



GOVERNMENT OF GHANA

MINISTRY OF LOCAL GOVERNMENT, CHIEFTAINCY AND RELIGIOUS AFFAIRS



KWABRE EAST MUNICIPAL ASSEMBLY

**MEDIUM-TERM DEVELOPMENT PLAN
(2026-2029)**

UNDER

**“RESETTING-GHANA AGENDA – CREATING JOBS, ENSURING
ACCOUNTABILITY AND PROMOTING SHARED PROSPERITY”**

FOREWARD

The National Development Planning (System) Act, 1994 (Act 480) enjoins Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and Districts Assemblies (MMDAs) to undertake development planning functions in consultation with the National Development Planning Commission (NDPC). The Act further prescribes MDAs and MMDAs to ensure that development planning is based on guidelines and the National Medium-Term Development Policy Framework (NMTDPF) issued by NDPC.

The focus of the current development policy framework (2026-2029) dubbed “Resetting Ghana Agenda” under which the plan has been prepared is to create jobs, ensure accountability, promote shared prosperity, and drive sustainable growth.

The Kwabre East Municipal Assembly in fulfilling its mandate has prepared this 2026-2029 Medium-Term Development Plan (MTDP) to replace the 2022-2025 MTDP. The implementation of the previous MTDP was largely successful with the support of all stakeholders. The preparation of this MTDP by the Assembly also provides the Assembly with blueprint and directional guide for the development of the Municipality. The MTDP serves as a marketing tool which stakeholders can buy into and support in areas of interest.

The MTDP has been prepared by the Municipal Planning Co-ordinating Unit (MPCU) through series of meetings and engagement with stakeholders such as Assembly Members, Unit Committees, Traditional Authorities etc. The MTDP focuses on improving the socio-economic infrastructure and services as well as creating the necessary environment for job creation. For successful implementation of the MTDP, the Assembly needs the support of all stakeholders.



HON. JOSEPH AMANKWAH
(MUNICIPAL CHIEF EXECUTIVE)

ASSENT OF ACCEPTANCE OF THE KWABRE EAST
MUNICIPAL MEDIUM-TERM DEVELOPMENT PLAN
(MTDP)
(2026-2029)

Date: 10th February, 2026



HON. JOSEPH AMANKWAH
(MUNICIPAL CHIEF EXECUTIVE)



FRANCIS KYEI
(MUNICIPAL CO-ORD. DIRECTOR)



HON. BRUCE YEBOAH
(PRESIDING MEMBER)

ACKNOWLEDGEMENT

The preparation of the Kwabre East Municipal Medium-Term Development Plan (MTDP, 2026-2029) would not have been possible without the strength of the Almighty God. We thank Him for granting us the grace to complete the Development Plan successfully and on time.

Special appreciation goes to the Management of the Municipal Assembly for their moral, material and financial support especially the Municipal Chief Executive (Hon. Joseph Amankwah) for providing the leadership and shaping the discourse for the preparation of this Medium-Term Development Plan. Much gratitude is also expressed towards Members of the Municipal Planning Coordinating Unit (MPCU), under the chairmanship of the Municipal Co-ordinating Director, Francis Kyei for facilitating the plan preparation process through timely release of funds and other logistics.

Secondly, we appreciate the efforts made by the plan preparation team led by Abigail Magti (Municipal Planning Officer), Isaac Ofori Afrifa (Assistant Development Planning Officer), Awulatu Shaibu (Assistant Development Planning Officer) and Kusi Obuadum Williams (Assistant Development Planning Officer) for their time and commitment to the completion of the 2026-2029 Medium-Term Development Plan.

The immense efforts of all Heads of Department, Assembly Members/Unit Committees, Traditional Authorities and the technical support by the Regional Planning and Co-ordinating Unit (RPCU), led by Mrs. Beatrice Kwarteng (Regional Development Planning Officer, ARCC Kumasi) and her team are deeply appreciated.

It is my fervent hope and prayer that the zeal, vigour and enthusiasm expressed by stakeholders during the preparation of the MTDP will be readily exhibited during its implementation.

God bless us all.



FRANCIS KYEI

(MUNICIPAL CO-ORDINATING DIRECTOR)

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LIST OF ACRONYMS

AAP	-	Annual Action Plan
AIDS	-	Acquired Immune Deficiency Syndrome
APR	-	Annual Progress Report
BAC	-	Business Advisory Committee
BECE	-	Basic Education Certificate Examination
CA	-	Central Administration
CBD	-	Central Business District
CBO	-	Community-Based Organisation
CSOs	-	Civil Society Organizations
DACF	-	District Assemblies Common Fund
DACF–RFG	-	District Assemblies Common Fund – Responsiveness Factor Grant
EPA	-	Environmental Protection Agency
GDP	-	Gross Domestic Product
GER	-	Gross Enrolment Rate
GES	-	Ghana Education Service
GETFund	-	Ghana Education Trust Fund
GHS	-	Ghana Health Service
GIFMIS	-	Ghana Integrated Financial Management Information System
GLSS	-	Ghana Living Standard Survey
GNFS	-	Ghana National Fire Service
GOG	-	Government of Ghana
GPI	-	Gender Parity Index
GPRTU	-	Ghana Private Road Transport Union
GSCSP	-	Ghana Secondary Cities Support Programme
HIV	-	Human Immune Virus
ICT	-	Information Communication Technology
IGF	-	Internally Generated Fund
IPEP	-	Infrastructure for Poverty Eradication Programme
JHS	-	Junior High School
LEAP	-	Livelihood Empowerment Against Poverty
LED	-	Local Economic Development
KEMA	-	Kwabre East Municipal Assembly
M&E	-	Monitoring and Evaluation
MCE	-	Municipal Chief Executive
MDTDP	-	Medium-Term Development Plan
MEHU	-	Municipal Environmental Health Unit
MFD	-	Municipal Finance Department
MHMT	-	Municipal Health Management Team
MLGRD	-	Ministry of Local Government and Rural Development
MMDAs	-	Metropolitan, Municipal and District Assemblies
MMTDP	-	Municipal Medium-Term Development Plans
MOFA	-	Ministry of Food and Agriculture
MPCU	-	Municipal Planning Co-ordinating Unit
MTDP	-	Medium Term Development Plan

MUSEC	-	Municipal Security Committee
MWD	-	Municipal Works Department
MWSP	-	Municipal Water and Sanitation Plan
NDPC	-	National Development Planning Commission
NER	-	Net Enrolment Rate
NMTDPF	-	National Medium-Term Development Policy Framework
OHLGS	-	Office of the Head of the Local Government Service
PFM	-	Public Financial Management
POA	-	Programme of Action
POCC	-	Potentials, Opportunities, Constraints and Challenges
PPD	-	Physical Planning Department
PPP	-	Public-Private Partnership
PRCC	-	Public Relations and Complaints Committee
PWD	-	People with Disabilities
PWDs	-	Persons with Disabilities
RCC		Regional Coordinating Council
RCC	-	Regional Co-ordinating Council
RPCU	-	Regional Planning Co-ordinating Unit
SDGs	-	Sustainable Development Goals
SEA	-	Strategic Environment Assessment
SHS	-	Senior High School
UDG	-	Urban Development Grant

EXECUTIVE SUMMARY

The establishment of the Kwabre East Municipal Assembly as a planning authority makes it a legal authority to formulate an appropriate Medium-Term Development Plan (MTDP) to regulate its socio-economic development framework. It is against this background that Kwabre East Municipal Assembly prepared this MTDP based on the four (4) development dimensions of the Medium-Term National Development Policy Framework (2026-2029). These four (4) development dimensions include:

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

The objective of the plan preparation is to put in place a plan document when fully implemented would create wealth, increase income levels of the people, reduce poverty and improve standard of living in the Municipality within the plan period. The planning process began with a meeting with Municipal Planning Co-ordinating Unit (MPCU) members. The MPCU held series of meetings with community members, opinion leaders and traditional authorities to get their inputs into the plan preparation. Also, the MPCU held a meeting to discuss the performance of the previous plan implementation.

