the population practices open defecation, with such acts occurring in all sub-metros of the Assembly, as presented Figure 2.8 below.

Figure 1.11 % of Population that Practices Open Defecation in KMA

Source: KMA-Env't Health Unit, 2025

Development Implications

1. Reduces open defecation and improves environmental sanitation across communities.
2. Lowers incidence of sanitation-related diseases such as cholera, diarrhoea, and typhoid.
3. Decreases pressure on public toilets and improves hygiene, privacy, and dignity for households.
4. Requires increased investment in sanitation infrastructure, including sewer systems and desludging services.
5. Calls for targeted support to low-income households who cannot afford household toilet construction.
6. Demands strict enforcement of building regulations requiring each household to have a functional toilet.
7. Enhances overall public health outcomes and contributes to achieving SDG 6 (Clean Water and Sanitation).
8. Encourages private sector participation in toilet construction, financing, and waste treatment technologies.
9. Requires continuous community sensitization and behavioural change programmes to ensure proper use and maintenance.
10. Helps reduce pollution of drains and water bodies caused by faecal waste discharge.

(d) Social Protection

The Assembly, in collaboration with the Government and other development partners, are implementing an array of social safety net programmes. The Livelihood Empowerment Against Poverty (LEAP) programme is one of the social intervention programmes aimed at providing cash transfers for the poorest households in Ghana. Beneficiaries are the extremely poor families, the aged, i.e., above 65 years without productive capacity, severely disabled persons, orphans and vulnerable children. Currently, there are Thirteen (13) beneficiary communities under the programme, constituting a total of 3,176 beneficiaries metro-wide.

People with disabilities make up 2.4% of the total population in Kumasi (GSS, 2014). About two-fifths of people with disability are related to sight (42.8%). People with physical disability form 25.5% of PWDs, and those with emotional disability are 18.1% percent. Persons with disability in intellectual, speech and hearing disability are 14.4%, 12.9% and 11.9%, respectively. Within the male population, persons with disability with

high proportions are sight (40.4%), followed by physical (22.6%), emotional (18.3%), speech (15.6%) and hearing (11.4%). Disability with sight (44.7%) is highest in females and is followed by physical disability which is 22.4%, and emotional disability also being (17.9%). The disability common fund, which is 3% of the assembly common fund, is meant for the support of PWDs within the Metro. Support such as business ventures setups, educational support, medical support and general advocacy are all facilitated from the fund every quarter, per release from the common fund secretariat.

Concerning children in conflict with the law, administering justice covers among other things Provision of Probation Services to Courts through the preparation of Social Enquiry Reports (SER) based on section 24 of Act 653, provision of supervision to young offenders placed under license; establishment of probation committees in the Metropolitan Assembly to review the work of Probation Officers; Training of Probation Officers to serve on Family Tribunals establishment and regulation of institutions for young offenders and other disadvantaged youth and investigation of all circumstances relating to proposed adoption on behalf of the courts.

Child Rights and Protection deal with the registration of orphanages, child welfare services, services to deprived and neglected children, which include assessment of fit persons and provision of a safe shelter. The Social Welfare Department currently runs a residential facility for children who need care and protection.

Case management has also received a face uplift through the implementation of the new Standard Operating Procedures (SOPs) forms for Case work, which is yielding results in terms of maintenance, custody, access, family strengthening and all family related cases. Social Welfare Information Management System (SWIMS) has also been developed and used for data/case entry into the database, hence securing our case management system and making data relatively available.

Child and Family welfare has been enhanced with the combined effect of the SOPs and SWIMS adherence. Families and children are the biggest beneficiaries in the case management processes.

The Department registers NGOs /NPOs within the Metropolis that are into community services. They partner with the assembly to augment the efforts of the central and local government. At least we have about 20 vibrant registered NGOs/NPOs which are providing services such as support to the needy, payment of medical bills of the needy, support for the education of the marginalized and a host of other services. Early childhood schools (Day Care centres) are also monitored, registered and supervised to deliver quality care to the infants (1-4) within the metropolis. The department also embarks upon Mass education to sensitize our constituents to social issues and how to protect our constituents from social hazards and their consequences.

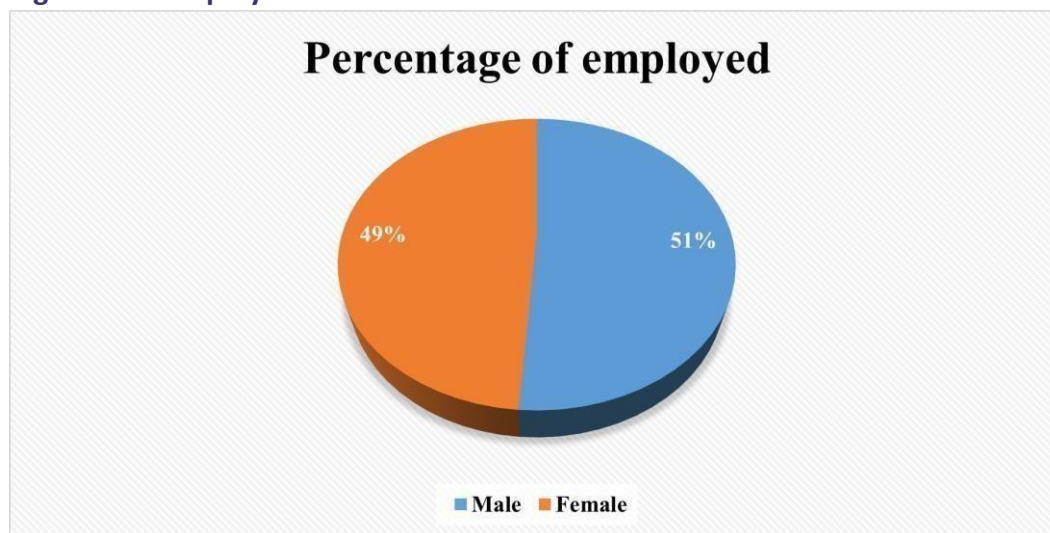
Development Implications

1. Growing numbers of vulnerable groups (children, elderly, PWDs, urban poor) increase demand for social safety nets.
2. Requires expansion and effective targeting of programmes such as LEAP, NHIS, school feeding, and disability support funds.
3. Rising urban poverty and unemployment create pressure for livelihood empowerment and skills development initiatives.
4. Need for stronger collaboration between social welfare institutions, NGOs, and community-based organisations.
5. Inadequate funding and logistics limit effective monitoring and delivery of social protection services.
6. Demand for shelter, counselling, and rehabilitation services for street children, victims of abuse, and persons with mental health conditions.
7. Necessitates integration of social protection into local economic development to build resilience among vulnerable populations.
8. Increased need for digital systems for beneficiary identification, tracking, and service delivery.
9. Requirement for community sensitization on child protection, gender-based violence, and social inclusion.

2.7 Employment Status

In terms of those employed, 51.2% males and 48.8% are females. However, more females (14.1%) than males (10.8%) are unemployed. This is because about 26.5 percent of the females are into home duties as against 10.6 percent of males. Although male and female employment rates are similar, the higher unemployment rate and greater involvement of women in home duties suggest the presence of cultural and structural challenges. In terms of occupation of employment majority of the labour force (90.4%) are engaged in service and sales work. About 50.1% of the proportion of females employed are service and sales workers compared to 49.9% of the males employed as service and sales workers. On the other hand, the proportion of males employed is higher than that of females in occupations such as craft and related trade works (male – 74.8%, female – 25.2%). While there is gender parity in service and sales roles, the dominance of men in skilled trades underscores the need for more equitable access to vocational training and employment opportunities.

Figure 1.12 Employment Status



Development Implications of a Dependency Ratio of 48.1 for KMA

- **Favourable labour force structure:** A lower dependency burden indicates a strong working-age population, enabling higher productivity and economic growth potential for the metropolis.
- **Higher revenue mobilisation:** With more economically active people, KMA can generate increased IGF to support development programmes and improve service delivery.
- **Need for sustained job creation:** To fully benefit from this demographic advantage, the Assembly must expand employment opportunities, skills training, and social protection for both dependents and the working-age population.

2.8 Economic Activities

(a) Internally Generated Revenue

The running of the city by the Assembly is funded by three main sources of revenue, namely the Government of Ghana (GoG) transfers, Donors and Internally Generated Funds (IGF). Empowered by the Local Governance Act 2016, Act 936 section 124, the Assembly has identified about seventy revenue items from which revenue is being mobilized internally. These included rates, fees and fines, and licenses, amongst others. Fees comprise revenue generated for services provided by the Assembly as well as premises rented out to private businesses, especially market shops and sheds, whilst fines comprise penalties for violation of the Assembly's bye-laws. As part of the Assembly's revenue mobilization, licenses are issued to all business activities as stipulated in the Local Governance

Act 936, 2016, to regulate their activities as well as create an enabling environment to develop the local economy.

Performance of own source revenue has seen tremendous growth over the years as indicated in the Table 2.13 below. The Assembly deployed digital tools in revenue generation from the year 2022, which resulted in a cumulative growth in revenue by 54.86% from 2022 to 2024. The Assembly intends adding the collection of Fees (daily tolls such as Market tolls, On-street parking, etc.) to the digital platform. Considering the significant growths attained on the initial two (2) revenue items (i.e., Property Rate & Licenses) that were digitalised, the Assembly is poised to grow revenue astronomically when Fees collection is also digitalised.

Table 2.13 IGF Financial Performance 2022 - 2024

Types	2022		2023		2024	
	Budget	Actual	Budget	Actual	Budget	Actual
Property Rate	4,160,000.00	3,467,823.16	5,865,000.00	3,141,605.57	6,025,000.00	5,655,218.32
Fees	8,439,040.00	8,108,344.50	9,532,040.00	8,851,036.22	13,951,040.00	13,138,826.66
Fines	206,000.00	158,815.00	310,000.00	570,221.00	507,000.00	270,738.00
Licenses	9,282,960.00	8,731,516.48	12,688,000.00	11,994,560.65	13,813,340.00	12,678,139.25
Land	1,120,000.00	1,510,443.70	1,570,000.00	2,223,806.00	1,970,000.00	2,692,781.61
Rent	792,000.00	896,638.00	934,960.00	1,119,773.00	1,073,620.00	986,960.39
Total	24,000,000.00	22,873,580.84	30,900,000.00	27,901,002.66	37,340,000.00	35,422,664.23

Source: Metro Budget Office, 2025

The Assembly has been effective in IGF revenue collection despite constraints in data and traditional collection tools. To further unlock its revenue potential, the Assembly has adopted modern digital solutions, including the dLRev (Ntoboa) software, which is already in use. This tool has enhanced efficiency, transparency, and accuracy in revenue collection, and the Assembly is now working on expanding its coverage to more revenue streams for even greater impact.

(b) Agriculture

Agricultural activities in the Kumasi Metropolis cover livestock rearing, crop production, agricultural input sales, market price monitoring, and veterinary services. Livestock rearing is mostly small to medium scale, dominated by small ruminants such as sheep and goats, with some cattle production and fattening operations in areas like Manhyia, Buokrom–Zongo, and Moshie Zongo. Poultry farming is also common, with farms ranging from 100 to 500 birds, alongside non-traditional livestock such as rabbits and grass cutters reared in backyard systems. Major poultry farms include Akate Farms, Asamoah & Yamoah, Jokas Farms, K. Dwomoh Farms, and Prisons Farms.

Crop production includes vegetables such as lettuce, spring onions, cabbage, carrots, pepper, cucumber, and French beans; roots and tubers like plantain and cassava; cereals such as rice and maize; and nontraditional ventures like grass cutter, rabbit, and snail farming. Some farmers are also engaged in processing and value addition, producing sausages and poultry products. Farmer-based organisations such as Nso Nyame Ye Cassava and Maize Processors at Moshie Zongo and Nyame Na Aye at Dote work actively with Opportunity International Bank to access financial and technical support.

Climate change poses significant threats to agriculture in the Metropolis, altering growing seasons, reducing yields, and increasing vulnerability to pests and diseases. Extreme weather events such as droughts and floods are becoming more frequent. In response, farmers are adopting sustainable practices such as crop rotation, cover cropping, conservation tillage, integrated pest management, and organic farming.

Kumasi serves as a hub for agricultural input sales in the sub-region, trading in agrochemicals, fertilizers, irrigation equipment, and farm implements. The city hosts over 20 agro-input importers and distributors, and more than 300 retailers, with many concentrated around Kumasi Kejetia Market and Mbrom. Weekly market price data collection and analysis help monitor food supply and demand, while market women receive training on proper food handling to improve quality and shelf life. Major markets include Central Market, Asafo Market, Bantama Market, Race Course/horse, European Market (specializing in exotic vegetables), and Afia Kobi Market (Abinkyi), Krofrom Market. The Veterinary Services Unit plays a critical role in promoting both animal and public health under the One Health Concept. Activities include diagnosing, treating, and controlling animal diseases, as well as ensuring that meat and other animal products are safe for consumption.

The Metropolis has strong agricultural potential due to the presence of perennial water bodies, seasonal rainfall patterns, fertile soils suitable for diverse crops, active labour force, and existence of NGOs, Agric Department and development organisations supporting agricultural growth.

Development Implications

1. Limited agricultural land affects local food production and food security.
2. Need to promote urban farming, climate-smart agriculture, and irrigation systems.
3. Pressure to support farmers with extension services, market access, and postharvest handling.
4. Opportunity to expand organic vegetable production and linkages to urban markets.

(c) Manufacturing

The manufacturing industry is the second largest (14%) employer in Kumasi. It comprised multinational companies, medium and micro/small-scale industries in the field of food processing, leather works, craft works, fashion designing, and furniture works. These manufacturing industries contribute directly to the development of Kumasi through the payment of permits and rates in addition to the provision of

employment. Urban industrialization has been hampered by expensive and unreliable power supply and high cost of land, among others. It has, however, become imperative for the Assembly to devise strategies to develop the industrial sector to improve its contribution to the local economy and ward off competition from the adjoining districts in terms of attracting investment.

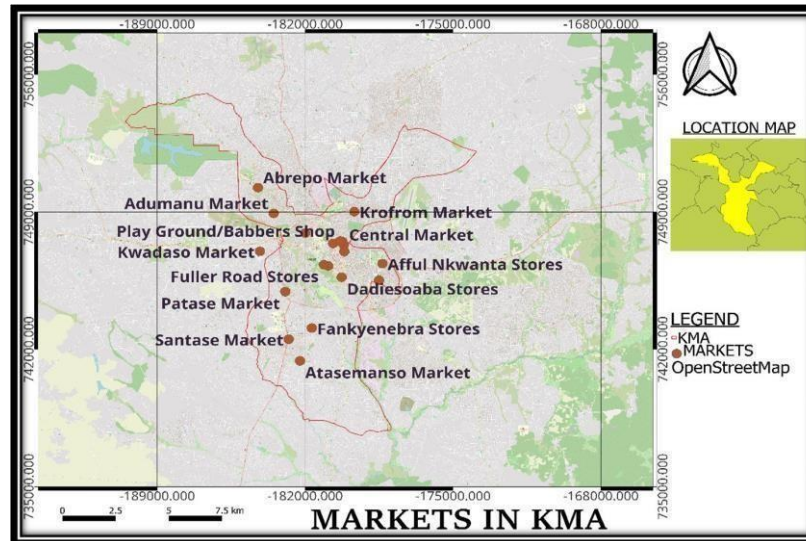
Development Implications

1. Requires expansion of industrial zones and adequate land to support growth of small and medium manufacturing firms.
2. Creates demand for improved infrastructure like reliable power, water supply, waste management, and transport networks.
3. Offers opportunities for job creation, local value addition, and increased revenue for the Assembly.
4. Generates environmental concerns (waste, emissions, noise), requiring strict enforcement of environmental and safety regulations.

(d) Trade & Commerce

Wholesale and retail trading in mainly imported finished goods, from hardware and consumer goods, forms a significant part of the economy due to the existence of demand because of Kumasi's location and population. This sector employs 35% of the working population in Kumasi (GSS 2021). Most of these trading activities are concentrated at the Central Business District (CBD), which covers Kejetia/Central Market and Adum and the rest of the 26 markets in the city. However, there are commodity-based markets dotted around the city. An example is the Sokoban Wood village, which specializes in the sale of finished and unprocessed timber products. The Asafo magazine light industrial area is one of the many commercial zones that specializes in auto mechanic repairs and sales of spare parts, which attract customers from all parts of the country as well as some neighbouring countries like Burkina Faso, Ivory Coast, Togo, etc. This underscores the urgent need to expand existing markets and construct new ones to reduce the incidence of overcrowding, selling on pavements and open spaces to further expand the local economy and improve revenue mobilization.

Figure 1.13 Markets in Kumasi



Kejetia Market

Source: MPCU, 2025



Development Implications

1. Need to modernize and expand market infrastructure (sheds, storage, fire safety systems).
2. Increasing informal trading requires enforcement, relocation plans, and designated trading zones.
3. Opportunity to enhance local revenue mobilisation from commercial activities.
4. Rising demand for value addition and linkages to regional trade.

(e) Accommodation and food services activities (Hospitality)

This sector of the economy consists of Hotels, Guest Houses, Restaurants and Traditional Catering Services (Chop Bars). Kumasi has three (3) and four (4) star hotels that can host international conferences. Two such hotels are the Lancaster Hotel and Golden Bean Hotel, which are located at Ridge and Nhyiaeso, respectively. Collectively, the sector employs 6.9 % of the working population, making it the third largest employer in the metropolis (GSS 2021).

Figure 1.14 Some Hotels in Kumasi



Lancaster Hotel in Kumasi Golden Bean Hotel in Kumasi

Development Implications

- Increases demand for improved tourism infrastructure, including roads, signage, security, and beautification of the city.
- Requires strict enforcement of health, hygiene, and food safety standards to protect consumers and enhance service quality.
- Creates opportunities for employment, entrepreneurship, and local supply chain development (agriculture, crafts, transport).
- Necessitates capacity building for operators in customer service, digital marketing, and modern hospitality management.

2.9 Infrastructure Activities

(a) Transportation Network

The dominant medium of transportation within the Metropolis is the road network. The road network in Kumasi can be categorized into arterials, collectors and local roads. It has the Trans Saharan roads linking the country to the landlocked countries in the West Africa sub-region, which is the Accra – Kumasi – Tamale Road. Furthermore, it has eight arterial roads that carry incoming and outgoing traffic from Kumasi passing through it. These roads are the Barekese route, Bosomtwe route, Buokrom route, Ejisu route, Obuasi route, Sunyani route, Mampong route, and Offinso route. The city has a total road length of 725 km, with over half of these roads network with a gravel surface. Only 15.6% of these road networks are asphalted. Notable features of road networks in Kumasi are the numerous roundabouts and the countless intersections with close intervals. These road designs have partly contributed to the heavy vehicular traffic congestion in the city.

Table 2.14 Kumasi Road Network

SURFACE TYPE	ROAD LENGTH	PERCENTAGES
Asphalt	151.77 Km	20.93%

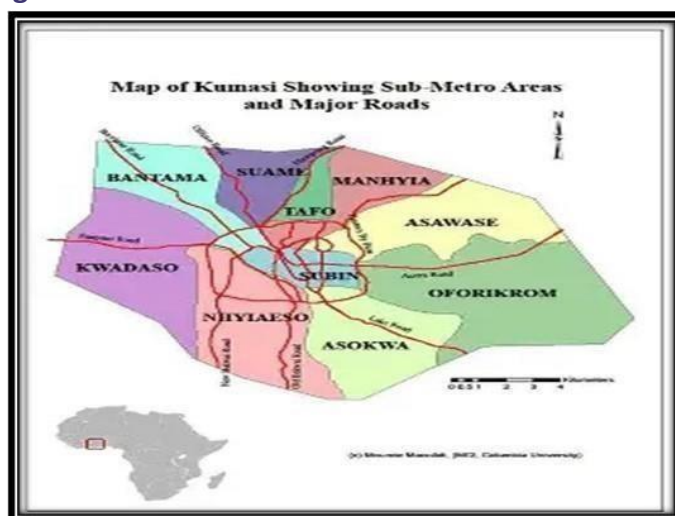
Surface dress	180.23 Km	24.86%
Gravel	355 Km	48.97%
Unengineering	38 Km	5.24%
Total Length	725.00 Km	100%

Source: Urban Roads KMA, 2025

The Kumasi Road network, though extensive, is predominantly composed of gravel roads, which account for 48.97% of the total network. This heavy reliance on less durable surfaces affects travel efficiency, increases transport costs, and leads to frequent maintenance needs. While surface-dressed roads make up 24.86% and offer some improvement, they still fall short of the durability and efficiency provided by asphalt roads, which constitute only 20.93%. The small proportion of asphalt roads suggests a gap in long-term infrastructure investment, while the 5.24% of un-engineered roads indicates poor accessibility in certain areas. This distribution poses challenges for economic competitiveness, service delivery, and environmental health.

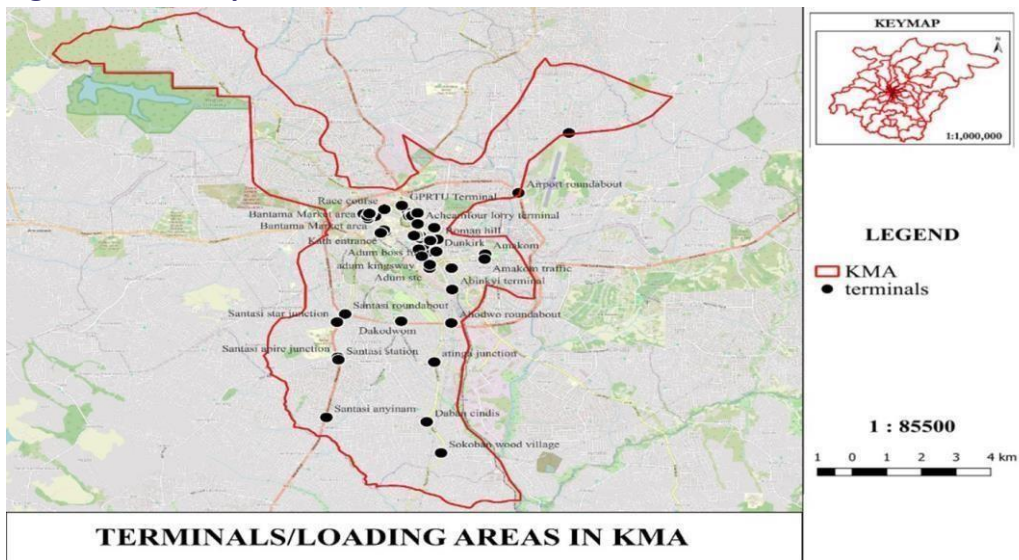
In Kumasi, public transportation services are provided by “trotros” (minibuses), taxis, Bolts, Uber, etc., for people without private means of transport. Intra-city transportation by large-capacity buses is very limited. Attempts to introduce this mode of transport have been fraught by several challenges. Notable among them is the lack of dedicated bus lanes, hence the buses must join the traffic. The “trotros” are therefore major carriers of passengers, with patronage of more than 60% of the passengers within the Metropolis. The quality of services rendered by the “trotros” is generally very poor. Kumasi City can be connected from Accra, the capital of Ghana, by air transport in addition to road transport services offered by STC, VIP, 2M Express, etc. It has an airport with two airlines, namely Africa World Airlines (AWA) and Passion Air, flying passengers in and out of the city. Currently, expansion works are underway (which are almost completed) to make the airport an international airport for regional flights within the African continent. Though the services offered by this mode of transport are fast and convenient, its patronage is being reserved for the affluent in society due to the high cost of air fares.

Figure 1.15 Road Networks in Kumasi



Source: KMA-PPD, 2025

Figure 1.16 Transport Terminals in Kumasi



Source: KMA-PPD, 2025

Development Implications

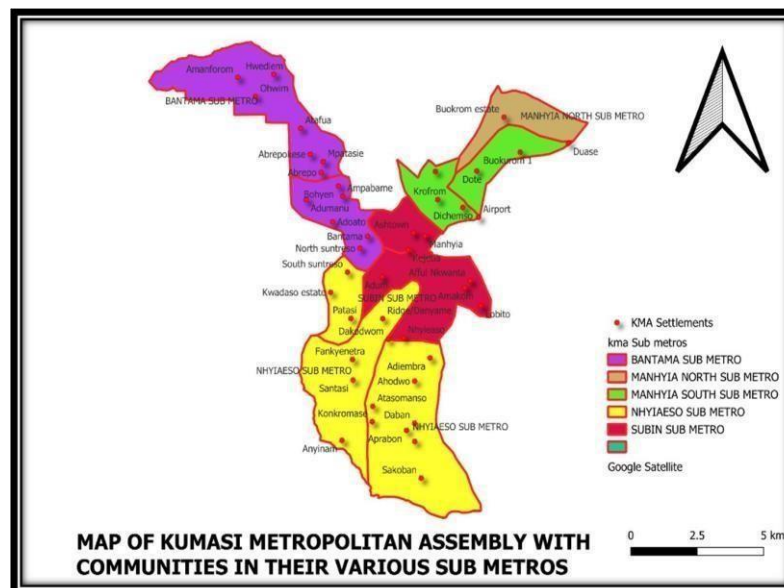
1. Growing congestion requires improved road network, traffic management, and parking facilities.
2. Need for pedestrian safety measures, footbridges, and road signalization.
3. Poor urban roads demand increased investment in maintenance and upgrading.
4. Opportunity to promote mass transit systems and non-motorized transport.

2.10 Settlement System

a. Land Uses

Originally, Kumasi was concentric or circular due to the eight arterial roads that emanate from the CBD and connect the city to the other districts at its North, South, East and West. However, the calving out and elevation of the five sub-metros to municipalities has given Kumasi a linear settlement shape as shown in Figure 1.15 above and Figure 1.17 below:

Figure 1.17 Settlements in KMA



Source: KMA-PPD, 2025

Kumasi covers a total land area of approximately 86.3Km². Table 2.15 below shows how Kumasi’s land has been utilized. Residential structures occupy about 53.3% of their land. This is attributable to its status as the regional capital for Ashanti and the second largest city after Accra. Thus, attracting people to acquire land and build homes. This has left the formal Garden City of West Africa with only 27.4% of green spaces dotted in places like the Kumasi Zoo, the Owabi Bird Sanctuary, the schools’ compound and Ridge Nhyiaeso areas.

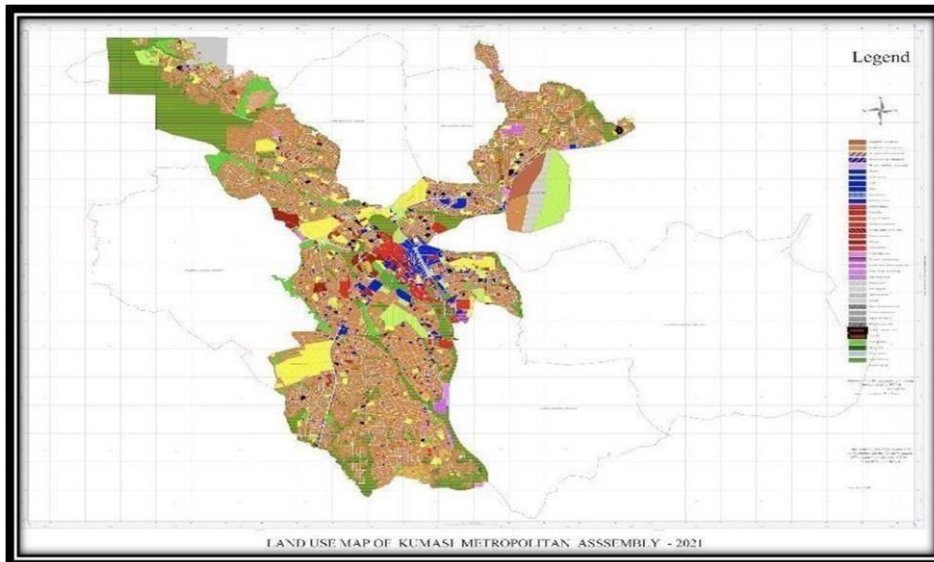
Table 2.15 Land uses in Kumasi

Land Use	Area (km ²)	Percentage (%)
Commercial	2.4	3.1
Residential	39.45	53.3
Civic & Cultural	4.07	5.2
Industrial	1.14	1.5
Green Spaces	20.24	27.4
Others	1.29	1.7
Accesses/undetermined	17.44	7.8
Total	86.03	100

Source: PPD, 2025

Figure 1.18 Percentages of Land uses in Kumasi



Figure 1.19 Land Use Map of KMA

Source: PPD, 2021.

(b) Housing

Kumasi Metropolis has a projected housing stock of 95,746, which is spread across the five sub-metros, namely Bantama (34,228 houses), Manhyia North and South (20,981 houses), Nhyiaeso (17,672 houses) and Subin (22,865 houses). The Metropolis has a projected (2021) household of 287,246 with 3 households per house and a household size of 3.9. Its population per house of 11.7. The predominant type of dwelling unit in the Metropolis is Separate houses (rooms), accounting for 40.1 percent of the total number of dwellings. compound house (31.4%), flats/apartments (11.3%) and Semi-detached houses (11%) also contribute significantly to the type of dwelling units in the Metropolis. About 6% of households live in makeshift dwelling units such as kiosks, containers, living quarters attached to an office/shop and uncompleted buildings.

The majority (40.5%) of the households in the Metropolis live in houses owned by private individuals, i.e., rental properties. About three in 10 households (24.8%) live in houses owned by a household member, and 2.5% by a relative who is not a household member. Less than 2% of households (1.6%) live in dwelling units that are currently being purchased, e.g. mortgages. The number of rooms occupied by a household includes living rooms, dining rooms and bedrooms.

The majority (62.44%) of the households in Kumasi occupies single rooms. This is followed by two rooms (chamber and hall), which are occupied by 16.56% of households. Though most of the households (94.3%) who occupy the single rooms are single-member households, there are about 77.2% 3-member households and 69.5% 4-member households occupying single rooms.

Concerning access to utilities, 96.41% of the households are connected to the national electricity grid as their main source of electricity. The main source of fuel for cooking is LPG (60.2%), followed by charcoal, which is used by 24.8% of the households. For safe drinking water, about 84.4% of the population depends on pipeborne water for drinking and other household chores. Most (48.54%) of the households use a shared separate bathroom in the same house, while 60% households use WC toilets within their houses, and 58.8% households dispose of their solid waste into containers at public dump sites.

(c) Public Open Spaces and Recreational Centres

Kumasi Metropolis has a stadium; two main public open spaces and several football pitches dotted across the city. The sports stadium, Baba Yara Sports Stadium, is for sporting activities and currently serves as the venue for home matches of Kumasi Asante Kotoko. However, it sometimes serves as a venue for large social gatherings like political rallies, religious conventions, music concerts, etc. The facility is managed by the National Sports Authority. The defunct Kumasi Children's Park and Kumasi City Rattray Park are the two main public open spaces in the metropolis. The defunct Kumasi Children's Park occupies 15-acre land at a strategic

location in Amakom, a suburb of Kumasi. Established in 1980, it used to have a library, toilet and urinal facilities, football pitch and playground with a merry – go – round. The facility has become a hideout for criminals, posing a threat to residents and passersby. The remaining section of the facility has also been taken over by some religious groups for church services. This defunct facility is now being redeveloped under the supervision of the Otumfuo Charity Foundation in collaboration with other stakeholders.

The Kumasi City Rattray Park occupies a 42,000m² land at Ridge, a suburb in Kumasi. It is a recreational facility built by the Assembly and commissioned in 2016. This facility is aimed at giving residents a one-stop recreational activity and to promote a healthy lifestyle. It has a six-square-meter multimedia-controlled acoustic dancing fountain, a children's playground, a golf cart and wi-fi internet connectivity and an open, robust gym. To ensure sustainable funding for effective operations and maintenance of the Rattray Park, the Assembly entered a Renovate, Operate and Transfer agreement with an investor to introduce revenue-generating activities to the existing facility in the park and manage it to recoup their investment.

Among the activities introduced are a multipurpose Dome for events, a giant LED TV screen for football matches, kids' playground equipment, a medium Olympic-sized pool and kids' swimming pools with changing rooms, band stand, bar, seating area, Astro turf playground and a grounded Aeroplan.

Development Implications

- Rapid urbanization reduces available land, creating pressure for orderly spatial planning.
- Rising land values require improved land administration and enforcement of building regulations.
- Competition between residential, commercial, and industrial land uses demands effective zoning.
- Encroachment on public lands may hinder future public infrastructure projects.
- Needs improved and more public open spaces

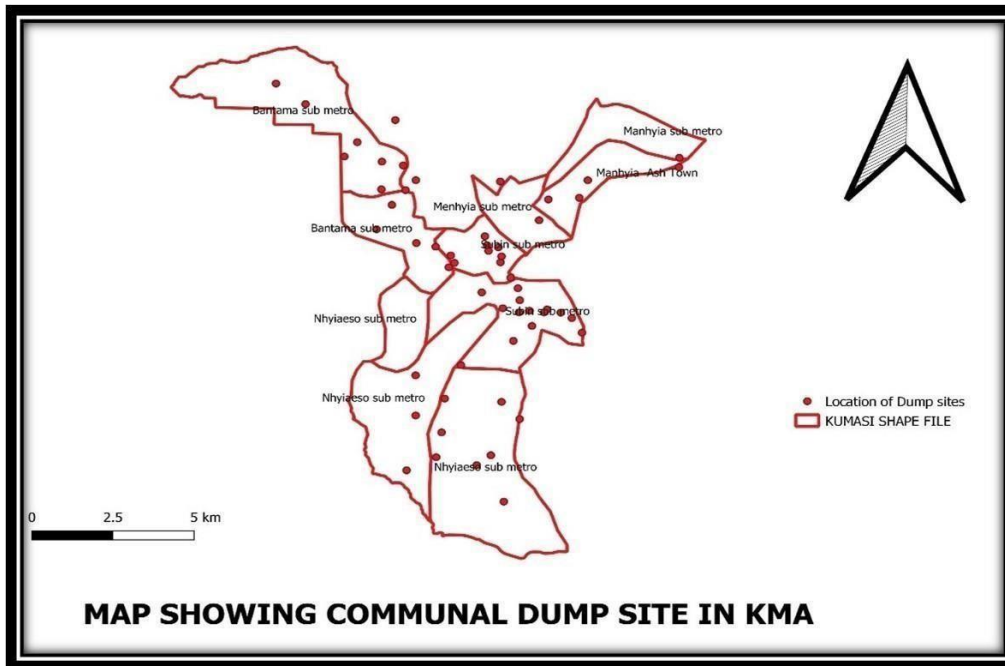
(d) Landfill and Liquid Waste Treatment Plant

The Oti Landfill Site is in Kumasi and situated within the Oti community as shown in Figure 1.19. The landfill property is located at the south-eastern boundaries of Kumasi and currently within the Asokwa Municipal area. The 100-acre (40 hectares) facility has been duly approved for the purpose and leased in the name of the Kumasi Metropolitan Assembly.

Figure 1.20 Oti Landfill Site



Source: WMD, 2025

Figure 1.21 Dump Sites in KMA

Source: KMA-PPD, 2025

The Landfill facility became operational in 2004 and treats solid and liquid waste from communities within the Kumasi Metropolis, the newly created municipalities and the adjoining districts. Currently, seven (8) out of the nine (9) designed cells have been constructed and are being used for solid waste disposal. However, waste disposal operations following the engineered maintenance protocols (i.e., Dump, spread, compact and cover) of the waste are not attained (only dumping and spreading are done currently). This is mainly attributed to the lack of sustainable financing and low-cost recovery. The liquid waste stabilization Pond is also supposed to treat 300m³ of septage from onsite sanitation systems and 300m³ of leachate daily. This facility had not been maintained for many years due to a lack of finance, leading to its deterioration. (see figures 2-4) The KMA has, however, made substantial progress towards its rehabilitation after completing the 1st phase with support from the Water and Sanitation for the Urban Poor (WSUP) and the Sanitation Challenge for Ghana award prize.

Development Implications

- Expanding urban population increases pressure on existing liquid waste treatment capacity.
- Need for additional facilities to treat septic and faecal sludge to prevent pollution of water bodies.
- Reduces the practice of illegal dumping of faecal sludge into drains and open spaces.
- Requires improved desludging logistics, including more vacuum trucks and regulated disposal systems.
- Enhances public health through reduced sanitation-related diseases and improved environmental quality.
- Provides the opportunity to produce by-products such as treated water for irrigation and biosolids for agriculture.

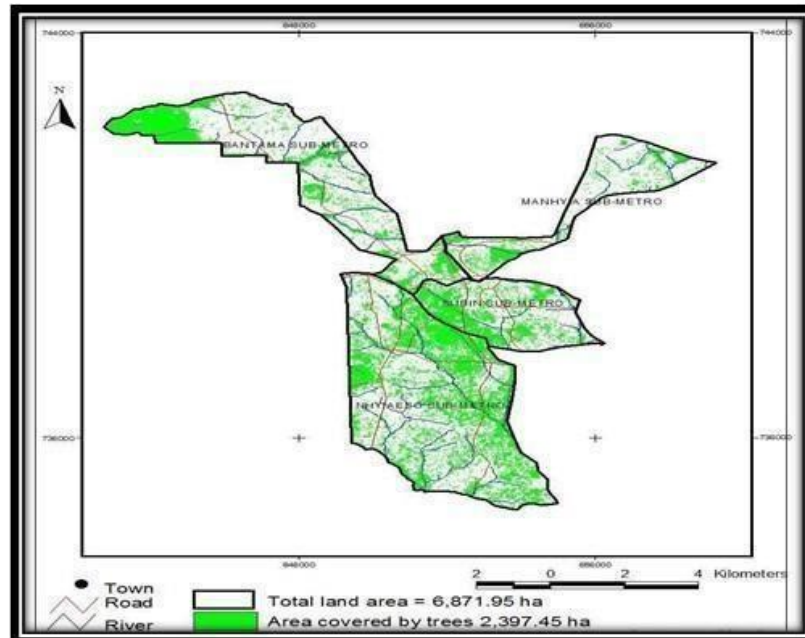
(e) Scalogram of KMA

The scalogram analysis for Kumasi Metropolitan Assembly (KMA) provides a systematic assessment of the distribution, hierarchy, and accessibility of essential social and economic services across communities. It helps identify service gaps, disparities, and growth potential by ranking settlements based on available facilities. This tool supports evidence-based planning and targeted interventions in the MTDP.

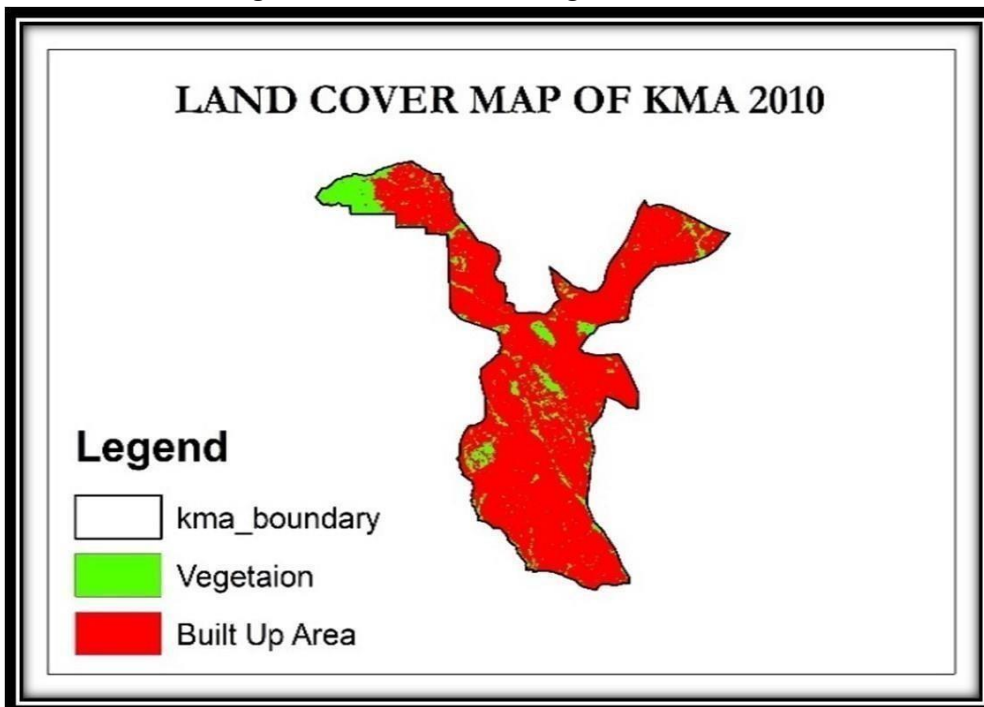
2.11 Environment

(a) Vegetative Cover

The lush greenery that bedecked the City of Kumasi in the 1940s gave it the accolade “The Garden City of West Africa”. The vast hectares of giant stems with their far-reaching canopies covering the metropolis and the different shades of colorful flowers festooning the undulating gradients of the city made it a sight to behold in the 1940s. As of 2020, out of a total land area of 67.9 km² occupied by the metropolis, only a third (34.88%) is covered by trees and flowers. Two-thirds of the city’s landscape is covered by residential, commercial, industrial, civic and cultural and accessibility infrastructure (Figure 1.21).



Vegetation Cover of Ashanti Region as at 2000



. Vegetation Cover of KMA as at 2010 Source: Forestry Commission, 2020

To regain its past glory, the Assembly has invested in several afforestation activities such as extensive awareness creation on tree planting, planting and nurturing trees along roads, riverbanks, schools and even individual homes. Despite these efforts, the land tenure system, which invests ownership of lands in the traditional authorities and individuals, is making the protection of green belts along wetlands in the metropolis challenging since landowners continue to clear trees and other vegetative covers without recourse to the Assembly.

Development Implications: Depleting Vegetation Cover (KMA)

- Increases the risk of soil erosion, flooding, and land degradation, especially in rapidly urbanizing communities.
- Reduces urban biodiversity and negatively impacts microclimate regulation, contributing to higher temperatures.
- Limits available green spaces for recreation, tourism, and environmental education.
- Requires increased investment in tree planting, enforcement of planning regulations, and protection of ecological buffers.

(b) Solid Waste

In line with the Duty of Care requirements, the registered waste collection contractor is responsible for transporting the waste to a permitted waste management facility where it can undergo appropriate treatment or disposal.

Businesses are also responsible for selecting registered waste collection contractors that take their waste to permitted waste management facilities. Waste from these entities may be recycled, composted or landfilled in any of the existing facilities of KMA or its affiliates.

With a projected resident population of about 493,619 persons and a commuting population of over 1 million, Kumasi Metropolis generates an average of 700 tonnes of solid waste daily. Out of the 700 tonnes/day of waste generation in the city, 500 tonnes/day are collected from domestic, commercial and industrial wastes including market waste of 300 tonnes/day, which is carried to the sanitary landfill site. Table 2.16 and Table 2.17 shows the composition of solid waste generated by households at homes and traders at the markets in Kumasi.

Table 2.16 Composition of waste from residential houses

Composition	First Class Area, %	Second Class Area, %	Third Class area	Overall
Fermentable Waste	52.77	53.48	51.5	52.58
Papers	2.56	1.96	2.7	2.41
Cardboards	2.53	2.47	1.67	2.22

Composites	1	1.12	1.37	1.16
Textiles	3.01	3.74	6.03	4.26
Sanitary Textiles	5.78	2.99	4.23	4.33
Plastics	13.37	12.32	13.6	13.10
Glass	2.48	1.24	1.09	1.60
Metals	2.22	2.14	1.45	1.94
Non-classified fuel	3.25	3.54	5.23	4.01
Non-combustibles wastes	0.31	1.31	0.62	0.75
Special wastes	1	0.51	0.5	0.67
Fine Ores<25mm	9.69	12.35	9.3	10.45
Total	99.97	99.17	99.29	99.48

Source: WMD, 2025

Table 2.17 Composition of waste from the markets

Composition	First Class Area, %	Second Class Area, %	Third Class area	Overall
Fermentable Waste	50.21	74.65	55.12	59.99

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Papers	4.78	0.14	1.62	2.18
Cardboards	3.6	0.56	3.86	2.67
Composites	1.5	0.68	1.15	1.11
Textiles	4.47	1.16	3.2	2.94
Sanitary Textiles	2.44	0.66	2.1	1.73
Plastics	12.8	14.58	10.14	12.51
Glass	1.42	0.5	0.81	0.91
Metals	1.54	0.15	1.8	1.16
Non-classified fuel	4.4	0.84	4.9	3.38
Non-combustibles wastes	1.4	0.17	1.84	1.14
Special wastes	0.35	0.05	0.2	0.20
Fine Ores<25mm	10.54	5.02	11.34	8.97
Total	99.45	99.16	98.08	98.89

Source: WMD, 2025

To manage the waste generated in the Metropolis, the Assembly has engaged the services of solid waste management companies namely Zoomlion Ghana Ltd, Kumasi Waste Management Ltd and Asadu Royal Seed and Waste Management Ltd. These companies have been assigned to specific sub metros for their operations. Bantama and Nhyiaeso have been assigned to Kumasi Waste Management Limited, Manhyia North and South to Asadu Royal Seed and Waste Management Ltd and Subin to ZoomLion Ghana Ltd.