Per the scope of the plan and direction of development programmes for the plan period (2026-2029), the Assembly intends to scale up interventions across different sectors such as education, health, security, water, sanitation, economic development among others to enhance the quality of life of the people in the Municipality.

The document has been arranged in eight (8) chapters. These include:

Chapter One: The chapter opens with a presentation on the background of Kwabre East Municipal Assembly (KEMA), highlighting the vision and mission statements, functions, mandate, core values, organogram (organisational structure) and locational map.

Chapter Two: This chapter examines the performance of the Medium-Term Development Plan (MTDP) 2022-2025 of Kwabre East Municipality. In addition, the chapter provides a concise overview of the existing conditions (baseline development profile) of the Municipality.

Chapter Three: This chapter presents the harmonization process of the community needs and aspirations with the thematic areas of the development framework – Medium-Term National Development Policy Framework (MTNDPF) 2026-2029, in order to determine their consistencies with the pillars of the national development policy documents.

Chapter Four: This section delves into the Municipal development goals and their level of compatibility against each other to indicate the level of consistency using a rating system. Goals formulated took into consideration cross-cutting and emerging development themes. In this chapter, objective analysis was undertaken to establish the means-end relationship that relates to the cause-effect relationship between identified problems. In addition, strategies were developed to indicate how the objectives were achieved.

Chapter Five: The chapter captures the identification of composite development programmes and activities that will help realize the desired end of the Municipality.

Chapter Six: This chapter covers the annual action plans for 2026, 2027, 2028 and 2029 that phase out the Municipal Composite Programme of Action (PoA) into realistic time frame to be implemented by the departments and agencies of the Assembly, NGOs, private sector and communities.

Chapter Seven: This chapter summarizes the overall monitoring and evaluation arrangements to track progress and make adjustments for smooth implementation of the MTDP.

Chapter Eight: The chapter eight is the last segment of the plan that defines the adopted development communication strategy (including communication/dissemination channels and messages) to ensure public ownership of the MTDP and mobilize collective efforts from stakeholders towards successful implementation of the plan.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

The preparation of the 2026-2029 District Medium-Term Development Plan for the Kwabre East Municipal Assembly is in consonance with the Local Governance Act, 2016, Act 936, the National Development Planning System Act, 1994, Act 480 and the National Development Planning (System) Regulations, 2016, L.I 2232. The goal, objectives and strategies in the MTDP were adopted from the National Medium-Term Development Policy Framework 2026-2029 and in line with the National Development Planning Commission Guidelines for the preparation of District Medium-Term Development Plan.

This chapter covers a brief background of Kwabre East Municipal Assembly (KEMA). This includes the vision, mission, functions, mandate, core values, organogram (organisational structure) and locational map. The chapter also provides a structure of the various chapters of the document.

1.1 BACKGROUND OF KEMA

The Kwabre East Municipality is part of the Greater Kumasi Metropolitan Area, which is made up of Kwabre East Municipality and some surrounding Districts. The Municipal capital, Mampong, is approximately 14.5 kilometres from Kumasi to the North East. There are 43 settlements, 1 parliamentary constituency, 6 Zonal Councils and 31 Electoral Areas. The zonal councils are Ahwiaa, Ntonso, Krobo, Asonomaso, Wadie Adwumakase and Mampong. It is approximately 270km north of the national capital, Accra.

1.1.2 Vision Statement

The Kwabre East Municipal Assembly aspires to create a well – secured environment where people have decent livelihoods and easy access to quality social services.

1.1.3 Mission Statement

The Kwabre East Municipal Assembly is committed to improving the quality of life of the people in the Municipality through effective mobilization and prudent utilization of resources for sustainable socio-economic and cultural development of the Municipality in partnership with all stakeholders.

1.1.4 Core Functions

Sections 12 and 13 of the Local Governance Act, 2016, Act 936 stipulates that a District Assembly shall:

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

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

1.1.5 Core Values

The core values of the Assembly are in line with that of the Local Government Service which is enshrined in the Code of the Service. The core values of the Assembly for that matter are;

- Accountability
- Transparency
- Client- oriented

1.1.6 Organogram (Organisational Structure)

The strategic and coherent approach to the effective and efficient management of employees is key at the Municipal Assembly. The organogram of KEMA is presented in Figure 1.1. In addition, Table 1.1 depicts the staff strengths of Municipal Assembly.

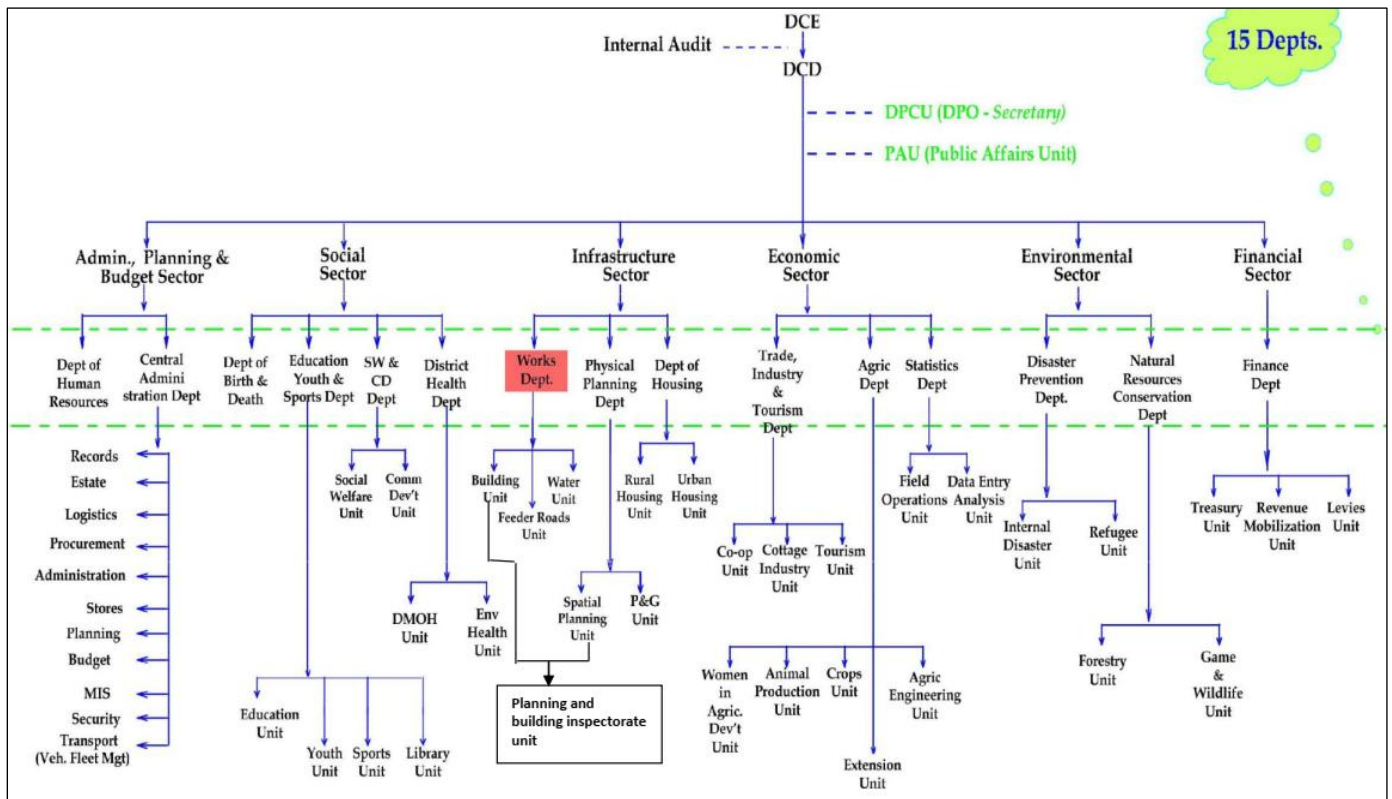
Table 1.1: Staff Strengths of Kwabre East Municipal Assembly

Departments	Requirements		Actual 2024	Gap (Min- Actual)	% Covered
	Minimum	Maximum			
Central Administration Department	110	160	92	18	84%
Human Resource Department	3	4	5	-2	167%
Statistics Department	3	5	2	1	67%
Works Department	57	84	9	48	2%
Urban Roads Department	18	29	2	16	11%
Department of Social Welfare & Community Development	10	13	12	-2	120%
Department of Agriculture	52	78	7	45	13%

Departments	Requirements		Actual 2024	Gap (Min- Actual)	% Covered
	Minimum	Maximum			
Finance Department	28	45	19	9	68%
Physical Planning Department	17	24	5	12	29%
Transportation Department	9	11	5	4	56%
Trade, Industry and Tourism	12	22	1	11	8%
Education Department	37	50	48	-11	130%
Health Department	108	169	171	-61	158%
Total	465	690	124	122	

Source: Municipal Planning Co-ordinating Unit, January 2025

Figure 1.1: Organogram of KEMA



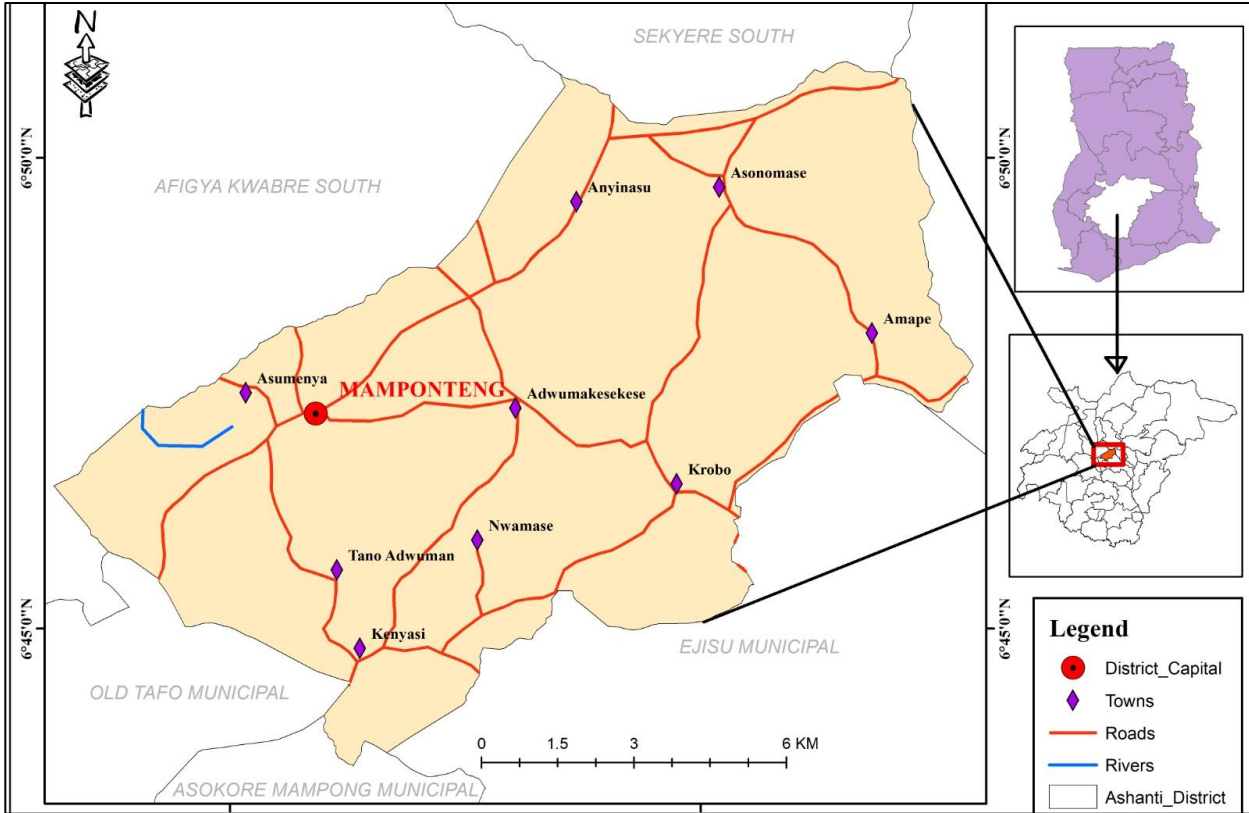
Source: Human Resource Department, KEMA

1.1.7 Locational Map

The Kwabre East Municipality is one of the forty-three (43) districts in the Ashanti Region. It is located almost at the central portion of the Ashanti region. It is within latitudes 6° 45' and 6°50' north and longitudes 1°30' and 1°35' west. The Municipality shares common boundaries

with Sekyere South District to the north; Old Tafo Municipality to the south; Asokore Mampong to the south east; Ejisu - Juaben Municipality to the east and Afigya Kwabre District to the west. It has a total land area of 148 square kilometres constituting about 0.6% of the total land area of Ashanti Region (24,389 sq. km).

Figure 1.2: Map of Kwabre East Municipality



Source: Physical Planning Department, KEMA

1.2 STRUCTURE OF THE PLAN

The report is structured into eight chapters as follows: Chapter one opens with a presentation on the background of Kwabre East Municipal Assembly (KEMA), highlighting the vision and mission statements, functions, mandate, core values, organogram (organisational structure) and locational map.

Chapter two examines the performance of the Medium-Term Development Plan (MTDP) 2022-2025 of Kwabre East Municipality. In addition, the chapter provides a concise overview of the existing conditions (baseline development profile) of the Municipality.

Chapter three presents the harmonization process of the community needs and aspirations with the thematic areas of the development framework – Medium-Term National Development Policy Framework (MTNDPF) 2026-2029, in order to determine their consistencies with the pillars of the national development policy documents.

Chapter four delves into the Municipal development goals and their level of compatibility against each other to indicate the level of consistency using a rating system. Goals formulated took into consideration cross-cutting and emerging development themes. In this chapter, objective analysis was undertaken to establish the means-end relationship that relates to the cause-effect relationship between identified problems. In addition, strategies were developed to indicate how the objectives were achieved.

Chapter five captures the identification of composite development programmes and activities that will help realize the desired end of the Municipality.

Chapter six covers the annual action plans for 2026, 2027, 2028 and 2029 that phase out the Municipal Composite Programme of Action (PoA) into realistic time frame to be implemented by the departments and agencies of the Assembly, NGOs, private sector and communities.

Chapter seven summarizes the overall monitoring and evaluation arrangements to track progress and make adjustments for smooth implementation of the MTDP.

Chapter eight defines the adopted development communication strategy (including communication/dissemination channels and messages) to ensure public ownership of the MTDP and mobilize collective efforts from stakeholders towards successful implementation of the plan.