Complementing the efforts of these companies in waste collection are the orange – branded tricycles called “Aboboyaa”.

The key lessons learnt in the year 2023 about solid waste treatment and disposal include:

✓ Organic waste treatment, if managed properly, can be viable in the long term at high-density developments. This can be achieved through the choice of a waste collection system that matches the waste treatment system, through appropriate public engagement and an appropriate level and frequency of maintenance.

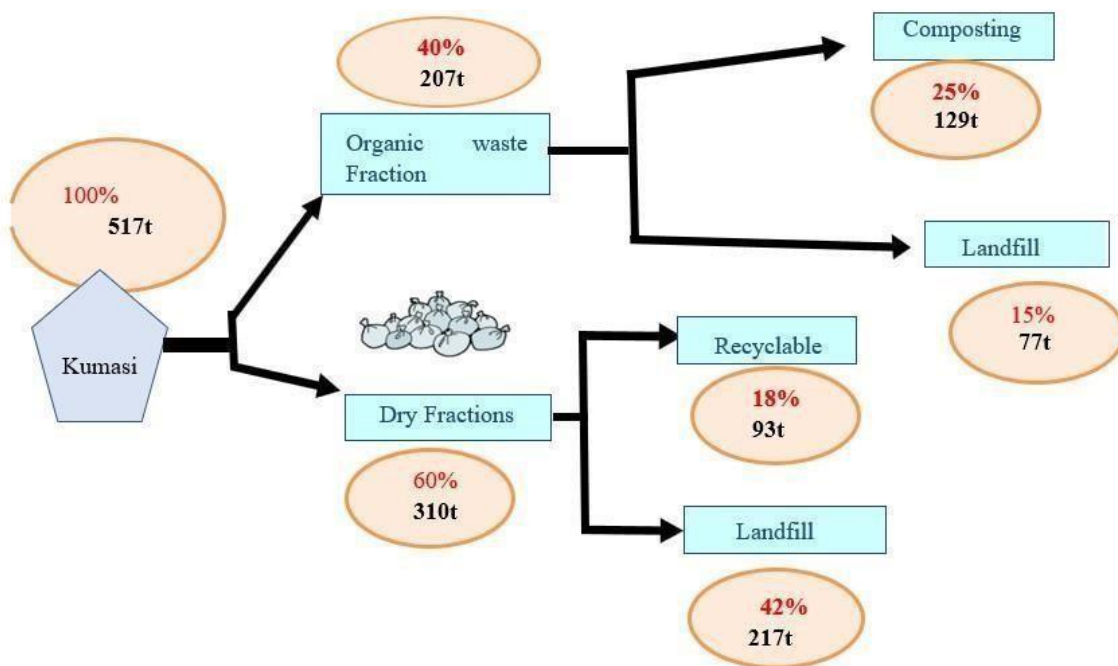
✓ Good customer satisfaction and high recycling participation rates can both be closely correlated to low levels of contamination (up to less than 5%), which means that organic waste treatment processes like composting can occur at more efficient rates.

✓ Food waste processing is feasible within a residential area if measures are put in place to ensure that the waste is contained in such a way that odour and other health and safety issues are avoided.

Development Implications: Solid Waste Generation (KMA)

- Increases pressure on waste collection, transportation, and disposal systems, requiring expanded infrastructure and logistics.
- Leads to environmental pollution, clogged drains, flooding and air pollution if not properly managed.
- Raises operational costs for the Assembly and necessitates stronger partnerships with private waste contractors.
- Requires intensified community education, enforcement of by-laws, and promotion of recycling and waste reduction initiatives

Figure 1.22 below is an indication of the route of solid waste from the KMA for the year 2023.



Collection Routes: Quantity and treatment flow of solid waste and recyclable materials generated in Kumasi

Source WMD, 2023

2.12 Cross-Cutting Development Themes

(a) Climate Change

Kumasi Metropolis is not shielded from the extreme weather patterns caused by the global climate change. The city has witnessed heavy rainfall patterns over the years. The high volume of run-offs from these heavy rains coupled with the encroachment on wetlands and nature reserves has resulted in perennial flooding. Thus, loss of lives and properties during the raining seasons.

Hot weather conditions during the dry season (November – April) is another effect of climate change experienced by residents in Kumasi. This phenomenon is mostly experienced by residents in the low – income communities like Moshie Zongo, Ayalewa, Amakom Old Town, Ahodwo Old Town Dakodwom, Bantama etc. These low – income communities are inner cities of clustered houses with limited open spaces. During the dry seasons, the city witnesses frequent fire outbreaks at homes and at the market centers resulting in loss of properties and economic capital for the traders who are mostly women and bread winners of their households.

The causes of climate change in Kumasi do not differ significantly from the globally known causes. Locally, the notable causes of climate change include emission of greenhouse gases from the wood industry at Sokoban Wood Village and other wood processing shops across the metropolis. Other causes are the emissions from the over – aged commercial vehicles and haulage trucks that transport passengers and goods. Charcoal burning for cooking by households is another cause. The Oti landfill also emit methane gasses into the atmosphere.

The rapid spate of urbanization in the metropolis is also reducing the carbon sink through depletion of the forest for industrial and residential purposes. Trees absorb carbon dioxide (CO₂) from the atmosphere and release oxygen. The fewer trees we have, the more CO₂ we will have in the atmosphere. Trees and vegetation cover also help prevent soil erosion and serve as wind shield against harsh weather conditions. The continuous conversion of green belts and vegetative cover for residential uses makes the city vulnerable to the impacts of climate change. In an attempt to reverse the situation, the Assembly vigorously embarked on the planting and nurturing of over 134,284 trees across the metropolis to increase the carbon sink. It has also undertaken extensive awareness creation exercises on tree planting in the metropolis. Impressed with the Assembly's effort to increase the carbon sink of the metropolis, the European Union Delegation to Ghana has partnered with the Assembly to create a "EU Forest Garden" where 30 different tree species have been planted and nurtured to growth at the Centre for National Culture premises at Bantama.

Figure 1.5 Tree Planting Exercise to mitigate Climate Change



Source: MPCU, 2025

Development Implications

- Increases frequency of floods, heat waves, and extreme weather events, requiring improved climate-resilient infrastructure.
- Threatens livelihoods, especially for farmers and informal workers, demanding stronger adaptation and social protection measures.
- Exacerbates public health risks such as heat-related illnesses, vector-borne diseases, and poor air quality.
- Requires mainstreaming of climate-smart planning, investment in early warning systems, and enforcement of environmental regulation

(b) Gender

Kumasi Metropolis is a female-dominated city with a male–female sex ratio of 93:100. In line with the population, there are more males (94,338) in the economically active population compared to the females (93,586). Thus, the age dependency ratio of males (48%), which is the additional person to be catered for,

is lower compared to that of females (48.2%). However, both the female and the male have fewer than one person to cater for.

Table 2.18 Age Dependency Ratio

Age Group	Both Sexes	Male	Female	Sex ratio
0-14	126,080	62,261	63,819	97.6
15-64	299,810	144,185	155,625	92,64
65+	18,091	7,216	10,875	66.35
Age-dependency ratio	48.1	48.	48.2	

Source: GSS, 2021.

Table 2.19 Gender Analysis

NO. INDICATOR		FEMALE	MALE	REMARKS	Recommendations
1	Member of Parliament	0%	100%	Low female local and national political representation	There is the need to support and increase women's participation at all governance levels.
2	Metro Chief Executive	0%	100%		
3	Assembly Members	5.3%	94.7%	Highly underrepresentation of women in local decision making 8 out of 66 are women comprising 2 elected and 6 appointees	

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5	Total Population of the District	51.9%	48.1%	Slight female majority	This is follows national demographic trends where females are slightly more than men. There is the need to focus on female sensitize programs such as maternal health and social protection programs, etc
6	Ability to Read and Write	85%	87.3%	Male literacy advantage	Educational attainment consistently favors males and girls are nearly twice that of males who have never attended school, this can affect employment options, political participation and health. There is the need to focus of girlchild retention and adult literacy programmes for women.
7	Never Attended School	8%	6%	More women lack basic education	
8	Currently Attending School	54%	53.7%	Slightly higher male enrollment	
9	Attended School in the Past	63%	68%	Historical gaps persists	
10	Use of Mobile Phones	204,029	186,300	More female use smart mobile phones than males	Need to educate particularly the youth on the economic importance of using phones and dangers of social media

11	Persons With Disabilities	54.5%	45.5%	Greater vulnerability among females (29,129 PWDs)	More women face multiple disadvantages. Disability empowerment initiatives should be tailored to meet women's needs
12	Employed Population	48.8%	51.2%	Employment gap favours men	There is the need for more vocational skills training for women.
13	NHIS Coverage	54%	46%	More women are covered	There is the need to expand NHIS outreach to men and educate all genders about preventive care benefits.

Gender disparities remain in key socio-economic areas. Women dominate the informal sector especially trading, food processing, and services, yet face limited access to credit, land, technology, and business support. Men are more represented in formal employment, leadership roles, and higher-income occupations.

Women experience greater vulnerability to poverty, caregiving burdens, and risks of gender-based violence, which influence their participation in development programmes. Educational attainment among girls has improved, but gaps remain in STEM enrolment and skills training. Addressing these inequalities is essential for inclusive planning, equitable resource allocation, and enhancing overall economic productivity in the metropolis.

Development implications of gender dynamics in KMA:

- **Reduced Economic Productivity:** Gender inequalities in access to jobs, credit, and resources limit women's economic contribution and slow inclusive growth.
- **Increased Demand for Social Services:** Women's higher vulnerability to poverty, care burdens, and GBV places pressure on social protection, health, and community support systems.
- **Need for Gender-Responsive Planning:** The Assembly must integrate gendersensitive programmes to ensure equitable participation and improve overall development outcomes.

(c) Persons with Disability

Out of the 29,129 persons with disability, females (54.5%) constitute the majority of the PWDs.

Specific forms of disability with female dominance are sight (44.7%) and hearing (12.2%) impairments. Males, on the other hand, have more persons with speech impairment (15.6%) and physical challenge (22.6%).

In terms of housing, the majority (45.5%) of male-headed households live in rented houses, i.e. owned by other private individuals, as compared to female-headed households (42.6%). On the other hand, the majority (32.5%) of female-headed households live in houses owned by a member of the household compared to male-headed households. Furthermore, about 20.2% of female-headed households live in houses owned by a relative who is not a household member, compared to a male-headed household (17.8%). For the type of dwelling, the majority (57.2%) of the female-headed households live in compound

houses compared to the male-headed households (53.3%). On the other hand, more male-headed households live in separate houses (17.0%) and semi-detached houses (13.3%) compared to female-headed households.

(d) Poverty Mapping

Poverty refers to that segment of the population that verifiably lacks information, power and resources and is usually excluded from development interventions. A poor person is also described as one who knows what he wants but cannot have it either for lack of access, or denial of access or lack of economic means because of sex, age, tribe, social group and/or information. The facets of human life that reflect the extent of poverty are access to basic needs and resources, vulnerability, political alienation, social/cultural and psychological deprivation.

In KMA poverty is expressed under 8 multidimensional index including health which comprise of Any adult under 70 years of age or any child for whom there is nutritional information is undernourished and any child under the age of 18 years has died in the family in the five-year period preceding the survey. Education which states that no household member aged 'school entrance age + six years or older has completed at least six years of schooling. And any school-aged child is not attending school up to the age at which he/she would complete class eight and lastly standard of living including cooking fuel, sanitation, drinking water, electricity, housing and assets.

Among the largest localities in Kumasi Metropolis, the incidence of multidimensional poverty ranges from 12.0% in Amanfrom to 5.0% in Sokoban. The proportion of the population living in multidimensional poverty in Kumasi Metropolis (8.9%) ranks 3rd out of the 43 districts in the Ashanti Region. The incidence of poverty in the region ranges from 50.5% in Sekyere Afram Plains, the highest, to 6.3% in Asokwa Municipal, the lowest. The proportion of the population living in multidimensional poverty in Kumasi Metropolis (8.9%) ranks 12th out of Ghana's 261 districts.

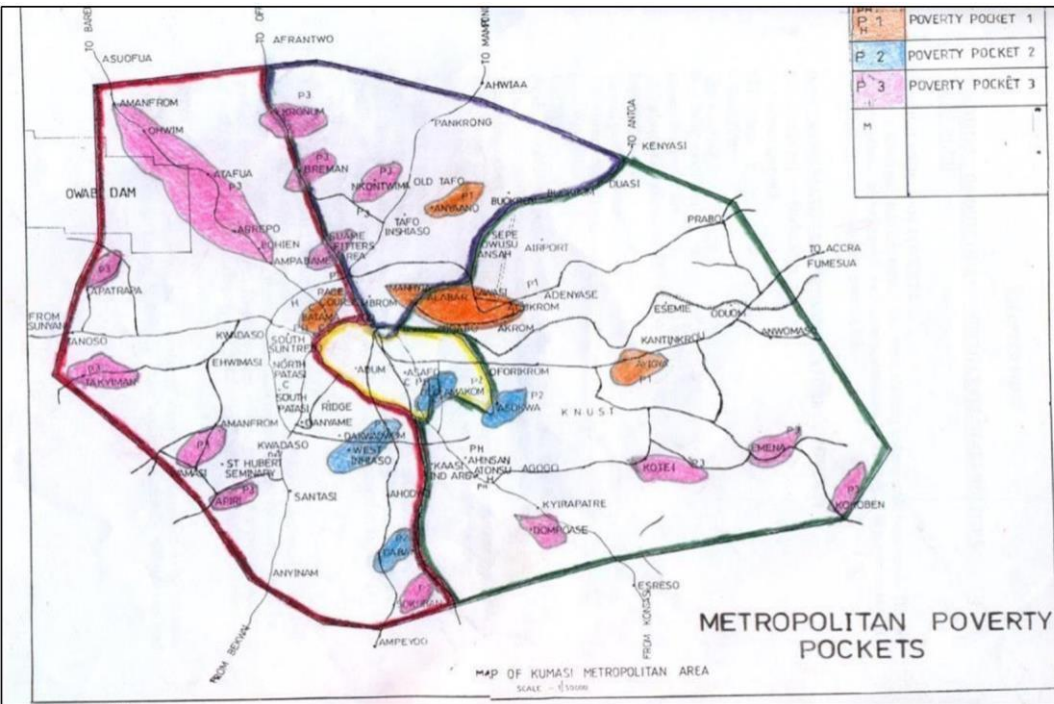
In the Kumasi Metropolis, the incidence of poverty is more profound in the old towns and the slum communities. Notable communities with these characteristics are Kokoben, Moshie Zongo, Dichemso Old

Town, Amakom Old Town, Dakwadwom, Ayariwa near Asem, Sokoban, etc. as shown in Figure 1.13. **Figure 1.24 Poverty Map of Kumasi (2020)**

Development Implications: Poverty and Vulnerability (KMA)

- Increases demand for social protection programmes, livelihood support, and skills development for the urban poor.
- Limits access to quality education, healthcare, and decent housing, deepening inequality across communities.
- Exposes vulnerable groups like children, elderly, PWDs, women to higher risks of exploitation, abuse, and social exclusion.
- Requires targeted, data-driven interventions, community empowerment, and stronger coordination among social welfare institutions.

(e) Local Economic Development in KMA and the Assembly's Contribution



Local Economic Development (LED) in the Kumasi Metropolitan Assembly (KMA) is driven by a vibrant commercial sector, strong transport linkages, thriving markets, and growing services and manufacturing activities. The metropolis remains a hub for trade, artisanal work, hospitality, and emerging creative industries, creating employment and supporting household incomes.

KMA contributes to LED through infrastructure provision, market development, revenue mobilisation, enforcement of by-laws, and support to SMEs. The Assembly also facilitates business formalization, improves urban services such as roads, sanitation, and security, and engages stakeholders to create a conducive environment for investment, innovation, and sustainable economic growth.

KMA contributes to the LED through certification and registrations, organizes workshop training for the artisans, SMEs and provides start-up kits for the trainees.

Development Implications

1. Improved Employment and Incomes: LED expands job opportunities and boosts household earnings, reducing poverty in the metropolis.
2. Increased IGF for Development: Vibrant economic activities enhance KMA’s revenue base, supporting more effective implementation of the MTDP.
3. Higher Infrastructure Demand: Growing business and market activities increase pressure on roads, utilities, and urban facilities, requiring continuous investments.

2.13 Hazards, Disaster and Security

(a) Flooding

Flooding remains a recurrent challenge in the Kumasi Metropolitan Assembly (KMA), with several communities identified as highly vulnerable. Notable flood-prone areas include Beneath Asafo Interchange, Asafo VIP Station, Adum Unicorn area, Behind KTI, Akwatia Line, Afful Nkwata Anwiam, Amakom, Buokrom South Africa, Dichemso, Airport Roundabout area, Area opposite LIMEX, X5 Sika FM area, Old CCC area to Abaase through to Estate Junction, Truba, the area in between Asubonteng and Kokoso, Abrepo highways, Ohwim forest reserve, Atafoa and Afrifa Junction, Santasi–Anyinam, South Junction–Friends Gardens behind the washing bay, Royal Park area (Adiebeba), and Dakwadwom, as well as other known risk zones such as

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Moshie Zongo, Atasemanso, Anloga Junction, Dagomba Line, Kejetia–Central Market, KMA Clinic–Golden Tulip, and Ahodwo–Daban.

The causes of flooding in these communities are primarily human-induced. Construction of buildings within waterways restricts natural drainage, while indiscriminate dumping of refuse into gutters and drains further compounds the problem. These practices lead to choking of culverts and storm drains, preventing the free flow of rainwater run-off during heavy downpours. In addition, inadequate drainage capacity in rapidly urbanizing areas exacerbates the risk of flash floods.

The impacts of flooding on the Metropolis have been severe, including the loss of valuable properties, displacement of households, and in some cases, loss of lives. Recurrent floods have also damaged public infrastructure such as roads, bridges, and markets, disrupting economic activity.

Figure 1.25 Flood Prone Zones in KMA



Source: KMA, MPCU, 2025

(b) Rainstorm

Another notable disaster in Kumasi is a rainstorm. Areas frequently affected are Ahodwo and Daban. These areas are negatively affected by this phenomenon because they have been severely deforested, resulting in inadequate trees serving as windbreaks. Compounding the problem is poor quality construction. *(c) Fire Outbreak*

Fire outbreaks in the Metropolis occur mainly in markets and workshops. Contributing factors include exposed and naked electrical wires, overloaded meters, and the failure to switch off electrical gadgets when not in use. In the Kumasi Central Market, the clustered nature of market stores and the use of common meters have been repeatedly identified in Ghana National Fire Service investigative reports as major causes of such incidents. The challenge is compounded by the inability of fire tenders to access certain sections of the market during outbreaks due to pavements being blocked by temporary structures and hawkers. Another significant cause is the uncontrolled use of open flames from candles, lanterns, and coal pots.

In 2023 alone, 19 fire outbreaks were recorded in the Metropolis, while preliminary data for 2024 indicates 21 incidents to date. Although the increase is marginal, the figure remains concerning given the potential loss of property and lives. It is envisaged that the redevelopment of the Central Market will help alleviate overcrowding, one of the leading causes of market fires. In addition, there is a pressing need to equip the Metro Fire Service Department to enhance its firefighting capacity, while intensifying public sensitization campaigns on fire safety and first aid.

Development Implications

1. Increased Pressure on Emergency Services: Frequent floods, fires, and accidents strain the capacity of NADMO, Fire Service, Police, and health facilities, requiring more investment in logistics and response systems.
2. Disruption of Economic Activities: Disasters such as market fires and flooding interrupt trading, transportation, and service delivery, reducing productivity and municipal revenue.
3. High Infrastructure Maintenance Costs: Roads, drains, bridges, and public utilities deteriorate faster due to recurring hazards, increasing the Assembly's expenditure on repairs and climate-resilient infrastructure.
4. Reduced Public Safety and Social Stability: Rising crime, road accidents, and environmental hazards lower community confidence, increase fear, and weaken social cohesion within the metropolis.
5. Setback to Sustainable Urban Development: Persistent hazards and weak security systems undermine investment attraction, discourage tourism, and limit progress toward a safe, resilient, and inclusive Kumasi.

2.14 Communication

About 88% of the population aged 6 years and older use mobile phones. Smart phones alone are used by 80.3% of the population indicating strong mobile internet potential. Females own slightly more smart phones (204,029) than males (186,300). While mobile ownership is widespread, 12% still lack any device limiting their access to digital education, services and communications.

(a) Telecommunication Networks

The metropolis enjoys the services of MTN, Telecel and Airtel-Tigo. The most extensively coverage is MTN but sometimes unreliable telecommunication services. The unreliable nature of these facilities tends to make administration and business expensive.

(b) Energy

According to the 2021 PHC report, there is a 97% electricity coverage in the district. This has the capacity to boost the activities of small and Medium Enterprises (SMEs) and also to attract investment. Even at home, it contributes to time savings in domestic chores creating more opportunities for women and girls to engage in education or economic activities. High electricity access can also reduce the use of polluting energy sources like charcoal and firewood contributing to climate mitigation.

In the dwelling units, mains electricity accounts for the bulk of lighting across metropolis. Flashlights are still used by about 5% of the population indicating intermittent power supply or outages that demands backup lighting needs. There is the need to consider the potential of renewable alternatives. Street lighting can also be encouraged to enhance safety especially in the night.

2.15 Identification of Key Development Issues in KMA

Key development issues in KMA are identified through a comprehensive assessment of existing conditions, stakeholder consultations, and analysis of social, economic, environmental, and spatial challenges. These issues highlight gaps in service delivery, infrastructure, governance, and livelihoods, providing the basis for prioritizing interventions for sustainable metropolitan development. Through consultative meetings and community observations and field work, the following key development issues were witnessed in KMA:

1. Poor street lighting and security service delivery
2. Poor waste management (Solid and liquid waste-Sewer leakage & fecal discharge into drains)
3. Poor Market Infrastructure and inadequate trading space for artisans
4. Market Fires and security in Markets
5. High youth unemployment / Streetism
6. Poor road conditions (Choked/silted drains)
7. Damaged water infrastructure (non-functional mechanized boreholes)
8. Encroachment on school lands
9. Inadequate school infrastructure (ICT Labs, Libraries, classroom blocks, school fencing, Parks
10. Congestion in the CBD
11. Lack of disability-friendly infrastructure
12. Drug-related crime hotspots
13. Inadequate and Poor toilet infrastructure
14. Slum development
15. Poor traffic management
16. Poor road markings
17. Perennial flooding
18. Lack of space for artisans
19. Abandoned public projects (classroom blocks etc)
20. Lack of community libraries
21. Inadequate police stations
22. Old electricity Poles and Wiring system
23. Low BECE performance in some schools

2.16 POCC Analysis

POCC stands for Potentials, Opportunities, Constraints, and Challenges. It is a local-level planning tool used to assess the internal and external factors that affect development. Potentials refer to the internal strengths and resources within an area, while opportunities refer to external conditions that can be leveraged for growth. Constraints are internal weaknesses that limit development, and challenges are external threats that hinder progress. The POCC framework helps planners and stakeholders understand how these four factors interact and influence development outcomes within a locality. By using the POCC tool, planners in Kumasi align local capacities with external support to design realistic interventions, allocate resources efficiently, and ensure that development strategies directly respond to the city's pressing issues.

Table 2.18: POCC Analysis

Problem	Potentials	Opportunities	Constraints	Challenges
1. Poor street lighting and security service delivery	<ul style="list-style-type: none"> Existing poles in some areas Presence of street lighting firms Presence of security agencies 	Presence of private agencies for PPP. Yearly deployment of security personnel	Vandalism Limited funding High maintenance costs Inadequate logistics for security agencies	Delayed ECG response Political interference Poor motivation for security personnel
2. Poor waste management (solid & liquid waste)	<ul style="list-style-type: none"> Available waste management firms Presence of KMA Waste Management Department 	Support from Ministry of Sanitation and Water Resources	Inadequate city owned refuse trucks and bins Poor enforcement of sanitation laws	Rapid migration-led urbanization
3. Poor market infrastructure & inadequate trading space	<ul style="list-style-type: none"> Additional spaces such as Race Course for development 	Market redevelopment Decongestion strategies	Limited land Competition for space for economic activities	Limited and inconsistent national investment Large population of out of metropolis traders, putting pressure on existing market infrastructure

Problem

Potentials

Opportunities

Constraints

Challenges

4. High youth unemployment / streetism	<ul style="list-style-type: none"> • Large youthful population • Existing skills training centres 	Presence of GEA to train and support SMEs Presence of BAC to support local businesses	Inadequate job opportunities Weak link between training and jobs	Low financial support from financial institutions for startups
5. Poor road conditions (choked/silted drains)	<ul style="list-style-type: none"> • Budgetary constraints • Willingness of communities to support desilting of drains 	Support from Ministry of roads	Budgetary allocations for road revamping Heavy rainfall Rapid silt accumulation	Competing needs of other districts which limits funding
6. Damaged water infrastructure (nonfunctional boreholes)	<ul style="list-style-type: none"> • Existing borehole structures • Presence of local artisans 	Donor support Water and Sanitation programmes	High cost of repair lack of spare parts	Frequent mechanical breakdown

7. Encroachment on school lands	<ul style="list-style-type: none"> • Presence of PTAs • School fencing projects 	Land title regularization	Conflicting land uses (use of school lands for private gains)	Weak land documentation for public schools
8. Inadequate school infrastructure	<ul style="list-style-type: none"> • Availability of school lands • Availability of local contractors 	GET Fund Presence of Donor support	Budget constraints	Budgetary constraints at the national level
9. Congestion in the CBD	<ul style="list-style-type: none"> • Existing road networks 	Urban renewal policies Traffic management reforms	Limited land for expansion	Poor state of satellite markets in other districts
10. Lack of disability-friendly infrastructure	<ul style="list-style-type: none"> • Growing disability advocacy groups 	Inclusive design policies	Limited funding	Non-compliance of public to inclusive design policies
11. Drug-related crime hotspots	<ul style="list-style-type: none"> • Presence of local police force 	National youth antidrug campaigns	Inadequate police logistics	Unchecked influx of narcotics

12. Inadequate and poor toilet infrastructure	<ul style="list-style-type: none"> • Availability of land in some communities • Presence of community leaders for maintenance 	World bank sanitation projects (one household, one toilet project)	Low funding High maintenance burden	Inadequate funds
13. Slum development	<ul style="list-style-type: none"> • Presence of community social networks 	Urban upgrading programmes	High density & poverty levels	Unaffordable affordable housing units
14. Poor traffic management and road markings	<ul style="list-style-type: none"> • Existing road safety agencies • Digitized traffic systems 	Support from the Ministry of Roads and Highways	Inadequate signage and equipment Indiscipline and vehicle overloads	Competing needs from other Metropolis
15. Perennial flooding	<ul style="list-style-type: none"> • Presence of NADMO • Flood-prone areas already mapped 	Stormwater and climate-resilience projects	Poor drainage Building in waterlogged areas	High rainfall intensity
16. Lack of space for artisans	<ul style="list-style-type: none"> • Vacant shops in market centers 	GEA support for SMEs	High cost of market spaces	Difficulty of SMEs in securing loans
17. Abandoned public projects	<ul style="list-style-type: none"> • Existing partially completed structures 	Presence of PPP to complete abandoned projects	Lack of funds contractor disputes	Deterioration over time
18. Lack of community libraries	<ul style="list-style-type: none"> • Available community spaces for library construction 	Availability of the Ghana Library Authority and Digi Library Programme	Budget limitations	Low maintenance capacity
Problem	Potentials	Opportunities	Constraints	Challenges
19. Inadequate police stations	<ul style="list-style-type: none"> • Available community buildings/ space for conversion 	Community partnership police	Budgetary constraints	Staffing shortages

20. Old electricity poles and wiring system	<ul style="list-style-type: none"> • ECG presence in the metropolis 	Available street lighting production firms nation-wide	High replacement cost of worn-out poles	Lack of national commitment
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Source: MPCU, 2025

2.17 Estimated Future Needs and Projections

Development Projections, Needs Assessment, Goals, Objectives and Strategies

This section defines the desired future state the Assembly aims at achieving through the implementation of various strategies between 2026 and 2029 based on development projections made

2.17.1 Development Projections and Needs Assessment

This section of the chapter seeks to project the needs of the population of the metropolis based on existing facilities and identify the various facilities that would be required by the population within the plan period. This also influences the formulation of goals and objectives.

2.17.2 Development Projection

The population for the plan period (2026-2029) was projected using the 2021 base population of 443,981. The projection utilized the estimated annual growth rate of 1.3% to determine the population figures for the Kumasi Metropolis, as detailed in Table 2.20

Table 2.20: Population Projections

Year	2021	2026	2027	2028	2029
Population	443,981	474,931	481,136	487,369	493,619

Source: MPCU, 2025

A growth rate of 1.3% (GSS,2021) was used for the population (2026-2029) using the base year of 2021.

2.18 Needs Assessment

The purpose of this needs assessment is to identify and analyze the key development challenges and priorities within the Kumasi Metropolitan Assembly (KMA). It serves as an evidence-based foundation to guide planning, budgeting, and implementation of development initiatives across the Metropolis. Through data collection, stakeholder engagements, and field observations, the assessment provides insights into the current socio-economic conditions of communities, highlights existing gaps in service delivery, and outlines priority areas for intervention. The findings of this report will therefore inform the preparation of the Assembly's Medium-Term Development Plan and support effective decision-making to enhance sustainable development within the Metropolis.

2.18.1 Health Needs Assessment

The purpose of this needs assessment is to identify and analyze the key development challenges and priorities within the Kumasi Metropolitan Assembly (KMA). It serves as an evidence-based foundation to guide planning, budgeting, and implementation of development initiatives across the Metropolis. Through data collection, stakeholder engagements, and field observations, the assessment provides insights into the current socioeconomic conditions of communities, highlights existing gaps in service delivery, and outlines priority areas for intervention. The findings of this report will therefore inform the preparation of the Assembly's Medium-Term Development Plan and support effective decisionmaking to enhance sustainable development within the Metropolis.

To achieve this, the following assumptions were made;

- Growth rate will be constant throughout the planning period
- There will be no disasters and pandemics
- Per capita out-patient attendance will remain constant throughout the planning period

Table 2.21 Health Needs Assessment

YEAR	POPULATION	FACILITIES	PLANNING STANDARDS	NUMBER REQUIRED	NUMBER AVAILABLE	BACKLOG	SURPLUS
2026	474,931	Regional/Teaching and Specialized Hospitals	30,000,000+	-	1	-	-
		District General Hospital	50,000– 200,000	2	3	-	1
		Maternity Home	5,000–10,000	47	3	44	-
		Urban Health Centre or Polyclinic	20,000– 50,000+	9	3	6	-
		Clinic	Up to 5,000 people	95	46	49	0
2027	481,136	Regional/Teaching and Specialized Hospitals	30,000,000+	-	1	-	1
		District General Hospital	50,000– 200,000	2	3	-	1
		Maternity Home	5,000–10,000	48	3	45	-

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		Urban Health Centre or Polyclinic	20,000– 50,000+	10	3	7	-
		Clinic	Up to 5,000 people	96	46	50	-
2028	487,369	Regional/Teaching and Specialized Hospitals	30,000,000+	-	1	-	1
		District General Hospital	50,000– 200,000	2	3	-	1
		Maternity Home	5,000–10,000	49	3	46	-
		Urban Health Centre or Polyclinic	20,000– 50,000+	10	3	7	-
		Clinic	Up to 5,000 people	97	46	51	-
2029	493,619	Regional/Teaching and Specialized Hospitals	30,000,000+	-	1	-	1
		District General Hospital	50,000– 200,000	2	3	-	1
		Maternity Home	5,000–10,000	49	3	46	-
		Urban Health Centre or Polyclinic	20,000– 50,000+	10	3	7	-
		Clinic	Up to 5,000 people	99	46	53	-

Source: MPCU, 2025

The Table 2.21 above displays health needs assessment for Kumasi Metropolitan Assembly (KMA) which was projected from 2026 to 2029 based on the population growth rate 1.3%. The analysis compared the required number of health facilities as per planning standards with the number currently available, to identify gaps. The health needs assessment shows that the Kumasi Metropolis, with a projected population increasing from 474,931 in 2026 to 493,619 in 2029, has adequate

higherlevel facilities but major gaps in lower-level health services. While the Metropolis has one regional/teaching hospital and three district hospitals, there are significant shortages in maternity homes, urban health centres, and clinics. About 47-49 maternity homes are required each year, but only three exist, nine to ten polyclinics are needed, yet only three are available, and 95-99 clinics are required, but just 46 currently operate. These figures highlight the urgent need to expand primary and maternal healthcare facilities to meet the health demands of the growing population.

2.18.2 Security Needs Assessment

The Security Needs Assessment seeks to evaluate the current security situation within the Kumasi Metropolitan Assembly (KMA) and identify key issues affecting public safety and peace. The assessment aims to provide a clear understanding of crime trends, security infrastructure, and community perceptions of safety. Through consultations with stakeholders, including security agencies, community leaders, and residents, the study highlights priority security concerns and proposes measures to strengthen safety and law enforcement across the Metropolis. The findings will serve as a guide for planning and implementing effective strategies to promote a secure and stable environment for sustainable development in Kumasi.

To achieve this, assumptions will be made and they are;

- The growth rate of the population will remain constant for the planning period.
- The planning standard will be use throughout the projected years. **Table 2.22 Security Needs Assessment**

Year	Population	Planning Standards	Number Required	Number Available	Backlog	Surplus
2026	474,931	35,000	14	13	1	-
2027	481,136	35,000	14	13	1	-
2028	487,369	35,000	14	13	1	-
2029	493,619	35,000	14	13	1	-

Source: MPCU, 2025

The security needs assessment indicates that the Kumasi Metropolis, with a projected population rising from 474,931 in 2026 to 493,619 in 2029, requires 14 police stations based on the planning standard of one station per 35,000 people. However, only 13 police stations are currently available, resulting in a consistent deficit of one station throughout the plan period. This slight shortfall suggests that while the overall security infrastructure is fairly adequate, the establishment of at least one additional police station would be necessary to ensure effective law enforcement and public safety across the growing Metropolis.

Table 2.23 Security Needs Assessment (Police to Citizen Ratio)

Year	Population	Planning Standards (Police-citizen)	Number Required	Number Available	Backlog	Surplus
2026	474,931	1:450	1,055	302	753	-
2027	481,136	1:450	1,069	302	767	-
2028	487,369	1:450	1,083	302	781	-
2029	493,619	1:450	1,097	302	795	-

Source: MPCU, 2025

The Security Needs Assessment table clearly highlights a severe and worsening shortfall in police personnel required to meet the planning standard. The goal is a 1:450 (Police:citizen) ratio across the four projected years. Due to steady population growth (from 474,931 in 2026 to 493,619 in 2029), the Number Required to maintain this standard increases each year, rising from 1,055 to 1,097 officers. However, the Number Available remains static at only 302 officers. This vast and fixed disparity results in a substantial and growing backlog (shortfall), starting at 753 officers in 2026 and worsening to 795 officers by 2029. The table indicates that the current security capacity is critically inadequate to keep pace with population demands, signaling a significant security resource deficit.

2.18.3 Educational Needs Assessment

The Education Needs Assessment examines the current state of educational facilities and services within the Kumasi Metropolitan Assembly (KMA). It identifies gaps in access, infrastructure, and quality of education across kindergarten, primary, and junior high school levels. The assessment uses enrolment trends and planning standards to determine the adequacy of existing facilities and future needs. The findings will guide the Assembly in planning and implementing strategies to improve access to quality education and create a better learning environment for all learners within the Metropolis.

To achieve this, there are laid down assumptions which will be held constant in the planning period, they are;

- The growth rate of the population will remain constant for the planning period.
- The planning standard will be use throughout the projected year.
- Enrolment rate will remain constant for the planning period **Table 2.24 Educational Needs Assessment**

Year	KG	PRIMARY	JHS	TOTAL
2026	5,669	24,827	21,448	51,944

2027	5,425	23,933	21,183	50,541
2028	5,181	23,039	20,919	49,139
2029	4,938	22,145	20,655	47,738

Source: MPCU, 2025

Table 2.25 Educational Needs Assessment (CLASSROOM)

Year	Level	Population	Planning standard (Pupil per Classroom)	Number Required	Number Available	Backlog	Surplus
2026	KG	5,669	1:40	142	252	-	110
	PRIMARY	24,827	1:40	621	756	-	135
	JHS	21,448	1:35	613	585	28	-
2027	KG	5,425	1:40	136	252	-	116
	PRIMARY	23,933	1:40	598	756	-	158
	JHS	21,183	1:35	605	585	20	-
2028	KG	5,181	1:40	130	252	-	122

	PRIMARY	23,039	1:40	576	756	-	180
	JHS	20,919	1:35	598	585	13	-
2029	KG	4,938	1:40	123	252	-	129
	PRIMARY	22,145	1:40	554	756	-	202
	JHS	20,655	1:35	590	585	5	-

Source: MPCU, 2025

The education needs assessment shows a steady decline in enrolment across all levels from 51,944 in 2026 to 47,738 in 2029. While kindergarten and primary levels have more classrooms than required, the junior high level faces slight shortages, such as a backlog of 28 classrooms in 2026. Overall, the findings highlight declining enrolment trends and uneven classroom distribution, calling for better resource allocation and improved learning conditions within the Metropolis.

2.18.4 Needs Assessment on Wash Facilities

(a) Water

Access to good drinking water is a necessity in human development. Good drinking water is needed to promote good health and productive body. Limited access to good drinking water can lead to the contraction and spread of water borne diseases. This section of the report is dedicated to the assessment of the available water facilities in the Metropolis. This assessment will be premised on the following assumptions.

1. It is assumed that the actual population changes will not vary significantly.
2. It is assumed that over the planned period, there would not be any occurrence of natural disaster like drought.
3. It is assumed that the available facilities will be maintained periodically to avoid breakdowns.
4. It is assumed that the same number of gallons is supplied through out the planning period

Table 2.26 Water – Space requirements for gallon water reservoirs

Year	Population	Plan- Standard (persons per gallons	Gallons Required	Gallons supplied	Backlog	Surplus

2026	474,931	35,000 per 175,000	2,374,655	2,701,346,439	-	2,698,971,784
2027	481,136	35,000 per 175,000	2,405,680	2,701,346,439	-	2,698,940,759
2028	487,369	35,000 per 175,000	2,436,845	2,701,346,439	-	2,698,909,594
2029	493,619	35,000 per 175,000	2,468,095	2,701,346,439	-	2,698,878,344

Source: MPCU, 2025

The table titled above shows the projected population, water demand, and supply from 2026 to 2029. It assumes a planning standard of 35,000 persons per 175,000 gallons. As the population gradually increases each year, the gallons required also rise slightly from about 2.37 million in 2026 to 2.47 million in 2029. However, the gallons supplied remain constant at 2.7 billion gallons, leading to a consistent water surplus each year. This indicates that the available water supply is more than sufficient to meet future population demands within this period.

(b) In-House Toilet Facilities

Good sanitation is an essential component in promoting healthy environment that is resistant to outbreak of infectious diseases. Any effort to promote good sanitation will mean preventing the emergence and spread of diseases as well as improving the aesthetics of the environment. Managing the human excreta is very important in this regard. The current sanitation policy urges and supports households to acquire their own toilet facilities; this section of the report will be dedicated to the assessment of in-house toilet facility needs of the Metropolis. According to the 2010 PHC, a toilet is an installation for the disposal of human excreta. According to GSS (2013), a hygienic method of human waste disposal available in a dwelling unit is a critical indicator to measure the sanitary condition of the housing unit and also an indirect measure of the socio-economic status of a household. From the Metropolis' 2010 PHC analytical report, 42.5% of the populace had access to improve in-house toilet facilities (i.e., water closet) whereas 2.8% have no access to any decent form of toilet facility thus they defecate in bushes, drains, water bodies and fields. 36.2% patronize public toilet whereas 18.5% of the populace have the toilet facility in their private homes but in the form of pit latrine, KVIP, bucket/pan, etc. these statistics will be use in table below to assess the inhouse toilet facility needs of the district. The assessment here will be underpinned by the following assumptions.

- The existing in-house toilet facilities will be well maintained.
- Growth rate will remain constant
- The available facilities remain constant throughout the planning period

The people living in the Metropolis would accept and help implement the activities and policies of the Metropolis (e.g., GKMA Project) geared towards improving sanitation and wash facilities.

Table 2.27 Household Toilet Facilities

Year	Population	PlanStandard 1 latrine per 5 pupils	Number Required	Number Available	Backlog	Surplus
2022	138,850	1:5	27,770	1,170	26,600	-
2023	140,655	1:5	28,131	1,170	26,961	-
2024	142,483	1:5	28,497	1,170	27,327	-
2025	144,336	1:5	28,867	1,170	27,697	-

Source: MPCU, 2025

The Table 2.27 shows that the current provision of latrine facilities in the area falls far below the WHO and UNICEF supportive benchmark of 1 latrine per 5 pupils. Despite increasing enrolment, no new facilities were added, leading to a significant and growing sanitation backlog. Urgent intervention is required to align school sanitation infrastructure with international and national health standards.

2.18.5 Market Needs Assessment

Kumasi is considered as the commercial hub of Ghana. This is partly due to the central location of the city in Ghana and also very accessible to other neighboring west African Countries.

Due to rapid urbanization, the existing infrastructure continues to be extensively overstretched. This, adversely have negative impact especially on markets, housing, water, sanitation, roads and power. Comparing the total number of traders within the CBD and available store spaces clearly shows the stalls and shelves are limited in the market has resulted to traders encroaching the lanes within the market, making the place congested and choked and making physical accessibility difficult. To meet the growing demand for urban infrastructure and services, the central and city authorities have implemented a number of urban regeneration projects.

Table 2.28 Market Needs

Total population of KMA (2026)	Total number of Traders	Available Space		GAP (STALLS&COUNTERS)
		STALLS	COUNTER	
474,931	30,000+	7,594	1,561	20,845+

SITUATIONAL ANALYSIS OF KMA

Total	9,155	20,845+
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Source: MPCU, 2025

The Table 2.28 shows that by 2026, the Kumasi Metropolitan Assembly (KMA) is projected to have a total population of 474,931 with over 30,000 traders, but only

9,155 available trading spaces comprising 7,594 stalls and 1,561 counters. This results in a substantial space gap of over 20,845 units, indicating that the majority of traders do not have access to formal market spaces. The data highlight a critical infrastructure deficit in KMA's trading facilities, which could lead to congestion, the rise of informal street trading, and challenges in maintaining order and hygiene within market areas. Addressing this gap will require strategic investment in market expansion and redevelopment to accommodate the growing trader population and improve urban management.

2.18.6 Transport Needs Assessment

In Kumasi, public transportation services are provided by "trotros" (mini-buses), taxis, Bolts, Uber etc for people without private means of transport. Intra-city transportation by large capacity buses is very limited. The "trotros" are therefore major carriers of passengers with patronage of more than 60 percent of the passengers within the Metropolis. This has created congestion in and around the CBD especially during the rush hours. Attempts to introduce large occupancy vehicles as a mode of transport has been fraught with a number of challenges. Notable among them is lack of dedicated bus lanes hence the buses have to join the traffic. In addition to this, the Assembly also plans to construct a 2no. multistorey car park in the CBD to create more space for the construction of dedicated lanes for the BRT and also do away with the current on-street parking.

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This chapter presents a comprehensive assessment of the key development issues affecting residents across the 12 town councils within the Kumasi Metropolitan Assembly (KMA). Additionally, critical development needs and aspirations were also identified to offset and provide synergies in addressing the development issues or concerns. Community needs represent the gap between existing services and the ideal conditions required to ensure well-being, equity, and sustainable development. Through participatory engagement, field validation, informants’ interviews, and other stakeholder consultations, the chapter analyzes the root causes of these challenges, their effects on local livelihoods, livability. It also highlights the aspirations that emerged from the stakeholder consultative meetings. The identified needs are not isolated demands; they reflect interconnected priorities that shape the everyday realities of communities. From insecurity, inadequate sanitation facilities and poor road conditions to youth unemployment and deteriorating school infrastructure, each issue carries social, economic, and spatial implications. These needs are systematically categorized under the thematic pillars of Ghana’s national development framework, **Resetting Ghana – Creating Jobs, Ensuring Accountability, and Promoting Shared Prosperity.” (2026–2029)**, under the following development dimensions:

- Social Development
- Economic Development
- Environment and Human Settlement Development (Environment)
- Governance and Institutional Development
- International Relations

To ensure that planning interventions are both responsive and strategically aligned, the emerging needs and aspirations are prioritized using clearly defined criteria and indicators. These include severity and diversity of the problem and intended benefits (social, economic, environmental etc.) of addressing it. Significant multiplier effect on economic efficiency, e.g., attraction of investors, job creation, increases in incomes and growth. Significant linkage effect on meeting basic human needs and rights, spatial development relevance, and alignment with cross-cutting themes such as gender equity, inclusion, and environmental sustainability.

The Table 3.1 below presents a structured overview of development issues, their underlying causes and effects, and the corresponding community needs. This matrix serves as a foundation for evidence-based decision-making, resource allocation, and inclusive development planning across the KMA.