CHAPTER TWO

SITUATIONAL ANALYSIS OF KWABRE EAST MUNICIPALITY

2.0 INTRODUCTION

This chapter covers a presentation of performance review of the Medium-Term Development Plan (MTDP) 2022-2025 of Kwabre East Municipality. The review is categorised under the pertinent dimensions of the 2022-2025 Medium-Term National Development Policy Framework (MTNDPF) - Agenda for Jobs II. In addition, the chapter provides a concise overview of the existing conditions (baseline development profile) of the Municipality.

2.1 PERFORMANCE REVIEW

The MTDP (2022-2025) was formulated and implemented in line with the Medium-Term National Development Policy Framework (MTNDPF) 2022-2025 dubbed ‘Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All’. The priority focus was on economic growth; digitization; science, technology and innovation; management of urbanization; reduction of infrastructural deficits and youth unemployment; promotion of public health; enhancement of emergency preparedness; and the fight against pandemics and climate change.

The MTDP (2022-2025) was anchored on six (6) development dimensions; namely, Economic Development; Social Development; Environment, Infrastructure and Human Settlement; Governance, Corruption and Public Accountability; Emergency Planning and Response (including Covid-19 Recovery Plan); and Implementation, Coordination, Monitoring and Evaluation. The performance review, under each of the development dimensions, was considered by aggregating the outcome of implementation earmarked for the plan period 2022-2025.

Table 2.1 is a matrix showing list of impact/outcome indicators; their baseline data for 2021; 2022-2025 Medium-term target; and their cumulative achievement for the reporting year.

Table 2.1: Performance Review (2022-2025)

Development Dimension	Impact/Outcome Indicator		Baseline (2021)	2022-2025 Medium-term Target	Cumulative Achievement		Remarks
					Year	Data	
Economic Development	Proportion of farmers with access to agriculture extension services		65%	100%	2024	100%	Target achieved
	Proportion of farmers with access to credit facilities		56%	80%	2024	73%	Target yet to be realized
	Change in number of farmers applying new/modern techniques		63%	85%	2024	82%	Target yet to be realized
	Percentage change in arable land under cultivation		10%	30%	2024	25%	Target yet to be realized
	Percentage change in revenue mobilization (IGF)		12%	40%	2024	34%	Target yet to be realized
	Proportion of SMEs with access to credit facilities		69%	85%	2024	89%	Target achieved
	Proportion of population with Ghana Card		17%	70%	2024	63%	Target yet to be realized
	Proportion of active labour force with access to employable opportunities		35%	90%	2024	76%	Target yet to be realized
Social Development	Net enrolment ratio	KG	55%	70%	2024	59%	Target yet to be realized
		Primary	68%	75%	2024	73%	Target yet to be realized
		JHS	62%	75%	2024	56%	Target yet to be realized
		SHS	30%	40%	2024	33%	Target yet to be realized
	Gender parity index	KG	1.2	1.0	2024	0.96	Target yet to be realized
		Primary	1.0	1.0	2024	1.04	Target achieved
		JHS	0.9	1.0	2024	0.97	Target yet to be realized
		SHS	0.9	1.0	2024	1.03	Target achieved
	Completion rate	KG	88%	100%	2024	97%	Target yet to be realized
		Primary	88%	100%	2024	99%	Target yet to be realized

Development Dimension	Impact/Outcome Indicator	Baseline (2021)	2022-2025 Medium-term Target	Cumulative Achievement		Remarks	
				Year	Data		
Social Development		JHS	75%	100%	2024	85%	Target yet to be realized
		SHS	76%	100%	2024	79%	Target yet to be realized
	Pass rate	JHS	100%	100%	2024	100%	Target achieved
		SHS	94.1%	100%	2024	83.18%	Target yet to be realized
	Proportion of schools with access to improved WASH coverage		59%	100%	2024	100%	Target achieved
	Percentage of Health Insurance Coverage (NHIS)		69%	100%	2024	92%	Target yet to be realized
	HIV prevalence rate (ages 15-49 years)		3.5%	1%	2024	2.1%	Target yet to be realized
	Maternal mortality ratio (institutional)		45/100,000 LB	125/100,000 LB	2024	140/100,000 LB	Target yet to be realized
	Under-five mortality rate (per 1000 live births)		1.2%	1%	2024	1.1%	Target yet to be realized
	Malaria case fatality rate		5.7%	1%	2024	5.5%	Target yet to be realized
	Number of households with access to social protection services	LEAP	55	75	2024	55	Target yet to be realized
		PWDs	349	550	2024	538	Target yet to be realized
		Child protection	275	600	2024	590	Target yet to be realized
	Proportion of population with issues of gender vulnerability		12%	5%	2024	8%	Target yet to be realized
	Proportion of households with access to improved sanitation services		56%	90%	2024	92%	Target achieved
	Proportion of households with sustainable access to safe drinking water sources		77%	90%	2024	90%	Target achieved

Development Dimension	Impact/Outcome Indicator	Baseline (2021)	2022-2025 Medium-term Target	Cumulative Achievement		Remarks
				Year	Data	
Environment, Infrastructure and Human Settlement	Percentage of road networks in good condition	25%	60%	2024	57%	Target yet to be realized
	Percentage of storm drains in good condition	22%	65%	2024	78%	Target achieved
	Percentage of households with access to electricity	98.1%	100%	2024	100%	Target achieved
	Percentage of streets named and properties addressed	67%	100%	2024	90%	Target yet to be realized
	Proportion of population with access to land management services	60%	100%	2024	85%	Target yet to be realized
Governance, Corruption and Public Accountability	Level of stakeholders' participation in local governance	76%	100%	2024	92%	Target yet to be realized
	Level of women's participation in local governance	25%	50%	2024	35%	Target yet to be realized
	Proportion of stakeholders with access to information	70%	100%	2024	100%	Target achieved
	Performance in DPAT Assessment	90%	100%	2023	95%	Target yet to be realized
	Proportion of population with access to improved security services i.e. police-citizen ratio	30%	70%	2024	50%	Target yet to be realized
	Proportion of the population with access to ambulance service	35%	100%	2024	100%	Target achieved
Emergency Planning and Response	Percentage of population fully vaccinated against COVID-19	49%	100%	2024	71%	Target yet to be realized
	Level of climate change adaptation & mitigation plan implementation	0%	25%	2024	20%	Target yet to be realized

Development Dimension	Impact/Outcome Indicator		Baseline (2021)	2022-2025 Medium-term Target	Cumulative Achievement		Remarks
					Year	Data	
	Proportion of NADMO officials trained		50%	100%	2024	100%	Target achieved
	Level of master drainage plan implementation		0%	50%	2024	65%	Target achieved
	Proportion of households affected by floods		35%	10%	2024	18%	Target yet to be realized
	Proportion of households affected by fire outbreak		35%	10%	2024	18%	Target yet to be realized
	Percentage of annual action plan implemented						
Implementation, Coordination, Monitoring and Evaluation	Completed	81%	90%	2024	58%	Target yet to be realized	
	Ongoing	12%	10%	2024	19%	Target yet to be realized	
	Not implemented	7%	0%	2024	23%	Target yet to be realized	
	Percentage of monitoring reports prepared		85%	100%	2024	100%	Target achieved

Source: Municipal Planning Co-ordinating Unit, May 2025

It could be noticed from Table 2.1 that the Municipal Assembly has made some significant investment towards promoting economic development, social development, environment, infrastructure and human settlement, as well as governance, public accountability and reducing corruption in the Municipality over the past four years. Although most of the indicators' targets are yet to be realized, the performance is one that is an improvement from the baseline performance. For instance, under Water, Sanitation and Hygiene (WASH), the sector has seen an improvement over the years as a result of the contribution of stakeholders in the sector in improving the situation. Notable among them is the extension of water points by Ghana Water Limited and construction of GKMA household toilet facilities with funding from the World Bank.