Table 3.1 Analysis of Identified Development Issues

DEV'T ISSUES	CAUSES	EFFECTS	DEVELOPMENT NEEDS
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1.	Inadequate toilet infrastructure	Poor maintenance, early closure of toilets, and inadequate investment in toilet infrastructure	Open defecation, disease outbreaks	Rehabilitation and construction of new facilities (PPPs), sanitation education, strict enforcement of sanitation by-laws
2.	Poor road surfaces/ conditions	Ageing infrastructure, lack of maintenance	Reduced mobility, vehicle damage, accidents, delay in travel time	Road resurfacing, inner road upgrades, Road Markings

3.	Youth unemployment / Streetism	Skills mismatch, limited job opportunities	Poverty, social vulnerability/increased crime, widen inequality	Vocational/skill training, job creation schemes, youth development centers
4.	Damaged water infrastructure	Poor maintenance, ageing pipeline systems,	Water scarcity, health risks, poor sanitation	Borehole repairs, water system upgrades, new Boreholes construction public stand pipes, extension of GWC connectivity, change of old pipelines
5.	Poor street lighting	Vandalism, underinvestment, poor maintained, inadequate funds, inadequate solar street lights	Increased crime, insecurity, poor visibility	Installation and maintenance of lighting systems
6.	Inadequate and Poor school infrastructure	poor underfunding, maintenance	Overcrowding, Low academic performance, dropouts, ineffective teaching and learning	New classroom blocks, Renovation and rehabilitation works, fencing, and ICT equipment, institutional toilets

KEY DEVELOPMENT PRIORITIES

7.	Poor waste management	Indiscriminate dumping, Inadequate waste bins, poor attitudes of people, inadequate recycle factories, poor maintenance of waste facilities, recalcitrant tricycles waste collectors, inadequate community collection sites	Pollution and disease spread, unkept environment, Health Risk, Climate change, flooding	Waste bins, education, and improved collection systems, maintenance of skip pads, enforcement of sanitation bye-laws,
8.	Poor security service delivery	Understaffing, inadequate logistical support for the police, low night patrols and police community visibility	Theft, robbery, fear	logistical support, strengthen community Watch Dogs, construction of new Police Stations

9.	Dilapidated school parks	Neglect, lack of funding, Poor Maintenance, erosion	Youth idleness, reduced recreation, ineffective school sporting activities	Rehabilitation of parks and recreational spaces, Fencing of schools
10.	Abandoned public projects	Poor oversight, weak contracts, lack of political commitment	Wasted resources, community distrust	Completion strategies, monitoring systems, repacking and award
11.	Lack of disabilityfriendly infrastructure	Poor design standards in public buildings, lack of priority given to PWDS,	Exclusion, limited access, infringement on the rights of PWDS	Inclusive infrastructure design, ramps, signage

	DEV'T ISSUES	CAUSES	EFFECTS	DEVELOPMENT NEEDS
12.	Inadequate and Poor footbridges maintenance	Structural decay, neglect, flooding	Safety risks, restricted access, school absenteeism in affected areas, economic implications for traders, mobility gap	Construction and rehabilitation of footbridges
13.	Inadequate police stations/ posts	Funding challenges	Delayed response, weak law enforcement, increase crime rate, lawlessness, insecurity	Construction of police posts, community policing
14.	Choked/silted drains	Small drains, damaged drains, Waste blockage, poor solid waste management, poor maintenance, indiscriminate solid waste disposal, poor design of drains	Flooding, mosquito breeding,	Regular desilting, drainage expansion and maintenance
15.	Poor traffic management	Unregulated parking, poor design, small roads, nonfunctional traffic lights	Congestion, accidents, longer travelling time	Traffic control systems, parking zones, road markings, extension and expansion of existing roads, new town roads
16.	Inadequate town council offices	Centralized governance Weak sub-structures Low priority of substructures	Weak civic engagement, poor services delivery, partnerships and collaborations	Construction of town council offices in lacking areas

17.	Drug peddlers / related security concerns	Weak Surveillance and law enforcement, increasing crime hotspots or ghettos, ineffective implementation of the whistle blowers act, lack of public outcry and willingness to report to the police,	Violence, fear, addiction, armed robbery theft, lawlessness, fighting, insecurity	Community policing, drug rehabilitation programs, demolition of ghettos, regular sweeps by police, police visibility
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18.	Poor traffic control infrastructure	Lack of investment, poor maintenance, lack of road markings	Road accidents, pedestrian risks	Road signs, zebra crossings, speed ramps, road markings
19.	Illegal truck parking	Lack of enforcement, inadequate logistics for monitoring, lawlessness, inadequate urban space	Congestion, road damage, block visibility	Designated loading zones, enforcement of the law, sanctions to offenders

KEY DEVELOPMENT PRIORITIES

20.	Perennial flooding	Poor stormwater systems, blocked drains, poor sanitation management, small drains, poor desilting and maintenance of drains, nonenforcement of land use regulations, buildings blocking water ways	Property damage and loss, displacement, blockage of accessibility, death, outbreak of waterborne diseases, loss of biodiversity	Stormwater upgrades, early warning systems, rain water capture, desilting of drains, proper drainage systems, land use regulations enforcement, wet lands restorations,
21.	Low school performance/ enrolment	Poor facilities, socioeconomic barriers, inadequate TLM	Skill gaps, inequality	Teacher support, learning materials, and school feeding
22.	Unregulated Scrap dealer activities	Unregulated operations, lack of association for scrap dealers,	Hazards, theft, Environmental pollution, Health Risk	Licensing, relocation, monitoring, help them form associations, organized training for them
DEV'T ISSUES CAUSES EFFECTS DEVELOPMENT NEEDS				
23.	Indiscipline among city guards	weak supervision	Mistrust, ineffective enforcement of traffic/trading regulations in the CBD	Intensify supervision and sanction offenders
24.	Lack of ID systems for unit committees	Weak administration	Poor enforcement, weak control	Provide IDs for all Unit Committee Members
25.	Slum development	High rent, Housing deficits, poor planning, weak enforcement of land use regulations, increasing population	Overcrowding, poor living conditions	Slum upgrading, affordable housing, land use regulations enforcement, demolition of new developing slums
26.	Noise pollution	Unregulated activities of drinking spots, churches, use of Sirines	Stress, public nuisance,	Enforcement of regulation, sanctions of offenders, public sensitization

KEY DEVELOPMENT PRIORITIES

27.	Road accidents	Inadequate road infrastructure, Poor signage, over-speeding, and bad roads, poor maintenance of road medians	Injuries, fatalities, death	Road safety campaigns, infrastructure upgrades, road maintenance, road markings,
28.	Poor market infrastructure	Ageing structures, poor investment, poor maintenance	Unsafe trading environment, reduced commerce, Health Risk, poor sales	Market upgrades, Renovations, Rehabilitations, provide sanitation facilities and management, security and lighting
29.	Encroachment on school lands	Weak enforcement, lack of fencing, lack of titles to school lands	Safety risks, disrupted instructional hours, inadequate space for future school projects	Land acquisition and registration, fencing, public sensitization
30.	Abuse cases among Kayaye people	lack of protection systems for Kayaye people	Trauma, exclusion,	Community protection, legal aid, awareness, vocational or skill training
31.	Lack of space for artisans	Poor planning, high operational costs	Informality, low productivity	Artisan zones, tax reforms
32.	Inadequate revenue collection points at Race Course	Weak Administrative systems, poor logistics	Revenue loss, poor services delivery	Renovation of Collection office at Race Course, digital systems
33.	Bushy road medians	Neglect, poor landscaping, poor maintenance of road infrastructure	Reduced visibility, aesthetic decline, accidents, death	regular maintenance
34.	Erosion	Deforestation, poor drainage system, Lack of landscaping by public and private developers	Land degradation, infrastructure damage, gulleys	Erosion control, reforestation, landscaping of exiting and new buildings, enforcement of building regulations
35.	Sewer leakage & faecal disposal into open drains	Broken infrastructure, poor oversight, weak enforcement of sanitation bye-laws	Health hazards, contamination Pollution,	Sewer rehabilitation, faecal waste systems, enforcement of bye-laws

36.	Lack of community libraries	Poor investment in literacy, inadequate funding	Low reading culture, limited access	Library construction, literacy programs
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Source: KMA MTDP 2026 – 2029

3.2 Understanding the Likert Scale for Prioritizing Development Needs and Issues

The Likert scale is a widely used evaluative tool designed to measure levels of agreement or importance across a range of statements or variables. Typically structured as a five-, seven-, or nine-point scale, it provides a symmetric framework for assessing the strength of relationships between two elements, such as community needs and development challenges. In the context of Kumasi Metropolis, a five-point Likert scale was adopted to harmonize community aspirations with identified development issues and to guide their prioritization.

Table 3.2 outlines the parameters used in this scale, which range from Extremely Important to Extremely Not Important, each assigned a corresponding score from +2 to -2. These scores reflect the degree to which the fulfilment of a particular need contributes to resolving a specific development issue.

- **Extremely Important (Score: 2):** Indicates a strong, essential relationship. The attainment of the need is critical to addressing the development issue, and both are mutually reinforcing.
- **Important (Score: 1):** Suggests a moderate but meaningful connection. While the need supports the resolution of the issue, each can exist independently to some extent.
- **Neutral (Score: 0):** Reflects no significant relationship. The fulfilment of the need neither advances nor impedes the resolution of the issue.
- **Not Important (Score: -1):** Implies a weak or slightly negative relationship. Addressing the need may have minimal or unintended adverse effects on the development issue.
- **Extremely Not Important (Score: -2):** Denotes a highly incompatible relationship. The pursuit of one may significantly hinder the achievement of the other, requiring careful reconciliation before implementation.

This scoring framework enables planners and stakeholders to systematically evaluate, and rank interventions based on their strategic relevance, ensuring that development efforts are both targeted and impactful.

Table 3.2 Likert Scale

RELATIONSHIP	SCORE
Extremely important	2
Important	1
Neutral	0
Not important	-1
Extremely not important	-2

Source:

3.3 Prioritization of Development Issues in Kumasi Metropolitan Assembly

To effectively prioritize the key development issues in the Kumasi Metropolitan Assembly, a structured table format is employed using a five-point Likert scale. Each issue is assessed against the criteria outlined in the NDPC guidelines, with scores ranging from **0 to 2** across five dimensions. These include:

1. (C1) Severity and diversity of the problem
2. (C2) Economic multiplier effect (e.g., job creation, income growth, investor attraction)
3. (C3) Linkage to basic human needs and rights
4. (C4) Impact on sustainable spatial development
5. (C5) Relevance to cross-cutting themes such as gender equity, inclusion of marginalized groups, and environmental sustainability

However, the maximum score per issue is calculated as 10, whereas rankings are determined by the total score. This approach ensures that prioritization is both evidencebased and strategically aligned, guiding planners toward interventions that deliver the greatest social, economic, and environmental impact.

Table 3.3 Prioritization of Development Issues Using the Relative Importance Tool

DEVELOPMENT ISSUE	C1	C2	C3	C4	C5	TOTAL SCORE	PRIORITY RANK
Youth unemployment / Streetism	2	2	1	1	2	8	3
Poor toilet infrastructure	2	1	2	1	1	7	4
Poor Market Infrastructure	2	2	1	2	1	8	3
Damaged water infrastructure	2	1	2	1	1	7	4
Poor school infrastructure	2	1	2	0	1	6	5
Poor waste management	2	1	2	1	2	8	3
Perennial flooding	1	1	1	2	1	6	5
Abuse cases of Kayaye People	1	1	2	0	1	5	6
Choked/silted drains	2	1	1	2	1	7	4
Low school performance	2	1	2	0	1	6	5
Slum development	1	1	2	2	1	7	4
Poor market infrastructure	2	2	1	1	1	7	4
Sewer leakage & faecal disposal	2	1	2	0	1	6	5
Inadequate police stations	1	0	1	0	1	3	8

KEY DEVELOPMENT PRIORITIES

Drug-related crime hotspots	2	0	0	1	1	7	4
Poor street lighting	2	2	2	2	2	10	1
Poor security service delivery	2	2	2	1	2	9	2
Traffic control infrastructure	1	1	1	1	1	5	6
Poor road surfaces/conditions	2	2	1	2	1	8	3
Lack of space for artisans	1	2	1	1	1	6	5
Lack of disability-friendly infra	1	1	2	1	1	7	4
Abandoned public projects	1	2	1	1	1	6	5
Poor traffic management	1	2	1	1	1	6	5
Lack of community libraries	1	0	1	0	1	3	8
Dilapidated school parks	1	1	1	2	1	6	5
Inadequate and Poor footbridges Maintenance	1	1	1	1	1	5	6
Lack of town council offices	1	1	0	1	1	4	7
Illegal truck parking	1	2	0	0	1	3	8
Unregulated Scrap dealers activities	1	1	1	1	1	5	6
DEVELOPMENT ISSUE	C1	C2	C3	C4	C5	TOTAL SCORE	PRIORITY RANK
Indiscipline among city guards	1	0	0	0	1	2	9
Lack of ID systems for committees	1	0	0	0	0	1	10
Road accidents	1	1	1	1	1	5	6
Encroachment on school lands	2	0	2	2	1	7	4
Dilapidated revenue collection point at Race Course	1	1	0	0	1	3	8
Bushy road medians	1	0	1	1	1	4	7
Erosion in certain areas	1	0	0	2	0	3	8
Noise pollution	1	0	1	1	1	4	7

Source: KMA Community Needs Assessment, 2025

How to Use This Table

- **Top Priorities (Score 8–9):** Urgent, high-impact issues with strong social, economic, and spatial relevance.
- **Medium Priorities (Score 6–7):** Important but may require sequencing or bundling with other interventions.
- **Lower Priorities (Score ≤5):** Less urgent or localized issues; consider addressing targeted programs or policy reforms.
- **Score:** Based on stakeholder consensus or technical evaluation using the Likert scale.
- **Priority Level:** Categorized as *High*, *Medium*, or *Low* based on score and strategic relevance.
- **Remarks:** Justifies the score and highlights implications for planning.

3.4 List of First 22 Prioritized Development Issues

1. Poor street lighting and security service delivery
2. Poor waste management (Solid and liquid waste-Sewer leakage & fecal discharge into drains)
3. Poor Market Infrastructure and inadequate trading space for artisans
4. Market Fires and security in Markets
5. High youth unemployment / Streetism
6. Poor road conditions (Choked/silted drains)
7. Damaged water infrastructure (non-functional mechanized boreholes)
8. Encroachment on school lands
9. Inadequate school infrastructure (ICT Labs, Libraries, classroom blocks, school fencing, Parks 10. Congestion in the CBD
11. Lack of disability-friendly infrastructure
12. Drug-related crime hotspots
13. Inadequate and Poor toilet infrastructure
14. Slum development
15. Poor traffic management
16. Poor road markings
17. Perennial flooding
18. Lack of space for artisans
19. Abandoned public projects (classroom blocks etc)
20. Lack of community libraries
21. Inadequate police stations
22. Old electricity Poles and Wiring system

To ensure strategic and equitable resource allocation, the consolidated development issues of the metropolis were prioritized using a Relative Importance Tool grounded in NDPC guidelines. Each issue was evaluated across five key criteria: (i) severity and diversity of the problem, (ii) economic multiplier effect, (iii) linkage to basic human needs and rights, (iv) impact on sustainable spatial development, and (v) relevance to cross-cutting themes such as gender equity, inclusion, and environmental sustainability. Scores ranged from 0 to 2 per criterion, with a maximum of 10 points per issue. The results revealed that youth unemployment and Streetism ranked highest, reflecting their widespread social impact and potential for economic transformation through job creation and skills development. This was followed closely by issues related to sanitation, water access, school infrastructure, waste management, and flooding, all of which scored 8 out of 10. These challenges are deeply linked to public health, education outcomes, and environmental resilience, and addressing them offers significant benefits across multiple sectors. Other

development issues included security service delivery, traffic management, market infrastructure, and slum development, each scoring between 6 and 7. These issues, while not as urgent, present strong opportunities for spatial integration and economic revitalization. Lower-ranked issues such as noise pollution, scrap dealer activities, and bushy road medians scored below 6, indicating localized or less immediate impact, though they remain relevant within targeted interventions.

This prioritization framework provides a clear, evidence-based roadmap for guiding investment decisions, sequencing interventions, and aligning development efforts with both community aspirations and national policy objectives.

3.5 Harmonization of Community Needs and Aspirations

Harmonizing community needs and aspirations is central to inclusive and sustainable development planning. It means aligning residents’ immediate concerns, such as access to clean water, education, healthcare, and infrastructure, with their broader hopes for prosperity, equity, and cultural preservation. This process goes beyond technical analysis. It demands empathetic engagement, participatory dialogue, and strategic synthesis. Effective harmonization begins with robust data collection and stakeholder mapping, ensuring that diverse voices, especially those historically marginalized, are heard, respected, and reflected in planning outcomes.

Planners must then translate these insights into coherent frameworks that balance urgency with long-term vision. For example, while a community may urgently seek road rehabilitation, their deeper aspiration for economic empowerment may require integrated transport and market access strategies. Harmonization is not about compromise; it’s about coherence. It transforms fragmented demands into unified development pathways, fostering ownership, resilience, and shared purpose. When done well, it builds trust, guides resource allocation, and anchors interventions in the lived realities and collective ambitions of the people they serve.

Table 3.4 List of Identified Community Needs and Aspirations

NO. COMMUNITY NEEDS / ASPIRATIONS	
1	Provision of potable water supply systems (including mechanized boreholes)
2	Construction, rehabilitation, and maintenance of roads (including inner roads)
3	Provision of drainage systems and storm drains to prevent flooding (including regular desilting and maintenance)
4	Improvement of sanitation facilities (public toilets, institutional toilets, waste bins, waste collection points)

KEY DEVELOPMENT PRIORITIES

5	Street lighting installation and maintenance for safety and security
6	Construction, rehabilitation, and upgrading of health facilities (including clinics and health centres)
NO. COMMUNITY NEEDS / ASPIRATIONS	
7	Construction, rehabilitation, and fencing of school buildings (including KG blocks)
8	Supply of school furniture and teaching/learning materials
9	Provision of ICT equipment and centres for schools
10	Establishment of police patrols, police stations, and neighbourhood watchdogs
11	Installation of CCTV cameras in strategic locations
12	Provision of pedestrian safety measures (speed humps, zebra crossings, traffic officers, road markings)
13	Construction and rehabilitation of culverts and footbridges
14	Sensitization and public education on sanitation, security, and other community issues
15	Distribution of waste bins in communities and schools
16	Creation and maintenance of community and recreational facilities (parks, Astroturf, centres)
17	Skills training and local apprenticeship programmes for youth and women's employment
18	Evacuation of drug peddlers from schools and crime-prone areas

KEY DEVELOPMENT PRIORITIES

19	Construction, expansion, and rehabilitation of market infrastructure (markets, market sheds)
20	Development of affordable housing projects
21	Support for small-scale businesses, traders, and artisans (including provision of working spaces)
22	Improvement of public transport infrastructure
23	Greening and beautification of public spaces (including road medians)
24	Establishment of fire stations and provision of firefighting equipment
25	Enforcement of by-laws (including sanitation and transport regulations)
26	Construction of sidewalks/pavements for pedestrian safety
27	Establishment of public libraries in communities

Source: KMA MTDP 2025 – 2029

3.5 Prioritization of Development Issues in Kumasi Metropolitan Assembly

The prioritization of the development needs and aspirations of the Kumasi Metropolitan Assembly was conducted using a five-point Likert scale. Each issue is evaluated against the criteria outlined in the NDPC guidelines, with scores ranging from 0 to 2 across five dimensions. These include:

1. (C1) Severity and diversity of the problem
2. (C2) Economic multiplier effect (e.g., job creation, income growth, investor attraction)
3. (C3) Linkage to basic human needs and rights
4. (C4) Impact on sustainable spatial development
5. (C5) Relevance to cross-cutting themes such as gender equity, inclusion of marginalized groups, and environmental sustainability

However, the maximum score per issue is set at 10, while rankings are based on the total score. This method ensures that prioritization is both evidence-based and strategically aligned, guiding planners toward interventions that have the greatest social, economic, and environmental impact.

Table 3.5 Prioritization of Development Needs and Aspirations of the Kumasi Metropolitan Assembly

	TOTAL	RANK
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KEY DEVELOPMENT PRIORITIES

COMMUNITY NEEDS / ASPIRATIONS	C1	C2	C3	C4	C5	SCORE	
						Score	Rank
Skills training & apprenticeship for youth/women	2	2	1	1	2	8	4TH
Provision of potable water supply systems	2	2	2	1	1	8	4TH
Improvement of sanitation facilities	2	1	2	1	2	8	3RD
Construction & fencing of school buildings	2	1	1	1	1	7	4TH
Construction & upgrading of health facilities	2	1	2	1	1	7	4TH
Construction & maintenance of roads	2	2	1	1	2	8	4TH
Provision of drainage systems & storm drains	2	1	1	1	1	6	5TH
Construction & rehabilitation of market infrastructure	2	2	1	1	2	8	2ND
Support for small-scale businesses & artisans	2	2	1	1	1	7	4TH
Improvement of public transport infrastructure	2	2	1	1	1	7	4TH
Provision of pedestrian safety measures	2	1	1	2	1	7	4TH
Construction of culverts & footbridges	2	1	1	2	1	7	4TH
Street lighting installation & maintenance	2	2	1	2	2	9	1ST
Demolition of drug peddlers ghettos/crime areas	2	1	1	1	1	6	5TH
Strengthening of police patrols & construction of new police stations	1	1	2	1	1	6	5TH
Installation of CCTV cameras	1	1	1	1	1	5	7H
Sensitization & public education	1	1	1	1	1	5	7TH
Distribution of waste bins	2	1	2	1	1	7	4TH
Creation of recreational facilities (parks, astroturf)	1	1	1	2	1	6	5TH

KEY DEVELOPMENT PRIORITIES

Development of affordable housing projects	2	1	2	1	1	7	4TH
Enforcement of by-laws	2	1	1	2	1	7	4TH
Construction of sidewalks/pavements	1	1	1	2	1	6	5TH
Provision of ICT equipment for schools	1	1	1	1	1	5	7TH
Establishment of fire stations & equipment	1	1	1	1	2	6	5TH
Greening & beautification of public spaces	1	1	1	2	1	6	6TH
Establishment of public libraries	1	1	1	1	1	5	7TH

Source: KMA-MPCU, 2025 **How to**

Use This Table

- **Top Priorities (Score 8–9):** Urgent, high-impact issues with strong social, economic, and spatial relevance.
- **Medium Priorities (Score 6–7):** Important but may require sequencing or bundling with other interventions.
- **Lower Priorities (Score ≤5):** Less urgent or localized issues; consider addressing targeted programs or policy reforms.
- **Score:** Based on stakeholder consensus or technical evaluation using the Likert scale.
- **Priority Level:** Categorized as *High*, *Medium*, or *Low* based on score and strategic relevance.
- **Remarks:** Justifies the score and highlights implications for planning.

Pairwise Ranking

When two needs are given the same number of preferences (Table 3.6), it means that people in the community think they are equally essential. By using secondary criteria like urgency, impact and feasibility.

1. **Urgency:** Which need is more urgent to address or which problem causes more harm and needs to be addressed quickly
2. **Impact:** Which need when addressed will benefit more people or have long lasting solutions
3. **Feasibility:** Which need is more realistic to implement or which one of the needs can be solved by community members before the intervention of the government

In furtherance to Table 3.5 it was realized that some of the community needs were having the same score and ranking. To further prioritize the competing needs, a pairwise ranking tool was adopted. Pairwise ranking is a participatory rural appraisal (PRA) tool used to compare multiple items (e.g., community needs) against each other in pairs, helping to determine relative priorities. It is especially useful in situations where communities or decision-makers must choose from a list of competing needs. The pairwise ranking ensures:

✓ Participatory: Involves community members in decision-making.

✓ Transparency: Makes the decision process visible and explainable.

✓ Simple: Does not require sophisticated technology or literacy.

✓ Effectiveness: Helps avoid biases and ensure consensus.

The Pairwise Comparisons is done by asking:

1. For each pair: “Which need is more important for the community right now?”
2. Discuss reasons behind the preference.
3. Tally the number of times each need is preferred.

After comparing the competing needs, the final list of needs from the 12 Town Councils are as presented below:

3.6 List of Harmonized Community Needs and Aspirations by Priority

1. 1. Street lighting installation & maintenance
2. 2. Construction & rehabilitation of market infrastructure
3. 3. Improvement of sanitation facilities
4. 4. Skills training & apprenticeship for youth/women and SMEs
5. 5. Provision of potable water supply systems
6. 6. Construction & upgrading of health facilities
7. 7. Provision of school infrastructure (fencing of schools, parks, renovations of classroom blocks, furniture, ICT Labs & equipment etc)
8. 8. Support for small-scale businesses & artisans
9. 9. Construction of culverts & footbridges
10. 10. Construction of/and attachment to disability friendly public infrastructure
11. 11. Enforcement of by-laws
12. 12. Development of affordable housing projects
13. 13. Improvement of public transport infrastructure
14. 14. Provision of drainage systems & storm drains to prevent flooding
15. 15. Demolition of drug peddlers ghettos/crime areas
16. 16. Strengthening of police patrols, construction of new police stations and Community Watch dogs
17. 17. Creation of recreational facilities (parks, astroturf)
18. 18. Construction of sidewalks/pavements
19. 19. Establishment of fire stations & equipment
20. 20. Greening & beautification of public spaces
21. 21. Provision of ICT equipment for schools
22. 22. Sensitization & public education
23. 23. Greening & beautification of public spaces
24. 24. Installation of CCTV cameras
25. 25. Provision of pedestrian safety measures
26. 26. Establishment of public libraries

The list of ranked community needs and aspirations reflects what matters most to residents in terms of priority, relevant to practical solutions that can improve their daily life activities and unlock long-term prosperity and opportunities. At the top is street lighting and delivery of security services, improvement of market infrastructure, skills training and apprenticeship for youth and women, a powerful investment in livelihoods, inclusion, and economic growth. Followed by the provision of essential services like clean water, sanitation, healthcare, education, roads, and drainage facilities. These scored highest because they directly impact public health, mobility, learning, and income generation. Mid-level priorities include support for small businesses, transport upgrades, and public education. These needs offer strong ripple effects, boosting safety, civic engagement, and access to opportunity. Lower-ranked but still meaningful aspirations like ICT

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for schools, libraries, green spaces, and fire stations reflect longterm goals for digital inclusion, environmental quality, and community resilience.

Together, these priorities form a clear roadmap for development planning. They are rooted in lived experience, aligned with national goals, and designed to deliver real impact socially, economically, and spatially.

3.6.1 Why Community Needs Matter: Linking Local Priorities to National and Global Goals

The community needs and aspirations noted through the participatory needs assessment exercise are more than local concerns; they are powerful drivers of national development and global progress since human is the core centre of development. However, when these priorities are aligned with Ghana’s Agenda for Jobs and the Sustainable Development Goals (SDGs), they become part of a larger strategy to create prosperity, equity, and resilience. Each need, whether it’s access to clean water, good roads, youth employment, or safer schools, connects directly to NDPC thematic areas like Social Development, Economic Growth, Infrastructure, Environment and Governance. For example, skills training for youth doesn’t just reduce unemployment; it strengthens Ghana’s economy, promotes gender equity, and supports SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth). Similarly, improving sanitation and drainage systems protects public health, enhances climate resilience, and advances SDG 6 (Clean Water and Sanitation) and SDG 13 (Climate Action). By using a harmonization matrix to prioritize these needs, planners can see where interventions overlap, reinforce each other, and deliver the greatest impact. This approach ensures that development is not only efficient but also inclusive, reaching the most vulnerable, protecting the environment, and transforming communities in ways that are sustainable and strategic.

Table 3.6 Harmonization Matrix: Community Needs Prioritization in line with the NDPC Thematic areas and the SDGs.

No.	Community Needs / Aspirations	Likert Score	Justification Summary	NDPC Thematic Area	Relevant SDGs
1	Provision of potable water supply systems (including mechanized boreholes)	+1	Essential for health and equity, mechanized systems improve reliability	Human Development	SDG 6, SDG 3
2	Construction, rehabilitation, and maintenance of roads (including inner roads)	+2	Enables mobility, trade, and access to services	Infrastructure & Spatial Development	SDG 9, SDG 11
3	Provision of drainage systems and storm drains to prevent flooding (including regular desilting and maintenance)	+2	Mitigates flooding, protects assets, and supports climate resilience	Environment & Sanitation	SDG 11, SDG 13
4	Improvement of sanitation facilities (public toilets, institutional toilets, waste bins, waste collection points)	+2	Reduce diseases, promotes dignity, and improves environmental health	Environment & Sanitation	SDG 6, SDG 3

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5	Street lighting installation and maintenance for safety and security	+1	Enhances safety and supports nighttime activities	Infrastructure & Spatial Development	SDG 11, SDG 16
6	Construction, rehabilitation, and upgrading of health facilities (including clinics and health centres)	+1	Expanding access to primary care reduces health disparities	Human Development	SDG 3
7	Construction, rehabilitation, and fencing of school buildings (including KG blocks)	+2	Improves safety, access, and learning outcomes	Human Development	SDG 4
8	Supply of school furniture and teaching/learning materials	+2	Directly enhances classroom experience and equity	Human Development	SDG 4
9	Provision of ICT equipment and centres for schools	+1	Builds digital literacy and futurereadiness	Human Development	SDG 4, SDG 9
10	Establishment of police patrols, police stations, and neighbourhood watchdogs	+1	Strengthens security and community policing	Governance & Security	SDG 16
11	Installation of CCTV cameras in strategic locations	+2	Deters crime and supports law enforcement	Governance & Security	SDG 16
12	Provision of pedestrian safety measures (speed humps, zebra crossings, traffic officers, road markings)	+2	Reduces accidents and promotes inclusive mobility	Infrastructure & Spatial Development	SDG 11, SDG 3
No.	Community Needs / Aspirations	Likert Score	Justification Summary	NDPC Thematic Area	Relevant SDGs
13	Construction and rehabilitation of culverts and footbridges	+1	Enhances connectivity and flood resilience	Infrastructure & Spatial Development	SDG 9, SDG 11

KEY DEVELOPMENT PRIORITIES

14	Sensitization and public education on sanitation, security, and other community issues	+2	Empowers communities and promotes civic responsibilities	Governance & Security	SDG 16, SDG 6
15	Distribution of waste bins in communities and schools	+1	Supports cleaner environments and behavioural change	Environment & Sanitation	SDG 11, SDG 12
16	Creation and maintenance of community and recreational facilities (parks, astroturfs, centres)	+1	Promotes social cohesion and youth engagements	Human Development	SDG 3, SDG 11
17	Skills training and local apprenticeship programmes for youth and women's employment	+2	Tackles unemployment and builds local capacity	Economic Development	SDG 8, SDG 5
18	Evacuation of drug peddlers from schools and crime-prone areas	+1	Improves safety and learning environments	Governance & Security	SDG 16
19	Construction, expansion, and rehabilitation of market infrastructure (markets, market sheds)	+2	Boosts local commerce and women's livelihoods	Economic Development	SDG 8, SDG 5
20	Development of affordable housing projects	0	Long-term impact; constrained by land and financing	Infrastructure & Spatial Development	SDG 11
21	Support for small-scale businesses, traders, and artisans (including provision of working spaces)	+1	Stimulates local economies and job creation	Economic Development	SDG 8
22	Improvement of public transport infrastructure	+1	Enhances access and inclusive urban growth	Infrastructure & Spatial Development	SDG 11

KEY DEVELOPMENT PRIORITIES

23	Greening and beautification of public spaces (including road medians)	0	Valuable for aesthetics and climate resilience	Environment & Sanitation	SDG 13, SDG 11
24	Establishment of fire stations and provision of firefighting equipment	0	Important but less frequently demanded	Governance & Security	SDG 11
25	Enforcement of by-laws (including sanitation and transport regulations)	+1	Strengthens governance and accountability	Governance & Security	SDG 16
26	Construction of sidewalks/pavements for pedestrian safety	+1	Promotes pedestrian safety and accessibility	Infrastructure & Spatial	SDG 11
				Development	
27	Establishment of public libraries in communities	0	Supports literacy, but less urgent than basic needs	Human Development	SDG 4

Source: KMA-MPCU 2025

The harmonization matrix combines community priorities with strategic scoring, using a Likert scale to evaluate each need based on its urgency, impact, and alignment with national and global objectives. By integrating this scoring with clear justifications, the matrix connects local aspirations directly to the NDPC’s thematic areas and the Sustainable Development Goals (SDGs). This approach doesn’t just organize data but enables planners to make informed decisions, effective stakeholders’ engagement, and justify policies clearly and purposefully. It transforms community voices into actionable priorities that are both locally relevant and globally aligned.

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

Chapter Four of the Medium-Term Development Plan (MTDP) for the Kumasi Metropolitan Assembly (KMA) outlines the overall direction and strategic framework for achieving the city's development vision. It translates the key issues identified in the situational analysis into clear development goals, specific objectives, and well-defined strategies aligned with the national development agenda and the Sustainable Development Goals (SDGs).

The chapter highlights KMA's commitment to promoting inclusive urban growth, improved service delivery, environmental sustainability, and socio-economic transformation. It provides sector-specific goals and objectives covering areas such as governance, infrastructure, sanitation, health, education, local economic development, and climate resilience. The strategies presented serve as actionable pathways for addressing development challenges, strengthening institutional capacity, and improving the quality of life for residents of Kumasi.

In essence, this chapter forms the backbone of the MTDP, guiding the formulation of projects and programmes to ensure coherent, coordinated, and results-oriented development planning within the metropolis.

More so, the goals, objectives, and strategies formulated in the Medium-Term Development Plan is closely align with the Spatial Development Framework (SDF) and Structure Plans of the Kumasi Metropolitan Assembly (KMA). These spatial plans provide the physical and geographic basis for guiding land use, infrastructure development, and urban growth patterns.

By reflecting the SDF and Structure Plans, the development goals and strategies ensure that socioeconomic interventions are spatially balanced, environmentally sustainable, and consistent with the city's long-term vision. This alignment helps to coordinate sectoral activities such as housing, transportation, commerce, and public services within clearly defined urban zones, growth corridors, and environmental protection areas.

In essence, integrating the SDF and Structure Plans into the goals and strategies promotes orderly urban development, reduces spatial inequalities, and enhances the efficient use of land and resources across the metropolis.

4.1 Development Goals, Objectives and Strategies Matrix

The Table 4.1 below captures formulated goals, objectives and strategies and its alignment with national objectives.

Table 4.1 Development goals, objectives and strategies matrix

Prioritized Issues	Goals	Objectives	Aligned Objectives/SDGs National	Strategies	Development Program
Inadequate and Poor Market Infrastructure/conditions	Promote Economic Development	Rehabilitate and modernize 3 existing markets by 2029 to improve trading conditions.	<ul style="list-style-type: none"> • Improve connectivity & reduce transport costs • Promote strategic industrial development initiatives 	<ul style="list-style-type: none"> • Create enabling environment in markets 	Market Infrastructure Development
Market Fire Outbreaks	Promote Economic Development	Rehabilitate and modernize 3 existing markets by 2029 to improve trading conditions.	<ul style="list-style-type: none"> • Improve connectivity & reduce transport costs 	<ul style="list-style-type: none"> • Install and maintain fire extinguishers, hydrants, and alarm systems in markets. • Rewire congested and unsafe electrical connections. • Conduct regular fire safety training for traders and market leaders. • Establish mini fire posts or rapid response units near busy markets. • Enforce fire safety regulations in collaboration with GNFS 	Market Infrastructure Development

Lack/Inadequate space for artisans	Promote Economic Development	Provide Vocational training skills and market to 200 youth by end of 2029	<ul style="list-style-type: none"> • Enhance business enabling environment 	<ul style="list-style-type: none"> • Develop artisan enclaves 	LED Programme
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Unregulated Scrap dealer activities and operations	Promote Economic Development	train and formally register 100 scrap dealers in the Kumasi metropolitan assembly on efficient e-waste management practices and business formalization, resulting in at least 80% of trained dealers operating under formal registration and compliant in e-waste handling procedures by end of December 2029	<ul style="list-style-type: none"> • Enhance business enabling environment 	<ul style="list-style-type: none"> • Training of scrap dealers • on proper dismantling, • Sanitization workshop on the impacts of E-waste on human health and the environment • Develop bye-laws to regulate the activities of scrap dealers • Guide scrap dealers to form associations in order to regulate their operations 	LED Program
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Prioritized Issues	Goals	Objectives	Aligned Objectives/SDGs	National Strategies	Development Program
Youth unemployment / Streetism	Promote Economic Development	To reduce youth unemployment and Streetism by 30% by 2029	<ul style="list-style-type: none"> Promote job creation and decent work Promote effective participation of the youth in socioeconomic development 	<ul style="list-style-type: none"> Provide adequate capacity building workshops 	LED Program
Poor street lighting and security service delivery	Enhance Social Development and Social Service provision	Enhance lighting and police visibility by end of 2029	<ul style="list-style-type: none"> Enhance public safety and security 	<ul style="list-style-type: none"> Strengthening security surveillance systems within the metropolis 	Urban Safety and Security Improvement
Increasing drug-related crime hotspots/ ghettos	Enhance Social Development and Social Service provision	<ul style="list-style-type: none"> Increase community policing and surveillance systems coverage to all submetros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis 	Enhance public safety and security	<ul style="list-style-type: none"> Enhance awareness and rehabilitation support Dissolution of ghettos in the metropolis Regular sweep of ghettos Provide logistical support to the Police 	Urban Safety and Security Programme

Inadequate and Poor toilet infrastructure	Enhance Social Development and Social Service provision	<ul style="list-style-type: none"> Enhance access to improved and sustainable environmental sanitation services by 40% by 2029 	<ul style="list-style-type: none"> Enhance access to improved and sustainable environmental sanitation services 	<ul style="list-style-type: none"> Construct and maintain hygienic toilets Issue Abatement notice to homeowners without toilet facilities and facilitate the Const. of 100no. HH Toilets in low income HHs at Moshie Zongo Organize quarterly inspection at all transfer stations and public toilets at sub-metro level 	Integrated waste management program
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Prioritized Issues	Goals	Objectives	Aligned National Objectives/SDGs	Strategies	Development Program
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Faecal/sludge drains into discharge	Enhance Social Development and Social Service provision	<ul style="list-style-type: none"> • Enhance access to improved and sustainable environmental sanitation services by 40% by 2029 	<ul style="list-style-type: none"> • Enhance access to improved and sustainable environmental sanitation services 	<ul style="list-style-type: none"> • Support for the Rehabilitation and expansion of 2No. Sewage Ponds • Enforce strict penalties for illegal sludge disposal. • Increase monitoring with sanitation inspectors and community watchdogs. • Expand and maintain fecal sludge treatment facilities. • Establish designated disposal points and promote mechanized desludging. • Conduct public education on health risks and proper sanitation practices. 	Integrated waste management program
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Inadequate police stations	Enhance Social Development and Social Service provision	<ul style="list-style-type: none"> Increase community policing and surveillance systems coverage to all submetros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis 	<ul style="list-style-type: none"> Enhance public safety and security 	<ul style="list-style-type: none"> Construct 2 Police Stations and equip Police Station Revitalize the NonFunctional Police Post 	Urban Safety and Security Programme
Inadequate access to potable Drinking Water	Enhance Social Development and Social Service provision	<ul style="list-style-type: none"> Improve access to safe and reliable water supply services for all by end of 2029 	<ul style="list-style-type: none"> Improve access to safe, reliable and sustainable water supply services for all 	<ul style="list-style-type: none"> Construction of 50 mechanized metro wide boreholes 	Water Infrastructure Program

Prioritized Issues	Goals	Objectives	Aligned Objectives/SDGs	National Strategies	Development Program
Poor school infrastructure (libraries, ICTs, toilets, parks) and low performance	Enhance Social Development and Social Service provision	Improve educational performance and learning outcomes across all basic schools by 2029	<ul style="list-style-type: none"> Enhance equitable access to, and participation in quality education at all levels by 2029 	<ul style="list-style-type: none"> Improve access to quality educational infrastructure 	<ul style="list-style-type: none"> Educational Infrastructure Development

Inadequate health infrastructure	Enhance Social Development and Social Service provision	Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029	<ul style="list-style-type: none"> • Provide adequate health infrastructure and institute functional health logistics by 2029 2026 	<ul style="list-style-type: none"> • Improve access to quality health care by Rehabilitating existing health facilities • Upgrade critical medical equipment • Embark on targeted health investment and partnerships 	<ul style="list-style-type: none"> • Health Infrastructure Program
Damaged water infrastructure	Enhance Social Development and Social Service provision	Provide 100% coverage of safe drinking water sources by 2029	<ul style="list-style-type: none"> • Improve access to safe, reliable and sustainable water supply services for all 	<ul style="list-style-type: none"> • Increase access to portable drinking water 	<ul style="list-style-type: none"> • Water Infrastructure Program
Encroachment on school lands	Enhance Social Development and Social Service provision	Improve educational performance and learning Improve educational performance and learning	<ul style="list-style-type: none"> • Ensure safety on school premises 	<ul style="list-style-type: none"> • Demarcate and fence school lands • Register all school lands 	Educational Infrastructure Development

Abuse cases of Kayaye People	Enhance Social Development and Social Service provision	Improve educational performance and learning Improve educational performance and learning	Strengthen social protection	<ul style="list-style-type: none"> • Educate 20 teenage Head Porters (Kayaye) leaders on personal care, health, rights and others • Undertake case mangt to strengthen Families for the benefit • 60 children/clients • Organize talk sessions on child abuse, time management labor and molestation for students • Sensitize 3 women groups on Gender Based Violence and its preventive measures 	<ul style="list-style-type: none"> • Urban Safety and security program
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Prioritized Issues	Goals	Objectives	Aligned Objectives/SDGs	National	Strategies	Development Program
Lack of disability-friendly infrastructure	Enhance Social Development and Social Service provision	Increase disability friendly infrastructure in the Kumasi Metropolis by 70%	<ul style="list-style-type: none"> • Promote active participation and equal inclusion of PWDs in all dimensions of social and economic development 		Enforcement of building standards to ensure compliance	Inclusive Infrastructure Development

Poor waste management (Solid and liquid waste)	Enhance Social Development and Social Service provision	To increase the proportion of solid waste properly collected and disposed off in Kumasi from 65% to 90% by 2029.	<ul style="list-style-type: none"> Enhance access to improved and sustainable environmental sanitation services 	Increase access to sanitation services by providing essential sanitation service delivery	Integrated waste Management Programme
Poor road conditions (Choked/silted drains)	Promote Sustainable Human Settlement and Inclusive Infrastructure Development	To improve the condition of 50km length of roads network by 2029	<ul style="list-style-type: none"> Improve transportation safety and pedestrian access infrastructure 	Construct Drains in 3No. areas and improve box culvert and access roads at Abrepo Junc. Krofrom EFNT/ Truba Install Pedestrian Guardrails and replace metal gratings and slaps Regrading of selected roads in the Kumasi Metropolis	Urban Roads Improvement
Road Accident	Enhance Social Development and Social Service provision	Reduce the prevalence of road accidents by 40% in the Metropolis by 2029	<ul style="list-style-type: none"> Improve transportation safety and pedestrian access infrastructure 	<ul style="list-style-type: none"> Maintenance of Green area and Grass cutting works at the medians Install Traffic control infrastructure, unkempt road medians, and markings, illegal and unregulated truck packings Implement the partnership for Healthy Cities Road Safety project/ BIGRS 	Urban Transport Management Program

Prioritized Issues	Goals	Objectives	Aligned National Objectives/SDGs	Strategies	Development Program
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Poor Maintenance of Road Median	Enhance Social Development and Social Service provision	To improve the condition of 50km length of roads network by 2029	<ul style="list-style-type: none"> • Improve transportation safety and pedestrian access infrastructure 	<ul style="list-style-type: none"> • Weeding and cutting of hedges • Control and regulate the installation of bill boards and adverts in road median 	Urban Transport Management Program
Congestion in the CBD	Enhance Social Development and Social Service provision	Improve mobility and reduce travel time within the CBD by 20% by 2029.	<ul style="list-style-type: none"> • Improve transportation safety and pedestrian access infrastructure 	<ul style="list-style-type: none"> • Enforce traffic regulations and relocate hawkers 	Urban Transport Management Program
Poor traffic management and road markings	Enhance Social Development and Social Service provision	Improve mobility and reduce travel time within the CBD by 20% by 2029.	<ul style="list-style-type: none"> • Improve transportation safety and pedestrian access infrastructure 	Provide road markings and signage on all main and access roads	Urban transport Management Program

Prioritized Issues	Goals	Objectives	Aligned National Objectives/SDGs	Strategies	Development Program
Inadequate and Poor maintenance of footbridges	Enhance Social Development and Social Service provision	To improve the condition of 50km length of roads network by 2029	<ul style="list-style-type: none"> • Improve transportation safety and pedestrian access infrastructure. 	<ul style="list-style-type: none"> • Improve road surfaces through regrading and • Drain construction 	Urban Improvement Program
Perennial flooding fire and Outbreaks	Promote Sustainable Human Settlement and Inclusive Infrastructure Development	Reduce the number of fire outbreaks by 50% and enhance flood resilience by 2029	<ul style="list-style-type: none"> • Build Resilience to Vulnerabilities, Shocks, and Stresses • Improve national resilience to hydrological threats 	<ul style="list-style-type: none"> • Organize educational campaigns on fire and floods for all fuel stations and flood prone communities • Build the Capacity of NADMO Staff in disaster management • Carryout inspection and evaluation of facilities to ensure safety 	Flood Control and Disaster Programme

Slum Development	Promote Sustainable Human Settlement and Inclusive Infrastructure Development	Upgrade 3 slums by 2029.	<ul style="list-style-type: none"> • Improve basic social infrastructure and services and livelihood conditions of slum communities 	<ul style="list-style-type: none"> • Identify, verify and acquire lease on all lands zoned for public use across the metropolis (phase 1) • Revise local plans, develop community maps/signages and procure street signages • Organize sensitization campaigns to educate the public on building on unauthorized areas, on acquisition of land and permitting procedures • Organize periodic monitoring exercises to ensure Conformity to standards by developers • Implement urban renewal projects 	Slum Upgrading Programme
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Prioritized Issues	Goals	Objectives	Aligned National Objectives/SDGs	Strategies	Development Program
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Noise pollution (drinking spots, advertisement vans, community information centers)	Promote Sustainable Human Settlement and Inclusive Infrastructure Development	Enhance access to improved and sustainable environmental sanitation services by 40% by 2029	<ul style="list-style-type: none"> Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029 	<ul style="list-style-type: none"> Conduct regular monitoring using noise measuring devices in hotspots. Enforce penalties for breaches of permissible noise levels. Engage religious bodies, hospitality facilities, transport unions, and event operators on noise regulations. Collaborate with EPA, Police, and Assembly taskforce for joint enforcement. 	Urban Noise Control and Environmental Quality Improvement Programme
Old electricity Poles and Wiring system	Enhance Social Development and Social Service provision	Replace 60% of obsolete public infrastructure identified (Utility related) in the Metropolis by 2029	<ul style="list-style-type: none"> Enhance access to clean and affordable energy (SDG 7 – Affordable clean energy) 	<ul style="list-style-type: none"> Upgrade poles and wiring systems 	Energy Infrastructure Program
Leakages in Revenue Mobilization	Strengthen Local Governance for Sustainable Development	Increase revenue mobilization by 30% by 2029	<ul style="list-style-type: none"> Strengthen fiscal decentralization by 2029 (SDG 16 – Effective institutions) 	<ul style="list-style-type: none"> Implement digital payment systems 	Revenue Mobilization Enhancement

Nonfunctional substructures	Strengthen Governance for Sustainable Development	Local To fully inaugurate, provide office accommodation and capacity Building to the Assembly and its substructures by 2029	<ul style="list-style-type: none"> Strengthen the effectiveness, accountability and efficiency of Public Institutions (SDG 16 – Institutions and governance) 	<ul style="list-style-type: none"> Provide logistics and capacity building 	Decentralization Support Programme
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4.2 Goal Compatibility Matrix

Goal compatibility ensures that the Medium-Term Development Plan for KMA aligns identified development issues with strategic priorities to promote coherent, inclusive, and sustainable growth. By harmonizing sectoral goals such as improved infrastructure, enhanced social services, environmental management, and economic resilience, the Assembly can avoid duplication, strengthen coordination, and maximize resource use. This approach ensures that proposed interventions reinforce one another, address cross-cutting challenges like climate change and urbanization, and advance national development frameworks. Ultimately, goal compatibility provides a unified direction for planning, enabling KMA to deliver impactful, coordinated, and people-centered development outcomes over the medium term. The goals derived from the development issues identified includes:

4.2.1 Goals

1. Promote Economic Development
2. Enhance Social Development and Social Service provision
3. Promote Sustainable Human Settlement and Inclusive Infrastructure Development
4. Strengthen Local Governance for Sustainable Development

Table 4.2 Parameters Used for Goal Compatibility Analysis

LIKERT SCALE	PARAMETER	MEANING
+2	Strongly compatible	The two goals are strongly and positively related. Achieving one goal will directly and significantly help in achieving the other.
+1	Weakly Compatible	The two goals have a weak but positive relationship. Achieving one goal will indirectly help in achieving the other, but the effect is not strong.
0	incompatible	The two goals are unrelated. Achieving one has no impact, positive or negative, on the other.
-1	Weakly incompatible	The two goals have a weak but negative relationship. Achieving one goal may directly hinder the achievement of the other.
-2	Strongly incompatible	The two goals are strongly and negatively related. Actively pursuing one goal will almost certainly prevent or undermine the achievement of the other.