In a nut shell, the overall sectoral development outcomes imply that there is need for an extra development effort in areas of local economic development, social protection, environmental protection, infrastructure and human settlement, good governance, public accountability and reducing corruption. In this regard, the key stakeholders of the Municipality must collaborate to mobilise resources and formulate specific development interventions and targets to stimulate the desired growth and development over the next planned period (2026-2029).

2.2 FINANCIAL PERFORMANCE

A review of financial resources for the implementation of the 2022-2024 MTDP is presented in Table 2.2. The review highlights sources of funds, estimated costs of plan, amount received, and its implication on the implementation of the MTDP.

Table 2.2: Financial Performance (2022-2024)

Source of Funds	Total Estimated Cost of Plan (GHC)	Total Amount Received (GHC)	Variance (GHC)
IGF	6,340,000.00	5,022,625.00	1,317,375.00
DACF	27,387,289.53	14,726,351.38	12,660,938.15
MP's CF	1,900,000.00	1,253,011.01	646,988.99
PWDs CF	882,504.00	370,772.97	511,731.03
MSHAP	147,082.00	106,424.92	40,657.08
DDF (DACF-RFG)	3,691,661.55	2,885,704.40	805,957.15
GSCSP	64,910,433.68	32,759,772.75	32,150,660.93
MAG	118,196.00	170,007.25	(51,811.25)
SIF/HIPC	300,000.00	2,139.00	297,861.00
G&S Department	178,000.00	102,754.88	75,245.12
Total	105,855,166.76	57,399,563.56	48,455,603.20

Source: Municipal Planning Co-ordinating Unit, February 2025

The Municipal Assembly, from the year 2022 to 2024, recorded a total amount of GHC57,399,563.56 generated both internally and externally as against a target of GHC105,855,166.76. Comparatively, the total amount received (2022-2024) fell short of the total estimated cost of plan (2022-2024), amounting to GHC48,455,603.20. On Internally Generated

Funds (IGF), the Municipal Assembly generated a total amount of GH¢ 5,022,625.00 which was 79 percent of the total estimated cost of plan (2022-2024).

The variation in the financial performance between the periods of 2022 and 2024 was mostly the case of non-release of the District Assemblies Common Fund (DACF) and Urban Development Grant (UDG) under Ghana Secondary Cities Support Programme (GSCSP). The Assembly's inability to meet the revenue targets negatively affected the implementation of programmes and projects. Issues such as poor revenue database, inadequate revenue staff, inadequate/lack of logistics for revenue mobilization and taxpayer apathy among others contributed to the inability to meet the targets. The Assembly has therefore taken note of the challenges in revenue mobilization and seeks to effectively address these issues to help improve the Internally Generated Funds (IGF) of the Municipality for the ensuing year.

2.3 EXISTING CONDITIONS AND DIAGNOSIS

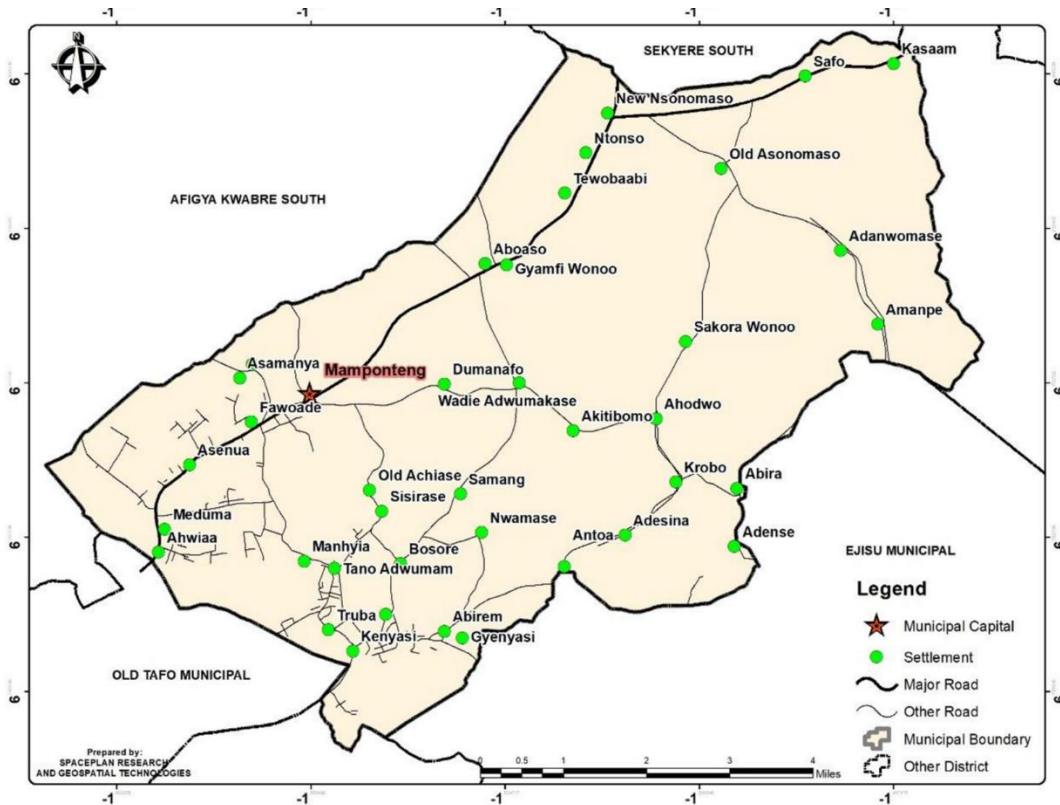
(i) Location and Size

The Kwabre East Municipality is one of the forty-three (43) districts in the Ashanti Region. It is located almost at the central portion of the Ashanti region. It is within latitudes 6⁰ 45' and 6⁰50' north and longitudes 1⁰ 30' and 1⁰35' west. The Municipality shares common boundaries with Sekyere South District to the North; Old Tafo Municipality to the South; Asokore Mampong to the South East. Ejisu - Juaben Municipality to the East and Afigya Kwabre District to the West. It has a total land area of 148 square kilometres constituting about 0.6% of the total land area of Ashanti Region (24,389 sq. km.).

The Kwabre East Municipality is part of the Greater Kumasi Metropolis, which is made up of Kwabre East Municipality and some surrounding Districts (See Figure 1). The Municipal capital, Mampong, is approximately 14.5 kilometres from Kumasi to the North East. There are 43 settlements, 1 parliamentary constituency, 6 Zonal Councils and 31 Electoral Areas. The zonal councils are Ahwiaa, Ntonso, Krobo, Asonomaso, Wadie Adwumakase and Mampong. It is approximately 270km north of the national capital, Accra. It has a surface area of approximately 214.3 kilometers square which is about 0.9 percent of the Ashanti Region's land area but

accommodates about 36.2% of the region’s population (the total population of Ashanti region is 4,780,380). Thus, creating a population density of 9,150 persons/sq.km.

Figure 2.1: Map of Kwabre East Municipality



Source: Physical Planning Department, KEMA

The Municipality’s proximity to Kumasi, the regional capital, makes it easy to access some specialized high-level commercial, health, administrative, financial and other services. On the other hand, the Kwabre East Municipality provides adjoining districts with craft works like Kente, carved handicrafts and Adinkra. The Municipality’s proximity to the Kumasi Metropolis has made it a dormitory district which receives the excess of traders who travel to neighboring districts especially the Kumasi Metropolis. This has resulted in farmlands being gradually converted into residential land uses thereby making lands very expensive.