Table 4.3 Goal compatibility Matrix

Goals	1. Promote Economic Development	2. Enhance Social Development & Social Service Provision	3. Promote Sustainable Human Settlement & Infrastructure Development	4. Strengthen Local Governance for Sustainable Development
1. Promote Economic Development	—	+2	+2	+2
2. Enhance Social Development & Social Service Provision	+2	—	+2	+2
3. Promote Sustainable Human Settlement & Infrastructure Development	+2	+2	—	+2
4. Strengthen Local Governance for Sustainable Development	+2	+2	+2	—

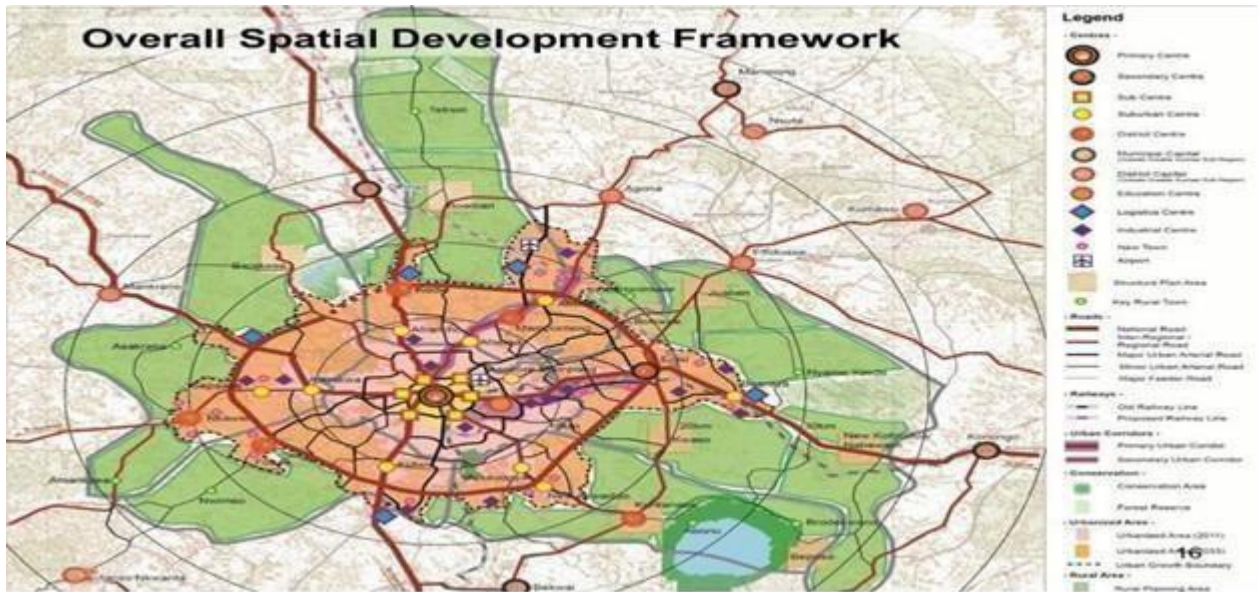
Source: MPCU, 2025

4.3 Kumasi Metropolitan Spatial Development Framework (SDF), 2026–2046

Kumasi Metropolitan Assembly's SDF takes inspiration from the SDF prepared for the Greater Kumasi Region sponsored by JICA in 2013 and the Ashanti Region SDF (20162036) prepared under the Second Land Administration Project (LAP II) as shown in the Figure 4.1 below

The main legal framework that makes provision for the preparation of the SDFs is the Land Use and Spatial Planning Act 2016, (Act 925). Section 58 of the Act spells out the key objectives of the SDF as ensuring the judicious use of land and support spatial strategy for coordinated and integrated district development. The National Development Planning (System) Act 1994, Act 480 and Act 925, Land Use and Spatial Planning Regulation (L.I 2232), The Local Governance Act, 2016 (Act 936) and Sustainable Development Goals 2015, provide the basis for all local authorities to prepare District Spatial Development Framework (DSDF).

Figure 4.1 SDF for Greater Kumasi Sub-Region (2016-2036)

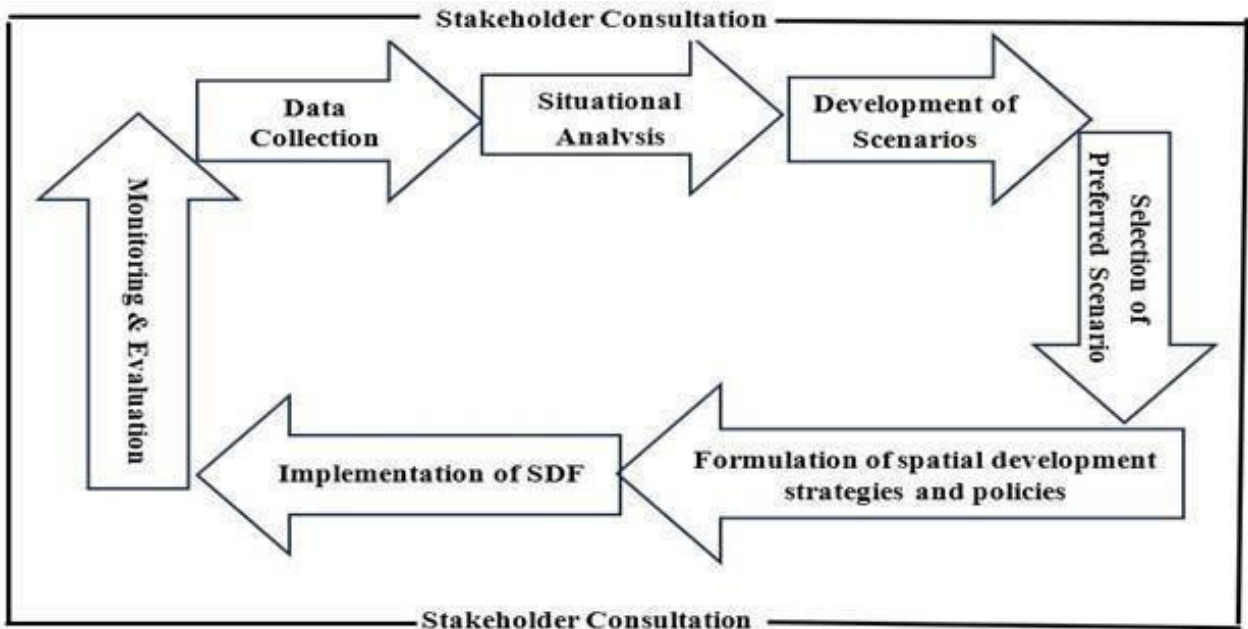


Source: KMA, MTDP,2022-2025

The SDF is crucial for promoting sustainable development by balancing economic growth, social equity and environmental protection. The SDF helps coordinate development across different sectors and scales, from local to regional, ensuring that development is integrated and avoids fragmentation. It serves as a catalyst to integrate all sectors into the economy to promote employment, income and revenue generation.

The SDF is prepared through consultative process as indicated in Figure 4.2 below

Figure 4.2 KMA SDF Preparation Process Adopted



Source: (KMA, PPD, 2025)

This Spatial Development Framework (SDF) serves as the strategic blueprint guiding the metropolis’ growth and spatial transformation from 2026 to 2046. Anchored in the vision “to create a secure, sustainable community, focusing on economic growth and improving sanitation to ensure a resilient environment”, the framework provides a comprehensive basis for land use, infrastructure, and socio-economic development.

The overarching objective of the SDF is to influence future development of the Metropolis in directions that promotes sustainable development by balancing economic growth, social equity, and environment protection; and addresses past inequalities by promoting access to opportunities and resources for all

residents. Its hybrid spatial strategy is combining the Polycentric Growth Strategy and the Compact Green Intensification Framework that offers a balanced model for addressing congestion, environmental degradation, and urban sprawl.

However, while the SDF is conceptually robust, its success hinges on institutional coordination, sustained financing, and enforcement of planning regulations. The SDF aligns well with national and regional policy frameworks but requires stronger mechanisms for implementation, data-driven monitoring, and interdistrict collaboration to achieve its long-term spatial vision.

4.3.2 Context and Strategic Vision

The SDF aligns closely with Ghana's Land Use and Spatial Planning Act, 2016 (Act 925) and supports the Ashanti Regional Spatial Development Framework (ARSDF). It adopts a metropolitan-wide approach to managing land use pressures resulting from urban expansion, congestion, and poor infrastructure coordination. Kumasi's role as the regional capital and a key economic hub within the Greater Kumasi City-Region makes this SDF particularly critical.

The spatial vision of building a secure, sustainable, and resilient community reflects an awareness of the need for balance between economic growth and environmental stewardship. The articulation of sustainability as a core value represents a shift from past planning cycles that prioritized physical expansion over ecological integrity.

The document's integration of global sustainability frameworks, particularly the Sustainable Development Goals (SDGs), strengthens its international alignment. The emphasis on improving sanitation, reducing congestion, and promoting equitable access to economic opportunities also demonstrates alignment to the National Urban Policy Framework (2020).

4.3.3 Assessment of Goals, Objectives, and Strategies

The SDF's five thematic goals provide a logical and comprehensive structure for guiding spatial interventions are

- Goal 1: Enhance Metropolis Safety
- Goal 2: Create an Enabling Environment for Economic Growth
- Goal 3: Promote Sustainable Human Settlements
- Goal 4: Improve Transportation Infrastructure
- Goal 5: Safeguard the Natural Environment

Overall, the goals are internally consistent and well-linked to each other, but the absence of explicit spatial indicators and cross-sector financing strategies may limit their practical realization.

4.3.4 Critical Analysis of Development Scenarios

After the development of goals, objectives and strategies, there was the need to develop tailored scenarios considering the biophysical location, economic activities, natural resource endowment, development pattern, prioritized problems and other features peculiar to Kumasi Metropolis. Two scenarios were proposed for the development of Kumasi Metropolis within the next 20year in the preparation of the Metropolitan Spatial Development Framework. The first scenario focuses on Polycentric Growth Strategy while the second scenario on the other hand focuses on the Compact

Green Intensification Framework. The two scenarios were therefore developed and presented to stakeholders to make a choice as to the most suitable one for the Metropolis.

4.3.4.1 Scenario 1: Polycentric Growth Strategy (Multi-Nucleus Decentralization Framework)

Scenario 1 refers to the Polycentric Growth Strategy, whose objective is to promote shift from the current mono-centric form to a multi-nucleus spatial structure, in addition to urban corridors. The

model promotes horizontal development under control along the metropolitan fringe through planned designation and investment in 3–5 interlocking secondary centers (nuclei) which have the capability to contain regional growth and high-order functions and thus mitigate the structural dependence upon the Kumasi core.

Spatial planning is presupposed to be based on two pillars: decentralization (actively relocating employment and services outward to the suburban nodes) and connectivity (connecting all nodes to each other through high-capacity transport systems). The strategy recognizes the symbiotic relationship at the regional level that Kumasi has with the surrounding districts with a vision of creating it as highly integrated City-Region, which is a known strategy for addressing extensive urban systems in Africa

The objective of scenario 1 is to attain long-term decongestion through the reallocation of 50% of emerging economic operations to suburban centers by 2046 and encourage regional economic integration and fairness. The strengths of this options include:

1. Greater Regional (City) Equity: Allots social benefits and economic opportunities, and thus makes the city-region's efficiency work better.
2. Reduced Traffic: Reduces significantly the number of people who drive to the CBD to access economic activities, thereby lowering central congestion
3. Land Availability: Utilizes already allocated commercial areas at Krofrom and Race course as satellite markets

Some of the features and suggested interventions for scenario one includes:

Economic Decentralization and Job Creation

To achieve Goal 2 and to lure in investment, this situation places great importance on the strategic development of suburban centers. Three (Krofrom, Race course and Santasi) specialized satellite market centers need to be formalized; they must be planned-out places, connected with transport, with the purpose of relocating wholesale and retail trading away from the congested CBD. Thereby reducing commercial activities on pavements as well as increasing revenue generation.

Significantly, the framework encourages serviced, specialty industrial infrastructure to come up in these suburban hubs. This approach treats the heightened land costs in the core and offers competitive, well-located sites for large manufacturing and agro-processing firms, as per Goal 2. The viability of such decongesting trade is secured by making sure that such new locations have superior logistic benefits compared to the conventional core, hence avoiding the danger of political opposition usually associated with ad hoc adjustment strategies of decongestion.

Transport Infrastructure and Corridor Development

The mobility is reframed to accommodate the polycentric structure. The central action is the master deployment of the Bus Rapid Transit (BRT) system along major radial arterials that offer a mass transit spine between the Central Business District (CBD) and newly developed suburbs. The BRT corridors subsequently become the city-region's dominant spatial organizing force. There is a need for development at BRT stations because application of Transit-Oriented Development (TOD) policies can increase public transport travel by 20–40% on the periphery around stations, thereby there is more efficiency in the utilization of infrastructure investments.

Urban Green Projects

There is also the need to implement greenery projects within the suburban areas of the city to help recapture and replace loss green spaces as well as providing individuals within the city not only mobility convenience, traffic decongestion and economic hubs of close proximity, but also ecological benefits and an aesthetically pleasing human settlement.

Security Patrols

The framework also places emphasises on the safety and security of the residents within the metropolis by providing security interventions so ensure residents safety during both day and night.

Waste Recycling Industry

Recycling is crucial for conserving natural resources, reducing waste and mitigating environmental impacts. The framework would also provide other social interventions by establishing a recycling industry to help reduce the pressure on the current Oti land fill site.

Scenario 1 (as depicted spatially in Figure 8.1) is rational since the fundamental, long-term strategic response to over-mono-centricity currently besetting Kumasi is of first order importance. By deliberately moving economic activities within other areas within the city-region, it provides the only unambiguous solution to respond to the inefficiencies in serving the daily flow of over one million commuters. The approach is entirely consistent with the strategic vision expressed in the regional planning reports for Greater Kumasi, which reiterate the proclamation of a multinucleus system to promote increased regional integration.

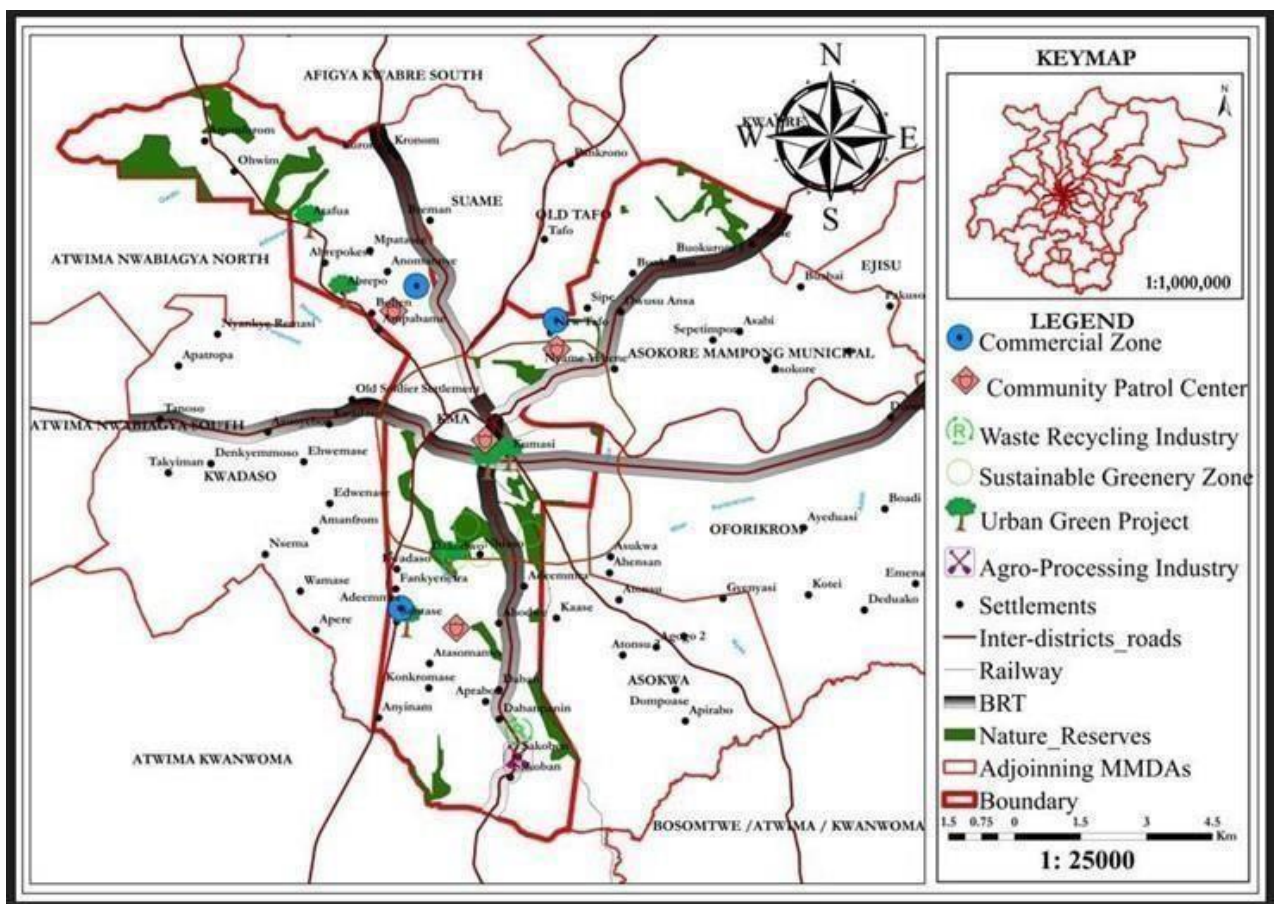


Figure 4.3: The Polycentric Growth Strategy (The Multi-Nucleus Decentralization Framework Scenario 1) Source: Physical Planning Department (KMA), 2025

4.3.2 Scenario 2: The Compact Green Intensification Framework

Scenario 2 as shown in Figure 2 promotes vertical densification and mixed-use development, enhancing environmental sustainability and conserving greenfields. Scenario 2 is a containment strategy with land-efficient use being the focus. It is known as Transit-Oriented Vertical Development, which translates to structured redevelopment of the existing urban environment through means of massive vertical growth and mixed-use development surrounding mass transit corridors. This solution matters to the issues of high-density and housing pressure directly by providing multi-level housing solutions and, at the same time, conserving and integrating decentralized green infrastructure (GI) into the highly urbanized setting to attain the resilience goals of the Kumasi Metropolitan Spatial Vision.

The objective of this scenario is to accomplish short-term conservation of green areas (Goal 5) and ease pressure on housing (Goal 3) through vertical densification and, at the same time, enhance intracity mobility by 2036. The scenario's strengths lie in its environmental excellence. The approaches aim at minimizing the overall city footprint substantially and diminishing encroachment risk. It offers the optimal way to achieve the Goal 5 mandate through combined Green Infrastructure (GI) and green building standards. However, this implementation of this scenario is likely to encounter social resistance and resettlement issues. Urban renewal involves high-impact slum clearance. This is also likely to involve heavy political risk and popular resistance (the 'bulldozing' challenge). Renovation of old core utilities (sanitation, sewerage, electricity) to cater to high-rise, high-density zones is technologically challenging and costly.

Some of the features and suggested interventions for scenario two are discussed below

1. Green Infrastructure and Environmental Resilience

In order to conserve nature and fulfil a dream of a sustainable Kumasi, it is imperative that obligatory Green Building Codes be adopted and enforced strictly on all projects immediately. The codes necessitate the use of Green Infrastructure (GI), such as green roofs and vertical gardens, in order not to lose horizontal green cover and also to reduce the urban heat island effect.

In addition, all ecologically sensitive zones, in particular river buffer zones like the Subin River, must be accurately mapped and legally secured. Reclaimed riparian areas must be used for strategic aims of creating 'green wedges' inwards from the inner city to link residential areas with natural amenities and build resilience against climatic and natural hazards.

2. Sustainable Greenery Zones

The framework also prioritizes environmental sustainability, conservation and ecological balance while trying to enhance social benefits and economic growth. This intervention would involve the protection of targeted green areas within the city to prevent further depletion of greenery within the metropolis. The scenario also seeks to ensure an aesthetically pleasing environment which would take advantage of ecological services provided from urban greenery development interventions. These green projects are initiatives geared towards creating, restoring, or enhancing green spaces within specific areas with the city.

3. Waste Recycling Industry

This is an intervention primarily focusing on enhancing sanitation within the metropolis, also trying to reduce the pressure on the Oti Landfill site in the Asokwa Municipality.

4. Commercial Zones

The framework also focuses not only on ecological conservation but ensuring a balance in social and economic growth as well. With economic growth, the framework proposes the operationalization of markets already under construction and the expansion of two market centers outside the central business District.

5. Agro-processing Industry

The framework also proposes a partnership between the metropolis and an adjoining municipality (Asokwa Municipal) for the construction of an AgroProcessing Industry. This is as a result of the availability of industrial land within the Asokwa municipality in the Greater Kumasi Metropolitan Area.

6. The plan provides social interventions to enhance security and safety within the targeted communities at prime locations with the construction of Community Patrol Centre

7. Transit-Oriented Development (TOD) and Mobility

Densification must be complemented with high-capacity transit public systems. Land-use densification and diversification must occur in the conventional 500-meter catchment of all existing or proposed

high-capacity transit corridors, such as BRT corridors. With regard to currently available roads, the strategy would prioritize development of non-motorized transport (NMT) infrastructure and strict enforcement of traffic management measures, such as optimizing traffic light scheduling and improving signage, with the objective of enhancing intra-city mobility and minimizing congestion.

Scenario 2 is substantiated by its commitment to sustainable environmental practices and land efficiency. It is the most direct approach to reclaim Kumasi’s title as the ‘Garden City’. By directing investments towards intensification and comprehensive resilience measures, it guarantees that high population density promotes economic efficiency and walkability, rather than just causing congestion and increased vulnerability.

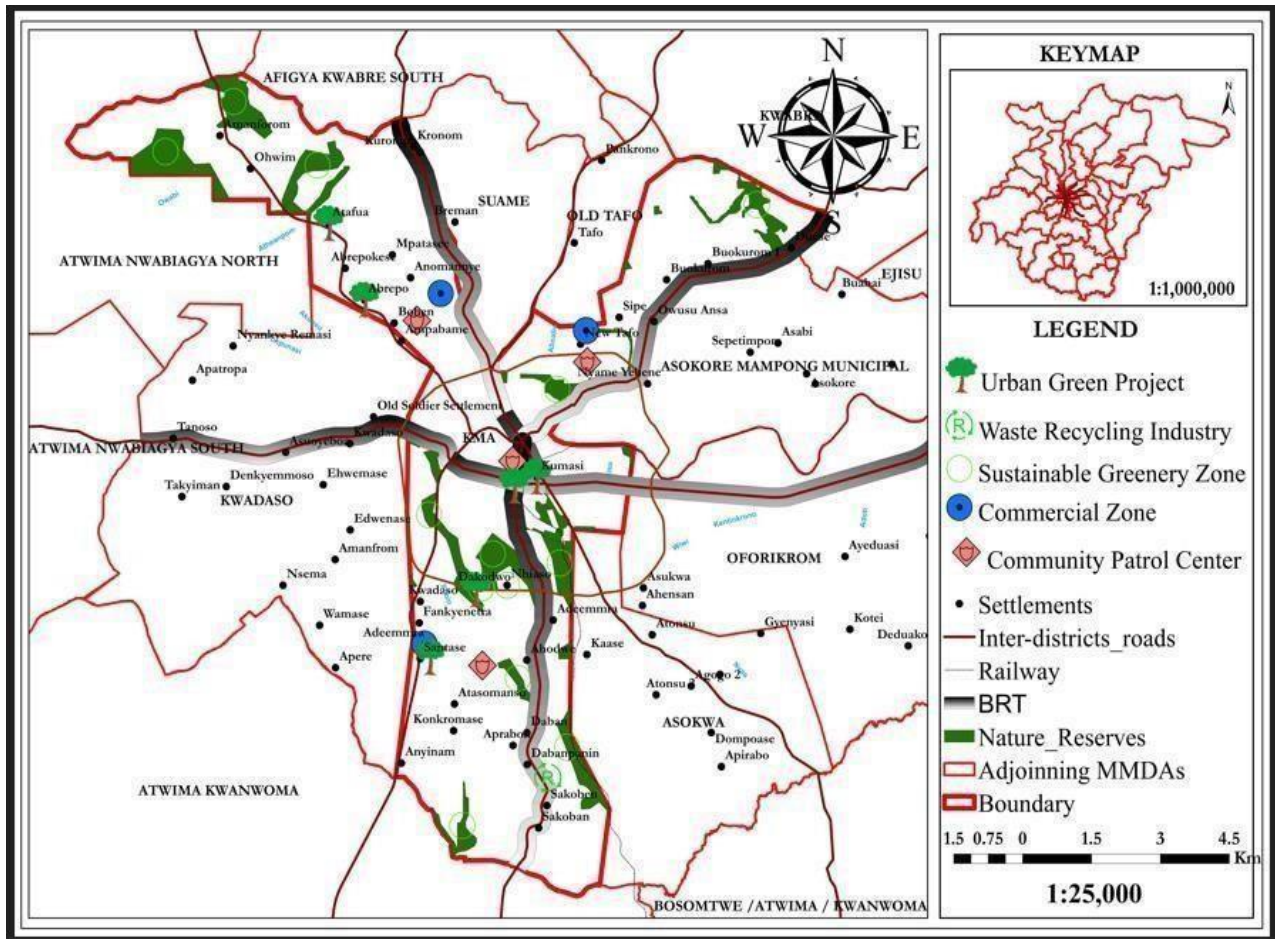


Figure 4.4: The Compact Green Intensification Framework (Scenario 2) Source: Physical Planning Department (KMA), 2025

After consultative stakeholder engagement, a hybrid scenario was chosen which depicts a merger of the two scenarios. Figure 3 depicts the Spatial Development Framework (SDF) for the Metropolis, visually articulating the core proposals of an SDF. It translates the hybrid development scenario merging the Polycentric Growth Strategy with Compact Green Intensification into a clear geographic layout. The map’s primary purpose is to guide long-term urban development (2026-2046) by directing different types of land use and infrastructure investment to specific locations. The proposals are color-coded and symbolized. Commercial Zones: The map shows these zones strategically placed outside the congested city core. For instance, based on the SDF text, one is likely near Krofrom and another in the Santase/Aprabon area. This directly implements the “Polycentric Growth Strategy” by creating new economic nodes to decongest the CBD. Decongesting the Core by placing commercial zones away from the center and connecting them with BRT lines, the map visually demonstrates how economic activity and commuter flow will be redistributed. The map shows a shift from a single-centered city (with everything focused on the historic CBD) to a city with multiple, well-defined centers (polycentricity). Balancing Development with Nature. The strategic placement of Sustainable Greenery Zones alongside development corridors shows an intent to grow without destroying the

ecological base. It creates a network of green spaces that provide environmental services and recreational opportunities.

The map is the graphical embodiment of the KMA’s strategic vision. It provides a clear, spatial answer to the question: “Where should Kumasi direct its growth, infrastructure, and conservation efforts over the next 20 years to become a more sustainable, prosperous, and livable metropolis?”

It is an essential tool for guiding public investment, regulating private development, and communicating the future plans.

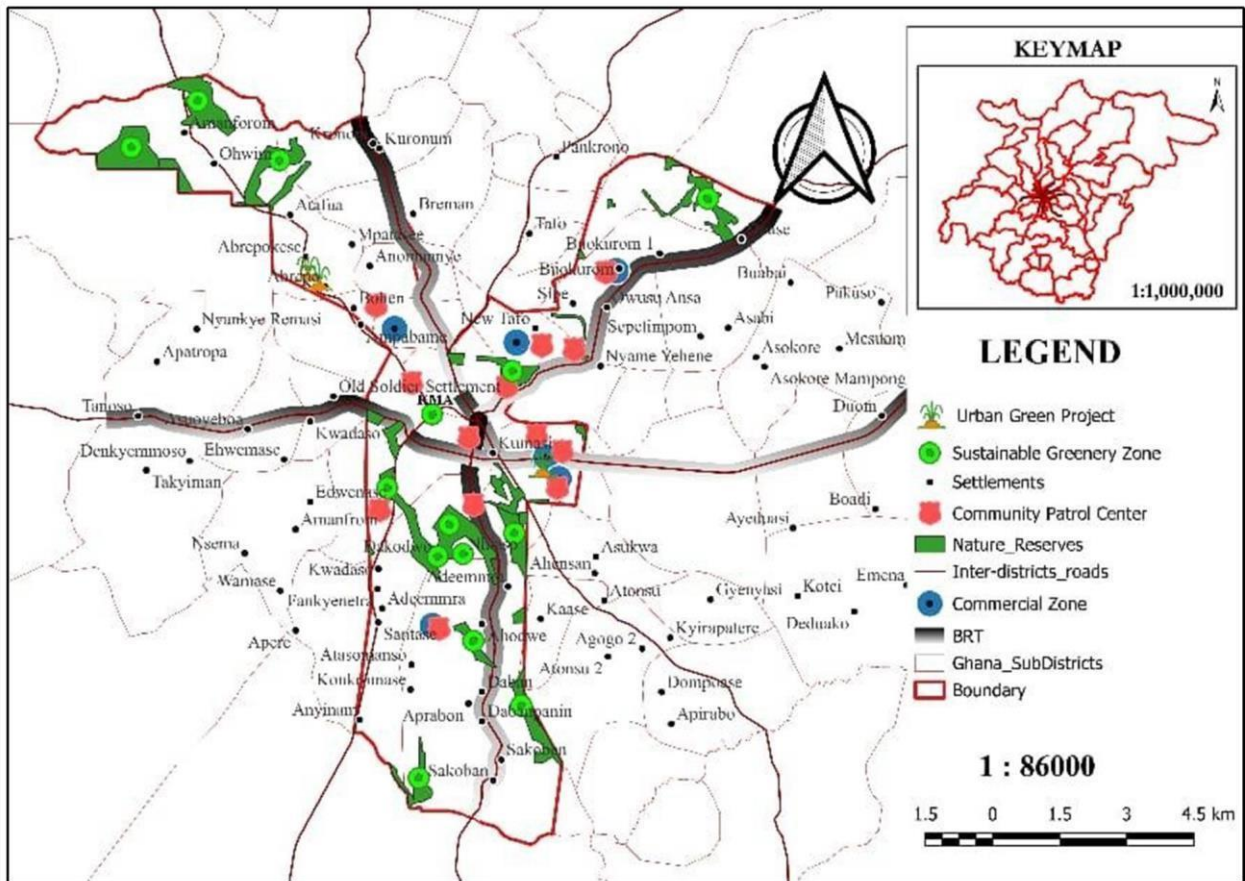


Figure 4.5: Kumasi’s Spatial Development Framework (hybrid scenario) Source: Physical Planning Department (KMA), 2025

4.4 Implementation, Monitoring, and Evaluation Frameworks

The Kumasi Metropolitan Spatial Development Framework (KMSDF) has been formulated following a rigorous analysis of the existing situation, stakeholder consultations, and the development of strategic scenarios. The SDF document translates the preferred, hybridized spatial strategy which integrates elements of both the Polycentric Growth Strategy and the Compact Green Intensification Framework into a concrete and actionable implementation plan. It outlines the specific programmes of action, phasing, responsible agencies, and estimated funding requirements.

It is envisaged that the diligent execution of this plan will catalyze the transformation of Kumasi into a secure, economically vibrant, sustainable, and resilient metropolis. A robust Monitoring and Evaluation (M&E) system is crucial for tracking the progress of the SDF’s implementation, assessing its impact, and ensuring accountability. This framework outlines the mechanisms for systematically collecting data, reporting on key performance indicators, and using the findings for learning and adaptive management. It ensures that the SDF remains a dynamic and relevant tool for guiding Kumasi’s development.

4.5 Schematics

The preparation of schematic and structure plans for the KMA- MTDP provides a spatial blueprint to guide development, optimize land use, and ensure orderly growth. It supports evidence-based planning, aligns projects with community needs, and strengthens coordination across sectors to achieve sustainable urban development and improved service delivery for residents.

SCHEMATIC ONE

Figure 4.6 Schematic One

Addressing the housing deficit within the KMA requires a deliberate and spatially efficient landuse strategy. The mapped analysis identifies the north-western (top-left) sector as the primary area available for future residential development, comprising approximately **533 acres** of unbuilt land. This area presents the most viable opportunity for greenfield housing expansion.

Within the established urban footprint, opportunities for **infill development** have also been identified. Given the limited availability of vacant parcels in these zones, higher-density solutions are recommended. Proposed infill interventions will therefore prioritise **multi-storey residential buildings (minimum three storeys)** to optimise land consumption, enhance compactness, and support sustainable urban growth.

In parallel, several schools occupy sites with significant proportions of underdeveloped land. These institutions are currently under-utilising valuable spatial assets. The recommended planning approach is to activate these surplus areas through **targeted facility expansion**, including additional classroom blocks and ancillary structures. This strategy increases enrolment capacity, improves service delivery, and reduces the need for acquiring new sites in high-cost urban locations. It also strengthens longterm spatial efficiency and ensures that institutional growth aligns with demonstrable demand.

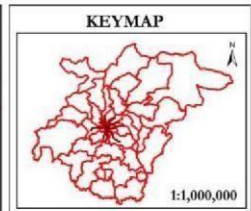
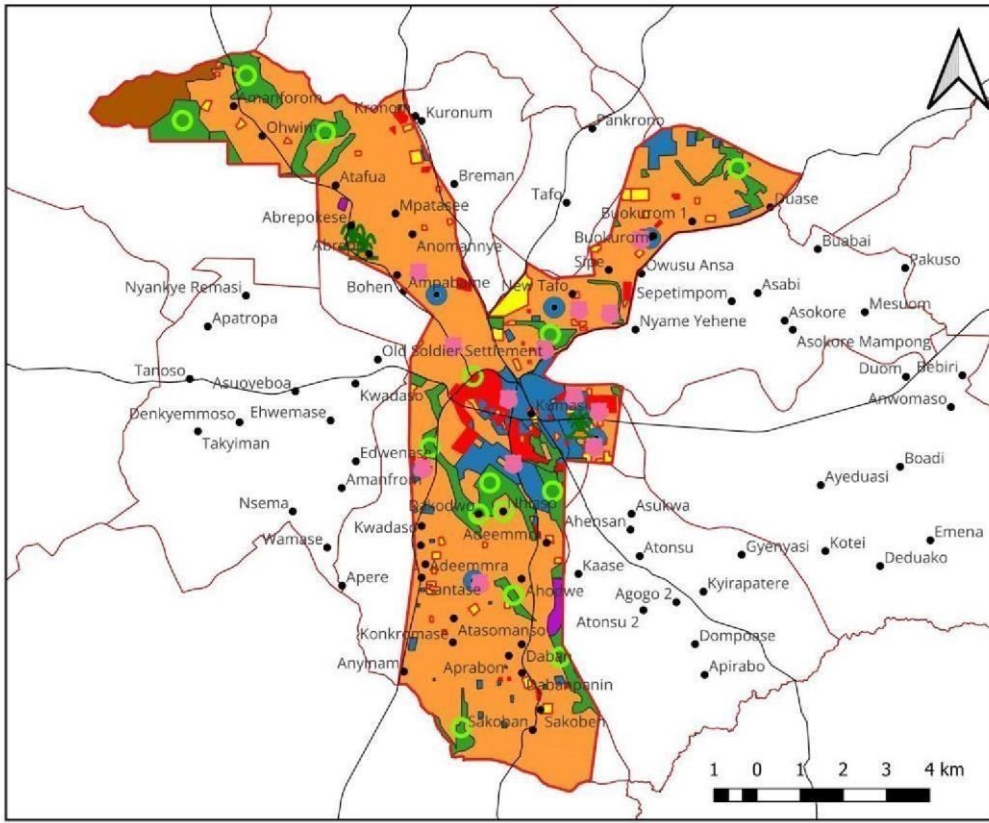
Schematic Two

Figure 4.7 Schematic Two

The residential component of the schematic indicates a reliance on adjoining communities to accommodate a portion of the projected population. This is necessitated by the fact that the proposed residential expansion area does not possess the full capacity required to absorb all anticipated residents. As such, a spatial distribution strategy is implied, whereby neighbouring settlements support the housing demand that cannot be contained within the designated development zone of the KMA.

With respect to educational infrastructure, current conditions suggest that institutions within the KMA are not likely to face undue pressure to expand in order to serve the entire school-going population. This is largely due to prevailing household preferences: many students pursue Senior High School and tertiary education in well-established institutions outside the KMA, and parents generally favour having their younger children reside closer to their workplaces, which are often located beyond the municipality. Consequently, the local demand placed on KMA educational facilities remains moderated, reducing the immediate need for largescale infrastructure expansion.

Schematic Two



LEGEND

Community Patrol Center	
Inter-districts_roads	
Boundary	
Industry	
Sustainable Greenery Zone	
Settlements	
Nature_Reserves	
Urban Green Project	
Commercial Zone	
Education	
Civic_& Culture	
Commercial	
Proposed Residential	
Residential	

SCHEMATIC TWO

November 17, 2025

4.6 Structure Plan

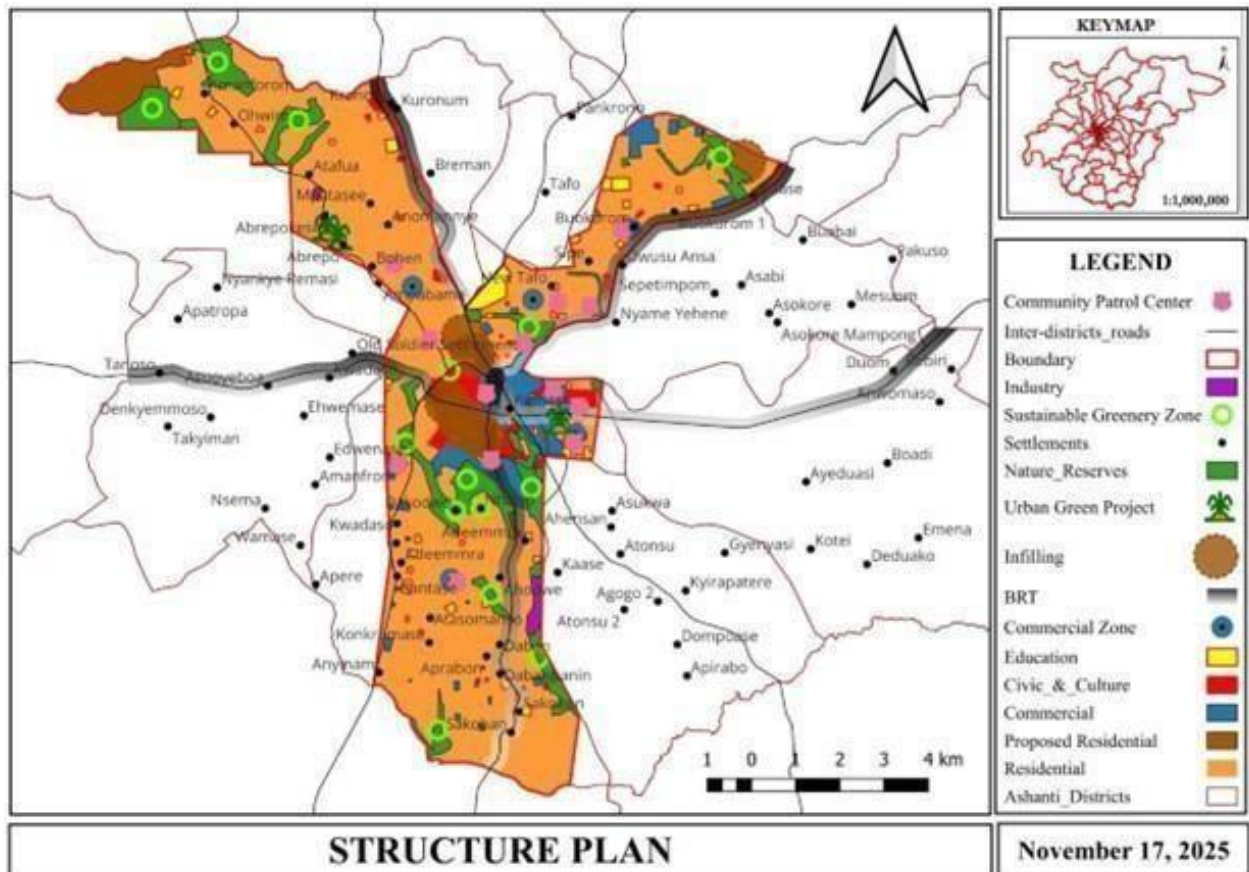


Figure 4.8 Structure Plan

The structure plan establishes a coordinated framework for managing future growth within and around the Kumasi Metropolitan Area (KMA). It proposes the expansion of designated residential zones, incorporating high-rise and affordable housing typologies to meet rising population demands while minimising outward sprawl. Complementary **infill development** on underutilised urban land further supports compact growth and more efficient land consumption.