(ii) Climate

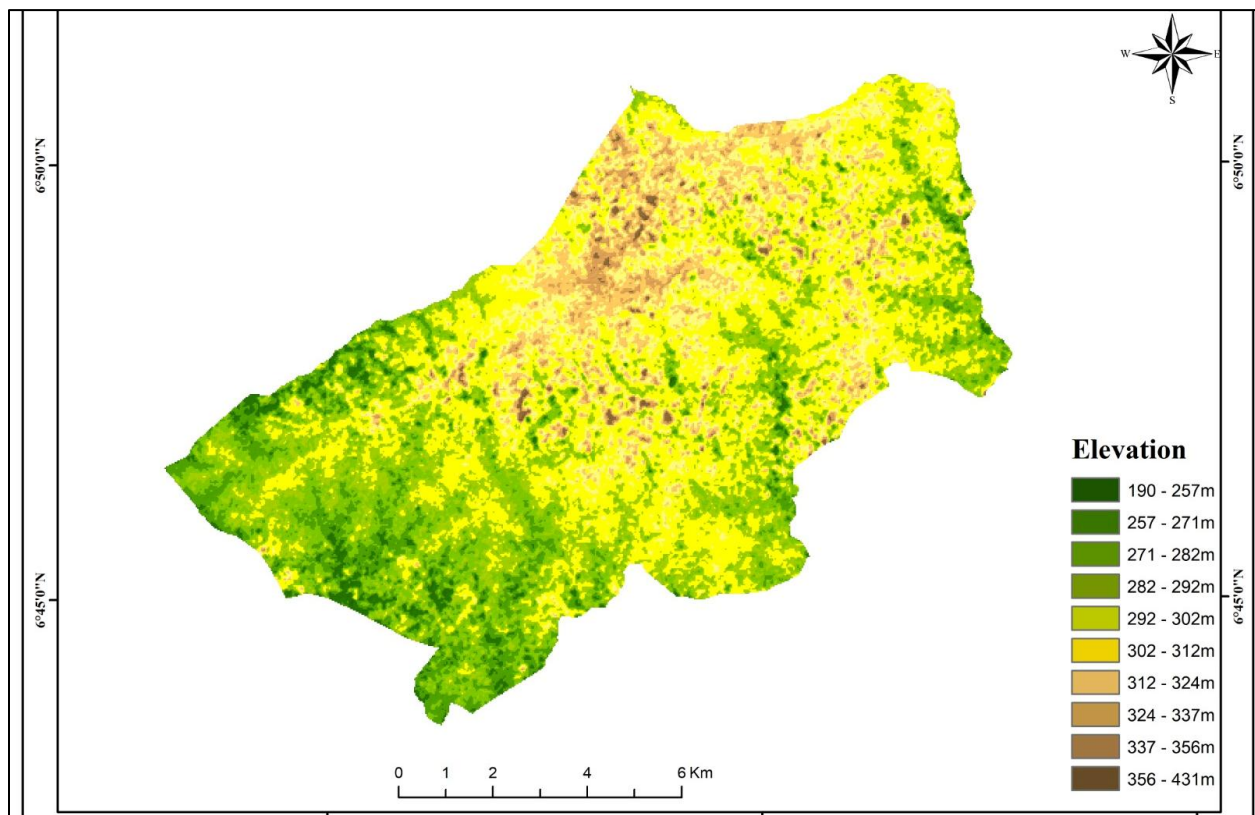
The Municipality is located within the Wet Semi-Equatorial Climatic Region with double rainfall regimes. The first rainy season begins from April to June with the heaviest rainfall occurs in June.

The second rainy season is from September to October. The dry season begins in November and ends in February. The average annual rainfall is between 125mm and 175mm with relative humidity of 75 – 80 percent during the rainy season and 70 – 72 percent during the dry season.

The double rainfall pattern in the Municipality encourages the cultivation of both cash and food crops two times in a year. The mean annual temperature is about 30⁰C with the lowest about 26. 1⁰C. The rainfall regimes and adequate sunshine are suitable for food and cash crop production. Extensive dry season however leads to long periods of drought and retards farming activities in that period.

The major vegetation types are semi-deciduous forests and grasslands. Indiscriminate felling of trees, continuous cultivation and the increasing proportion of land for settlement purposes have left very little of the original forest to be found only along the river courses and northern fringes of the Municipality. That notwithstanding, all the vegetation types are cultivable and thus useful for agricultural purposes.

Figure 2.2: Topography Map of Kwabre East Municipality



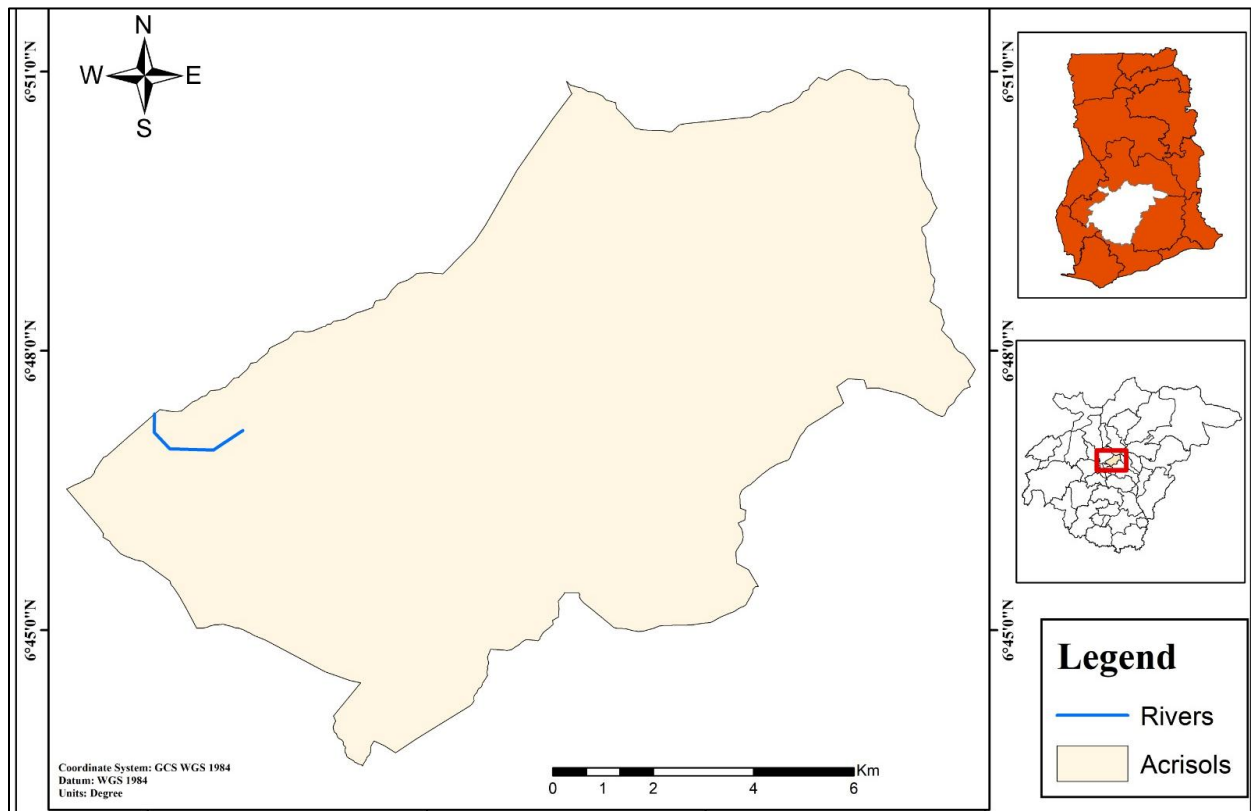
Source: Physical Planning Department, KEMA

(iii) Soils

Soils of varied complex associations found in the municipality include the Kumasi – Offin and Bomso – Offin Compound Associations Boamang Simple Associations and Nyanoa – Tinkong Simple Association. Adequate knowledge of the nature of the soil would enable the farmers to select the type of crops suitable for cultivation.