The plan also enhances regional functionality by strengthening logistics corridors and improving access to health facilities through targeted staffing projections and upgraded connectivity. In addition, the strategic placement of schools closer to major employment centres outside the KMA responds to parental preferences for shorter school–work commutes and aligns education provision with prevailing mobility patterns.

Overall, the structure plan advances a more efficient and equitable spatial structure, supporting optimised land use, improved public service delivery, and more balanced settlement patterns across adjoining districts.

COMPOSITE DEVELOPMENT PROGRAMS

5.0 Introduction

The Composite Development Programme for the 2026–2029 MTDP outlines the integrated set of interventions designed to drive Kumasi’s socio-economic transformation. These programmes are directly derived from the strategies formulated in Chapter Four of the plan, ensuring that development actions are aligned with identified priorities, resource capacities, and the long-term vision of the metropolis as indicated below:

5.1 Assumptions and Methodologies used for Costing

The Kumasi Metropolitan Assembly adopted various Methodologies in projecting the cost of programmes for the 2026 – 2029 MTDP. These projections were made for ongoing projects and programmes as well as new ones.

With regards to ongoing projects and programmes the project register for the various funding sources were used to determine how much has been paid and the remaining balances to be paid. This allowed the plan preparation team to identify the total amount of funds needed to complete all ongoing projects and programmes.

Once the remaining funds needed to complete the ongoing projects and programmes was established, the Plan preparation team with the help of the Metro Works Department estimated the cost of all new projects. This made it possible for us to know the total funds needed for all on-going projects. For the Programmes which are mostly routine activities we based on current prices with a 10% adjusted for future prices to determine how much was needed.

Quite apart from the above, projected revenue inflows for the plan period were based largely on the current approved fee fixing resolution and available data on tax payers.

In all this, the following assumptions were made before coming out with the cost of programmes in the plan;

1. Revenue growth

- a.** IGF: Estimates of revenue growth rates were influenced by marginal increases in the new fees of the Assembly after the expiration of the 2022-2025 fee guidelines. This was tied to growth factors like increased economic activities from the completion of the Central Market phase II, Krofrom market and planned investments in Led activities without compromising collection efficiency.
- b.** Government Grants: The recent financial reforms on the reduction of VAT and others have the propensity to increase tax revenue which ultimately increases the 5% or more transferred to MMDAs as DACF. The ceiling for 2025 fiscal year was over 500% more than the status quo.

2. Data availability & reliability

The Revenue data of the Assembly is current and realistic therefore reliable to achieve the projections

COMPOSITE DEVELOPMENT PROGRAMS

3. Expenditure trends:

Assumptions about capital investments, personnel costs and recurrent expenditures, were made taking into consideration inflation and development priorities.

4. Economic indicators:

Assumptions on exchange rates, interest rates, inflation rate trending downwards to spare on growth in the number of businesses thereby impacting revenue.

5. Public Private Partnerships:

The Assembly will venture into more Public Private Partnership agreements to support project implementation as well as create revenue stream

6. Donor Funding:

The Assembly will attract one Donor Funding annually

7. DPAT Assessment:

The Assembly will continue to pass the District Performance Assessment Tool (DPAT) where funds will be allocated to the Assembly

Table 5.1 Composite Development Program (2026-2029)

Goal: Enhance Social Development and Social Service provision Objective: Enhance access to improved and sustainable environmental sanitation services by 40% by 2029 Strategy: Increase access to sanitation services by providing essential sanitation service delivery												
Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GOG	IGF	DACF	Others	New	Ongoing	Lead	Collaborating
Integrated Waste Management Programme					202,064.00	13,943,345.08	16,712,093.82	16,712,093.82			Waste Management	Environmental Health
Goal: Enhance Social Development and Social Service provision Objective: Reduce the prevalence of road accidents by 40% in the Metropolis by 2029 Strategy: Improve road surfaces through regrading and drains construction												
Urban Roads Improvement					454,860.00	7,800,000.00	10,916,339.40	10,916,339.40			Urban Roads	Assembly Members
Goal: Enhance Social Development and Social Service provision Objective: Provide 100% coverage of safe drinking water sources by 2029 Strategy: Increase access to portable drinking water												
Water Infrastructure					-	400,000.00	14,356,810.56	16,834,037.16			Works	Assembly Members

Energy Infrastructure					-	11,800,000.00	4,997,281.64	8,997,281.64			Works	Physical Planning
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Goal: Promote sustainable human settlement

Objective: Promote sustainable spatially integrated development of human settlements by 2029

Strategy: Improve social services and environmental conditions in slum areas

Slum Upgrading Programme					302,948.00	1,104,000.00	280,000	280,000.00			Physical Planning	Assembly members
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Goal: Promote sustainable human settlement

Objective: Reduce the number of fire outbreaks by 50% and enhance flood resilience by 2029

Strategy: Organize educational campaigns on fire and floods for all especially flood/fire prone communities

Flood Control and disaster management					-	496,000.00	40,000	4,040,000.00			Nadmo	Urban Roads
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Goal: Promote Economic Development

Objective: Provide Vocational training skills and market to 200 youth by end of 2029

Strategy: Develop artisan enclaves and provide adequate capacity building

Local Economic Development					-	244,000.00	184,000	8,184,000.00			GEA	Planning
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Development
Programme

Time Frame

Cost

Programme Status

Implementation
Institution/Department

	2026	2027	2028	2029	GOG	IGF	DACF	Others	New	Ongoing	Lea
Revenue Mobilization Enhancement programme								39,800,000.00			Finance
Objective: Increase revenue mobilization by 30% by 2029											
Goal: Strengthen Local Governance for Sustainable Development											
Strategy: Implement digital payment systems											
Objective: Increase revenue mobilization by 30% by 2029											
Goal: Strengthen Local Governance for Sustainable Development											
Strategy: Provide logistics and capacity building											
Revenue Mobilization Enhancement programme					100,000.00	151,620.00		54,925,548.92			Finance
Decentralization Support Programme											Central Admin
Monitoring and Evaluation Programme						100,000.00					Planning
Objective: To fully inaugurate, provide accommodation and capacity building to the Assembly and its substructures by 2029											
Goal: Strengthen Local Governance for Sustainable Development											
Strategy: Provide logistics and capacity building											
Decentralization Support Programme					151,620.00	54,925,548.92		16,357,220.36			Central Admin
Monitoring and Evaluation Programme						100,000.00					Planning

Table 5.2 Programme Financing Matrix and Revenue Generation Measures

Development Programme	Programme Cost (A)	GOG	Revenue and Source					TOTAL (B)	Gap (C)= (B-A)
			IGF	DACF	DACF-RFG	MPs CF & SIF	OTHERS		
Integrated Waste Management Programme	31,857,502.90	202,064.00	13,943,345.08	16,712,093.82	-	-	-	30,857,502.90	- 1,000,000.00
Urban Roads Improvement	19,171,199.40	454,860.00	7,800,000.00	10,916,339.40				19,171,199.40	-
Water Infrastructure	17,234,037.16	-	400,000.00	14,356,810.56	-	2,477,226.60		17,234,037.16	-
Educational Infrastructure Development	49,507,214.36	-	2,950,403.80	27,756,810.56	8,000,000.00	10,000,000.00	-	48,707,214.36	- 800,000.00
Inclusive Infrastructure Development	5,152,639.16	505,596.00	140,000.00	4,307,043.16	-	-	200,000.00	5,152,639.16	-

Energy Infrastructure	20,797,281.64	-	11,800,000.00	4,997,281.64	-	4,000,000.00	-	20,797,281.64	-
Health Infrastructure	20,560,000.00	-	5,200,000.00	13,360,000.00	-	2,000,000.00	-	20,560,000.00	-
Urban Safety and Security Improvement	12,415,466.72	151,620.00	6,380,000.00	4,883,846.72	-	-	-	11,415,466.72	- 1,000,000.00
Urban Transport Management	6,875,744.00	-	160,000.00	-	6,715,744.00	-	-	6,875,744.00	-

Flood Control and disaster management	4,536,000.00	-	496,000.00	40,000.00	-	-	4,000,000.00	4,536,000.00	-
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Slum Upgrading Programme	1,686,948.00	302,948.00	1,104,000.00	280,000.00	-	-	-	1,686,948.00	-
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Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding					TOTAL (B)	Gap (C)= (B-A)	
		GOG	IGF	DACF	DACF-RFG	MPs CF & SIF			OTHERS
Local Economic Development	8,428,000.00	-	244,000.00	184,000.00	-	8,000,000.00	-	8,428,000.00	-
Urban Infrastructure Development	26,000,000.00		-		26,000,000.00			26,000,000.00	-
Urban Noise Control and environmental quality improvement	756,000.00	-	756,000.00					756,000.00	-
Revenue Mobilization Enhancement programme	39,800,000.00		39,800,000.00					39,800,000.00	-
Decentralization Support Programme	71,434,389.28	151,620.00	54,925,548.92	14,357,220.36	-	2,000,000.00		71,434,389.28	-

Monitoring and Evaluation Programme	100,000		100,000					100,000	
Total	336,312,422.62	1,768,708.00	146,199,297.80	112,151,446.22	40,715,744.00	28,477,226.60	4,200,000.00	333,512,422.62	-2,900,000.00

Source: MPCU, 2025

The above Table 5.2 shows the cost of programmes of the 2026 – 2029 Medium Term Development Plan and the expected revenues and their corresponding funding sources. The total cost of the 2026 – 2029 plan is GH¢ 336,212,422.62 and the total expected revenue inflow is GH¢ 333,412,422.62. This shows a variance of GH¢ 2,900,000 indicating that the cost of the programme outweighs that of the expected revenues. The financing analysis below shows the expected strategies the city will be adopting to bridge this gap.

5.2 Program Financing: Narrative on Resource Mobilisation Strategies

This Strategic Plan presents a set of targeted interventions designed to improve the financial resilience, operational efficiency, and developmental impact of the Kumasi Metropolitan Assembly (KMA). It focuses on modernizing revenue systems, broadening funding channels, strengthening institutional performance, and advancing collaborative investment models. These initiatives align with national development priorities and position KMA as a leader in effective resource mobilization and metropolitan governance.

5.2.1 Digitalized Revenue Billing and Collection

Objective: Enhance efficiency, accuracy, and transparency in revenue mobilization. **Key Strategies:**

- Deploy comprehensive digital platforms for billing and collection of property rates, business operating permits, market tolls, and service charges.
- Integrate multiple payment options—including mobile money, bank transfers, and online portals—to increase accessibility and compliance.
- Improve automation, real-time data reporting, and validation to reduce revenue leakages and strengthen accountability.
- Build the capacity of revenue collection and finance personnel to effectively operate and manage digital systems.

5.2.2. Strengthening Grants Mobilization and Strategic Partnerships

Objective: Broaden and diversify funding sources to support medium- and largescale development initiatives. **Key Strategies:**

- Establish a dedicated Grants Mobilization and Donor Coordination Unit within KMA.
- Pursue partnerships with development partners, international organizations, private sector institutions, and central government bodies.
- Prepare competitive, well-aligned project proposals targeting priority areas such as climate resilience, sanitation, local economic development, heal maintain robust monitoring, evaluation, and reporting mechanisms to meet donor requirements and enhance credibility.

5.2.3. Efficient Funds Utilization

Objective: Ensure optimal use of financial resources through strengthened expenditure management and value-for-money practices. **Key Strategies:**

- Enhance expenditure tracking, procurement procedures, and internal audit controls.
- Adopt performance-based budgeting and prioritize expenditures to maximize impact.
- Promote transparency through quarterly financial reports and community accountability mechanisms.
- Enforce strict compliance with Public Financial Management (PFM) regulations and internal financial discipline.

5.2.3 Enhanced Institutional Coordination

Objective: Improve collaboration and alignment across departments, agencies, and stakeholders to deliver integrated development results. **Key Strategies:**

- Establish inter-departmental task teams responsible for planning, monitoring, and reporting.
- Strengthen communication channels to support regular information-sharing and joint decision making.
- Align departmental operational plans with national development frameworks and the Medium-Term Development Strategy.
- Foster strong collaboration with traditional authorities, civil society, academia, and private sector actors.

5.2.4 Expansion of Public–Private Partnership (PPP) Projects

Objective: Utilize private sector expertise and capital to deliver major infrastructure and service projects. **Key Strategies:**

- Identify, structure, and package viable PPP projects for submission to central government for approval and implementation.
- Promote PPPs in key areas such as market redevelopment, transport terminals, affordable housing, waste management, recreational infrastructure, and ICT services.
- Strengthen the capacity of the KMA's PPP Unit for negotiations, contract management, and project oversight.
- Develop clear frameworks for risk-sharing, revenue generation, and long-term project sustainability.

5.3 Strategic Environmental Assessment (SEA)

The Strategic Environmental Assessment (SEA) provides a systematic framework for evaluating the environmental, social, and sustainability implications of implementing the MTDP. It ensures that proposed policies, programmes, and projects are environmentally sound, climate-resilient, and socially inclusive. Through early identification of risks and opportunities, the SEA guides decision-making and promotes sustainable development outcomes for the metropolis as presented in the Table 5.3 below:

116 Table 5.3 SEA

Programme	Major Environmental Concerns																			
	Natural Resources						Social and Cultural Conditions										Economic Issues			
	Protected Areas and Wildlife	Degraded Land	Energy	Pollution	Use of Raw Materials	Rivers and Water Bodies	Local Character	Health and Well-being	Gender	Job Creation	Participation	Access to Land	Access to Water	Access to Transport	Sanitation	Equity	Vulnerability and Risk	Growth	Use of Local Materials and Services	Local Investment of Capital
Market Infrastructure Development	2	4	4	2	3	3	4	4	4	5	4	3	3	4	3	4	3	5	4	5
Market Fire Prevention and Safety Enhancement Programme.	3	3	3	4	3	3	4	4	3	4	4	0	4	3	0	4	4	3	3	3
Artisan Support Programme	3	3	3	3	3	3	4	4	4	3	4	3	3	3	3	4	3	4	4	4
Youth Employment and Skills Programme	3	3	3	3	3	3	4	4	4	5	4	3	3	3	3	4	3	4	4	4
Development Program	3	3	3	3	3	3	4	4	4	3	4	3	3	3	3	4	3	4	3	3

Urban Safety and Security Improvement	4	3	3	3	3	3	4	4	4	3	3	3	3	3	3	4	4	3	3	3
Drug Abuse Prevention Programme	3	3	3	4	3	3	4	4	4	3	3	3	3	3	4	4	4	4	3	3
Sanitation Improvement Programme	3	3	3	4	3	4	4	4	4	3	4	3	3	3	4	4	4	4	4	4

Integrated Liquid Waste and Fecal Sludge Management Programme.													4	3	5					
	3	3	3	4	3	4	4	4	4	3	4	3				4	4	4	3	4
Security Infrastructure Development	4	4	3	3	3	3	4	4	4	4	4	3	3	3	3	4	4	4	3	4

Water Infrastructure Rehabilitation	5	4	4	4	3	5	3	5	4	4	3	3	5	3	5	5	4	4	4	4
Integrated Waste Management Programme	5	5	4	5	5	5	4	5	4	5	5	4	3	3	5	4	4	4	4	4

Educational Infrastructure Development	3	3	4	3	4	0	5	3	4	3	4	4	3	0	4	3	4	5	4	3
Water Infrastructure Rehabilitation	3	3	3	4	3	4	4	4	3	3	4	3	4	3	3	4	3	4	3	4

School Land Protection	4	3	3	3	3	3	3	3	3	3	3	4	4	3	3	3	4	3	3	3	3
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Programme	Major Environmental Concerns																				
	Natural Resources							Social and Cultural Conditions							Economic Issues						
								Cul													

	Protected Areas and Wildlife	Degraded Land	Energy	Pollution	Use of Raw Materials	Rivers and Water Bodies	Local Character	Health and Well-being	Gender	Job Creation	Participation	Access to Land	Access to Water	Access to Transport	Sanitation	Equity	Vulnerability and Risk	Growth	Use of Local Materials and Services	Local Investment of Capital
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Urban Roads Improvement	2	3	2	1	2	2	3	3	3	5	3	3	3	5	3	3	4	5	4	4
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Urban Transport Management	3	3	5	4	4	0	4	4	4	4	4	0	0	5	0	5	4	5	4	3
Water Infrastructure Rehabilitation	5	4	4	4	3	5	3	5	4	4	3	3	5	3	5	5	4	4	4	4
School Land Protection	3	3	0	0	2	0	4	4	5	4	4	4	3	3	3	5	4	4	3	3
Community Library Development	0	0	2	0	2	0	4	5	4	4	5	3	3	3	3	5	3	3	4	4
Inclusive Infrastructure Development	3	3	3	2	2	3	4	4	5	4	5	4	4	5	4	5	5	4	4	4
Integrated Waste Management Programme	5	5	4	5	5	5	4	5	4	5	5	4	3	3	5	4	4	4	4	4
Slum Upgrading Programme	3	4	3	3	2	4	4	5	4	5	5	4	5	5	5	5	5	3	4	4

Traffic Management Programme	3	3	5	5	4	0	4	4	3	4	3	0	0	5	0	4	4	5	3	3
Urban Infrastructure development	2	4	3	2	1	2	3	4	3	5	3	4	4	5	4	4	4	5	4	5
Flood Control and Drainage Programme	4	4	3	3	2	5	4	5	4	4	4	4	0	4	5	5	5	4	4	4

Urban Noise Control and Environmental Quality Improvement Programme	3	3	3	5	3	3	5	5	4	4	0	0				4	4	4	3	3
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Energy Infrastructure Rehabilitation	3	3	5	4	3	3	3	4	4	4	3	3	0	3	0	5	3	5	4	5
Flood Control and Drainage Programme	4	4	3	3	2	5	4	5	4	4	4	4	0	4	5	5	5	4	4	4
Revenue Mobilization Enhancement	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	5	3	5

Decentralization Support Programme	4	4	3	4	3	4	5	4	5	4	5	4	4	4	4	5	4	4	4	4
Project Completion Initiative	3	4	4	4	4	3	4	4	4	3	4	4	4	4	4		5	5	3	5
School Land Protection	3	3	0	0	2	0	4	4	5	4	4	4	3	3	3	5	4	4	3	3

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 Introduction to the Four-Year Composite Annual Action Plans

The four-year Annual Action Plans of the KMA, derived from the Composite Programmes within the MTDP 2026–2029, translate strategic objectives into actionable, year-by-year interventions. They outline priority projects, timelines, responsible departments, and resource needs, ensuring coordinated implementation, effective monitoring, and measurable progress toward the metropolis’s development goals

The four-year Composite Annual Action Plans are as represented below:

Table 6.1 2026 ANNUAL ACTION PLAN

Objective: Enhance business enabling environments for all businesses by 2029												
Programme: Economic Development												
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Update data on Businesses in Kumasi	Metro Wide					20,000					Trade & Investment committee	NBSSI, ASSI, AGI
Organize a business forum to enhance public and private sector synergies						10,000	20,000				Trade & Investment committee	NBSSI, ASSI, AGI
Facilitate and support formalization of informal SMEs	Metro Wide					1,000					Trade & Investment committee	NBSSI, ASSI, AGI
Organize training on on-line sales for SMEs	Metro Wide					10,000					Trade & Investment committee	NBSSI, ASSI, AGI
Develop comprehensive LED strategy	Metro Wide					4,000	16,000				Trade & Investment committee	NBSSI, ASSI, AGI

Objective: Enhance business enabling environment for all businesses by 2029												
Organize quarterly radio-talk show on the potentials of local tourism	Metro Wide					4000	4000				Trade & Investment	GTA
Institute and organise annual home coming carnival	Metro Wide					10,000	40,000				Trade & Investment committee	GTA

Objective: Enhance business enabling environment for all businesses by 2029

Conduct home and farm visits to advise farmers (40% females and 60% males) and organize weekly market price surveys.	Metro Wide						5,500				Agric Dept	Market Queens
4 MOAs to visit AEAs under their supervision to guide and offer technical backstopping.	Metro Wide						5,000				Agric Dept	Beneficiaries
Conduct two monitoring visits to all field projects (MCE and Director of Agric)	Metro Wide					6,000					Agric Dept	Beneficiaries
Organize 4 trainings on urban CSA practices and Train 100 women in rice branding and quality packaging tech	Metro Wide					5,000					Agric Dept	Beneficiaries
Activities	Location	2026				Cost			Programme Status	Implementing Institution/Department		

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organise training on GAPS and climate Smart practices	Metro Wide						5,000				Agric Dept	Beneficiaries
Train rice processors on branding and standardization and Conduct Fruit Juice Processing for Fruit Vendors	Metro Wide					7,000					Agric Dept	Beneficiaries
Organize Farmers Day celebration	Metro Wide						100,000				Agric Dept	Beneficiaries
Train 150 households on soya fortification & local food processing	Metro Wide					4,000					Agric Dept	Beneficiaries
Renovate Metro Agric Office	MOFA						500,000				Agric Dept	Works Dept.
Train livestock farmers on meat handling & processing and cold-store operators on food preservation, Storage & hygiene	Metro Wide						8,500				Agric Dept	Environmental Health
Weekly disease surveillance on: Avian Influenza, Rabies, Pest de Petit Ruminal and CBPP	Metro Wide					6,000					Agric Dept	Works Dept.
Organize one training session for 30 women in 4 basic schools undertaking school feeding program	MOFA Office					4,000					Agric Dept	Works Dept.

Organise four plant clinics for women farmers at four different operational areas.	Metro Wide					4,000					Agric Dept	Works Dept.
Organize monthly technical review meetings for 25 staff (6 females and 21 males).	MOFA Office					6,000					Agric Dept	Works Dept.
Train 24H Market Pilot traders on night market food handling, safety & lighting	MOFA Office					6,000					Agric Dept	Works Dept.
Organize training for 20 women vegetable traders on grading, standardization and packaging	Bantama and Abinkyi						3000				Agric Dept	Market women
Train 200 women on Post Harvest Losses in 4 Markets	Metro Wide						5,000				Agric Dept	Market women
Rehabilitate 1No. Market and Construct 24Hour Economy Market	Race Course Krofofrom						9,000,000				Agric Dept	Works Dept Market W
Objective: 2.1.1 Improve coordination of population governance												
Programme: Social Development												
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: 2.1.1 Improve coordination of population governance (Birth and Death)												
Organize Mobile and mob up registration of Birth and Death	Atasomanso, Sepe, Dichemso, Kejetia						4500				Birth and Death	Beneficiaries
Organize Birth and Deaths Week Celebration	Ahodwo, Sokoban, Adiebeba						5000				Birth and Death	Beneficiaries
Objective: Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029												
Rehabilitate and furnish Moshie Zongo Health Centre	Moshie Zongo					1,500,000	2,700,000				Health	Works
Construct Pedeatric Centre at KMA Clinic (CHPS Compound)	Adum						3,000,000				Health	Works
Objective: Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029												
Support NID/ malarial control programme	Metro Wide						4000				Health	Beneficiaries
Support cancer prevention programme (C- CAN)	Metro Wide						4000				Health	Beneficiaries

Introduce and promote telemedicine to improve health care services	Metro Wide					3,000					Health	Beneficiaries
Organize HIV/AIDS awareness program	Metro Wide						150,000				Health	Beneficiaries
Organize one meeting annually between the Assembly and private health Operators for effective Health service delivery	Metro Wide					5,000					Health	Beneficiaries
Organize stake holder meetings on safe motherhood and on appropriate nutrition -Iron folic supplementation	Metro Wide					5,000					Health	Beneficiaries
Screen OPD patients for HBP and organize annual education on healthy lifestyle	Metro Wide						4,500				Health	Beneficiaries

Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department
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		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
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Objective: Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029

Rehabilitate and furnish Moshie Zongo Health Centre	Moshie Zongo					1,500,000	2,700,000				Health	Works
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Construct Pedeatric Centre at KMA Clinic (CHPS Compound) and Breast Care Center at KATH	Adum KATH						3,000,000				Health	Works
Objective: Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029												
Support NID/ malarial control programme	Metro Wide						4000				Health	Beneficiaries
Support cancer prevention programme (C- CAN)	Metro Wide						4000				Health	Beneficiaries
Introduce and promote telemedicine to improve health care services	Metro Wide					3,000					Health	Beneficiaries
Organize HIV/AIDS awareness program	Metro Wide						150,000				Health	Beneficiaries
Organize one meeting annually between the Assembly and private health Operators for effective Health service delivery	Metro Wide					5,000					Health	Beneficiaries
Organize stake holder meetings on safe motherhood and on appropriate nutrition -Iron folic supplementation	Metro Wide					5,000					Health	Beneficiaries
Screen OPD patients for HBP and organize annual education on healthy lifestyle	Metro Wide						4,500				Health	Beneficiaries

Train more staff to test and treat TB cases 14	MHD						5000					Health	Beneficiaries
Strengthen surveillance and supervise facilities to ensure that emergency protocols are followed	Metro Wide					2000						Health	Beneficiaries
Integrate supportive supervision in health facilities in Kumasi	Metro Wide						50,000					Health	Network of Practice
Train health staff on prevention and management of non-communicable diseases	Metro Health Directorate							120,000				Health	Medtronic LABS
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Objective: 2.5.1 Improve access to safe, reliable and sustainable water supply services for all (Water)													
Construct 35No. Mechanized Boreholes and repair and maintain 5No. (Metro Wide)	Metro Wide						4,000,000					Works	Beneficiaries
Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.													

Construct 5No. Skip Pads & supply 5No. 14 Containers	Metro Wide						650,000				WMD	EHU
Procure and distribute waste collection containers, PPEs, sanitary tools and motorized tricycles.	Metro Wide						300,000				WMD	EHU
Roll out a prog to promote waste segregation at source & sorting in selected communities and schools	Metro Wide					3,000					WMD	EHOs

Implement Sanitation Improvement Package (SIP) and Fumigation	Metro Wide						1,200.000				WMD	Zoomlion
Assess service providers capacities and monitor their operations	Metro Wide					5,000					WMD	SP
Monitor the operations of waste treatment and disposal facilities and Heavy-Duty Equipment	Oti						500,000				WMD	JSO
Construction of Re-enforced Concrete Head Wall	Oti					350000					WMD	EHU
Review of the Contract for street sweeping, drainage cleansing and any other waste management contract	Main Admin						20,000				WMD	EHU

Support/Sustain the implementation of the Central Market/CBD night cleaning and Litter Control program	Metro Wide						1,200,000					WMD	EHU
Build the capacity of EHOS/ Waste Management staff for effective sanitation service delivery	Main Admin						10,000					WMD	HR
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Issue Abatement notice to homeowners without toilet facilities and facilitate the Const. of 100no. HH Toilets in low income HHs	Metro Wide						5,000					WMD	EHOs
Organize 20 Community Durbars and 20 clean up campaigns	Metro Wide						50,000					WMD	EHOs
Organize quarterly inspection at all transfer stations and public toilets at submetro level	Metro Wide						4,000					WMD	EHOs
Organize food hygiene education for school feeding caterers and conduct routine food handler screening and certification	Metro Wide						30,000					WMD	EHU

Intensify premises inspection and environmental Health Sanitation prosecutions	Metro Wide				5000					WMD	EHU
Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.											
Support for the Rehabilitation and expansion of 2No. Sewage Ponds	Asafo Adum				50,000					WMD	Works
Objective: To improve educational performance and outcome by upgrading and expanding school infrastructure and enhancing teaching and learning outcomes across all basic schools by 2029											
Construct 1No. Girls Dormitory Block at Kumasi Girls SHS	Kumasi Girls SHS				1,500,000					Education	Works
Rehabilitate 7No. Classroom Blocks and Construct 1No. KG	Asem/ Opoku Ware Basic					1,600.000				Education	Works
Construct 4No. 6Unit Classroom Blocks	Adabiya Islamic Adiebeba M/A Armed Forces Basic					4,500,000				Education	Works

	Santaasi M/A											
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Procure 7000 school furniture and ICT Equipment for schools	Metro Wide						3,700.000				Education	Beneficiaries
Provide Sponsorship for 200 (120 girls and 80 boys) needy but brilliant students	Metro Wide						150,000				Education	Heachers
Organize Mock Exams for pupils in JHS in the Kumasi Metropolis	Metro Wide					10,000	25,000				Education	
Organize reading festival to promote early grade reading	Asem/					2,000	33000				Education	Beneficiaries
Support the organization of my First Day and National Day celebrations	Metro Wide					10,000	150,000				Education	Beneficiaries
Support the organization of Metro Best Teachers', Worker and School Award	Metro Wide					45000					Education	Beneficiaries

Support the organization of STMIE Clinic for girls to promote Science, Mathematics and Tech	Metro Wide					47500					Education	Beneficiaries
Objective: 2.9.3 Strengthen social protection for the vulnerable (Social Welfare)												
Collect GPS data on needy, vulnerable and marginalized and provide them with support	Metro Wide					4000	2000				SW&CD	Beneficiaries
Organize programmes for	Metro Wide					3,500	7,500				SW&CD	Beneficiaries
60 PWDs and their dependents and link them up to NHIS												
Organize educational program for children on rights and responsibilities	Metro Wide					5,000	1,000				SW&CD	Beneficiaries
Carry out LEAP activities to benefit 3150 beneficiaries, through home visits and referral	Metro Wide					2,000	80,000				SW&CD	Beneficiaries
Render personal welfare services to 40 indigents and link them up to NHIS and other social intervention	Metro Wide						6,000				SW&CD	Beneficiaries

Monitor, register and renew certificates and organize training for 30 day centers and 30 NPOs/NGOs	Metro Wide					4000	2000				SW&CD	
Support 100 PWDs in the Metropolis	Metro Wide						100,000				SW&CD	Beneficiaries
Objective: 2.10.1 Attain gender equality and equity in political and social development (Gender)												
Sensitize 3 women groups on Gender Based Violence and its preventive measures	Metro Wide					5000					SW&CD	
Organize activities to celebrate Breast Cancer Awareness Month	Metro Wide					10,000	20000				GDO	Beneficiaries
Objective: 3.5.1 Reduce Environmental Pollution												
Programme: Environment and Human Settlement Development (Environment)												
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating

Calibrate noise emitting devices of new 120 institutions and carry out 12 radio educational programmes on noise pollution and the environment	Metro Wide					20,000					WMD	
Objective: Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029												

Plant and Nurture to growth 5,000 trees in schools, communities and along major routes	Metro Wide					20000					Forestry	Environmental Health Unit
Implement Bloomberg sponsored Youth Climate Action project	Metro wide						1,000,000				MPCU	
Organize sensitization exercises in communities on the need to plant more trees	Metro Wide					10000					Forestry	Environmental Health Unit
Objective: Improve the efficiency and effectiveness of urban transport infrastructure and services in the Metropolis through rehabilitation, maintenance and improved traffic management by 2029												
Construct 5No. Metal footbridges	Metro Wide					500,000					Metro Roads	Assembly Members

Maintenance of Metal Footbridges	Metro Wide						100,000				Metro Roads	Assembly Members
Construct Drains in 3No. areas and improve box culvert and access roads	Abrepo Junc. Krofrom E FNT/ Truba						1,000,000				Metro Roads	Assembly Members
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Install Pedestrian Guardrails and replace metal gratings and slaps	GRA Area KATH						100,000				Metro Roads	Assembly Members
Maintenance of Green area and Grasscutting works at the medians	Suame R/A- Sofoline; Ahmadiya R/A-Asafo Neoplan; Ahmadiya R/A-Consar, Nhyiaeso, Ridge & Danyame areas						100,000				Metro Roads	

Regrading of selected roads in the Kumasi Metropolis	Metro Wide						100,000				Metro Roads	Hon. Assembly Members
Objective: Objective: Reduce the prevalence of road accidents by 40% in the Metropolis by 2029												
Carry out operational activities to improve upon public transport services & urban mobility	Metro Wide					20000					Transport Dept.	MTTD
Implement the KMA/Ibes Smart Transport Systems projects	Metro Wide					15,000	20,000				Transport Dept.	
Implement the partnership for Healthy	Metro Wide						30,000				Transport Dept.	MTTD
Cities Road Safety project/ BIGRS												
Procure 2000 complete Street lights for the Kumasi Metropolis	Metro Wide						1,000,000				Works	Assembly Members
Activities	Location	2026				Cost			Programme Status	Implementing Institution/Department		

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: 3.12.1 Promote sustainable spatially integrated development of human settlements (Physical Planning)												
Identify, verify and acquire lease on all lands zoned for public use across the metropolis (phase 1)	Metro Wide						70,000				Physical Planning	Traditional Authority
Organize 12 Statutory Technical and Spatial Planning Committee meetings	PPD					264,000					Physical Planning	HODs
Revise local plans, develop community maps/signages and procure street signages	Metro Wide					1,000,000					Physical Planning	Traditional Authority
Organize Planning Workshops and Greater Kumasi Comprehensive Urban Conference	Metro Wide					70,000					Physical Planning	HODs
Produce Ornamental plants and Maintain Town gardens	Metro Wide					22,000					Physical Planning	Urban Roads
Organize workshop on new land law for TSC/SPC and Assembly Members	PPD					10,000					Physical Planning	Assembly Members
Develop Hydrant and Lay – By/ Bus shelter Master Plan	Metro Wide					70,000					Physical Planning	GNFS/DUR
Organize sensitization campaigns to educate the public on building on	Metro Wide					30,000					Physical Planning	PRO

unauthorized areas, on acquisition of land and permitting procedures												
Organize periodic monitoring exercises to ensure Conformity to standards by developers	Metro Wide					20,000					Works	SPC
Procure working tools (Schmidt hammer, Wheel measuring roller) for effective supervision	Metro Wide						100,000				Works	PPD
Objective: Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029												
Organize educational campaigns on fire and floods for all fuel stations	Metro Wide					8,000	3,000				NADMO	Fire Service/WMD
Carryout inspection and evaluation of facilities to ensure safety	Metro Wide						10,000				NADMO	Works
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Desilt choked drains and streams	Metro Wide						70,000				NADMO	Works/Urban Roads

Organize 2no Town hall meetings annually to account community members on the implementation of Assembly programmes and activities	Prempeh Assembly Hall					40,000					Planning Unit	Budget & Ratings
Complete the construction of 2No. Sub metro Offices	Bantama Manhyia N					1,000000					Works	Beneficiaries
Support for Community Initiated projects and Sub District Structures	Metro Wide					500000					Central Admin	Assembly Members
Organize talk shows at radio stations to explain the services provided by the Assembly & how to access them	Metro Wide					10,000					PRO	ISD
Organize MCE's electoral area tour	Metro Wide					10,000	10,000				PRO	ISD
Rehabilitate Office & residential buildings	Metro Wide						500,000				Works	HODs
Procure Office Supplies including computers, Laptops, Furniture, etc	Metro Wide						100,000				IT Unit	Beneficiaries
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline												

Prepare 2027 Annual Action Plan and Composite Budget and 2026 – 2029 MTDP	Metro Wide					800,000					MPCU	Assembly Members
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Conduct routine monitoring and evaluation of Assembly's projects and programs	Metro Wide						200,000				MPCU	Assembly Members
Organise quarterly MPCU/Budget Committee meetings and gazette 2027 fee fixing resolution	Metro Wide						60,000				MPCU	Budget Comm
Organize participatory M&E on assembly activities	Metro Wide						70,000				MPCU	Assembly Members
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: Increase community policing and surveillance systems coverage to all sub-metros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis												
Organize radio talk shows on safety and crime prevention	Metro Wide						10,000				legal	Police
Support Security Services/City Guards to undertake effective community and law enforcement	Metro Wide						100,000				legal	Police
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline												

Train Staff of the Assembly on Performance Based Budgeting and GIFMIS	Metro Wide					5000	5000				Budget	Finance
Provide IT system to link centralized departments to the revenue unit	Metro Wide						15,000				IT	Finance

Organize radio programs monthly to educate tax payers about the need to pay taxes	Metro Wide					5000					Finance	PRO
Organize stakeholder engagements with the business community on Fee fixing resolution	Prempeh Assembly Hall					5000	5000				Budget	Finance
Review Budget/Plan at Mid- year and prepare revenue improvement action plan	Metro Wide					3000					Budget	Finance
Organize Budget implementation monitoring and training at the submetros	Metro Wide					5000					Budget	Finance
Procure 1No. Bus	Metro Wide					300,000					Finance	Transport
Train staff on Data Collection and Management & implement Smart Cities Project	Metro Wide						500,000				Central Admin	Budget & Ratings

Objective: 4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions

Organize Training for Assembly Staff on the Local Government Service Protocol	Metro Wide						30,000				HR	HODs
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize Training for Assembly Staff on electronic payment system and smart work place system	Metro Wide						10,000				HR	HODs
Organize Training for Assembly staff on Communication skills	Metro Wide						30,000				HR	HODs

Organize Training for Assembly members on Negotiation and lobbying skills and Project Management	Metro Wide						100,000				HR	HODs
Disseminate & organize stakeholder engagement on the 2021 Census and organize data collection on hotspots for drug peddlers especially the youth	Metro Wide						15,000				Statistics	PRO

Train MPCU Members on use of Stats Bank, Excel and Kobo Collect Tool	Metro Wide					10,000						Statistics	
Objective: 5.2.2 Enhance Ghana's international image and influence													
Programme: International Relations													
Activities	Location	2026				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Create two new International Partnerships and renew/revive three dormant partnerships	Metro Wide						50,000					Central Admin	Assembly Members HODs
Support the participation of Assembly Members and Staff of the Assembly in International Partnerships	Metro Wide						300,000					Central Admin	Assembly Members HODs
Communication Strategy	Metro Wide					50,000						Development Planning	Assembly Members HODs
ANNUAL COST	60,019,600												

Table 6.2 2027 ANNUAL ACTION PLAN

Enhance business enabling environment for all businesses by 2029

Programme : Economic Development

Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Update data on Businesses in Kumasi	Metro Wide					20,000					Trade & Investment committee	NBSSI, ASSI, AGI
Organize a business forum to enhance public and private sector synergies						10,000	20,000				Trade & Investment committee	NBSSI, ASSI, AGI
Facilitate and support formalization of informal SMEs	Metro Wide					1,000					Trade & Investment committee	NBSSI, ASSI, AGI
Organize training on on-line sales for SMEs	Metro Wide					10,000					Trade & Investment committee	NBSSI, ASSI, AGI
Develop comprehensive LED strategy	Metro Wide					4,000	16,000				Trade & Investment committee	NBSSI, ASSI, AGI

Enhance business enabling environment for all businesses by 2029

Organize quarterly radio-talk show on the potentials of local tourism	Metro Wide					4000	4000				Trade & Investment	GTA
Organise annual home coming carnivals in two communities	Metro Wide					40,000	40,000				Trade & Investment committee	GTA
Enhance business enabling environment for all businesses by 2029												
Conduct home and farm visits to advice farmers (40% females and 60% males) and organize weekly market price surveys.	Metro Wide						5,500				Agric Dept	Market Queens
4 MOAs to visit AEAs under their supervision to guide and offer technical backstopping.	Metro Wide						5,000				Agric Dept	Beneficiaries
Conduct two monitoring visits to all field projects (MCE and Director of Agric)	Metro Wide					6,000					Agric Dept	Beneficiaries
Organize 4 trainings on urban CSA practices and Train 100 women in rice branding and quality packaging tech	Metro Wide					5,000					Agric Dept	Beneficiaries
Activities	Location	2027				Cost				Programme Status	Implementing Institution/Department	

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organise training on GAPS and climate Smart practices	Metro Wide						5,000				Agric Dept	Beneficiaries
Train rice processors on branding and standardization and Conduct Fruit Juice Processing for Fruit Vendors	Metro Wide					7,000					Agric Dept	Beneficiaries
Organize Farmers Day celebration	Metro Wide						100,000				Agric Dept	Beneficiaries
Train 150 households on soya fortification & local food processing	Metro Wide					4,000					Agric Dept	Beneficiaries
Renovate Metro Agric Office	MOFA						500,000				Agric Dept	Works Dep
Train livestock farmers on meat handling & processing and cold-store operators on food preservation, Storage & hygiene	Metro Wide						8,500				Agric Dept	Environmental Health
Weekly disease surveillance on: Avian Influenza, Rabies, Pest de Petit Ruminal and CBPP	Metro Wide					6,000					Agric Dept	Works Dept.
Organize one training session for 30 women in 4 basic schools undertaking school feeding program	MOFA Office					4,000					Agric Dept	Works Dept.

Organize HIV/AIDS awareness program	Metro Wide						150,000					Health	Beneficiaries
Organize one meeting annually between the Assembly and private health Operators for effective Health service delivery	Metro Wide					5,000						Health	Beneficiaries
Organize stake holder meetings on safe motherhood and on appropriate nutrition -Iron folic supplementation	Metro Wide					5,000						Health	Beneficiaries
Screen OPD patients for HBP and organize annual education on healthy lifestyle	Metro Wide						4,500					Health	Beneficiaries
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029													
Support NID/ malarial control programme	Metro Wide						4000					Health	Beneficiaries

Train more staff to test and treat TB cases 14	MHD						5000					Health	Beneficiaries
Strengthen surveillance and supervise facilities to ensure that emergency protocols are followed	Metro Wide					2000						Health	Beneficiaries
Integrate supportive supervision in health facilities in Kumasi	Metro Wide						50,000					Health	Network of Practice
Train health staff on prevention and management of non-communicable diseases	Metro Health Directorate							120,000				Health	Medtronic LABS
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Objective: 2.5.1 Improve access to safe, reliable and sustainable water supply services for all (Water)													
Construct 10No. Mechanized Boreholes and repair and maintain 5No. (Metro Wide)	Metro Wide						1,000,000					Works	Beneficiaries

Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.												
Construct 5No. Skip Pads & supply 5No. 14 Containers	Metro Wide						650,000				WMD	EHU
Procure and distribute waste collection containers, PPEs, sanitary tools and motorized tricycles.	Metro Wide						300,000				WMD	EHU
Roll out a prog to promote waste segregation at source & sorting in selected communities and schools	Metro Wide					3,000					WMD	EHOs
Implement Sanitation Improvement Package (SIP) and Fumigation	Metro Wide						1,200.000				WMD	Zoomlion
Assess service providers capacities and monitor their operations	Metro Wide					5,000					WMD	SP
Monitor the operations of waste treatment and disposal facilities and Heavy-Duty Equipment	Oti						500,000				WMD	JSO
Construction of Re-enforced Concrete Head Wall	Oti					350000					WMD	EHU

Review of the Contract for street sweeping, drainage cleansing and any other waste management contract	Main Admin						20,000					WMD	EHU
Support/Sustain the implementation of the Central Market/CBD night cleaning and Litter Control program	Metro Wide						1,200,000					WMD	EHU
Build the capacity of EHOS/ Waste Management staff for effective sanitation service delivery	Main Admin						10,000					WMD	HR
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Issue Abatement notice to homeowners without toilet facilities and facilitate the Const. of 100no. HH Toilets in low income HHs	Metro Wide						5,000					WMD	EHOs
Organize 10 Community Durbars and 12 clean up campaigns	Metro Wide					50,000						WMD	EHOs
Organize quarterly inspection at all transfer stations and public toilets at submetro level	Metro Wide					4,000						WMD	EHOs

Organize food hygiene education for school feeding caterers and conduct routine food handler screening and certification	Metro Wide					30,000					WMD	EHU
Intensify premises inspection and environmental Health Sanitation prosecutions	Metro Wide					5000					WMD	EHU
Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65 % to 90% by 2029.												
Support for the Rehabilitation and expansion of 2No. Sewage Ponds	Asafo Adum					50,000					WMD	Works
Objective: To improve educational performance and outcome by upgrading and expanding school infrastructure and enhancing teaching and learning outcomes across all basic schools by 2029												
Construct 1No. Girls Dormitory Block at Kumasi Girls SHS	Kumasi Girls SHS					1,500,000					Education	Works
Rehabilitate 7NO. Classroom Blocks and Construct 1No. KG	Asem/ Opoku Ware Basic						1,600.000				Education	Works
Construct 4No. 6Unit Classroom Blocks	Adabiya Islamic Adiebeba M/A						4,500,000				Education	Works

	Armed Forces Basic Santaasi M/A											
Construction of 2No. Institutional Toilets	Metro Wide						2,000,000				Education	Works
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Procure 7000 school furniture and ICT Equipment for schools	Metro Wide						3,700.000				Education	Beneficiaries
Provide Sponsorship for 200 (120 girls and 80 boys) needy but brilliant students	Metro Wide						150,000				Education	Heachers
Organize Mock Exams for pupils in JHS in the Kumasi Metropolis	Metro Wide					10,000	25,000				Education	
Organize reading festival to promote early grade reading	Asem/					2,000	33000				Education	Beneficiaries
Support the organization of my First Day and National Day celebrations	Metro Wide					10,000	150,000				Education	Beneficiaries

Support the organization of Metro Best Teachers', Worker and School Award	Metro Wide					45000					Education	Beneficiaries
Support the organization of STMIE Clinic for girls to promote Science, Mathematics and Tech	Metro Wide					47500					Education	Beneficiaries
Objective: 2.9.3 Strengthen social protection for the vulnerable (Social Welfare)												
Collect GPS data on needy, vulnerable and marginalized and provide them with support	Metro Wide					4000	2000				SW&CD	Beneficiaries
Organize programmes for 60 PWDs and their dependents and link them up to NHIS	Metro Wide					3,500	7,500				SW&CD	Beneficiaries
Organize educational program for children on rights and responsibilities	Metro Wide					5,000	1,000				SW&CD	Beneficiaries
Carry out LEAP activities to benefit 3150 beneficiaries, through home visits and referral	Metro Wide					2,000	80,000				SW&CD	Beneficiaries
Render personal welfare services to 40 indigents and link them up to NHIS and other social intervention	Metro Wide						6,000				SW&CD	Beneficiaries

Monitor, register and renew certificates and organize training for 30 day centers and 30 NPOs/NGOs	Metro Wide					4000	2000				SW&CD	
Support 100 PWDs in the Metropolis	Metro Wide						100,000				SW&CD	Beneficiaries
Objective: 2.10.1 Attain gender equality and equity in political and social development (Gender)												
Sensitize 3 women groups on Gender Based Violence and its preventive measures	Metro Wide					5000					SW&CD	
Organize activities to celebrate Breast Cancer Awareness Month	Metro Wide					10,000	20000				GDO	Beneficiaries
Objective: 3.5.1 Reduce Environmental Pollution												
Programme: Environment and Human Settlement Development (Environment)												
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating

Calibrate noise emitting devices of new 120 institutions and carry out 12 radio educational programmes on noise pollution and the environment	Metro Wide					20,000					WMD	
Objective: Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029												
Plant and Nurture to growth 5,000 trees in schools, communities and along major routes	Metro Wide					20000					Forestry	Environmental Health Unit
Implement Bloomberg sponsored Youth Climate Action project	Metro wide							1,000,000			MPCU	
Organize sensitization exercises in communities on the need to plant more trees	Metro Wide					10000					Forestry	Environmental Health Unit
Objective: Improve the efficiency and effectiveness of urban transport infrastructure and services in the Metropolis through rehabilitation, maintenance and improved traffic management by 2029												
Construct 5No. Metal footbridges	Metro Wide					500,000					Metro Roads	Assembly Members

Maintenance of Metal Footbridges	Metro Wide						100,000				Metro Roads	Assembly Members
Construct Drains in 5no. communities	Metro Wide						1,000,000				Metro Roads	Assembly Members
Install Pedestrian Guardrails and replace metal gratings and slaps	GRA Area KATH						100,000				Metro Roads	Assembly Members
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating

Maintenance of Green area and Grasscutting works at the medians	Suame R/A-Sofoline; Ahmadiya R/A-Asafo Neoplan; Ahmadiya R/A-Consar, Nhyiaeso, Ridge & Danyame areas					100,000				Metro Roads	
Regrading of selected roads in the Kumasi Metropolis	Metro Wide					100,000				Metro Roads	Hon. Assembly Members
Objective: Reduce the prevalence of road accidents by 40% in the Metropolis by 2029											
Carry out operational activities to improve upon public transport services & urban mobility	Metro Wide					20000				Transport Dept.	MTTD
Implement the KMA/Ibes Smart Transport Systems projects	Metro Wide					15,000	20,000			Transport Dept.	

Implement the partnership for Healthy	Metro Wide						30,000					Transport Dept.	MTTD
Cities Road Safety project/ BIGRS													
Procure 2000 complete Street lights for the Kumasi Metropolis	Metro Wide						1,000,000					Works	Assembly Members
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Objective: 3.12.1 Promote sustainable spatially integrated development of human settlements (Physical Planning)													
Identify, verify and acquire lease on all lands zoned for public use across the metropolis (phase 2)	Metro Wide						70,000					Physical Planning	Traditional Authority
Organize 12 Statutory Technical and Spatial Planning Committee meetings	PPD					264,000						Physical Planning	HODs
Revise local plans, develop community maps/signages and procure street signages	Metro Wide					1,000,000						Physical Planning	Traditional Authority

Organize Planning Workshops and Greater Kumasi Comprehensive Urban Conference	Metro Wide					70,000					Physical Planning	HODs
Produce Ornamental plants and Maintain Town gardens	Metro Wide					22,000					Physical Planning	Urban Roads
Organize workshop on new land law for TSC/SPC and Assembly Members	PPD					10,000					Physical Planning	Assembly Members
Develop Hydrant and Lay – By/ Bus shelter Master Plan	Metro Wide					70,000					Physical Planning	GNFS/DUR
Organize sensitization campaigns to educate the public on building on	Metro Wide					30,000					Physical Planning	PRO
unauthorized areas, on acquisition of land and permitting procedures												
Organize periodic monitoring exercises to ensure Conformity to standards by developers	Metro Wide					20,000					Works	SPC
Procure working tools (Schmidt hammer, Wheel measuring roller) for effective supervision	Metro Wide						100,000				Works	PPD
Objective: Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029												

Organize educational campaigns on fire and floods for all fuel stations	Metro Wide					8,000	3,000				NADMO	Fire Service/WMD
Carryout inspection and evaluation of facilities to ensure safety	Metro Wide						10,000				NADMO	Works
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Desilt chocked drains and streams	Metro Wide						70,000				NADMO	Works/Urban Roads
Build the Capacity of NADMO Staff in disaster management	Metro Wide					4,000					NADMO	HR
Organize celebration of World Disaster Day	Metro Wide						4000				NADMO	
Form Disaster Prevention groups in schools and communities	Metro Wide						20,000				NADMO	Assembly Members/Schools

Objective: 3.16.1 Promote effective maintenance culture

Plan and Budget for Maintenance of all Metro Wide Projects in the Kumasi Metropolis							1,000,000				Central Admin	Works
Objective: Strengthen the effectiveness, accountability and efficiency of Public Institutions												
Programme: Governance and Institutional Development												
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize 2no Town hall meetings annually to account community members on the implementation of Assembly programmes and activities	Prempeh Assembly Hall						40,000				Planning Unit	Budget & Ratings
Complete the construction of 2No. Sub metro Offices	Bantama Manhyia N					1,000000					Works	Beneficiaries
Support for Community Initiated projects and Sub District Structures	Metro Wide					500000					Central Admin	Assembly Members
Organize talk shows at radio stations to explain the services provided by the Assembly & how to access them	Metro Wide					10,000					PRO	ISD

Organize MCE's electoral area tour	Metro Wide					10,000	10,000				PRO	ISD
Rehabilitate Office & residential buildings	Metro Wide						500,000				Works	HODs
Procure Office Supplies including computers, Laptops, Furniture, etc	Metro Wide						100,000				IT Unit	Beneficiaries
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline												
Prepare 2028 Annual Action Plan and Composite Budget	Metro Wide						800,000				MPCU	Assembly Members
Conduct routine monitoring and evaluation of Assembly's projects and programs	Metro Wide						200,000				MPCU	Assembly Members
Organise quarterly MPCU/Budget Committee meetings and gazette 2028 fee fixing resolution	Metro Wide						60,000				MPCU	Budget Comm
Organize participatory M&E on assembly activities	Metro Wide						70,000				MPCU	Assembly Members
Activities	Location	2027				Cost				Programme Status	Implementing Institution/Department	

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: Increase community policing and surveillance systems coverage to all sub-metros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis												
Organize radio talk shows on safety and crime prevention	Metro Wide						10,000				legal	Police
Support Security Services/City Guards to undertake effective community and law enforcement	Metro Wide						100,000				legal	Police
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline												
Train Staff of the Assembly on Performance Based Budgeting and GIFMIS	Metro Wide					5000	5000				Budget	Finance
Provide IT system to link centralized departments to the revenue unit	Metro Wide						15,000				IT	Finance
Organize radio programs monthly to educate tax payers about the need to pay taxes	Metro Wide					5000					Finance	PRO
Organize stakeholder engagements with the business community on Fee fixing resolution	Prempeh Assembly Hall					5000	5000				Budget	Finance

Review Budget/Plan at Mid- year and prepare revenue improvement action plan	Metro Wide					3000					Budget	Finance
Organize Budget implementation monitoring and training at the submetros	Metro Wide					5000					Budget	Finance
Procure 1No. Bus	Metro Wide					300,000					Finance	Transport
Implement Smart Cities Project	Metro Wide						500,000				Central Admin	Budget & Ratings
Objective: 4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions												
Organize Training for Assembly Staff on the Local Government Service Protocol	Metro Wide						30,000				HR	HODs
Activities	Location	2027				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize Training for Assembly Staff on electronic payment system and smart work place system	Metro Wide						10,000				HR	HODs

Create two new International Partnerships and renew/revive three dormant partnerships	Metro Wide						50,000				Central Admin	Assembly Members HODs
Support the participation of Assembly Members and Staff of the Assembly in International Partnerships	Metro Wide						300,000				Central Admin	Assembly Members HODs
Communication Strategy	Metro Wide					50,000					Development Planning	Assembly Members HODs
ANNUAL COST	39,381,000											

Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Update data on Businesses in Kumasi	Metro Wide					25,000					TIC	NBSSI, ASSI, AGI

Table 6.3 2028 Annual Action Plan	Organize a business forum to enhance public and private sector synergies					20000	20,000				TIC	NBSSI, ASSI, AGI
	Facilitate and support formalization of informal SMEs	Metro Wide				3,000					Trade & Investment committee	NBSSI, ASSI, AGI
	Organize training on on-line sales for SMEs	Metro Wide				15,000					Trade & Investment committee	NBSSI, ASSI, AGI
	Organize Start – up training workshops for 100 youth	Metro Wide					50,000				Trade & Investment committee	NBSSI, ASSI, AGI
Enhance business enabling environment for all businesses by 2029												
	Organize quarterly radio-talk show on the potentials of local tourism	Metro Wide				5,000	5,000				Trade & Investment	GTA

Organise annual home coming carnivals in two communities	Metro Wide					40,000	40,000				TIC	GTA
Enhance business enabling environment for all businesses by 2029												
Programme : Economic Development												
Enhance business enabling environment for all businesses by 2029												
Conduct home and farm visits to advice farmers (40% females and 60% males) and organize weekly market price surveys.	Metro Wide						7,000				Agric Dept	Market Queens
4 MOAs to visit AEAs under their supervision to guide and offer technical backstopping.	Metro Wide						7,000				Agric Dept	Beneficiaries
Conduct two monitoring visits to all field projects (MCE and Director of Agric)	Metro Wide					10,000					Agric Dept	Beneficiaries
Organize 4 trainings on urban CSA practices and Train 100 women in rice branding and quality packaging tech	Metro Wide					7,000					Agric Dept	Beneficiaries
Activities	Location	2028				Cost				Programme Status	Implementing Institution/Department	

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organise training on GAPS and climate Smart practices	Metro Wide						5,000				Agric Dept	Beneficiaries
Train rice processors on branding and standardization and Conduct Fruit Juice Processing for Fruit Vendors	Metro Wide					7,000					Agric Dept	Beneficiaries
Organize Farmers Day celebration	Metro Wide						100,000				Agric Dept	Beneficiaries
Train 150 households on soya fortification & local food processing	Metro Wide					4,000					Agric Dept	Beneficiaries
Renovate Metro Agric Office	MOFA						500,000				Agric Dept	Works Dept.
Train livestock farmers on meat handling & processing and cold-store operators on food preservation, Storage & hygiene	Metro Wide						10,000				Agric Dept	Environmental Health
Weekly disease surveillance on: Avian Influenza, Rabies, Pest de Petit Ruminal and CBPP	Metro Wide					9,000					Agric Dept	Works Dept.
Organize one training session for 30 women in 4 basic schools undertaking school feeding program	MOFA Office					4,000					Agric Dept	Works Dept.

Organise four plant clinics for women farmers at four different operational areas.	Metro Wide					4,000					Agric Dept	Works Dept.
Organize monthly technical review meetings for 25 staff (6 females and 21 males).	MOFA Office					6,000					Agric Dept	Works Dept.
Train 24H Market Pilot traders on night market food handling, safety & lighting	MOFA Office					7,000					Agric Dept	Works Dept.
Organize training for 20 women vegetable traders on grading, standardization and packaging	Bantama and Abinkyi						3000				Agric Dept	Market women
Train 200 women on Post Harvest Losses in 4 Markets	Metro Wide						5,000				Agric Dept	Market women
Rehabilitate 1No. Market and Construct 24Hour Economy Market	Race Course Krofofrom						9,000,000				Agric Dept	Works Dept Market women
Objective: 2.1.1 Improve coordination of population governance												
Programme: Social Development												
Activities	Location	2028				Cost			Programme Status	Implementing Institution/Department		

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: 2.1.1 Improve coordination of population governance (Birth and Death)												
Organize Mobile and mob up registration of Birth and Death	Metro Wide						7,000				Birth and Death	Beneficiaries
Organize Birth and Deaths Week Celebration	Metro Wide						7,000				Birth and Death	Beneficiaries
Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029												
Construct 2No. Health Centers	Moshie Zongo						3,000,000				Health	Works
Construct Pediatric Centre at KMA Clinic (CHPS Compound)	Adum						3,000,000				Health	Works
Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029												
Support NID/ malarial control programme	Metro Wide						4000				Health	Beneficiaries
Support cancer prevention programme (C- CAN)	Metro Wide						4000				Health	Beneficiaries

Introduce and promote telemedicine to improve health care services	Metro Wide					3,000					Health	Beneficiaries
Organize HIV/AIDS awareness program	Metro Wide						150,000				Health	Beneficiaries
Organize one meeting annually between the Assembly and private health Operators for effective Health service delivery	Metro Wide					5,000					Health	Beneficiaries
Organize stake holder meetings on safe motherhood and on appropriate nutrition -Iron folic supplementation	Metro Wide					5,000					Health	Beneficiaries
Screen OPD patients for HBP and organize annual education on healthy lifestyle	Metro Wide						4,500				Health	Beneficiaries
Activities	Location	2028				Cost			Programme Status		Implementing	

											Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating

Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029												
Support NID/ malarial control programme	Metro Wide						4000				Health	Beneficiaries
Support cancer prevention programme (C- CAN)	Metro Wide						4000				Health	Beneficiaries
Introduce and promote telemedicine to improve health care services	Metro Wide					3,000					Health	Beneficiaries
Organize HIV/AIDS awareness program	Metro Wide						150,000				Health	Beneficiaries
Organize one meeting annually between the Assembly and private health Operators for effective Health service delivery	Metro Wide					5,000					Health	Beneficiaries
Organize stake holder meetings on safe motherhood and on appropriate nutrition -Iron folic supplementation	Metro Wide					5,000					Health	Beneficiaries
Screen OPD patients for HBP and organize annual education on healthy lifestyle	Metro Wide						4,500				Health	Beneficiaries

Train more staff to test and treat TB cases 14	MHD						5000					Health	Beneficiaries
Strengthen surveillance and supervise facilities to ensure that emergency protocols are followed	Metro Wide					2000						Health	Beneficiaries
Integrate supportive supervision in health facilities in Kumasi	Metro Wide						20,000					Health	Network of Practice
Train health staff on prevention and management of non-communicable diseases	Metro Health Directorate							50,000				Health	Medtronic LABS
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Objective: 2.5.1 Improve access to safe, reliable and sustainable water supply services for all (Water)													
Construct 5No. Mechanized Boreholes and repair and maintain 10No. (Metro Wide)	Metro Wide						1,000,000					Works	Beneficiaries

Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.												
Construct 5No. Skip Pads & supply 5No. 14 Containers	Metro Wide						850,000				WMD	EHU
Procure and distribute waste collection containers, PPEs, sanitary tools and motorized tricycles.	Metro Wide						300,000				WMD	EHU
Roll out a prog to promote waste segregation at source & sorting in selected communities and schools	Metro Wide					3,000					WMD	EHOs
Implement Sanitation Improvement Package (SIP) and Fumigation	Metro Wide						1,200.000				WMD	Zoomlion
Assess service providers capacities and monitor their operations	Metro Wide					5,000					WMD	SP
Monitor the operations of waste treatment and disposal facilities and Heavy-Duty Equipment	Oti						500,000				WMD	JSO
Construction of Re-enforced Concrete Head Wall	Oti					350000					WMD	EHU
Review of the Contract for street sweeping, drainage cleansing and any other waste management contract	Main Admin						20,000				WMD	EHU

Support/Sustain the implementation of the Central Market/CBD night cleaning and Litter Control program	Metro Wide						1,200,000					WMD	EHU
Build the capacity of EHOS/ Waste Management staff for effective sanitation service delivery	Main Admin						10,000					WMD	HR
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Issue Abatement notice to homeowners without toilet facilities and facilitate the Const. of 100no. HH Toilets in low income HHs	Metro Wide						5,000					WMD	EHOs
Organize 10 Community Durbars and 12 clean up campaigns	Metro Wide					50,000						WMD	EHOs
Organize quarterly inspection at all transfer stations and public toilets at submetro level	Metro Wide					4,000						WMD	EHOs

Organize food hygiene education for school feeding caterers and conduct routine food handler screening and certification	Metro Wide					30,000					WMD	EHU
Intensify premises inspection and environmental Health Sanitation prosecutions	Metro Wide					5000					WMD	EHU
Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.												
Support for the Rehabilitation and expansion of 2No. Sewage Ponds	Asafo Adum					50,000					WMD	Works
Objective: To improve educational performance and outcome by upgrading and expanding school infrastructure and enhancing teaching and learning outcomes across all basic schools by 2029												
Construct 1No. Girls Dormitory Block at Kumasi Girls SHS	Kumasi Girls SHS					1,500,000					Education	Works
Rehabilitate 4NO. Classroom Blocks	Metro Wide						2,000,000				Education	Works
Construct 4No. Classroom Blocks	Metro Wide						6,000,000				Education	Works
Construct 2No. School Fence Walls	Metro Wide						2,000,000				Education	Works
Procure 1000 school furniture	Metro Wide						1,000000				Education	Beneficiaries

Provide Sponsorship for 200 (120 girls and 80 boys) needy but brilliant students	Metro Wide						150,000				Education	Teachers
Organize Mock Exams for pupils in JHS in the Kumasi Metropolis	Metro Wide					25,000	25,000				Education	Teachers

Construct 2No. Institutional Toilet	Metro Wide						2,000,000				Education	Works
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize reading festival to promote early grade reading	Asem/					2,000	33000				Education	Beneficiaries
Support the organization of my First Day and National Day celebrations	Metro Wide					10,000	150,000				Education	Beneficiaries
Support the organization of Metro Best Teachers', Worker and School Award	Metro Wide					45000					Education	Beneficiaries
Support the organization of STMIE Clinic for girls to promote Science, Mathematics and Tech	Metro Wide					47500					Education	Beneficiaries
Objective: 2.9.3 Strengthen social protection for the vulnerable (Social Welfare)												

Collect GPS data on needy, vulnerable and marginalized and provide them with support	Metro Wide					4000	2000				SW&CD	Beneficiaries
Organize programmes for 60 PWDs and their dependents and link them up to NHIS	Metro Wide					3,500	7,500				SW&CD	Beneficiaries
Organize educational program for children on rights and responsibilities	Metro Wide					5,000	1,000				SW&CD	Beneficiaries
Carry out LEAP activities to benefit 3150 beneficiaries, through home visits and referral	Metro Wide					2,000	80,000				SW&CD	Beneficiaries
Render personal welfare	Metro Wide						6,000				SW&CD	Beneficiaries
services to 40 indigents and link them up to NHIS and other social intervention												
Provide hospital welfare services to 30 patients	Metro Wide						7,000				SW&CD	
Reunite children in residential homes with their families and relations	Metro Wide					3,000	3000				SW&CD	Beneficiaries
Educate 20 teenage Head Porters (Kayaye) leaders on personal care, health, rights and others	Metro Wide					3,000.00	1,500				SW&CD	

Undertake case mangt to strengthen Families for the benefit 60 children/clients	Metro Wide					5000	15,000.00				SW&CD	
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize talk sessions on child abuse, time mangt, labor and molestation for students	Metro Wide					3000	3000				SW&CD	Beneficiaries
Monitor, register and renew certificates and organize training for 30 day centers and 30 NPOs/NGOs	Metro Wide					4000	2000				SW&CD	
Support 100 PWDs in the Metropolis	Metro Wide						100,000				SW&CD	Beneficiaries
Objective: 2.10.1 Attain gender equality and equity in political and social development (Gender)												
Sensitize 3 women groups on Gender Based Violence and its preventive measures	Metro Wide					5000					SW&CD	

Organize activities to celebrate Breast Cancer Awareness Month	Metro Wide					10,000	20000				GDO	Beneficiaries
Objective: 3.5.1 Reduce Environmental Pollution												
Programme: Environment and Human Settlement Development (Environment)												
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Calibrate noise emitting devices of 50 institutions and carry out 12 radio educational programmes on noise pollution and the environment	Metro Wide					20,000					WMD	
Objective: Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029												
Plant and Nurture to growth 5,000 trees in schools, communities and along major routes	Metro Wide						20000				Forestry	Environmental Health Unit

Implement Bloomberg sponsored Youth Climate Action project	Metro wide						1,000,000			MPCU	
Organize sensitization exercises in communities on the need to plant more trees	Metro Wide						10000			Forestry	Environmental Health Unit

Objective: Improve the efficiency and effectiveness of urban transport infrastructure and services in the Metropolis through rehabilitation, maintenance and improved traffic management by 2029

Construct 5No. Metal footbridges	Metro Wide						500,000			Metro Roads	Assembly Members
Maintenance of Metal Footbridges	Metro Wide						100,000			Metro Roads	Assembly Members
Construct Drains in 5no. communities	Metro Wide						1,000,000			Metro Roads	Assembly Members
Install Pedestrian Guardrails and replace metal gratings and slaps	GRA Area KATH						100,000			Metro Roads	Assembly Members

Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Maintenance of Green area and Grasscutting works at the medians	Metro Wide						200,000				Metro Roads	
Regrading of selected roads in the Kumasi Metropolis	Metro Wide						200,000				Metro Roads	Hon. Assembly Members
Objective: Reduce the prevalence of road accidents by 40% in the Metropolis by 2029												
Carry out operational activities to improve	Metro Wide					20000					Transport Dept.	MTTD
upon public transport services & urban mobility												
Implement the KMA/Ibes Smart Transport Systems projects	Metro Wide					15,000	20,000				Transport Dept.	

Implement the partnership for Healthy Cities Road Safety project/ BIGRS	Metro Wide						30,000				Transport Dept.	MTTD
Procure 2000 complete Street lights for the Kumasi Metropolis	Metro Wide						1,000,000				Works	Assembly Members
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: 3.12.1 Promote sustainable spatially integrated development of human settlements (Physical Planning)												
Identify, verify and acquire lease on all lands zoned for public use across the metropolis (phase 2)	Metro Wide						70,000				Physical Planning	Traditional Authority
Organize 12 Statutory Technical and Spatial Planning Committee meetings	PPD					264,000					Physical Planning	HODs
Revise local plans, develop community maps/signages and procure street signages	Metro Wide					1,000,000					Physical Planning	Traditional Authority

Organize Planning Workshops and Greater Kumasi Comprehensive Urban Conference	Metro Wide					70,000					Physical Planning	HODs
Produce Ornamental plants and Maintain Town gardens	Metro Wide					22,000					Physical Planning	Urban Roads
Organize workshop on new land law for TSC/SPC and Assembly Members	PPD					10,000					Physical Planning	Assembly Members
Develop Hydrant and Lay – By/ Bus shelter Master Plan	Metro Wide					70,000					Physical Planning	GNFS/DUR
Organize sensitization campaigns to educate the public on building on unauthorized areas, on acquisition of land and permitting procedures	Metro Wide					30,000					Physical Planning	PRO
Organize periodic monitoring exercises to ensure Conformity to standards by developers	Metro Wide					20,000					Works	SPC
Procure working tools (Schmidt hammer, Wheel measuring roller) for effective supervision	Metro Wide						100,000				Works	PPD
Objective: Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029												
Organize educational campaigns on fire and floods for all fuel stations	Metro Wide					8,000	3,000				NADMO	Fire Service/ WMD

Carryout inspection and evaluation of facilities to ensure safety	Metro Wide						10,000					NADMO	Works
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	

Desilt chocked drains and streams	Metro Wide						70,000					NADMO	Works/Urban Roads
Build the Capacity of NADMO Staff in disaster management	Metro Wide					4,000						NADMO	HR
Organize celebration of World Disaster Day	Metro Wide						4000					NADMO	
Form Disaster Prevention groups in schools and communities	Metro Wide						20,000					NADMO	Assembly Members/Schools
Objective: 3.16.1 Promote effective maintenance culture													

Plan and Budget for Maintenance of all Projects in the Kumasi Metropolis	Metro Wide						1,000,000					Central Admin	Works
Objective: Strengthen the effectiveness, accountability and efficiency of Public Institutions													
Programme: Governance and Institutional Development													
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Organize 2no Town hall meetings annually to account community members on the implementation of Assembly programmes and activities	Prempeh Assembly Hall						40,000					Planning Unit	Budget & Ratings
Complete the construction of 2No. Sub metro Offices	Bantama Manhyia N					1,00000						Works	Beneficiaries
Support for Community Initiated projects and Sub District Structures	Metro Wide					500000						Central Admin	Assembly Members
Organize talk shows at radio stations to explain the services provided by the Assembly & how to access them	Metro Wide					10,000						PRO	ISD
Organize MCE's electoral area tour	Metro Wide					10,000	10,000					PRO	ISD

Rehabilitate Office & residential buildings	Metro Wide						500,000					Works	HODs
Procure Office Supplies including computers, Laptops, Furniture, etc	Metro Wide						100,000					IT Unit	Beneficiaries
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline													
Prepare 2029 Annual Action Plan and Composite Budget	Metro Wide						800,000					MPCU	Assembly Members
Conduct routine monitoring and evaluation of Assembly's projects and programs	Metro Wide						200,000					MPCU	Assembly Members
Organise quarterly MPCU/Budget Committee meetings and gazette 2029 fee fixing resolution	Metro Wide						60,000					MPCU	Budget Comm
Organize participatory M&E on assembly activities	Metro Wide						70,000					MPCU	Assembly Members
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	

Objective: Increase community policing and surveillance systems coverage to all sub-metros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis												
Organize radio talk shows on safety and crime prevention	Metro Wide						10,000				legal	Police
Support Security Services/City Guards to undertake effective community and law enforcement	Metro Wide						100,000				legal	Police
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline												
Train Staff of the Assembly on Performance Based Budgeting and GIFMIS	Metro Wide					5000	5000				Budget	Finance
Provide IT system to link centralized departments to the revenue unit	Metro Wide						15,000				IT	Finance
Organize radio programs monthly to educate tax payers about the need to pay taxes	Metro Wide					5000					Finance	PRO
Organize stakeholder engagements with the business community on Fee fixing resolution	Prempeh Assembly Hall					5000	5000				Budget	Finance

Review Budget/Plan at Mid- year and prepare revenue improvement action plan	Metro Wide					3000					Budget	Finance
Organize Budget implementation monitoring and training at the submetros	Metro Wide					5000					Budget	Finance
Implement Smart Cities Project	Metro Wide						500,000				Central Admin	Budget & Ratings

Objective: 4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions

Organize Training for Assembly Staff on the Local Government Service Protocol	Metro Wide						30,000				HR	HODs
Activities	Location	2028				Cost			Programme Status		Implementing	

											Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize Training for Assembly Staff on electronic payment system and smart work place system	Metro Wide						10,000				HR	HODs

Organize Training for Assembly staff on Communication skills	Metro Wide						30,000					HR	HODs
Organize Training for Assembly members on Negotiation and lobbying skills and Project Management	Metro Wide						100,000					HR	HODs
Disseminate & organize stakeholder engagement on the 2021 Census	Metro Wide						15,000					Statistics	PRO
Train MPCU Members on use of Stats Bank, Excel and Kobo Collect Tool	Metro Wide						10,000					Statistics	
Objective: 5.2.2 Enhance Ghana's international image and influence													
Programme: International Relations													
Activities	Location	2028				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Create two new International Partnerships and renew/revive three dormant partnerships	Metro Wide						50,000					Central Admin	Assembly Members HODs

Support the participation of Assembly Members and Staff of the Assembly in International Partnerships	Metro Wide						300,000				Central Admin	Assembly Members HODs
Communication Strategy	Metro Wide					50,000					Development Planning	Assembly Members HODs
ANNUAL COST	38,589,200											

Table 6.4 2029 Annual Action Plan

Enhance business enabling environment for all businesses by 2029												
Programme : Economic Development												
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Update data on Businesses in Kumasi	Metro Wide					25,000					Trade & Investment committee	NBSSI, ASSI, AGI
Organize a business forum to enhance public and private sector synergies						20000	20,000				Trade & Investment committee	NBSSI, ASSI, AGI

Facilitate and support formalization of informal SMEs	Metro Wide					3,000					Trade & Investment committee	NBSSI, ASSI, AGI
Organize training on on-line sales for SMEs	Metro Wide					15,000					Trade & Investment committee	NBSSI, ASSI, AGI
Organize Start – up training workshops for 100 youth	Metro Wide						50,000				Trade & Investment committee	NBSSI, ASSI, AGI
Enhance business enabling environment for all businesses by 2029												

Organize quarterly radio-talk show on the potentials of local tourism	Metro Wide					5,000	5,000				Trade & Investment	GTA
Organise annual home coming carnivals in two communities	Metro Wide					40,000	40,000				Trade & Investment committee	GTA

Enhance business enabling environment for all businesses by 2029

Conduct home and farm visits to advice farmers (40% females and 60% males) and organize weekly market price surveys.	Metro Wide						7,000				Agric Dept	Market Queens
4 MOAs to visit AEAs under their supervision to guide and offer technical backstopping.	Metro Wide						7,000				Agric Dept	Beneficiaries
Conduct two monitoring visits to all field projects (MCE and Director of Agric)	Metro Wide					10,000					Agric Dept	Beneficiaries

Organize 4 trainings on urban CSA practices and Train 100 women in rice branding and quality packaging tech	Metro Wide					7,000						Agric Dept	Beneficiaries
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Organise training on GAPS and climate Smart practices	Metro Wide						5,000					Agric Dept	Beneficiaries
Train rice processors on branding and standardization and Conduct Fruit Juice Processing for Fruit Vendors	Metro Wide					7,000						Agric Dept	Beneficiaries
Organize Farmers Day celebration	Metro Wide						100,000					Agric Dept	Beneficiaries
Train 150 households on soya fortification & local food processing	Metro Wide					4,000						Agric Dept	Beneficiaries
Renovate Metro Agric Office	MOFA						500,000					Agric Dept	Works Dept.

Train livestock farmers on meat handling & processing and cold-store operators on food preservation, Storage & hygiene	Metro Wide					10,000					Agric Dept	Environment al Health
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Weekly disease surveillance on: Avian Influenza, Rabies, Pest de Petit Ruminal and CBPP	Metro Wide					9,000					Agric Dept	Works Dept.
Organize one training session for 30 women in 4 basic schools undertaking school feeding program	MOFA Office					4,000					Agric Dept	Works Dept.
Organise four plant clinics for women farmers at four different operational areas.	Metro Wide					4,000					Agric Dept	Works Dept.
Organize monthly technical review meetings for 25 staff (6 females and 21 males).	MOFA Office					6,000					Agric Dept	Works Dept.
Train 24H Market Pilot traders on night market food handling, safety & lighting	MOFA Office					7,000					Agric Dept	Works Dept.
Organize training for 20 women vegetable traders on grading, standardization and packaging	Bantama and Abinkyi						3000				Agric Dept	Market women
Train 200 women on Post Harvest Losses in 4 Markets	Metro Wide						5,000				Agric Dept	Market women
Rehabilitate 1No. Market and Construct 24Hour Economy Market	Race Course Krofofrom						9,000,000				Agric Dept	Works Dept Market women

Objective: 2.1.1 Improve coordination of population governance

Programme: Social Development

Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Objective: 2.1.1 Improve coordination of population governance (Birth and Death)													
Organize Mobile and mob up registration of Birth and Death	Metro Wide						7,000					Birth and Death	Beneficiaries
Organize Birth and Deaths Week Celebration	Metro Wide						7,000					Birth and Death	Beneficiaries
Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029													
Construct 2No. Health Centers	Moshie Zongo						3,000,000					Health	Works
Construct Pedeatric Centre at KMA Clinic (CHPS Compound)	Adum						3,000,000					Health	Works
Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029													
Support NID/ malarial control programme	Metro Wide						4000					Health	Beneficiaries
Support cancer prevention programme (C- CAN)	Metro Wide						4000					Health	Beneficiaries

Introduce and promote telemedicine to improve health care services	Metro Wide					3,000					Health	Beneficiaries
Organize HIV/AIDS awareness program	Metro Wide						150,000				Health	Beneficiaries
Organize one meeting annually between the Assembly and private health	Metro Wide					5,000					Health	Beneficiaries

Operators for effective Health service delivery												
Organize stake holder meetings on safe motherhood and on appropriate nutrition -Iron folic supplementation	Metro Wide					5,000					Health	Beneficiaries
Screen OPD patients for HBP and organize annual education on healthy lifestyle	Metro Wide						4,500				Health	Beneficiaries
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029												

Support NID/ malarial control programme	Metro Wide						4000				Health	Beneficiaries
Support cancer prevention programme (C- CAN)	Metro Wide						4000				Health	Beneficiaries
Introduce and promote telemedicine to improve health care services	Metro Wide					3,000					Health	Beneficiaries
Organize HIV/AIDS awareness program	Metro Wide						150,000				Health	Beneficiaries
Organize one meeting annually between the Assembly and private health Operators for effective Health service delivery	Metro Wide					5,000					Health	Beneficiaries

Organize stake holder meetings on safe motherhood and on appropriate nutrition -Iron folic supplementation	Metro Wide					5,000					Health	Beneficiaries
Screen OPD patients for HBP and organize annual education on healthy lifestyle	Metro Wide						4,500				Health	Beneficiaries

Train more staff to test and treat TB cases 14	MHD						5000				Health	Beneficiaries
Strengthen surveillance and supervise facilities to ensure that emergency protocols are followed	Metro Wide					2000					Health	Beneficiaries
Integrate supportive supervision in health facilities in Kumasi	Metro Wide						20,000				Health	Network of Practice
Train health staff on prevention and management of non-communicable diseases	Metro Health Directorate							50,000			Health	Medtronic LABS
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: 2.5.1 Improve access to safe, reliable and sustainable water supply services for all (Water)												
Construct 5No. Mechanized Boreholes and repair and maintain 10No. (Metro Wide)	Metro Wide						1,000,000				Works	Beneficiaries

Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.												
Construct 5No. Skip Pads & supply 5No. 14 Containers	Metro Wide						850,000					WMD EHU
Procure and distribute waste collection containers, PPEs, sanitary tools and motorized tricycles.	Metro Wide						300,000					WMD EHU
Roll out a prog to promote waste segregation at source & sorting in selected communities and schools	Metro Wide					3,000						WMD EHOs
Implement Sanitation Improvement Package (SIP) and Fumigation	Metro Wide						1,200.000					WMD Zoomlion
Assess service providers capacities and monitor their operations	Metro Wide					5,000						WMD SP
Monitor the operations of waste treatment and disposal facilities and Heavy-Duty Equipment	Oti						500,000					WMD JSO
Construction of Re-enforced Concrete Head Wall	Oti					350000						WMD EHU

Review of the Contract for street sweeping, drainage cleansing and any other waste management contract	Main Admin						20,000					WMD	EHU
Support/Sustain the implementation of the Central Market/CBD night cleaning and Litter Control program	Metro Wide						1,200,000					WMD	EHU
Build the capacity of EHOS/ Waste Management staff for effective sanitation service delivery	Main Admin						10,000					WMD	HR

Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Issue Abatement notice to homeowners without toilet facilities and facilitate the Const. of 100no. HH Toilets in low income HHs	Metro Wide						5,000					WMD	EHOs
Organize 10 Community Durbars and 12 clean up campaigns	Metro Wide					50,000						WMD	EHOs
Organize quarterly inspection at all transfer stations and public toilets at submetro level	Metro Wide					4,000						WMD	EHOs

Organize food hygiene education for school feeding caterers and conduct routine food handler screening and certification	Metro Wide					30,000					WMD	EHU
Intensify premises inspection and environmental Health Sanitation prosecutions	Metro Wide					5000					WMD	EHU
Objective: To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.												
Support for the Rehabilitation and expansion of 2No. Sewage Ponds	Asafo Adum					50,000					WMD	Works
Objective: To improve educational performance and outcome by upgrading and expanding school infrastructure and enhancing teaching and learning outcomes across all basic schools by 2029												
Construct 1No. Girls Dormitory Block at Kumasi Girls SHS	Kumasi Girls SHS					1,500,000					Education	Works
Rehabilitate 4No. Classroom Blocks	Metro Wide						2,000,000				Education	Works
Construct 4No. Classroom Blocks	Metro Wide						6,000,000				Education	Works
Procure 1000 school furniture	Metro Wide						1,000000				Education	Beneficiaries

Construct 2No. School Fence Walls	Metro Wide						2,000000				Education	Beneficiaries
Provide Sponsorship for 200 (120 girls and 80 boys) needy but brilliant students	Metro Wide						150,000				Education	Heaachers
Organize Mock Exams for pupils in JHS in the Kumasi Metropolis	Metro Wide					25,000	25,000				Education	
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize reading festival to promote early grade reading	Asem/					2,000	33000				Education	Beneficiaries
Support the organization of my First Day and National Day celebrations	Metro Wide					10,000	150,000				Education	Beneficiaries
Support the organization of Metro Best Teachers', Worker and School Award	Metro Wide					45000					Education	Beneficiaries
Support the organization of STMIE Clinic for girls to promote Science, Mathematics and Tech	Metro Wide					47500					Education	Beneficiaries
Objective: 2.9.3 Strengthen social protection for the vulnerable (Social Welfare)												

Collect GPS data on needy, vulnerable and marginalized and provide them with support	Metro Wide					4000	2000				SW&CD	Beneficiaries
Organize programmes for	Metro Wide					3,500	7,500				SW&CD	Beneficiaries
60 PWDs and their dependents and link them up to NHIS												
Organize educational program for children on rights and responsibilities	Metro Wide					5,000	1,000				SW&CD	Beneficiaries
Carry out LEAP activities to benefit 3150 beneficiaries, through home visits and referral	Metro Wide					2,000	80,000				SW&CD	Beneficiaries
Render personal welfare services to 40 indigents and link them up to NHIS and other social intervention	Metro Wide						6,000				SW&CD	Beneficiaries
Provide hospital welfare services to 30 patients	Metro Wide						7,000				SW&CD	
Reunite children in residential homes with their families and relations	Metro Wide					3,000	3000				SW&CD	Beneficiaries
Educate 20 teenage Head Porters (Kayaye) leaders on personal care, health, rights and others	Metro Wide					3,000.00	1,500				SW&CD	

Undertake case mangt to strengthen Families for the benefit 60 children/clients	Metro Wide					5000	15,000.00				SW&CD	
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Organize talk sessions on child abuse, time mangt, labor and molestation for students	Metro Wide					3000	3000				SW&CD	Beneficiaries
Monitor, register and renew certificates and organize training for 30 day centers and 30 NPOs/NGOs	Metro Wide					4000	2000				SW&CD	
Support 100 PWDs in the Metropolis	Metro Wide						100,000				SW&CD	Beneficiaries
Objective: 2.10.1 Attain gender equality and equity in political and social development (Gender)												
Sensitize 3 women groups on Gender Based Violence and its preventive measures	Metro Wide					5000					SW&CD	
Organize activities to celebrate Breast Cancer Awareness Month	Metro Wide					10,000	20000				GDO	Beneficiaries

Implement Bloomberg sponsored Youth Climate Action project	Metro wide						1,000,000				MPCU	
Organize sensitization exercises in communities on the need to plant more trees	Metro Wide						10000				Forestry	Environmental Health Unit
Objective: Improve the efficiency and effectiveness of urban transport infrastructure and services in the Metropolis through rehabilitation, maintenance and improved traffic management by 2029												
Construct 5No. Metal footbridges	Metro Wide						500,000				Metro Roads	Assembly Members
Maintenance of Metal Footbridges	Metro Wide						100,000				Metro Roads	Assembly Members
Construct Drains in 5no. communities	Metro Wide						1,000,000				Metro Roads	Assembly Members
Install Pedestrian Guardrails and replace metal gratings and slaps	GRA Area KATH						100,000				Metro Roads	Assembly Members

Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating

Maintenance of Green area and Grasscutting works at the medians	Metro Wide						200,000					Metro Roads	
Regrading of selected roads in the Kumasi Metropolis	Metro Wide						200,000					Metro Roads	Hon. Assembly Members
Objective: Reduce the prevalence of road accidents by 40% in the Metropolis by 2029													
Carry out operational activities to improve upon public transport services & urban mobility	Metro Wide					20000						Transport Dept.	MTTD
Implement the KMA/Ibes Smart Transport Systems projects	Metro Wide					15,000	20,000					Transport Dept.	

		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
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Objective: 3.12.1 Promote sustainable spatially integrated development of human settlements (Physical Planning)

Implement the partnership for Healthy Cities Road Safety project/ BIGRS	Metro Wide						30,000				Transport Dept.	MTTD
Procure 2000 complete Street lights for the Kumasi Metropolis	Metro Wide						1,000,000				Works	Assembly Members
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department	

Identify, verify and acquire lease on all lands zoned for public use across the metropolis (phase 2)	Metro Wide						70,000				Physical Planning	Traditional Authority
Organize 12 Statutory Technical and Spatial Planning Committee meetings	PPD					264,000					Physical Planning	HODs
Revise local plans, develop community maps/signages and procure street signages	Metro Wide					1,000,000					Physical Planning	Traditional Authority

Organize Planning Workshops and Greater Kumasi Comprehensive Urban Conference	Metro Wide					70,000					Physical Planning	HODs
Produce Ornamental plants and Maintain Town gardens	Metro Wide					22,000					Physical Planning	Urban Roads
Organize workshop on new land law for TSC/SPC and Assembly Members	PPD					10,000					Physical Planning	Assembly Members
Develop Hydrant and Lay – By/ Bus shelter Master Plan	Metro Wide					70,000					Physical Planning	GNFS/DUR
Organize sensitization campaigns to educate the public on building on unauthorized areas, on acquisition of land and permitting procedures	Metro Wide					30,000					Physical Planning	PRO
Organize periodic monitoring exercises to ensure Conformity to standards by developers	Metro Wide					20,000					Works	SPC
Procure working tools (Schmidt hammer, Wheel measuring roller) for effective supervision	Metro Wide						100,000				Works	PPD
Objective: Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029												
Organize educational campaigns on fire and floods for all fuel stations	Metro Wide					8,000	3,000				NADMO	Fire Service/ WMD

Carryout inspection and evaluation of facilities to ensure safety	Metro Wide						10,000					NADMO	Works
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Desilt chocked drains and streams	Metro Wide						70,000					NADMO	Works/Urban Roads
Build the Capacity of NADMO Staff in disaster management	Metro Wide					4,000						NADMO	HR
Organize celebration of World Disaster Day	Metro Wide						4000					NADMO	
Form Disaster Prevention groups in schools and communities	Metro Wide						20,000					NADMO	Assembly Members/Schools
Objective: 3.16.1 Promote effective maintenance culture													
Plan and Budget for Maintenance of all Projects in the Kumasi Metropolis	Metro Wide						1,000,000					Central Admin	Works

Objective: Strengthen the effectiveness, accountability and efficiency of Public Institutions													
Programme: Governance and Institutional Development													
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Organize 2no Town hall meetings annually to account community members on the implementation of Assembly programmes and activities	Prempeh Assembly Hall						40,000					Planning Unit	Budget & Ratings
Complete the construction of 2No. Sub metro Offices	Bantama Manhyia N					1,00000						Works	Beneficiaries
Support for Community Initiated projects and Sub District Structures	Metro Wide					500000						Central Admin	Assembly Members
Organize talk shows at radio stations to explain the services provided by the Assembly & how to access them	Metro Wide					10,000						PRO	ISD
Organize MCE's electoral area tour	Metro Wide					10,000	10,000					PRO	ISD
Rehabilitate Office & residential buildings	Metro Wide						500,000					Works	HODs

Procure Office Supplies including computers, Laptops, Furniture, etc	Metro Wide						100,000				IT Unit	Beneficiaries
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline												
Prepare 2030 Annual Action Plan and Composite Budget	Metro Wide						800,000				MPCU	Assembly Members
Conduct routine monitoring and evaluation of Assembly's projects and programs	Metro Wide						200,000				MPCU	Assembly Members
Organise quarterly MPCU/Budget Committee meetings and gazette 2030 fee fixing resolution	Metro Wide						60,000				MPCU	Budget Comm
Organize participatory M&E on assembly activities	Metro Wide						70,000				MPCU	Assembly Members
Activities	Location	2029				Cost			Programme Status		Implementing	

												Institution/Department										
												Lead	Collaborating									
												Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating
Objective: Increase community policing and surveillance systems coverage to all sub-metros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis																						

Organize radio talk shows on safety and crime prevention	Metro Wide						10,000				legal	Police
Support Security Services/City Guards to undertake effective community and law enforcement	Metro Wide						100,000				legal	Police
Objective: Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline												
Train Staff of the Assembly on Performance Based Budgeting and GIFMIS	Metro Wide						5000	5000			Budget	Finance
Provide IT system to link centralized departments to the revenue unit	Metro Wide							15,000			IT	Finance
Organize radio programs monthly to educate tax payers about the need to pay taxes	Metro Wide						5000				Finance	PRO
Organize stakeholder engagements with the business community on Fee fixing resolution	Prempeh Assembly Hall						5000	5000			Budget	Finance
Review Budget/Plan at Mid- year and prepare revenue improvement action plan	Metro Wide						3000				Budget	Finance

Organize Budget implementation monitoring and training at the submetros	Metro Wide					5000						Budget	Finance
Implement Smart Cities Project	Metro Wide						500,000					Central Admin	Budget Ratings &
Objective: 4.4.1 Strengthen the effectiveness, accountability, and efficiency of public institutions													
Organize Training for Assembly Staff on the Local Government Service Protocol	Metro Wide						30,000					HR	HODs
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Organize Training for Assembly Staff on electronic payment system and smart work place system	Metro Wide						10,000					HR	HODs
Organize Training for Assembly staff on Communication skills	Metro Wide						30,000					HR	HODs

Organize Training for Assembly members on Negotiation and lobbying skills and Project Management	Metro Wide						100,000					HR	HODs
Disseminate & organize stakeholder engagement on the 2021 Census	Metro Wide						15,000					Statistics	PRO
Train MPCU Members on use of Stats Bank, Excel and Kobo Collect Tool	Metro Wide					10,000						Statistics	
Objective: 5.2.2 Enhance Ghana's international image and influence													
Programme: International Relations													
Activities	Location	2029				Cost			Programme Status		Implementing Institution/Department		
		Q1	Q2	Q3	Q4	IGF	GOG	Others	New	Ongoing	Lead	Collaborating	
Create two new International Partnerships and renew/revive three dormant partnerships	Metro Wide						50,000					Central Admin	Assembly Members HODs
Support the participation of Assembly Members and Staff of the Assembly in International Partnerships	Metro Wide						300,000					Central Admin	Assembly Members HODs

Communication Strategy	Metro Wide						50,000				Development planning	Assembly Members HODs
ANNUAL COST	43,933,200											

SOURCE MPCU, 2025

MONITORING AND EVALUATION ARRANGEMENTS

7.0 Introduction

Monitoring and Evaluation (M&E) form an essential part of both the planning and implementation processes of the Kumasi Metropolitan Assembly's Medium-Term Development Plan (MTDP). This chapter presents the approach and framework that will guide the monitoring and evaluation of programmes and projects outlined in the 2026–2029 MTDP to ensure their effective and efficient implementation. The chapter also outlines the mechanisms through which progress will be tracked, results will be measured, and feedback will be provided to inform evidence-based decision-making and adaptive management. It describes the monitoring guidelines prescribed by the National Development Planning Commission (NDPC) and the specific methodologies adopted by the Assembly to suit the local context.