The Kumasi-Offin Compound Association supports food crops like plantain, cocoyam and maize. For example, the Boaman Simple Association supports cocoa and other tree crops. Again, the Nyanoa – Tinkong Simple Association is not very good for agriculture but may support cocoa while having a dense forest and a lot of moisture. The presence of these soil types has sustained the cultivation of food crops within the Municipality. Thus, creating employment among the citizenry and generating revenue for the Municipality.

Figure 2.3: Soil Map of Kwabre East Municipality



Source: Physical Planning Department, KEMA

(iv) Rocks (Quarrying)

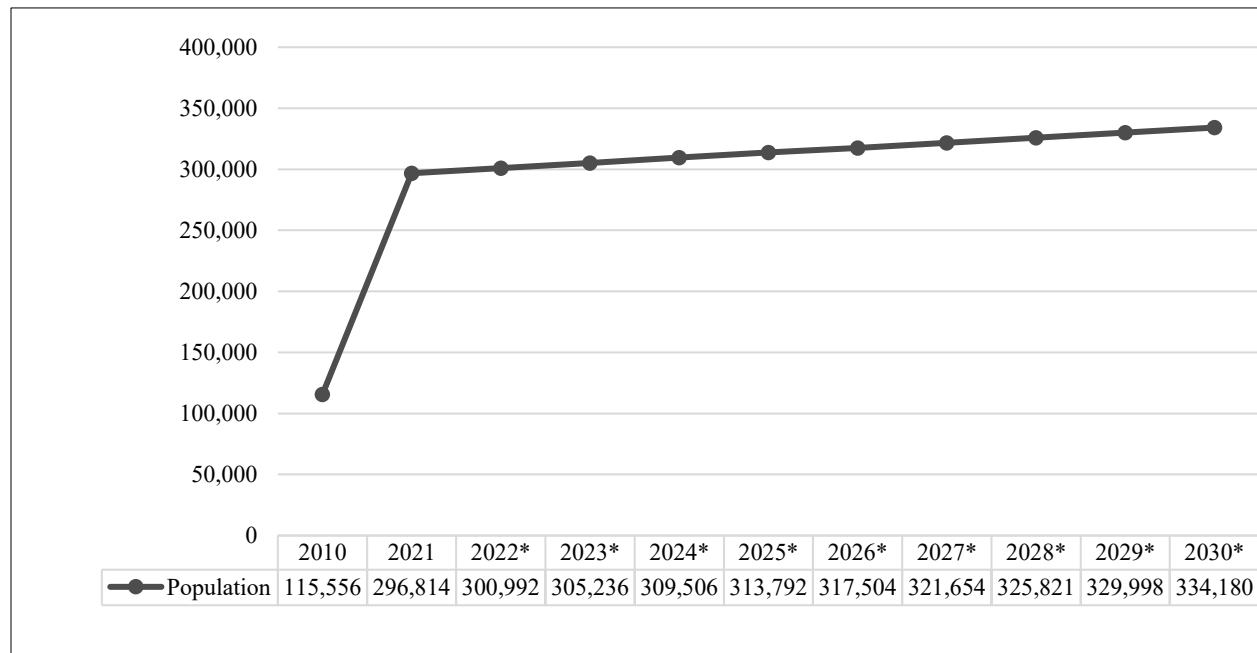
The main rock types found in the Municipality are biotite, granite and granodiorites whose weathered products are fine textured granitic soils found in areas like Antoa, Abira, Sakora Wonoo, Wadie Adwumakase and Kenyase. Biotite, gneiss and granitised biotites have formed a number of large rocky outcrops in Kenyase and Aboaso. Low-grade alluvial gold deposits have been sited at Sakora Wonoo. Diamonds have also been located at Safo and Kasaam in the northeast. Clay and sand deposits are found in the central part of the municipality.

The siting of low – grade alluvial gold deposits at Sakra Wonoo and the location of diamonds at Safo and Kasaam when well exploited will be a major source of employment for the youth and also increase the revenue base of the Assembly. However, the exploitation of the minerals when not well managed may lead to adverse negative effects such as environmental degradation.

(v) Population

According to the 2010 population and Housing Census, Kwabre East Municipality recorded a population of 115,556 in 2010 with a growth rate of 2.2%. With this growth rate and an appropriate population projection method, the population of the Municipality is estimated at 313,792.

Figure 2.4: Graph showing Population Size



Source: Ghana Statistical Service, 2024

The projected population of Kwabre East Municipality (313,792) represents 5.46 percent of the total population of Ashanti Region (5,751,660). Thus, it is the second most populous district in the Ashanti region. It comprises 154,555 males (49%) and 159,237 females (51%). With this population size and the total land area of about 148 square kilometers, the current population density of the Municipality is now 2,120 persons per square kilometer.

The high rapid increase of the population may be attributed to a number of reasons. First and foremost, the Municipality is very close to Kumasi, the regional capital which happens to provide varying social services like, higher educational opportunities with the existence of tertiary institutions, technical and vocational training centers; higher health services with the availability of the Komfo Anokye Teaching Hospital and other higher hierarchy health facilities; and higher economic infrastructure facilities like the newly developed Kejetia Market among others which offer wide range of economic trading activities for people. Another reason for this increase is the economic opportunities that the Municipality tend to offer people: the Municipality has vast arable land which is very suitable for agricultural development, weaving and handicraft making opportunities. All these tend to attract migrants from different districts not only in the region but other regions as well.

The high population density has posed many development threats which include: exorbitant rent charges by property owners for residential accommodation, increased pressure on social services, poor environmental sanitation, heavy vehicular traffics on the major roads etc. All of these issues have serious effects on socio-economic conditions in the Municipality adversely.

(vi) Age and Sex Composition

Population is a determinant of development. As a result, analysis of age and sex structure of the population is of immense importance in development planning. This is because development problems and needs of a population vary from one age group to the other and as a result, knowledge of the age and sex composition of a given population facilitates decision making which ensures optimum use of scarce resources.