Through this framework, the Assembly seeks to ensure transparency, accountability, and learning in the implementation of its development interventions. The M&E system will therefore serve as a key management tool for assessing performance, identifying challenges early, improving coordination among departments, and ensuring that development outcomes contribute meaningfully to improving the living conditions of residents within the Metropolis.

7.1 Monitoring and Evaluation Plan for the Metropolis

Monitoring and Evaluation (M&E) constitute a vital aspect of the implementation process of the Kumasi Metropolitan Assembly's 2026–2029 Medium-Term Development Plan (MTDP). Monitoring refers to the continuous and periodic review of the implementation of activities to ensure that they are being carried out according to plan and in line with established indicators and targets. It begins at the onset of implementation and continues throughout the plan period.

7.2 Stakeholders' Analysis

Effective implementation of Monitoring and Evaluation (M&E) activities requires the involvement of various stakeholders who play key roles at different levels of governance. Stakeholder analysis helps to identify these actors, define their responsibilities, and determine how they contribute to the successful execution of the Medium-Term Development Plan (MTDP). It ensures coordination, promotes participation, and strengthens accountability throughout the plan implementation process.

Monitoring and Evaluation will be undertaken through a multi-level and participatory approach that ensures active involvement of all relevant stakeholders. This inclusive framework promotes transparency, accountability, and ownership of development outcomes across communities within the Metropolis.

At the community and sub-metro levels, M&E responsibilities will be carried out by representatives from the Sub-Metropolitan District Councils and Town Councils, Assembly Members, Traditional Authorities, Women's and Youth Groups, Religious Leaders, Teachers, Civil Servants, Unit Committees, and local NonGovernmental and Community-Based Organizations (NGOs/CBOs). These actors will play an essential role in community-based monitoring, data collection, validation of results, and providing feedback on the

delivery of services and implementation of local projects. **Within the Assembly**, the Metropolitan Planning Coordinating Unit (MPCU) will serve as the coordinating body for all M&E activities. The MPCU will consolidate information from decentralized departments, sub-metros, and project teams, ensuring that progress is systematically tracked against established indicators. Each department will maintain its own M&E or supervisory team to conduct routine monitoring, compile reports, and submit data to the MPCU. The Unit will, in turn, produce quarterly and annual progress reports for submission to the Regional Coordinating Council (RCC) and the National Development Planning Commission (NDPC). At the regional level, the RCC will provide oversight through scheduled quarterly monitoring missions. These visits will assess progress in implementing the MTDP, provide technical backstopping, and ensure that local interventions remain consistent with regional and national development priorities.

At the national level, oversight and performance monitoring will be undertaken by institutions such as the National Development Planning Commission (NDPC), Ministry of Local Government, Chieftaincy & Religious Affairs (MLGCRA), the Office of the Head of Local Government Service (OHLGS), and the Office of the Administrator of the District Assemblies Common Fund (DACF). Their evaluations will focus on compliance with national planning standards, assessment of results, and overall quality assurance.

Furthermore, development partners including the World Bank, bilateral and multilateral agencies, and project-specific donor missions will conduct joint monitoring visits and independent reviews of programmes they support within the Metropolis. This integrated and collaborative arrangement ensures that the M&E system operates effectively across all levels of governance, enabling timely feedback, evidence-based decisionmaking, and continuous improvement in the implementation of the Kumasi Metropolitan Assembly's development agenda.

Additionally, development partners, including the World Bank, bilateral and multilateral agencies, and project-specific donor missions, will conduct their own periodic reviews, field visits, and joint evaluations of programmes they support within the Metropolis.

The active participation of these diverse stakeholders ensures that monitoring and evaluation are conducted in a transparent, collaborative, and credible manner. Their roles, levels of engagement, and responsibilities are summarized in the stakeholder analysis matrix below.

Table 7.1 Stakeholders in Kumasi Metropolitan Assembly

NO	Stakeholder	Background Information	Roles and Responsibilities
1	General Assembly	The highest decisionmaking body of the Assembly, composed of 60% elected representatives and 40% government appointees. It represents the people within the Metropolis	<ul style="list-style-type: none"> • Approves and oversees the implementation of the Medium-Term Development Plan (MTDP). • Provides policy direction and ensures accountability in plan execution. • Reviews and approves annual action plans and budgets.

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2	Local Community	The communities are headed by Councillors, Unit Committee Members, and Community Elders who represent residents and support local governance structures within the Metropolis.	<ul style="list-style-type: none"> • Serve as recipients and beneficiaries of development projects. • Participate in identifying local needs and priorities. • Demand accountability and transparency from duty bearers. • Provide local resources and labor for development initiatives. • Offer feedback to improve project performance and service delivery.
3	LGSS	Employees of Government Consultants	<ul style="list-style-type: none"> • Provide Technical Assistance to the Assembly. • Build capacity of staffs • Support effective local governance and service delivery.
4	MLGCRA	They include employees of government They have a vertical link with the MA and Donors	<ul style="list-style-type: none"> • Formulate and coordinate policies for local governance and decentralization. • Monitor and evaluate Assembly programmes and projects. • Mediate between Assemblies and development partners. • Support capacity-building initiatives for MMDAs.
5	NDPC	Headed by a Commissioner Appointed by Government and Employees of Government	<ul style="list-style-type: none"> • Provide planning guidelines and build the capacity of MMDAs. • Approve development plans and ensure alignment with national priorities. • Undertake monitoring and evaluation of programmes and projects.
6	ARCC	Headed by a Political Appointee Employees of Government	<ul style="list-style-type: none"> • Harmonize Medium-Term Development Plans (MTDPs) of MMDAs. • Supervise and coordinate the administration of the Assemblies. • Undertake monitoring and evaluation of projects and programmes.

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7	Member of Parliaments	Elected to represent the people in the five constituencies within the Metropolis and also serve as members of the Assembly.	<ul style="list-style-type: none"> • Initiate and support development projects using the MPs' Common Fund (DACF). • Collate and present the concerns of constituents to Parliament and higher authorities. • Lobby for additional projects and resources for the Metropolis. • Monitor development projects and ensure accountability in implementation
8	Decentralized Departments	Employees of government responsible for sectoral administration and service delivery at the local level.	<ul style="list-style-type: none"> • Implement national and local policies and programmes. • Provide social, economic, and technical services to communities. • Collect data and prepare reports for planning and monitoring purposes.
9	Political Parties	Emanate from the national level and operate within the Metropolis as part of Ghana's democratic governance system.	<ul style="list-style-type: none"> • Act as pressure and advocacy groups in the development process. • Evaluate the performance of government and the Assembly. • Promote civic participation and democratic accountability.
10	Development Partners	Include local and international private organizations, agencies, and institutions that collaborate with the Assembly on development initiatives.	<ul style="list-style-type: none"> • Provide financial technical assistance for and development projects. monitor donor-funded • Initiate, support, and programmes. • Create employment oppo implementation.
11	Media	Includes the press, electronic, and social media organizations operating within the Metropolis.	<ul style="list-style-type: none"> • Inform, educate, and entertain the public. • Promote transparency and accountability in governance. • Create awareness of development programmes and solicit public feedback.

12	Civil Society Groups and NGOs	Organized groups such as CSOs, FBOs, CBOs, and associations representing vulnerable or marginalized groups.	<ul style="list-style-type: none"> • Act as advocates for community needs and rights. • Initiate and support local development projects. • Demand accountability, transparency, and good governance.
13	Traditional Authority	Comprises community heads, chiefs, and elders who are custodians of culture and land.	<ul style="list-style-type: none"> • Influence local decision-making and governance processes. • Facilitate land acquisition and community mobilization. • Initiate and lobby for development projects.

SOURCE: MPCU 2025

The successful implementation of the Assembly’s development plan depends on the effective collaboration of key stakeholders at all levels. The General Assembly provides overall policy direction, while local communities serve as both beneficiaries and contributors to development. National and regional institutions such as the MLGDRD, NDPC, LGSS, and ARCC offer policy guidance, coordination, and technical support.

Members of Parliament, decentralized departments, and development partners play complementary roles in resource mobilization, service delivery, and project implementation. Civil society groups, the media, and traditional authorities promote participation, transparency, and accountability. The involvement of all stakeholders ensures inclusive, coordinated, and results-oriented development within the Kumasi Metropolis.

7.3 Monitoring Matrix

The Monitoring Matrix for the Assembly’s 2026–2029 Medium-Term Development Plan (MTDP) is designed as a practical tool to track the implementation of programmes and projects outlined in the Programme of Action (PoA) and Annual Action Plans (AAPs). It defines specific indicators to measure outputs, outcomes, and impacts, ensuring that development interventions remain results-oriented, accountable, and sustainable. The Assembly, through the Metropolitan Planning Coordinating Unit (MPCU) and in collaboration with sub-metropolitan councils, decentralized departments, and development partners, will develop and refine indicators aligned with the Metropolis’s development priorities. Robust systems will be maintained for the collection, validation, and analysis of data to ensure accuracy and reliability. The monitoring matrix will also integrate cross-cutting issues such as gender equality, environmental sustainability, climate resilience, and good governance. Indicators will be developed in line with the CREAM criteria, Clear, Relevant, Economic, Adequate, and Monitorable, to ensure consistency and quality in measurement.

By institutionalizing the use of the Monitoring Matrix, the Assembly will enhance transparency, coordination, and evidence-based decision-making, thereby supporting inclusive and sustainable development within the Kumasi Metropolis.

7.4 Monitoring and Evaluation Work Plan

The Monitoring and Evaluation (M&E) Work Plan for the Kumasi Metropolitan Assembly serves as a key framework for systematically tracking and assessing the implementation of the 2026–2029 Medium-Term Development Plan (MTDP). It details specific monitoring and evaluation activities to be carried out throughout the plan period to ensure that progress on programmes and projects is effectively measured and documented. The Work Plan assigns clear responsibilities to lead and collaborating departments, outlines realistic timelines, and defines reporting procedures for each activity.

This structured approach promotes accountability, strengthens coordination among stakeholders, and provides a reliable basis for evidence-based decision-making. By aligning with the National Development Planning Commission's (NDPC) M&E framework, the plan ensures that data collection, reporting, and analysis are standardized across all sectors. It also emphasizes the integration of cross-cutting issues such as gender equality, environmental sustainability, and governance. The insights generated from the M&E process will guide policy adjustments, improve implementation efficiency, and ensure that development outcomes in the Metropolis are inclusive, measurable, and sustainable.

ACTIVITIES	TIME FRAME 2026-2029	ACTORS
Review of the MTDP and development of indicators and targets	January–March 2026 (and annually in Q1 for review)	MPCU/stakeholders
Organise monthly site meeting	Monthly	Works Department/ Monitoring Team
Organise Quarterly field visit to the project site	The last week of each quarter	MPCU
Provide feedback to stakeholders	1 st week of each month	MPCU
Quarterly performance reviews	Ending of every quarter	MPCU/stakeholders
Preparation and submission of quarterly reports	Quarterly (By end of each quarter)	MPCU
Mid-year reviews	Ending of mid-year	MPCU/stakeholders
Preparation and submission of mid-year reports	Early July	MPCU
Annual Review	Beginning of January every Year	MPCU
Undertake Participatory Monitoring and Evaluation:		
Construction of household toilets	End of 2026	MPCU/stakeholders/ Development Partners
Bloomberg-Sponsored Youth Climate Action Project	End of 2026	MPCU/stakeholders/ Development Partners
Ghana Smart SDG Cities Programme	Throughout the plan period	MPCU/stakeholders/ Development Partners

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Manage solid waste at the community level	Beginning of every Month	MPCU/stakeholders
Visit to flood affected areas	Beginning of January every Year	MPCU/stakeholders
Evaluation on improvement in IGF upon introduction ICT system	July 2026	MPCU/stakeholders/ Development Partners
Final evaluation of project	After project completion	MPCU/stakeholders

MONITORING AND EVALUATION ARRANGEMENTS

SOURCE: MPCU 2025

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GOAL												Promote Economic Development											
OBJECTIVE PROGRAMME												<i>Enhance business enabling environment for all businesses by 2029</i> Local Economic Development											
S/N	INDICATOR DEFINITION	INDICATOR TYPE	INDICATOR BASELINE TARGETS					DISAGGREGATION		MONITORING FREQUENCY		RESPONSIBILITY											
			(2025)	2026	2027	2028	2029	(Gender, Location, etc.)															
1	Number of businesses in updated database	Count of registered business records in KMA business database after data cleaning	Output	29,609	32,000	34,000	36,000	38,00	All Sub-Metros	Quarterly	Trade & Investment Committee / Planning Unit												

2	No. of business forums held & participants	Number of publicprivate business forums conducted and attendees recorded	Output	2	3	4	4	5	All Sub-Metros	Quarterly	Trade & Investment Committee
3	% of informal SMEs supported that formalize	Proportion of SMEs receiving support who register/ formalize within 12 months	Outcome	20%	25%	30%	35%	40%	All Sub-Metros	Annually	NBSSI (lead support), Trade & Investment
4	Increased adoption of online sales platforms by SMEs	Measures the number of SMEs applying online sales skills after the training.	Outcome	50	65	80	100	150	Gender (Male, Female, Youth), Location (All Sub-Metros), SME Category (Micro, Small, Medium), Sector	Quarterly	Trade & Investment / NBSSI
5	LED Strategy completed and adopted	LED strategy document finalized and approved	Output	1	1	1	1	1	All Sub-Metros	Once (with annual review)	Trade & Investment Committee / Planning Unit

Promote Economic Development

GOAL

OBJECTIVE PROGRAMME

Enhance business enabling environment for all businesses by 2029 Local Economic Development

1.	No. of radio talk shows on local tourism delivered	Count of radio programmes produced and aired	Output	10	15	20	25	30	All Sub-Metros	Quarterly	Trade & Investment Sub-Committee, Ghana Tourism Authority (GTA)
2.	Increased community participation and engagement in the homecoming carnival	Measures the number of participants attending and actively engaging in the carnival	Outcome	3000	3500	4000	4500	5000	Location (Bantama, Aamkom, Ashtown, Asafo, Krofrom)	Annually	Trade & Investment Sub-Committee, Ghana Tourism Authority (GTA)

Promote Economic Development

GOAL

OBJECTIVE PROGRAMME		<i>Enhance business enabling environment for all businesses by 2029</i> Local Economic Development									
1	Increased adoption of improved farming practices and awareness of market prices among farmers	Measures the number of farmers applying advised farming practices and using market price information in planning	Outcome	180	200	220	240	260	Gender (Female 40%, Male 60%), Location (All Sub-Metros), Crop/Livestock type	Weekly (for market survey), Quarterly (for farm visits)	Agric Dept / AEAs
2	Improved technical capacity and performance of AEAs	Measures the number of AEAs receiving supervisory visits and technical guidance from MOAs	Outcome	12	16	20	24	24	Gender (Male, Female AEAs), Location (All Sub-Metros), Department/Unit	Quarterly	Department of Agriculture
3	Improved oversight and implementation of field projects	Measures the number of field projects monitored and assessed through visits by MCE and Director of Agriculture	Outcome	12	12	12	12	12	Location (All Sub Metros)	Quarterly	Agric Dept / MCE Office

4.	Increased adoption of urban Climate Smart Agriculture CSA practices	Measures the number of urban farmers applying CSA techniques after training	Outcome	4	4	4	4	4	Gender (Male, Female), Location (All Sub-Metro), Type of CSA practice	Quarterly	Department of Agriculture
5.	Improved skills in rice branding and packaging among women farmers	Measures the number of women trained and applying new rice branding and packaging skills	Outcome	50	60	65	70	80	Location (All SubMetro)	Annually	Department of Agriculture
6.	Increased adoption of GAPs and CSA practices by farmers	Measures the number of farmers applying GAPs and climatesmart techniques after training	Outcome	200	300	350	400	450	Location (All SubMetros)	Quarterly	Department of Agriculture

7.	Improved skills in rice branding and standardization among processors	Measures the number of rice processors applying branding and standardization techniques after training	Outcome	50	100	150	200	250	Location (All SubMetros)	Annually	Department of Agriculture
8.	Increased adoption of improved fruit juice processing techniques	Measures the number of fruit vendors applying new juice processing methods	Outcome	50	100	150	200	250	Location (All SubMetros)	Annually	Department of Agriculture
9.	Number of Farmers' Day events organized	Measures the number of official Farmers' Day celebrations conducted to recognize farmers	Output	1	1	1	1	1	All Sub-Metros	Annually	Department of Agriculture

10.	Increased adoption of soya fortification and local food processing techniques	Measures the number of households applying improved food processing and fortification techniques after training	Outcome	70	80	90	120	150	Location (All SubMetros)	Annually	Department of Agriculture
11.	Improved working environment and operational efficiency of the Metro Agric Office	Measures the completion of office renovation and improvements to facilities	Outcome	10%	40%	60%	80%	100%	MOFA	Annually	Works Department / Department of Agriculture
12.	Improved meat and processing practices among livestock farmers	Measures the number of livestock farmers applying proper meat handling and processing techniques after training	Outcome	100	120	140	160	180	Location (All SubMetros)	Quarterly	Department of Agriculture/ Environmental Health unit

13.	Train cold-store operators on food preservation, storage & hygiene	Improved food preservation, storage, and hygiene practices	Outcome	50	60	70	80	90	Location (All SubMetros)	Quarterly	Department of Agriculture
14.	Number of women trained under the School Feeding Programme	Counts women trained to improve food preparation, hygiene, and nutrition in the School Feeding Programme.	Output	30	60	90	120	150	MOFA Office	Annually	Department of Agriculture
15.	Number of plant clinics conducted for women farmers	Measures the number of plant health clinics held specifically for women farmers across different operational areas	Output	4	8	10	12	14	Location (All SubMetros)	Quarterly	Department of Agriculture

16.	Improved coordination and performance of departmental staff	Measures the number of technical review meetings held and staff participating	Outcome	10	12	12	12	12	MOFA Office	Monthly	Department of Agriculture
17.	Improved food handling, safety, and lighting practices among 24H market traders	Measures the number of traders applying safe food handling, hygiene, and lighting practices after the training	Outcome	200	250	300	350	400	MOFA Office	Quarterly	Department of Agriculture/ Environmental Health Unit
18.	Improved skills of vegetable traders in grading, standardization and packaging	Measures the number of women traders applying grading, standardization and packaging skills after training	Outcome	40	50	65	70	80	Bantama and Abinkyi	Annually	Department of Agriculture

19.	Improved knowledge and adoption of practices that reduce postharvest losses among women traders	Measures the number of women applying recommended postharvest handling and lossreduction practices after the training	Outcome	200	220	240	260	300	Gender (Women), Trader type (Food/ Vegetable/Fruit traders)	Quarterly	Department of Agriculture
20.	Number of markets rehabilitated and 24hour economy market constructed	Tracks the number of existing markets rehabilitated and new 24-hour economy markets constructed to improve business infrastructure and promote night-time economic activities.	Output	1	1	1	1	1	Gender of traders (Male/Female), Location (Race Course Krofofrom)	Annually	Works Department

OBJECTIVE PROGRAMME	<i>Improve coordination of population governance by 2029 (Birth And Death)</i> Population governance programme
	Enhance Social Development and Social Service provision

GOAL

1.	Increased registration of vital events (births and deaths)	Measures the number of births and deaths registered through mobile and outreach services	Outcome	2000	2500	3000	3500	4000	Atasomanso, Sepe, Dichemso, Kejetia	Quarterly	Birth and Death
2.	Number of Births and Deaths Week celebrations organized	Assesses the number of annual public awareness campaigns held to promote timely registration of births and deaths.	Output	1	1	1	1	1	Ahodwo, Sokoban, Adiebeba	Annually	Birth and Death
GOAL		Enhance Social Development and Social Service provision									
OBJECTIVE PROGRAMME		Increase the proportion of population with access to available, adequate and well maintained health facilities which meets healthcare needs to 100% by 2029									

1.	Improved service delivery at the health centre	Measures the functionality and readiness of the health centre as a percentage of standard requirements met (infrastructure, equipment, furniture)	Outcome	10%	40%	60%	80%	100%	Location (Moshie Zongo)	Annually	Health Directorate /Works Department
2.	% increase in children accessing specialized paediatric care at KMA Clinic	Measures improvement in access to quality paediatric health services as a result of the new centre.	Outcome	5%	25%	30%	35%	40%	Adum	Quarterly	Health Directorate /Works Department

GOAL	Enhance Social Development and Social Service Delivery
OBJECTIVE PROGRAMME	Increase the proportion of population with access to available, adequate and well-maintained health facilities which meets healthcare needs to 100% by 2029

1.	Increased coverage of immunization and malaria prevention interventions	Measures the percentage of target population reached with vaccines and malaria control measures (LLIN distribution, IRS, treatment)	Outcome	60%	68%	77%	80%	90%	All Sub-Metros	Quarterly	Health Directorate
2.	% of target population screened for cancer	Proportion of eligible individuals who underwent cancer screening within the reporting period.supported within the metropolis.	Outcome	40%	45%	50%	60%	70%	All Sub-Metros	Annually	Health Directorate
3.	Increased use of telemedicine services for health consultations	Measures the percentage of patients utilizing telemedicine services for consultations and follow-ups	Outcome	30%	45%	50%	60%	65%	All Sub-Metros	Annually	Health Directorate

4.	Increased knowledge and awareness of HIV/ AIDS prevention and treatment	Measures the percentage of target population reached and demonstrating improved knowledge of HIV/ AIDS prevention and treatment	Outcome	50%	58%	60%	60%	60%	Gender (Male/ Female), Location (All Sub-Metros)	Annually	Health Directorate
5	Improved collaboration and coordination between public and private health providers	Measures the number of meetings held and the level of engagement and agreements reached on health service delivery	Outcome	1	1	1	1	1	All Sub-Metros	Annually	Health Directorate
6.	Increased awareness and adoption of safe motherhood practices and maternal nutrition	Measures the number of stakeholders reached and the level of knowledge/ implementation of safe motherhood and nutrition practices	Outcome	2	2	2	2	2	Gender (Male/ Female), Location (All Sub-Metros)	Annually	Health Directorate

7.	% screening rate for HBP & NCDs among OPD patients	Proportion of OPD patients screened for HBP/NCDs	Outcome	40%	45%	50%	60%	60%	All Sub-Metros	Monthly	Health Directorate
8.	Increased capacity of health staff to diagnose and manage TB cases	Measures the number of health staff trained and applying TB testing and treatment protocols	Outcome	14	20	30	40	50	MHD	Quarterly	Health Directorate
9.	% of health facilities complying with emergency response protocols	Measures the proportion of facilities meeting standards for triage, emergency preparedness, and response procedures	Outcome	55%	60%	65%	70%	75%	All Sub Metros	Quarterly	Health Directorate

10.	Number of health facilities receiving supportive supervision	Measures the number of facilities benefiting from regular supportive supervision to improve service delivery and staff performance.	Output	20	25	30	40	45	Facility type (Hospital, Health Centre, CHPS), Location (All SubMetros)	Quarterly	Health Directorate
11.	% of health facilities receiving regular supportive supervision	Measures the proportion of health facilities supervised using the supportive supervision checklist	Outcome	40%	50%	55%	60%	65%	Facility type (Hospital, Health Centre, CHPS)	Quarterly	Health Directorate
GOAL		Enhance Social Development and Social Service Delivery									
OBJECTIVE PROGRAMME		Provide 100% coverage of safe drinking water sources by 2029									
1.	% of households with access to safe and reliable water supply	Measures the proportion of households benefiting from improved water access due to new and repaired boreholes.	Outcome	80%	85%	88%	90%	95%	All Sub-Metros	Quarterly	Works Department

GOAL		Enhance Social Development and Social Service Delivery									
OBJECTIVE PROGRAMME		To increase the proportion of solid waste properly collected and disposed of in Kumasi from 65% to 90% by 2029.									
1.	Increase in access to safe solid waste holding points (%)	Measures the percentage improvement in communities with functional skip and containers.	Outcome	40%	45%	50%	55	60%	All Sub-Metros	Quarterly	Waste Management Department
2.	Number of waste management equipment procured and distributed	Measures the quantity of waste collection equipment and protective tools provided to enhance sanitation services	Output	100	120	130	140	150	All Sub-Metros	Quarterly	Waste Management Department

3.	Number of communities and schools implementing waste segregation	Tracks the number of communities and schools adopting waste segregation at source	Output	20	30	40	45	50	All Sub-Metros	Quarterly	Waste Management Dept .
4.	Number of SIP and fumigation exercises conducted	Measures sanitation improvement interventions including fumigation in targeted areas	Output	10	15	20	30	40	All Sub-Metros	Quarterly	Waste Management Dept
5.	% of service providers meeting minimum performance standards	Measures the proportion of service providers whose operational performance meets the required standards after assessment and monitoring.	Outcome	30%	40	60%	65%	75%	All Sub-Metros	Quarterly	Waste Management Dept

6.	Number of facilities and equipment monitored	Measures the oversight of waste treatment/disposal sites and heavy duty equipment	Output	2	3	4	6	7	Oti	Quarterly	Waste Management Dept
7.	% reduction in erosion and road edge damage at the construction site	Measures how the head wall minimizes erosion and protects adjoining road or drainage infrastructure.	Outcome	20%	25%	30%	35%	40%	Oti	Annually	Waste Management Dept
8.	Number of contracts reviewed	Measures the review and update of waste management service contracts	Output	10	12	15	17	20	Main Admins	Annually	Waste Management Dept

9.	Improved cleanliness of Central Market and CBD at night	Measures reduction in litter levels and improved sanitation conditions during night periods.	Outcome	60%	65%	70%	75%	80%	Location (Central Market, CBD)	Monthly	Waste Management Dept
10	Improved technical capacity of EHOs/Waste Management staff	Measures staff's improved skills and competencies after receiving training	Outcome	60%	65%	75%	80%	85%	By Gender, Location (Main Admin)	Quarterly	Waste Management Dept
11.	% of households with improved toilet facilities	Measures increase in household sanitation access	Outcome	50%	55%	60%	65%	70%	All Sub-Metros by Location and Gender	Annually	Waste Management Dept/ Environmental Health Unit
12.	% of communities undertaking monthly clean-ups	Proportion of communities engaging in organized sanitation campaigns	Outcome	40%	60%	70%	80%	90%	All Sub-Metros	Monthly	Waste Management Dept/ Environmental Health Unit

13.	% of facilities inspected per quarter	Measures proportion of public toilets/transfer stations inspected	Outcome	35%	40%	45%	50%	65%	All Sub-Metros	Quarterly	Waste Management Dept/ Environmental Health Unit
14.	% of food handlers certified	Proportion of registered food handlers with valid health certificates	Outcome	50%	60%	70%	80%	90%	All Sub-Metros	Quarterly	Waste Management Dept/ Environmental Health Unit
15.	% of noncompliant premises prosecuted	Proportion of inspected premises prosecuted for violations	Outcome	10%	15%	20%	25%	30%	All Sub-Metros	Quarterly	Waste Management Dept/ Environmental Health Unit
GOAL		Enhance Social Development and Social Service provision									

OBJECTIVE PROGRAMME		Enhance access to improved and sustainable environmental sanitation services by 40% by 2029									
1.	Improved wastewater treatment capacity of rehabilitated sewage ponds	Measures the increase in functional capacity and efficiency of the two sewage ponds after rehabilitation.	Outcome	40%	45%	55%	60%	70%	Asafo, Adum	Quarterly	Works Department
GOAL		Enhance Social Development and Social Service provision									
OBJECTIVE PROGRAMME		To improve educational performance and outcome education by upgrading and expanding school infrastructure and enhancing teaching and learning outcomes across all basic schools by 2029									

1.	<ul style="list-style-type: none"> • Gross • Enrolment Rate (GER) Pre-school Primary J.H.S 	Increase in the enrollment of Preschool, Primary, J.H.S	Outcome	88.1 75.3 73.9	89.0 78.0 75.0	90.5 79.5 76.5	92.5 80.5 77.8	93.0 82.0 80.0	location (Santaasi M/A Adumanu Phase II), Gender, Level	Annually	Education Department
2.	% improvement in pupil– classroom ratio in rehabilitated schools	Measures improved learning conditions and reduced overcrowding through additional classrooms.	Outcome	1:60	1:50	1:45	1:40	1:35	Asem Opoku Ware Basic, gender, and level (KG/Primary/JHS)	Annually.	Education Department
3.	% increase in school attendance and retention rate	Measures improvement in regular attendance and retention due to improved infrastructure.	Outcome	30%	40%	50%	60%	70%	Adabiya Islamic Adiebeba M/A Armed Forces Basic	Annually	Education Department

4.	Improved classroom learning environment reflected in increased availability of school furniture (%)	Measures the proportion of required school furniture available in beneficiary schools.	Outcome	65%	70%	75%	80%	85%	Selected Schools	Quarterly	Education Department
5.	% of sponsored students retained and completing academic year	Measures retention and completion among sponsored students, showing improved equity and access.	Outcome	60%	65%	70%	75%	80%	Gender (Male/Female), Education Level	Annually	Education Department
6.	% increase in BECE pass rate in Kumasi Metro	Measures improved academic performance of JHS students after mock exams.	Outcome	75%	80%	85%	90%	95%	Gender (Male/Female), Education Level	Annually	Education Department

7.	Improved earlygrade reading proficiency among pupils	Measures improvement in literacy skills of lower primary pupils after participating in reading festivals.	Outcome	50%	60%	65%	70%	80%	Gender (Male/ Female), Education Level	Annually	Education Department
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8.	% reduction in absenteeism during first term of school year	Tracks improvement in school attendance due to motivation activities.	Outcome	25%	15%	15%	15%	15%	Gender, Age group	Annually	Education Department
9.	Increased recognition and motivation of teachers, workers, and schools	Measures the number of teachers, workers, and schools recognized and rewarded annually	Outcome	50%	55%	60%	65%	70%	Category (Teachers, Workers, Gender, School level)	Annually	Education Department
10.	% increase in female participation in STEM subjects	Measures improved enrolment and interest of girls in science, technology, and math.	Outcome	35%	38%	40%	45%	50%	Gender (Girls)	Annually	Education Department
GOAL		Promote Sustainable Environmentally Friendly Human Settlement and Inclusive Infrastructure Development									

OBJECTIVE PROGRAMME		Promote inclusivity by integrating disability friendliness in infrastructure development and enhancing social welfare services by 2029									
1.	Number of vulnerable persons identified and geotagged	Measures the count of vulnerable individuals mapped using GPS for targeted support.	Output	300	350	400	450	500	All Sub-Metros	Annually	SW&CD
2.	Number of PWDs and dependents supported and linked to NHIS	Counts the beneficiaries of PWD support and NHIS enrollment.	Output	60	70	75	77	80	All Sub-Metros	Quarterly	SW&CD
3.	Number of children sensitized on child rights and responsibilities	Measures participation in child rights education programs.	Output	1500	2000	2500	3000	3500	All Sub-Metros	Quarterly	SW&CD
4.	Number of LEAP beneficiaries supported	Total number of LEAP beneficiaries supported per annum	Output	3150	4000	4200	4500	5000	All Sub-Metros	Quarterly	SW&CD

5.	Number of indigents provided with welfare services	Counts the indigent individuals supported with welfare and NHIS services.	Output	40	60	65	70	75	All Sub-Metros	Quarterly	SW&CD
6.	Number of hospital patients receiving welfare support	Measures the number of hospitalized individuals assisted with welfare services.	Output	30	40	45	50	55	All Sub-Metros	Annually	SW&CD
7.	Number of children successfully reunited with families	Counts children reintegrated from residential care into family settings.	Output	35	39	40	45	50	All Sub-Metros	Quarterly	SW&CD

8.	Increased knowledge and adoption of personal care, health, and rights practices among teenage head porters	Measures the number of teenage Kayaye leaders demonstrating improved knowledge and behavior in personal care, health, and rights	Outcome	20	25	30	35	40	Gender (Female), Location (All subMetros), Age group (Teenagers)	Quarterly	SW&CD
9.	Number of families supported through case management	Measures households assisted to resolve welfare and child protection issues.	Output	60	65	70	75	80	All Sub-Metros	Annually	SW&CD
10.	Number of students participating in talk sessions	Measures attendance and reach of student sensitization programmes.	output	120	150	200	220	250	All Sub-Metros	Annually	SW&CD

11.	Number of day care centres and NGOs monitored and trained	Measures institutions registered, renewed, or trained for improved child care standards.	output	30	40	45	50	55	All Sub-Metros	Quarterly	SW&CD
12.	Number of PWDs provided with business, health, or education support	Measures the number of PWDs benefiting from livelihood or welfare interventions	Output	100	150	200	250	300	All Sub-Metros	Annually	SW&CD

GOAL	Promote Sustainable Environmentally Friendly Human Settlement and Inclusive Infrastructure Development
OBJECTIVE PROGRAMME	<i>Attain gender equality and equity in political and social development by 2029 (Gender)</i> Inclusive Infrastructure Development

1.	Number of women groups sensitized on GBV prevention	Measures how many women groups were reached and trained on GBV awareness and prevention.	Output	120	135	140	150	160	All Sub-Metros	Quarterly	SW&CD
2.	Number of awareness programs held during Breast Cancer Month	Counts community and institutional awareness events organized on breast cancer prevention	Output	1	1	1	1	1	All Sub-Metros	Annually	Gender Desk Officer
GOAL		Promote Sustainable Environmentally Friendly Human Settlement and Inclusive Infrastructure Development									
OBJECTIVE PROGRAMME		<i>Reduce Environmental Pollution by 2029</i> Programme: Urban Noise Control and Environmental Quality Improvement Programme (Environment)									

1.	Reduced noise levels and improved compliance with environmental standards	Measures the number of institutions with calibrated devices and adherence to acceptable noise limits	Outcome	120	125	127	130	135	Institution type (Schools, Hospitals, Markets, Offices), Location (All SubMetros)	Quarterly	Waste Management/ Environmental Health Unit
2.	Number of radio educational programmes conducted on noise pollution	Counts the number of public education radio sessions aired on environmental noise and pollution.	Output	12	13	15	18	20	All Sub-Metros	Quarterly	Waste Management/ Environmental Health Unit
GOAL		Promote Sustainable Environmentally Friendly Human Settlement and Inclusive Infrastructure Development									
OBJECTIVE PROGRAMME		<i>Enhance climate change resilience by 2029 (Forestry)</i> Climate resilience programme (Environment)									

1.	Number of trees planted and nurtured to maturity	Measures trees planted and surviving through nurturing in designated sites.	Output	15778	17000	19000	20000	25000	All Sub-Metros	Quarterly	Environmental Health Unit
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2.	Increased youth engagement and knowledge in climate action	Measures the number of youth participating in project activities and demonstrating improved climate action knowledge and practices	Outcome	100	120	130	140	150	Gender (Male/Female), Age group (15–35)	Quarterly	Environmental Health Unit
3.	% increase in community participation in treeplanting activities	Measures change in public involvement and commitment to tree planting.	Outcome	40%	50%	55%	60%	70%	All Sub-Metros	Annually	Environmental Health Unit
GOAL		Enhance Social Development and Social Service provision									
OBJECTIVE PROGRAMME		<i>Improve the efficiency and effectiveness of urban transport infrastructure and services in the Metropolis through rehabilitation, maintenance and improved traffic management by 2029</i> Urban Transport Management									
1.	Improved pedestrian access and mobility constructed and maintained	Measures the number of metal footbridges constructed and functional for safe pedestrian use	Outcome	5	10	15	20	25	Selected Communities	Annually	Metro Roads

2.	Total length (m) of drains and culverts constructed or rehabilitated	Measures linear meters of drainage and culverts built or improved	Output	0.90m	1.0m	1.2m	1.4m	1.5m	Abrepo Junc. Krofrom E FNT/ Truba	Quarterly	Metro Roads
3.	Length (m) of pedestrian guardrails and gratings installed/replaced	Measures total installed pedestrian guardrails and replaced slabs.	Output	300m	600m	800m	1000m	1200m	GRA Area KATH	Quarterly	Metro Roads

4.	% improvement in cleanliness and aesthetics of medians and road corridors	Measures public satisfaction and visual improvement due to green maintenance.	Outcome	30%	35%	40%	50%	60%	Suame R/A-Sofoline; Ahmadiya R/A-Asafo Neoplan; Ahmadiya R/A-Consar, Nhyiaeso, Ridge & Danyame areas	Annually	Metro Roads
5.	Total length (km) of roads regraded	Measures the kilometers of gravel or earth roads regraded to improve accessibility.	Output	10km	25km	40km	55km	70km	Metro Wide	Annually	Metro Roads

Enhance Social Development and Social Service provision

GOAL											
OBJECTIVE PROGRAMME		Increase community policing and surveillance systems coverage to all sub-metros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis									
1.	Number of operational activities implemented to enhance public transport efficiency	Measures number of interventions (route planning, bus terminal reorganization, traffic management) executed to improve urban mobility.	Output	12	12	12	12	12	All Sub-Metros	Quarterly	Transport Department
2.	% increase in traffic management efficiency through smart systems	Measures improved traffic control, reduced congestion, and smoother flow from smart transport deployment	Outcome	30%	45%	50%	60%	65%	All Sub-Metros	Annually	Transport Department
3.	% reduction in road crashes and fatalities in highrisk corridors	Measures impact of road safety interventions on accident reduction	Outcome	10%	15%	20%	25%	30%	All Sub-Metros	Quarterly	Transport Department

4	Number of streetlights procured and installed in the Kumasi Metropolis	This measures the number of functional streetlights installed to enhance safety and visibility in the Kumasi Metropolis.	Output	1000	1000	1500	1800	2000	All Sub-Metros	Annually	Works Department
GOAL		Promote Sustainable Environmentally Friendly Human Settlement and Inclusive Infrastructure Development									
OBJECTIVE PROGRAMME		<i>Promote sustainable spatially integrated development of human settlements by 2029</i> Spatially Integrated Human Settlement Development Programme									
1.	% increase in secured public lands available for development	Measures the proportion of public lands successfully regularized for civic use.	Outcome	10%	15%	20%	25%	30%	All Sub-Metros	Annually	Physical Planning Department

2.	% improvement in orderly physical development across the metropolis	Reflects reduced encroachment and improved spatial order.	Impact	12	12	12	12	12	Physical Planning Office	Annually	Physical Planning Department
3.	% of communities with updated spatial maps and signages installed	Measures spatial data coverage and improved public navigation.	Outcome	10%	20%	30%	40%	50%	All Sub-Metros	Annually	Physical Planning Department
4.	Number of planning workshops and urban forums organized	Measures stakeholder forums held on spatial planning and urban management.	Output	2	3	3	3	3	All Sub-Metros	Quarterly	Physical Planning Department
5.	% improvement in urban greening and beautification levels	Measures increase in urban green cover and improved aesthetics.	Outcome	30%	35%	40%	50%	60%	All Sub-Metros	Annually	Physical Planning Department
6.	% of plan recommendations implemented by 2029	Measures progress of implementing key infrastructure elements of the plan.	Outcome	20%	25%	30%	35%	40%	All Sub-Metros	Annually	Physical Planning Department

7.	% increase in public compliance with building permit and landuse regulations	Measures improvement in adherence to planning and building standards.	Outcome	30%	35%	40%	50%	60%	All Sub-Metros	Annually	Physical Planning Department
8.	Enhanced enforcement of planning regulations and improved built environment safety	Captures longterm improvement in compliance, public safety, and urban order due to consistent monitoring.	Impact	Medium	Very High	Very High	Very High	Sustained	All Sub-Metros	Biannual	Works Department
9.	% improvement in efficiency and accuracy of inspections	Measures better supervision quality and precision using new tools.	Outcome	40%	50%	55%	60%	70%	All Sub-Metros	Annually	Works Department
GOAL		Promote Sustainable Environmentally Friendly Human Settlement and Inclusive Infrastructure Development									

OBJECTIVE PROGRAMME		<i>Promote sustainable urban development by reducing number of fire outbreaks by 50% and enhancing flood resilience by 2029</i> Sustainable Development Programme									
1	% of fuel station operators demonstrating improved knowledge in fire/flood safety practices	Measures level of awareness and adoption of safety practices among fuel station operators.	Outcome	30%	40%	50%	60%	70%	All Sub-Metros	Annually	NADMO
2	% of facilities complying with safety and disaster standards	Measures improvement in adherence to safety standards following inspection.	Outcome	50%	60%	70%	80%	90%	All Sub-Metros	Annually	NADMO
3.	% reduction in localized flooding incidents	Measures effectiveness of desilting in minimizing flood risk.	Outcome	15%	20%	35%	40%	50%	All Sub-Metros	Annually	NADMO

4.	% improvement in NADMO staff capacity and response efficiency	Measures the increase in staff skill and speed in managing disaster situations.	Outcome	40%	45%	50%	60%	65%	Gender	Annually	NADMO
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5.	% increase in public awareness and engagement on disaster preparedness	Measures the extent of community awareness on disaster prevention.	Outcome	25%	30%	40%	50%	60%	All Sub-Metros	Annually	NADMO
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6.	Strengthened community preparedness and local disaster response capacity	Reflects longterm community resilience and reduced vulnerability to disasters.	Impact	High	Very High	Very High	Very High	Sustained	All Sub-Metros	Annually	NADMO
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GOAL	To ensure the longevity and functionality of public infrastructure through regular maintenance.										
OBJECTIVE PROGRAMME	<i>Promote effective maintenance culture by 2029</i> Inclusive Infrastructure Development										

1.	% of projects covered under annual maintenance plan	Measures the proportion of completed infrastructure projects included in the yearly maintenance plan.	Outcome	50%	60%	70%	80%	80%	All Sub-Metros	Annually	Central Administration
GOAL		Strengthen Local Governance for Sustainable Development									
OBJECTIVE PROGRAMME		<i>Strengthen the effectiveness, accountability and efficiency of Public Institutions by 2029</i> Decentralization Support Programme									
1.	Improved citizen trust and accountability in local governance	Reflects longterm improvement in transparency, public confidence, and governance responsiveness.	Impact	High	Very High	Very High	Very High	Sustained	All Sub-Metros	Annually	Development Planning Unit
2.	Enhanced decentralization and operational efficiency of submetro	Reflects long-term strengthening of administrative	Impact	High	Very High	Very High	Very High	Sustained	Bantama Manhyia North Sub-Metro	Annually	Works

		effectiveness and proximity to citizens.									
3.	Strengthened community-led development and local empowerment	Reflects sustainable community participation and shared responsibility for local development.	Impact	High	Very High	Very High	Very High	Sustained	All Sub-Metros	Annually	Central Administration
4.	% increase in public awareness and understanding of Assembly services	Measures how many people are informed about available services and access procedures.	Outcome	75%	80%	85%	90%	95%	All Sub-Metros	Annually	PRO
5.	% increase in responsiveness to community concerns and issues raised	Measures improvement in responsiveness and citizen satisfaction with leadership engagement.	Outcome	60%	65%	70%	75%	80%	All Sub-Metros	Annually	PRO

6.	Enhanced institutional efficiency and service delivery across departments	Reflects longterm improvement in work output and institutional effectiveness.	Impact	High	High	Very High	Very High	Very High	All Sub-Metros	Annually	Works
7.	% improvement in administrative efficiency through ICT and logistics support	Measures effectiveness of logistics in enhancing productivity and communication.	Outcome	45%	50%	55%	60%	65%	All Sub-Metros	Annually	IT Unit

Strengthen Local Governance for Sustainable Development

GOAL

OBJECTIVE PROGRAMME

Improve decentralised planning by 2029 Decentralization Support Programme

1.	% of development programmes implemented based on approved plans and budgets	Measures alignment between planned activities and actual implementation.	Outcome	96%	98%	98%	98%	98%	All Sub-Metros	Annually	MPCU
2.	% of projects and programmes completed within schedule and budget	Measures project implementation efficiency through timely completion and cost control.	Outcome	80%	85%	90%	95%	98%	All Sub-Metros	Annually	MPCU
3.	Enhanced coordination, synergy, and decisionmaking among departments	Reflects strengthened institutional collaboration and accountability culture.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	MPCU

4.	Increased transparency, accountability, and community ownership in local governance	Reflects a participatory and responsive governance system built on feedback and learning.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	MPCU
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GOAL		Enhance Social Development and Social Service provision									
OBJECTIVE PROGRAMME		Increase community policing and surveillance systems coverage to all sub-metros between 2026 and 2029 to enhance public safety and security in the Kumasi Metropolis. Urban Safety and Security Improvement									
1.	% increase in public awareness and adoption of safety measures	Measures improvement in citizens' knowledge and behavior regarding safety and crime prevention.	Outcome	60%	65%	70%	75%	80%	All Sub-Metros	Annually	Legal

OBJECTIVE PROGRAMME		Increase revenue mobilization by 2029 through strengthened Fiscal Decentralization and Discipline Revenue Mobilization Enhancement									
1.	% improvement in staff proficiency in using PBB and GIFMIS	Measures staff capacity and efficiency in budget formulation, execution, and reporting.	Outcome	50%	60%	65%	70%	80%	All Sub-Metros	Annually	Budget Department
2.	% improvement in enforcement coverage and responsiveness to incidents	Measures effectiveness of security patrols and response to community safety issues.	Outcome	50%	60%	70%	80%	90%	All Sub-Metros	Annually	Legal
GOAL		Strengthen Local Governance for Sustainable Development									

2.	% increase in data sharing and revenue collection efficiency	Measures improvement in revenue reporting, tracking, and accountability through digital integration.	Outcome	60%	65%	70%	75%	80%	All Sub-Metros	Annually	IT Unit
3.	% increase in taxpayer awareness and voluntary compliance	Measures improvement in taxpayer knowledge and willingness to pay.	Outcome	75%	78%	85%	90%	95%	All Sub-Metros	Annually	Finance
4.	Improved cooperation between Assembly and business community for local economic growth	Reflects strengthened trust and partnership between local government and private sector.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Budget Department

5.	Improved financial sustainability and responsiveness of the Assembly	Reflects long-term improvement in fiscal discipline and resource mobilization.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Budget Department
6.	% improvement in sub-metro budget execution and reporting	Measures enhanced financial management at sub-metro level.	Outcome	70%	75%	80%	85%	90%	All Sub-Metros	Annually	Budget Department
7.	% improvement in data collection, storage, and utilization for decision-making	Measures enhanced capacity and efficiency in datadriven planning and reporting.	Outcome	65%	70%	75%	80%	85%	All Sub-Metros	Annually	Central Administration

Strengthen Local Governance for Sustainable Development

GOAL

OBJECTIVE PROGRAMME

Strengthen the effectiveness, accountability, and efficiency of public institutions by 2029 Institutional Strengthening and Governance Improvement Programme

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1.	Improved institutional discipline, efficiency, and service delivery	Reflects long-term improvement in staff behavior, accountability, and service responsiveness.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Human Resource
2.	Enhanced coordination, teamwork, and public image of the Assembly	Reflects long-term improvement in collaboration, communication culture, and public relations.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Human Resource

4.	Enhanced representation, resource mobilization, and project outcomes in the Metropolis	Reflects longterm improvement in governance effectiveness and project success through skilled leadership.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Human Resource
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3.	Improved operational efficiency and reduced manual processes in service delivery	Reflects long-term modernization and digital transformation of Assembly operations.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Human Resource
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5.	% improvement in stakeholder awareness and data availability for targeted interventions	Measures the level of knowledge and evidence generated to guide social intervention and security efforts.	Outcome	75%	80%	85%	90%	95%	All Sub-Metros	Annually	Statistics
6.	Strengthened evidence-based planning and decision-making at all levels	Reflects sustainable use of digital tools for data-driven monitoring and planning	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Statistics

To position Ghana as a respected and influential actor in regional and global affairs.

GOAL

OBJECTIVE PROGRAMME

Enhance Ghana's international image and influence by 2029
Institutional Strengthening and Governance Improvement Programme

1.	Enhanced access to international expertise, resources, and development opportunities	Reflects in longterm benefit of partnerships improving local capacity, innovation, and development outcomes.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Central Administration
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2	Strengthened institutional capacity and innovation through global collaboration	Reflects long-term improvement in local governance, planning, and development due to exposure to global best practices.	Impact	High	High	Very High	Very High	Sustained	All Sub-Metros	Annually	Central Administration
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**SOURCE: MPCU,
2025**

7.5 Evaluation

Evaluation will be an integral part of implementing the 2026–2029 Medium-Term Development Plan of the Kumasi Metropolitan Assembly. It will provide evidencebased insights on the relevance, effectiveness, efficiency, impact, and sustainability of programmes and projects implemented during the plan period.

The Assembly will conduct Ex-ante, Mid-term, and Terminal Evaluations in line with NDPC guidelines. Exante evaluations will assess feasibility and alignment with priorities before implementation; mid-term evaluations will review progress and recommend improvements; and terminal evaluations will measure results, lessons learned, and sustainability.

During the plan period, specific evaluations will be undertaken to assess the effectiveness of strategies and the impact of development interventions on the lives of residents. A Mid-term Review of the 2026–2029 MTDP will be conducted by the MPCU in collaboration with decentralized departments, sub-metropolitan councils, non-decentralized agencies, civil society organizations, and development partners. The review is expected to be done in the first quarter of 2028. The findings and recommendations from these evaluations will inform future planning, policy formulation, and decision-making to enhance the effectiveness and efficiency of service delivery in the Kumasi Metropolis.

7.6 Participatory Monitoring and Evaluation (PM&E)

Participatory Monitoring and Evaluation (PM&E) is the process whereby stakeholders actively participate in tracking the progress of interventions towards the achievement of the agreed objectives or results and the drawing of actionable conclusions. PM&E provides stakeholders with information during and after the implementation of any developmental intervention. It helps to learn lessons from the failures and successes of any interventions and forms the basis for making project adjustments and re-planning.

In undertaking Participatory Monitoring and Evaluation, the Assembly will employ the use of Participatory Rural Appraisal (PRA) techniques and tools which includes mapping, focus grouped discussion, community score and transects walks. These PRA tools are mainly qualitative and flexible techniques which allow for visualization (look and see), listening and interviewing.

Table 7.4: Participatory Monitoring and Evaluation

Name of the PM&E Tool	Programme/ Project	Consultant resource or persons involved	Methodology to be used
Participatory Rural Appraisal (PRA) and Community Score Card (CSC)	Home visits for upscale of household toilets	MPCU	Household visits, Focus group discussions, and community feedback meetings
Participatory Rural Appraisal (PRA)	Visit to flood affected areas	MPCU	Focus group discussion, Interviews
Community score card	Manage solid waste at community level	MPCU	Focus group discussion

Community score card	Cities and climate change project disseminating meeting	Regional Institute for population studies	Questioners, Interviews
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Community score card / Most Significant Change	Bloomberg-Sponsored Youth Climate Action Project	MPCU	Focus group discussion/ Questioners, Community meetings, Interviews
Citizen Report Card	Ghana Smart SDG Cities Programme	MPCU	Questionnaires, Interviews, and feedback sessions

SOURCE: MPCU 2025

Again, in order to block revenue linkages and improve fund mobilization, the Assembly intends to introduce and implement comprehensive ICT in revenue collection and management. The primary objective is to collect, set up and update the data on all properties and businesses within the Kumasi Metropolis to allow accurate revenue targets to be set and facilitate digital revenue management. The Assembly with support from the GIZ, Government of Norway to procure the necessary equipment and undertake required training of the personnel involved.

The Assembly is expected to increase revenue collection by 50% by the end of 2029. Evaluation will be conducted by end of 2029 to assess the effectiveness of the new ICT system and processes put in place to ensure improved revenue collection. The Finance Department in collaboration with external consultant will conduct the evaluation through data collection, field visits and focus group discussion.

7.7 Knowledge Management and Learning (KML)

Knowledge Management and Learning (KML) within the Kumasi Metropolitan Assembly refers to the systematic process of creating, capturing, organizing, and sharing information and experiences generated during the implementation of the 2026–2029 Medium-Term Development Plan (MTDP). It seeks to ensure that lessons learned from ongoing and completed projects are effectively documented and applied to improve future planning, decision-making, and service delivery.

KML has become essential for promoting sustainability and continuous improvement in local governance. Through effective knowledge management, the Assembly will harness existing institutional knowledge, build on past experiences, and adopt innovative approaches to address emerging development challenges.

7.8 Sustainability, Accountability, and Lessons Learned in Monitoring and Evaluation (M&E)

Sustainability, accountability, and learning are central to the Monitoring and Evaluation (M&E) framework of the Kumasi Metropolitan Assembly's 2026–2029 Medium-Term Development Plan. The Assembly recognizes that development results can only be meaningful when interventions are sustained, governance systems remain accountable, and institutional learning continuously informs future actions.

7.8.1 Sustainability

The Kumasi Metropolitan Assembly is committed to sustaining a robust Monitoring and Evaluation (M&E) system that is fully integrated into its planning, budgeting, and reporting frameworks. M&E will be institutionalized across all departments to ensure continuity, efficiency, and evidence-based decision-making. Continuous capacity building and the adoption of digital data management tools will enhance real-time monitoring and reporting, while fostering a culture of learning and accountability across the Metropolis. To enhance data accuracy, timeliness, and coordination, the Assembly will leverage advanced digital tools and platforms, including the District Development Data Platform (DDDP), GIS mapping systems, and digital dashboards, to support real-time data collection, analysis, and reporting. The Government of Ghana Smart Workplace Portal will also be utilized to streamline internal communication, document management, and workflow processes. This will enhance collaboration among departments, improve efficiency in reporting, and ensure secure storage and easy retrieval of M&E data and correspondence.

The Assembly's official website, social media channels, and mobile-based feedback mechanisms will be employed to capture citizen perspectives, disseminate information, and promote transparency and accountability. Additionally, standardized NDPC reporting templates will be adopted to ensure data consistency and integration into the National M&E Information System, thereby aligning local development results with national priorities and the Sustainable Development Goals (SDGs).

Strong collaboration with key stakeholders will be maintained, including submetropolitan councils, decentralized and non-decentralized departments, traditional authorities, NGOs, civil society organizations, academia, and development partners. Quarterly stakeholder review forums will be organized to facilitate dialogue, joint reviews, and shared learning. These collaborative engagements will promote innovation, foster resource mobilization, and ensure that development efforts within the Metropolis are well-coordinated and sustainable.

Monitoring and Evaluation will further be embedded within the Assembly's decisionmaking processes. M&E performance will be incorporated into departmental reporting systems and reflected in individual staff Key Performance Indicators (KPIs). The Metropolitan Planning Coordinating Unit (MPCU) will convene regular review meetings to assess progress, share lessons learned, and strengthen accountability mechanisms.

Through these strategies, the Assembly will ensure that Monitoring and Evaluation becomes an integral part of governance, performance management, and continuous improvement — promoting transparency, sustainability, and measurable impact across the Kumasi Metropolis.

7.8.2 Accountability

To strengthen accountability in development management, the Assembly will establish clear, measurable, and time-bound indicators for all programmes and projects under the Medium-Term Development Plan (MTDP). These indicators will guide performance tracking and ensure that resources are effectively utilized to achieve targeted outcomes.

Findings from Monitoring and Evaluation activities will be shared regularly with stakeholders through quarterly and annual review meetings, town hall sessions, and public disclosure platforms, including the Assembly's official website and social media channels. This regular dissemination of results will promote transparency, build trust, and foster collective ownership of development outcomes. The

Assembly will adopt participatory monitoring and evaluation (PM&E) approaches to involve citizens, traditional authorities, civil society, and community-based organizations in data collection, validation, and performance assessment. This participatory approach ensures that feedback from beneficiaries directly informs project design, implementation, and improvement processes.

To ensure objectivity and credibility, the Assembly will collaborate with independent evaluators and relevant oversight institutions to conduct periodic assessments of project performance and value for

money. Findings and recommendations from all M&E exercises will be systematically fed into the Assembly's planning and budgeting cycle, ensuring that evidence gathered is used to refine strategies, reallocate resources efficiently, and enhance the overall impact of interventions.

Through these mechanisms, the Kumasi Metropolitan Assembly will reinforce a culture of transparency, learning, and accountability, ensuring that public resources are managed responsibly and that development outcomes are both sustainable and responsive to the needs of residents.

7.8.3 Lessons Learned

The Assembly has accumulated significant experience from the implementation and monitoring of previous development plans. These experiences have provided valuable lessons that will guide the effective execution of the 2026–2029 Medium-Term Development Plan.

A key lesson relates to the need for timely and reliable data for planning, budgeting, and reporting. Past implementation cycles showed that delays in data submission and inconsistencies across departments can hinder timely decisionmaking. Strengthening data management systems, enhancing staff capacity, and deepening the use of digital platforms such as the District Development Data Platform (DDDP) and the Government of Ghana Smart Workplace Portal will therefore be essential.

The Assembly has also learned that effective stakeholder coordination greatly improves project implementation. Collaboration with decentralized and nondecentralized departments, traditional authorities, development partners, CSOs, and sub-metropolitan councils enhances ownership and ensures that programmes reflect local needs. Moving forward, more structured and frequent stakeholder engagement will be institutionalized.

Another lesson is the importance of participatory monitoring and evaluation (PM&E). Involving community members, beneficiaries, and opinion leaders in tracking progress provides real-time feedback, promotes transparency, and increases the responsiveness of service delivery. PM&E methods such as community scorecards, focus group discussions, and community forums will be expanded to ensure broader participation.

The Assembly also recognizes the need for adequate and predictable financing for M&E activities. In previous periods, limited funding affected the frequency of monitoring visits and the comprehensiveness of reporting. To address this, the MTDP will ensure that dedicated budget lines for monitoring, evaluation, and knowledge management are fully integrated into annual budgets.

Additionally, the Assembly has learned the importance of systematically documenting successes, challenges, and innovative practices. After-Action Reviews for major interventions will be conducted, and lessons learned will be captured and reviewed annually by the Metropolitan Planning Coordinating Unit (MPCU). These insights will be incorporated into future planning, implementation, and service delivery improvements.

Finally, building a robust M&E culture requires continuous capacity building. Past experience showed that staff performance improves significantly when officers are trained in data collection, analysis, reporting, and use of digital tools. The Assembly will therefore invest in ongoing training to strengthen institutional memory and enhance performance.

By applying these lessons, the Assembly aims to improve development effectiveness, avoid repeated mistakes, strengthen accountability, and ensure that future interventions deliver sustainable and impactful results for residents of the Metropolis.

7.8.4 Knowledge Mapping Matrix

The Knowledge Learning Matrix highlights the critical knowledge domains required for effective planning, implementation, and service delivery within the Kumasi Metropolitan Assembly. The matrix shows that while KMA possesses strong institutional structures and a wide range of technical departments, several knowledge gaps still hinder optimal performance.

Key technical areas such as Monitoring & Evaluation, digital systems, budgeting, infrastructure planning, and climate resilience reveal gaps in digital competencies, forecasting accuracy, and access to updated spatial and demographic data. These weaknesses limit the Assembly's ability to make evidence-based decisions and to efficiently track development outcomes.

In sectors like Social Services, Governance, Participation, and Local Economic Development, gaps relate largely to fragmented data systems, inadequate community engagement, and limited analytical skills, especially in valuechain development and gender-disaggregated reporting. These gaps affect inclusiveness and the alignment of interventions with community priorities.

Additionally, the matrix indicates a strong need for enhanced integration of ICT tools, improved data harmonization across departments, and strengthened stakeholder participation, particularly from sub-metros, traditional authorities, and community structures.

Overall, the Knowledge Learning Matrix demonstrates that KMA has substantial institutional capacity but requires targeted capacity-building, improved coordination, and investment in digital infrastructure to achieve a more efficient, learning-oriented, and responsive governance system.

Table 7.5 Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Monitoring & Evaluation (M&E) Systems	MPCU, Decentralized Departments, Budget Unit	Quarterly & Annual Reports, Field Monitoring Data, DDDP, Smart Workplace	Limited skills in digital M&E tools
Local Governance Systems	MCE, MCD, Assembly Members, Sub-Metropolitan Councils, Traditional Authorities	Local Governance Act, Ministry of Local Government Publications	Limited understanding of local governance systems
Data collection and Project Management	Head of Departments and Units	NDPC guidelines and data portals	Inadequate integration of community priorities
Budgeting and Financial Management	Finance Officer, Metro Budget Analyst, Revenue Unit	Budget/Financial templates, PFM Act	Poor forecasting.

MONITORING AND EVALUATION ARRANGEMENTS

Local Economic Development	BAC, Agriculture Dept., Planning Unit, Trade & Industry Department, GEA	Business Registries, Market Data, SME Records, Employment Statistics, LED Reports	Limited understanding of value chain analysis
Social service delivery	GES, GHS, SW&CD, NHIS	GHS and GES reports, NHIS data, LEAP records, PWDs data	Fragmented data systems. Limited gender disaggregation
Revenue Mobilization	Finance Dept, Revenue Officers, Task Force, Development Control, Assembly Members	IGF reports, Property rate database	Low compliance Outdated property rate for residential properties

ICT and Digital Infrastructure	MIS, ISD, Planning Unit	MIS systems	Poor integration of ICT in planning and implementation
Governance and Participation	Assembly members, Traditional Authorities, Unit committees, Sub-Metros	Town Hall Meeting Minutes, Community Engagement Reports, Feedback Forms	Low participation of citizens
Education and Health Infrastructure	Metro Education Directorate, Metro Health Directorate	Sector Performance Reports, Facility Inventories	Insufficient data on population growth trends for future infrastructure planning
Climate Change & Environmental Sustainability	NADMO, Agriculture Department, Environmental Health Unit, EPA	Climate risk assessment reports, Disaster reports	Insufficient climate vulnerability mapping at localized levels
Infrastructure and Spatial Planning	Works Department, Physical Planning Department, Urban Roads Department	Infrastructure Inventory, GIS Maps, Building Permit records	Updated settlement maps and asset register

Digital Systems and Data Management	IT Unit, MPCU, MIS Officers	DDDP, Smart Workplace Portal, GIS Databases	Limited digital analytics capacity; weak integration of digital systems
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SOURCE: MPCU, 2025

7.8.5 Competency Matrix for Learnings

The Competency Matrix developed for the Kumasi Metropolitan Assembly (KMA) provides a clear and structured assessment of the capacity-building needs across key departments. The matrix highlights critical functional areas such as data analysis, budgeting, digital literacy, asset management, climate risk planning, participatory planning, and service coordination. Each competency is linked to targeted training programs, measurable evaluation criteria, and well-defined learning objectives, ensuring that staff development efforts are aligned with institutional priorities and service delivery goals.

The analysis shows that competencies related to data-driven decision-making, financial accountability, service coordination, digital systems usage, and climate-responsive planning are central to improving operational efficiency. Strengthening these areas will enhance the Assembly’s ability to implement the Medium-Term Development Plan (MTDP), improve reporting standards, and promote transparency in project execution.

The matrix also emphasizes the need for inclusive and participatory planning, reflecting KMA’s mandate to engage communities in development processes. Training interventions in stakeholder facilitation and community planning ensure that local needs and feedback are incorporated into municipal development initiatives.

Overall, the competency matrix serves as a strategic tool to guide capacity-building investments, prioritize training based on performance gaps, and support continuous learning across departments. By aligning staff competencies with

institutional objectives, KMA will be better positioned to improve service delivery, enhance governance systems, and respond effectively to emerging development challenges.

Table 7.6 Competency Matrix for Learning

Competency	Training Program	Evaluation Criteria	Learning Objectives
Governance & Leadership	Civic leadership and local governance systems including LGS protocols	Staff performance reviews and appraisal, community feedback	Foster ethical leadership and responsive governance
Monitoring and Evaluation	M&E Systems Training	Accuracy in data collection, analysis, and reporting	Strengthen capacity to track project outcomes and performance indicators
ICT & Digital Skills	Digital Tools for Administration	Proficiency in software, reporting tools, and data management	Enhance efficiency through digital tools and technology use
Data Collection and Analysis	M&E and data management workshops	Accuracy, completeness, and timeliness of reports	Strengthen capacity for evidencebased decisionmaking
Environmental & Sanitation Management	Environmental Health & Sanitation Training	Implementation of sanitation programs and monitoring compliance	Improve knowledge of environmental policies, waste management, and public health
Budgeting, Financial Analysis and Accountability	Budget preparation and financial statements and reporting	Budget accuracy Audit outcomes IGF performance	To prepare accurate budgets, analyse financial reports and ensure fiscal discipline
Asset Management and Project Supervision	Infrastructure Planning and Maintenance Training	Project completion rate, infrastructure audit results, and maintenance log updates	To plan, supervise and maintain public infrastructure effectively

Service coordination and data analysis	Health, Education and Social Welfare integration workshop	Accuracy and timeliness of service coverage statistics	To strengthen coordination of social services and analyses service delivery data and impacts
Revenue Optimization	IGF mobilization and digital tax systems	Percentage increase in IGF collection	To enhance fiscal efficiency and transparency
Digital Literacy and MIS usage	ICT for governance and data system training	MIS adoption rate, data accuracy, Staff ICT proficiency results	To use digital tools effectively for planning, reporting, and communication
Participatory Planning	Stakeholder engagement and facilitation	Percentage of plans codeveloped with communities	To build inclusive planning and facilitation skills across departments
Climate Risk Planning	Climate Adaptation and Resilience Training	Percentage of climatesmart projects implemented	To equip staff with skills and tools for climate-responsive planning and programming

SOURCE: MPCU, 2025 CHAPTER EIGHT

DEVELOPMENT STRATEGY

COMMUNICATION

8.0 Introduction

This chapter outlines the Communication Strategy for the Kumasi Metropolitan Assembly (KMA) for the implementation period of the 2026–2029 Medium-Term Development Plan (MTDP). It provides a framework for disseminating the MTDP and Annual Progress Reports (APRs), promoting dialogue among stakeholders, creating awareness on their respective roles, and ensuring transparent and efficient execution of development interventions.

The strategy emphasizes access to information, inclusiveness, and participatory governance. It also ensures that communication supports effective coordination, strengthens accountability, and enhances ownership of the development process among stakeholders, including vulnerable groups.

8.1 Objectives of the Communication Strategy

The overall objective of the communication strategy is to facilitate transparent, inclusive, and efficient implementation of the MTDP through effective information sharing, stakeholder engagement, and feedback mechanisms. Specific objectives include:

1. To disseminate information on the 2026–2029 MTDP and related programmes and projects to all stakeholders.
2. To create awareness of the roles and responsibilities of various stakeholders in the implementation process.
3. To promote dialogue and generate feedback on development performance and service delivery.
4. To ensure that citizens, including women, youth, and vulnerable groups, have equitable access to information.
5. To manage public expectations and strengthen accountability through transparent reporting and consultation.

8.2 Communication Goals

The overall goal of the communication strategy was to ensure transparent, inclusive, and effective dissemination of information for efficient plan implementation and monitoring. Specifically, the strategy aimed to:

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- Ensure that development information reached all target audiences in a timely and accessible manner.
- Improve the understanding and ownership of the MTDP among community members and stakeholders.
- Support decision-making through accurate, reliable, and up-to-date information sharing.

8.3 Strategy/Plan

It is an obligation of the Assembly to disseminate information on programmes, projects, and activities as part of efforts to include the citizenry in the governance process. The Assembly will continue to create awareness on the roles and expectations of stakeholders in the implementation of the MTDP by promoting dialogue and generating feedback on performance.

The target audience of this strategy will include:

- The General Assembly
- Sub-Metros and Town Councils
- Traditional Authorities
- Development Partners
- Civil Society Organizations (CSOs)
- Youth and Women's Groups
- Persons with Disabilities (PWDs)

- The General Public

To ensure broad participation and effective communication, the Assembly will use a combination of methods and tools such as:

- Announcements, discussions, and broadcasts in local media and newspapers.
- Meetings with Traditional Authorities, Sub-Metros, Town Councils, Assembly Members, and other opinion leaders, encouraging them to share messages with their communities.
- Organizing public fora and community durbars to track progress and solicit feedback.
- Dissemination of progress reports and MTDP summaries through digital and print media.

The Client Service Centre will continue to promote access to information and manage public expectations regarding the services of the Metropolitan. A Development Communication Committee, chaired by the Presiding Member, will coordinate all communication activities. The Committee will include the Public Relations Officer (Secretary), Planning Officer, Works Engineer, Budget Officer, and Physical Planning Officer.

Relevant information will also be published on the Assembly's website and social media platforms to ensure transparency and accessibility.

8.4 Communication Channels and Tools

The Kumasi Metropolitan Assembly (KMA) will employ a combination of traditional and modern communication tools to ensure broad outreach and engagement with all stakeholders. These channels and tools will facilitate timely information sharing, feedback, and participatory dialogue during the implementation of the 2026–2029 MTDP.

The main communication tools and channels to be used include:

- Public meetings, community fora, and durbars to engage local stakeholders directly on progress and challenges.

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- Local radio discussions, television programmes, and press briefings to reach a wider audience and promote transparency.
- Town Council and Sub-Metro meetings to ensure decentralized information flow and coordination.
- Dissemination workshops, stakeholder review sessions, and public hearings for interactive discussions and accountability.
- Posters, newsletters, banners, and notice boards placed at strategic locations to convey concise messages to the public.
- The Assembly's website and social media platforms to provide real-time updates and promote online engagement.
- Client Service Centre to facilitate direct citizen engagement, information requests, and feedback collection.

8.5 Dissemination of the MTDP and Annual Progress Reports (APRs)

The dissemination of Monitoring and Evaluation reports is as critical as their preparation. Copies of the Annual Progress Reports (APRs) and quarterly updates will be shared with the Regional Planning Coordinating Unit (RPCU), the National Development Planning Commission (NDPC), and other Ministries, Departments, Agencies, and stakeholders.

Disseminating these reports at the sub-metro and community levels will enhance accountability, promote transparency, and demonstrate the Assembly's commitment to inclusive development and poverty reduction.

Stakeholders involved in implementation will be informed of key observations and findings after each monitoring exercise. This will enable all actors to take corrective actions where necessary. The Municipal Planning and Coordinating Unit (MPCU) will incorporate all findings and stakeholder feedback in its Quarterly and Annual Progress Reports.

The Assembly will also organize dissemination workshops and town hall meetings to present performance results and collect inputs for improving project implementation.

8.6 Creating Awareness on Roles of Stakeholders

Stakeholders in the Kumasi Metropolis comprise all institutions, organizations, and groups involved in development activities. The identification and participation of these stakeholders in plan implementation will promote ownership, capacity building, and continuous demand for monitoring and evaluation results.

The Assembly will undertake targeted awareness programmes to ensure stakeholders understand their specific roles in the implementation process. These activities will emphasize collaboration, inclusiveness, and sustainability in achieving development goals.

Special attention will be given to the involvement of women, youth, and vulnerable groups to ensure equitable participation. Training sessions, workshops, and stakeholder engagements will be organized to

strengthen their understanding of their responsibilities and the contribution expected of them in achieving the objectives of the 2026–2029 MTDP.

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8.7 Monitoring and Evaluation of the Communication Strategy

The implementation of this strategy will be monitored and evaluated as part of the overall MTDP Monitoring and Evaluation framework. Key indicators to track the effectiveness of the communication strategy include:

- Number of dissemination and feedback sessions organized.
- Level of stakeholder participation and satisfaction.
- Number of radio and media engagements conducted.
- Number of feedback cases addressed through the Client Service Centre.
- Extent of awareness on development projects and citizen participation.

Findings from the evaluation will inform future communication actions and adjustments to enhance efficiency and inclusiveness.

Effective communication is essential for the successful implementation of the 2026–2029 MTDP. Through structured dissemination, stakeholder engagement, and feedback mechanisms, the Kumasi Metropolitan Assembly will ensure transparency, accountability, and participation in its development process. The communication strategy will serve as a key tool for building trust between the Assembly and the citizens, promoting sustainable and inclusive development across the Metropolis.

235 Table 8.1 Communication Matrix (2026-2029)

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility	Indicators to assess Effectiveness
Community sensitization	To create awareness on the 2026–2029 MTDP and Assembly's programs.	Community members; Traditional authorities	Community durbars, drama, radio discussions, information vans	Quarterly	MCD/MPO/ Chairman of Dev't. Subcommittee / ISD	Number of sensitization events held; level of community participation; feedback received from participants
MPCU meeting	To review the M&E framework, progress reports, and implementation guidelines.	MPCU Members, Heads of Departments and Units	PowerPoint presentation; group discussion	First Quarter	MPO	Frequency of meetings held; reports generated; level of interdepartmental collaboration.
Meeting with Political leadership and other stakeholders	To get political leaders and key actors to appreciate and support the MTDP	MCE; Presiding member; MPs and Chairpersons of the subcommittees	PowerPoint presentation and dialogue sessions	First Quarter and midterm	MPCU	Number of meetings held; level of participation and policy support obtained; decisions integrated into MTDP implementation
Town Hall Meetings	To promote stakeholder participation and accountability through direct engagement.	All stakeholders	PowerPoint presentation, Q&A sessions	First Quarter	MPCU	Attendance rate; number of issues raised and addressed; satisfaction level of participants.

Executive Committee Meetings	To update stakeholders on the status of implementation	Executive committee; General Assembly	Round-table discussions; brief presentations	Prior to each Assembly Meeting	MPCU/MPO	Number of sessions held; action points agreed and implemented
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Area Council Level Public Hearing	To gather data on community needs and solicit inputs for review and implementation.	Town Council Members; Community members; Assembly Members	Meetings using flip charts, pair-wise ranking, and group discussion	Third Quarter	MPCU/Area Council	Number of hearings conducted; diversity of participants; inputs integrated into MTDP.
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General Public Hearing	To formulate goals and development options through participatory input	All Stakeholders	PowerPoint presentation; open forum discussion	Third Quarter	MPCU	Number of contributions received; issues documented and reflected in the draft plan
Final Public Hearing	To validate and finalize the MTDP draft document before adoption.	All Stakeholders and the general public	PowerPoint presentation; question and answer session	Third Quarter	MPCU	of MTDP; stakelidation and endorsement records.
Radio discussion programme	To educate the public on Assembly operations, achievements, and plans.	General public; stakeholders; media audience	Radio talk shows, panel discussions, call-in sessions	Bi-annually	MPCU	Number of radio rammes feedback; inc dge about Assem activities.
Dissemination of MTDP and Annual Progress Reports (APR)	To promote transparency and accountability by sharing results and progress.	NDPC; RCC; Development Partners; CSOs; Traditional Authorities; General Public	Printed copies, stakeholder review meetings, website uploads	Annually	MPCU	Number of copies website anributed; downloads); number of (views/ meetings held.

SOURCE: MPCU, 2025

8.8. Communication Messages for MTDP Dissemination

The Kumasi Metropolitan Assembly (KMA) recognizes that successful implementation of the 2026–2029 Medium-Term Development Plan (MTDP) depends greatly on how well the plan is communicated to stakeholders. Clear, timely, and consistent communication ensures that citizens, development partners, traditional authorities, the private sector, and all sub-metros understand the development priorities outlined in the plan, their roles in achieving them, and the expected benefits to the metropolis.

This communication framework provides the key messages, target audiences, dissemination channels, and responsibilities for ensuring broad awareness and participation throughout the MTDP implementation period. The overall intention is to build trust, transparency, accountability, and collective ownership of the development agenda of KMA.

8.8.1 Purpose of the Communication Messages The communication messages aim to:

1. Increase public awareness of the MTDP priorities and programmes.
2. Promote understanding of the expected outcomes and development benefits.
3. Encourage active participation and partnership from citizens and institutions.
4. Strengthen accountability and improve feedback mechanisms between the Assembly and stakeholders.
5. Ensure all sub-metros, departments, and partners align their activities with the MTDP.

Table 8.2: Key Communication Messages

Activity	Audience	Messages
Town Hall / Community Engagement	Residents, Opinion Leaders, Traditional Authorities, Sub-Metros	Learn what Kumasi has planned from 2026 to 2029 Take part in shaping Kumasi city's future through our discussions Attend your local durbar and contribute ideas to upcoming projects Work with us to protect our heritage, empower youth, and develop our communities
Radio and Community Information Centre Broadcasts	General Public	Tune in every morning Monday-Friday, "Time With KMA" for the latest updates on Kumasi's development on all major radio stations Find out how the 2026–2029 MTDP affects your neighborhood Learn about climate-smart initiatives and urban improvements Discover opportunities in farming, markets, and services created by the MTDP

Media Engagement	Journalists, Media Houses	Quarterly media engagement with morning show host in Kumasi on KMA's development projects and achievements Share accurate updates with your audience to help citizens stay engaged Let's communicate progress transparently and effectively
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Stakeholder Engagement Meetings	Decentralized and nondecentralized Departments, NGOs, CSOs, Development Partners	The MTDP requires collaborative partnerships for successful implementation. Sharing of information on progress on planned programs and project Stakeholders are critical in shaping local development outcomes. Coordination avoids duplication of efforts and strengthens impact. Your participation enhances transparency and accountability
Community sensitization campaigns	Community Members, Traditional Authorities & Groups	Learn about ongoing projects in your area and how to participate Understand how the MTDP improves local services, infrastructure, and livelihoods
Meetings with private sector actors	Private Sector, SMEs, Investors, Business Owners	Your investment shapes Kumasi's future. Join planning discussions Collaborate with the Assembly to promote economic growth and job creation
Activity	Audience	Messages
Social Media Campaigns	Youth, Digital Users, Bloggers	Follow KMA's digital platforms for updates on projects, community engagements, and development achievements under the MTDP.
Budget Hearings & Public Forums	Assembly Member, Community Leaders. Citizens, Civil Society Organizations	Understand how KMA allocates resources for your benefit Ask questions, give suggestions, and influence budget priorities Join discussions on funding projects that matter to your community

Engagement with Religious Groups	Religious Leaders	Faith communities play a key role in city development; collaborate with us Promote peace, growth, and active participation through the MTDP
School Sensitization	Students and Teachers	The future of Kumasi is in your hands, see how the MTDP supports education Find out how young people can engage and benefit from city projects
Digital and social media	Youth, literate population, Diaspora	Explore our 2026–2029 goals online and share your priorities Comment, like, and engage, your voice shapes Kumasi’s future Join online discussions to help co-create solutions for the city
Market Sensitization	Traders, Artisans	Kumasi markets are improving for you. Cleaner spaces, safer roads, and better stalls are coming. Join us to help shape these changes.
M&E Feedback Dissemination	All stakeholders	We are listening. Share your ideas and feedback on the Metropolitan Plan <ul style="list-style-type: none"> • Help us track progress and improve our initiatives through your input

Source: KMA-MPCU, 2025

PUBLIC HEARING ON MEDIUM-TERM DEVELOPMENT PLAN (2026-2029) AT PREMPEH ASSEMBLY HALL ON WEDNESDAY 22ND OCTOBER, 2025

Name of MMDA: Kumasi Metropolitan Assembly

Venue: Prempeh Assembly Hall

Region: Ashanti

Date: 22nd October, 2025

a. Medium of invitations and notices: Letters, Radio Announcements, Personal Contacts and Telephone calls.

b. Names of Special and Interest groups or individuals invited:

Hon. Nana Oheneba Owusu Afriyie (Apagyahene), Hon. Richard Ofori-Agyeman Boadi (Mayor, Kumasi Metropolitan Assembly), Mr. Francis Dwira Darko (Metro **Coordinating Director**).

c. Identifiable representation at the hearing: •

General Assembly

- Traditional Authority
- Heads of Decentralized Departments
- Ministry of Local Government and Rural Government Department • Labor Unions
- Non-Governmental Organizations
- Community Based Organizations
- Unit Committee Members
- Urban and Zonal Council Members
- Government Agencies
- Private Companies
- Service Providers
- Trade Associations
- Chamber of Commerce
- Market Women
- Women Groups
- Political Party Representatives
- Development partners
- The Media

d. Total Number at Hearing: 275 e. Gender Ratio Male: 190 (69 percent) and Female: 85 (30 percent) f. Language used; English and Akan g. Major issues at the Public Hearing in order of importance: Presentation of the draft Medium Term Development Plan

1. Background to the Plan Preparation

- The implementation of the Medium-Term Development Policy Framework (MTDPF) is the responsibility of Ministries, Departments, and Agencies (MDAs), as well as Metropolitan, Municipal, and District Assemblies (MMDAs), Civil Society Organizations (CSOs), and the private sector.
- The Kumasi Metropolitan Assembly is currently preparing its MTDP (2026–2029). Public hearings are organized by the Assembly to allow officials and citizens to provide their opinions, feedback, and concerns on the progress and proposed plans of the MTDP.

- Section 88 of the Local Governance Act, 2016 (Act 936) mandates Districts Planning Authority to conduct a public hearing on a proposed District Development Plan in order to consider the views of the various stakeholders at the hearing before the adoption of the proposed District Development Plan.

2. Summary of Key Development Problems **Economic Development Dimension**

- Inadequate and Poor Market Infrastructure/conditions
- Market Fire Outbreaks
- Lack/Inadequate space for artisans
- Unregulated Scrap dealer activities and operations
- Youth unemployment / Streetism

Social Development Dimension

- Poor street lighting and security service delivery
- Increasing drug-related crime hotspots/ ghettos
- Inadequate and Poor toilet infrastructure
- Faecal/sludge discharge into drains
- Inadequate police stations
- Inadequate and damaged Water Infrastructure
- Poor Solid waste management
- Poor school infrastructure (libraries, ICTs, toilets, parks) and low performance
- Damaged water infrastructure
- Encroachment on school lands
- Lack of community libraries
- Abuse cases of Kayaye People
- Lack of disability-friendly infrastructure

Environment, Infrastructure, Energy and Human Settlement

- Poor waste management (Solid and liquid waste)
- Slum development

- Poor road conditions (Choked/silted drains)
- Road Accident
- Poor Maintenance of Road Median
- Congestion in the CBD
- Poor traffic management and road markings
- Inadequate and Poor maintenance of footbridges
- Perennial flooding
- Slum Development
- Noise pollution (drinking spots, advertisement vans, community information centers)
- Poor traffic management and road markings
- Old electricity Poles and Wiring system

Governance, Corruption and Public Accountability

- Leakages in Revenue Mobilization
- Nonfunctional sub-structures
- Abandoned public projects
- Encroachment on school lands

3. Prioritized Needs

- Improve Security (Street Lights and night patrols, dissolution Of ghettos)
- Construction and maintenance of Markets (Central Market, krofrom, Abrepo, Anyiman, Adiebeba, Race Cross/Horse, Patase. Santase)
- Improve waste management (skip bins, pads, tricycles, fencing of sites, early collection, public toilets, disposing effluence into drains etc.)
- Entrepreneurial and Skill training for the teeming Youth unemployed
- Road Surface improvement and construction and maintenance of foot bridges (asphalt, gravel, markings, speed ramps) and drains improvement (maintenance, covering of open drains, new construction, desilting)
- Provision and improvement of water infrastructure (maintenance of boreholes, new mechanized construction, provision of electric meters)
- Provision of school infrastructure (fencing of schools, parks, renovations, desks)
- Improvement of Health Infrastructure (KMA and Moshi Zongo Clinics)
- Construction of/and attachment to disability friendly public infrastructure • New electricity poles and re-wiring and extension of electricity (Dakwadwom)

h. Major Areas of Concern

- *Infrastructure*

Participants raised significant concerns about the general state of infrastructure within the Metropolis. Issues such as poor street lighting, inadequate security, poor road conditions, choked and silted drains, and damaged water facilities (including non-functional boreholes) were highlighted as major challenges. Many community members also expressed frustration over delays in the completion of public projects, including road works and essential infrastructure. The lack of disabilityfriendly infrastructure and congestion in the Central Business District (CBD) were also identified as pressing needs requiring immediate attention.

- *Waste Management*

Concerns about waste management, both solid and liquid, came up strongly during the discussions. Participants emphasized that waste disposal practices in many communities are poor, contributing to indiscriminate dumping and environmental pollution. They urged the Assembly to allocate more resources to improve refuse collection, provide adequate waste bins, desilt drains regularly, and intensify public education on proper waste disposal. Poor sanitation was also linked to flooding, especially in communities with inadequate drainage systems.

- *Economic and Employment Issues*

High youth unemployment was a dominant issue across communities. Participants noted that the absence of designated working spaces for artisans, coupled with poor market infrastructure and limited trading spaces, is affecting local economic activities. The lack of economic opportunities was cited as a contributing factor to streetism and other social challenges among the youth.

- *Health*

Participants raised serious concerns about the deplorable and inadequate health infrastructure across several communities. Many health facilities were reported to be in poor condition, lacking the essential structures needed to deliver quality healthcare services. Stakeholders emphasized the urgent need for the rehabilitation and expansion of existing health centres to improve service delivery. Requests were made for the posting of additional medical officers, specifically doctors, nurses, and other health professionals, to man the understaffed facilities. Community members explained that the shortage of health personnel often results in long waiting times and limited access to critical services.

- *Education*

The Education sub-sector generated discussions on inadequate school infrastructure and encroachment on school lands, which participants believed was affecting teaching and learning. Community members expressed the urgent need for additional classrooms, rehabilitation of dilapidated school blocks, and the provision of community libraries to support learning. They also called for stronger enforcement measures to protect school lands from encroachment. The Assembly was urged to provide adequate teaching and learning logistics such as classroom furniture, ICT equipment, desks, and beds for the cluster of schools.

Other issues raised included the poor management of solid waste on school compounds, which poses health risks to pupils and teachers. Stakeholders encouraged the Assembly to expedite the provision of gender-sensitive WASH facilities in basic schools to ensure safe, inclusive, and hygienic environments for learners.

- *Internally Generated Revenue (IGF)*

Stakeholders expressed concern about the low levels of revenue generated by the Assembly and demanded more transparency regarding how collected funds are used. They noted that several projects in past planning periods could not be implemented due to financial constraints and urged the Assembly to improve revenue mobilization efforts. The Assembly responded that the development of market infrastructure, including modern market stalls and trading spaces, is expected to enhance IGF through increased tolls and rent. Participants encouraged the Assembly to involve community members more

actively in the fee-fixing process to ensure fairness, understanding, and compliance, and further recommended that the Assembly strengthen monitoring of revenue collectors to reduce leakages, explore additional revenue sources such as property rates and business permits, introduce electronic payment systems to enhance transparency, and provide regular feedback to communities on revenue performance.

I. Sub-district Structures

Concerns were raised about the inadequate resourcing of sub-district structures, particularly Unit Committees, Assembly Members, and Town Councils, which limits their effectiveness in community mobilization and local governance. Participants advocated for increased logistical and financial support, as well as regular capacity-building programmes to empower these structures to perform their mandated roles efficiently. They also emphasized the need for more community level programmes and engagements to enhance citizen participation in the local governance and development process.

J. General Level of Participation

The public hearing attracted participants from diverse backgrounds, including traditional authorities, opinion leaders, youth groups, women’s groups, traders, civil society organizations, and persons living with disabilities. Stakeholders engaged actively throughout the session, raising pertinent questions, sharing experiences, and offering constructive suggestions during the open forum. Heads of departments and technical officers provided clarifications and responses to issues raised, ensuring that participants’ concerns were addressed. Participants also emphasized the importance of continued community involvement in monitoring the implementation of projects and providing feedback to the Assembly to enhance transparency and accountability. At the end of the program the draft plan was thoroughly reviewed, accepted, and adopted by stakeholders, reflecting a strong sense of ownership, collaboration, and commitment to advancing the development agenda of the Metropolis.

K. Assent to acceptance to Public Hearing Report:

K. Assent to acceptance to Public Hearing Report:

Hon. Richard Ofori-Agyeman Boadi
Metro Chief Executive: 

Mr. Francis Dwira Darko
Metro Coordinating Director: 

Hon. Patric K. Frimpong
Presiding Member: 

APPENDIX: PICTURES OF NEEDS ASSESSMENT

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LIST OF FIGURES



APPENDIX: PICTURES OF NEEDS ASSESSMENT