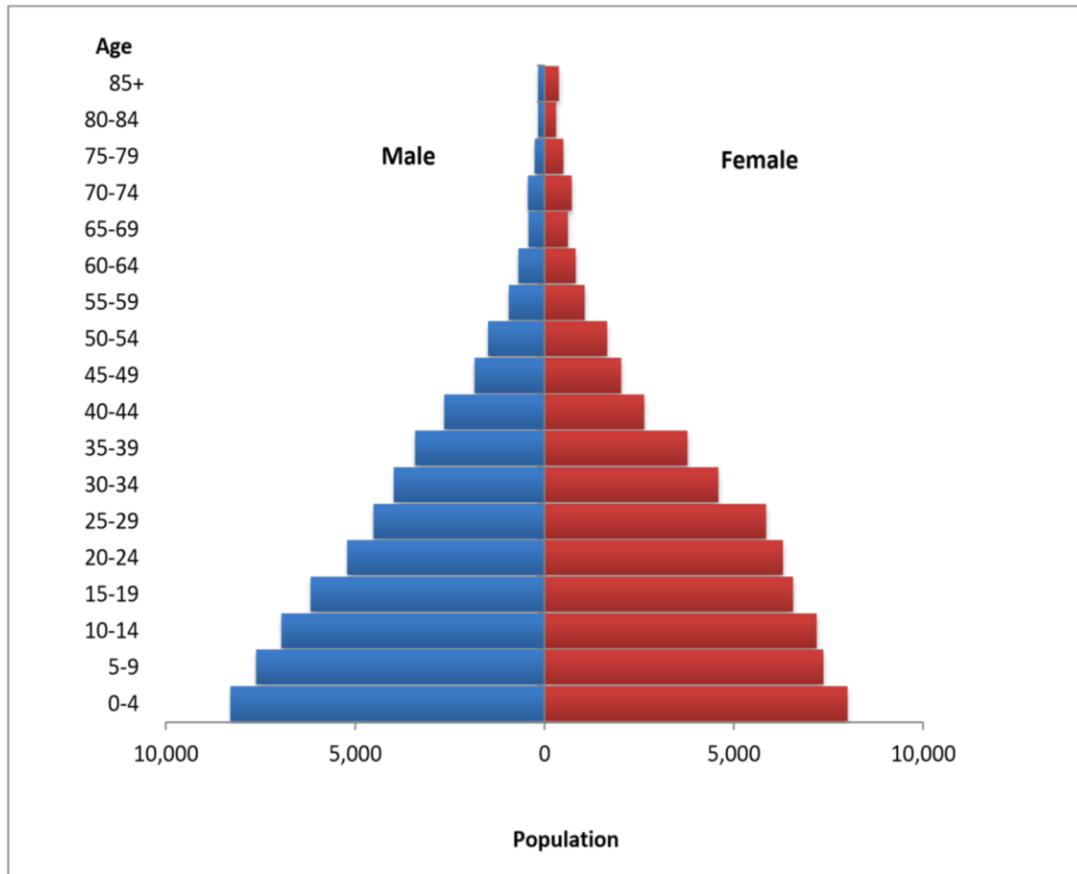
The overall sex ratio of Kwabre East Municipality is 97.1 males to 100 females. However, the subsequent sex ratios after the overall ratio of 97.1 do not follow the expected pattern of steady and gradual decline with advancing age. For example, in the early age groups, Kwabre East has more males than females. At age 0-14 years, there are 101.2 males to 100 females but this ratio declines to 87.3 males to 100 females at (15-64) and reduces further to 55.6 males to 100 females at cohorts (65+).

(vii) Population Pyramid

A population pyramid is a graphical representation of the age-sex composition of a population. Its shape is influenced by the levels of fertility, mortality, migration and coverage and content errors such as digit preference and exaggeration of age. The broadness of the base is determined by the level of fertility, while the shape is determined by mortality and to some extent migration.

Figure 2.2 is a pyramid representing the structure of the total population by sex of the Kwabre East Municipality as per the (PHC 2010). It shows the expected pattern of declines in the length of the bars for each age group with advancing age. The pyramid having a very broad base signifies the high rate of fertility of the population. The apex of the pyramid on the other hand is very narrow and based on this, it can be said that there is a high mortality rate among the aged (60 – 85+). This type of age structure has a built-in momentum for the growth of the population of the municipality and likely economic growth and development not only in the municipality but Ghana as a whole.

Figure 2.2: Population Pyramid



Source: Statistics Department, KEMA

With appropriate human development policies and strategies in the area of quality education and entrepreneurial training, this teeming youthful population could be groomed. Thus, the right caliber of professionals needed for gainful and productive employment and national development could be harnessed within them in the future. Failure to groom this teeming youth, who are full of energy and vigor, with employable and demand-driven skills may push them to become able tools for social vices that is, armed robbery, prostitution and drug peddling.

(viii) Culture

The Kwabre East Municipality is made up of people with a homogenous culture. The people are mainly Akans of Ashanti region and the predominant occupation of the people is farming and craftsmanship. Petty trading and other formal forms of jobs are increasing as the municipality becomes more urbanized. Culture is dynamic, due to this, some practices of the people have

undergone major changes over the years one of such practices is “Bragoro” and as such has far reaching implications on development.

In the area of land ownership and lease, the culture of the people of the Municipality has had significant impacts on implementation of development projects and programmes. There is still much to be done as far utilizing the prospects that the rich culture of Kwabre East Municipality present for resource mobilization and overall development in the municipality. It is worthy to note that, the widespread of social media through the use of mobile phones and programmes on television has had negative effects on the way of life particularly, dressing of the youth in the municipality.

(ix) Traditional set-up

The Traditional Authority which is embedded in chieftaincy institutions is perhaps the oldest and much revered institution in the country. The traditional status and sphere of influence of chiefs in the Municipality unlike other areas, present a complex interwoven web-like phenomenon. Some of the traditional rulers are ‘Abrempong’ who fall directly under the Asantehene as exemplified by the chief of Adanwomase whilst other chiefs come under the jurisdiction of Kumasi Traditional Council and owe much allegiance to them.

The third category of the traditional rulers falls under some paramount chiefs such as Mampong and Nsuta. The situation presents much problem in terms of mobilization of the people for development through the chiefs, because it appears they are not regarded as a unified factor around which the people could be rallied together as a result of their differences in interest and allegiance.

(x) Ethnic Diversity

The largest ethnic group in the Kwabre East is Akans (83.5%), and distantly followed by Mole Dagbon (10%) and Ewe (3.5%). Almost all other ethnic groups in Ghana are represented. Ethnic and cultural diversity abounds in the municipality and this rather pose as a threat to harmonious relationship among the populace. Over the years, there has been series of tribal conflicts between the indigenes and the other ethnic groups especially the northerners as a result of weak traditional set up in the district.

The Municipality is traversed by a centroid communications network. Most of the roads converge at the Municipal capital, Mampondeng. The Ahwiaa-Mampondeng-New Asonomaso road is the only first-class road and is oriented in a South-West/North East direction. Although it suffers from eroding shoulders in certain portions, it is nonetheless accessible at all points. There are a number of feeder roads that branch off the main network to the various towns as Sakora Wonoo, Amape and Wadie Adwumakase. Even though majority of the roads are motorable all year round they cannot be classified as good roads. The Assembly has to grade them occasionally to make them motorable.

(xi) Roads

The immediate past development policy framework of the Municipality (2022-2025) was designed to address transportation issues such as poor nature of roads by expanding the road transport infrastructure in the municipality. It was intended that 100 km of feeder roads were to be rehabilitated, however, due to some constraints in the form of financial handicaps and others, the target was not achieved. The Assembly was able to rehabilitate 20 km of feeder roads in the municipality. As such, there still exists the issue of poor nature of roads and its consequence of huge vehicular traffics in the municipality. This development issue further present general accessibility issues to social services in the municipality.

The roads that need critical attention include;

- Asonomaso Nkwanta – Bonwire Road
- Mampondeng Town Streets (10km)
- Fawoade-Adwumam-Kenyase Feeder Road (6km)
- Achiase – Bosore Feeder Road (3km)
- Asonomaso Nkwanta-Kasaam Feeder Road (6km)
- Kenyase-Brofoyedru-Aboaso (9km)
- Bonwire (Bamang Junc.)- Juaben (7km)
- Adanwomase-Sakra Wonoo (6km)
- Ahwiaa Oversea-Yam Market-Ahwiaa Market (5km)
- Antoa-Krobo-Bonwire (7km)
- Tano-Adwuman-Teacher Nkwanta Truba (3km)
- Old –Asonomaso-Safo Junction (2km)
- Mampondeng-Abrade (2km)
- Mampondeng-Ahodwo (5km)
- Antoa- Abirem-Nwamase (6km)
- Abira-Adense-Abankora (6km)

(xii) Local Economy

Economic activities in the Municipality can be categorized into 3 major sectors namely, Agriculture, Industry and Service. The agricultural sector is dominated by food crop farming, which is mostly done on subsistence basis and employs rudimentary production techniques. Fruits, vegetables, cocoa and livestock are also grown but on a smaller scale. However, poultry and livestock farming are fast developing as there is limited land now for large scale food and cash crop farming.

The industrial sector consists of a wide range of micro, small and medium scale manufacturing and processing activities, including agro-processing, wood-based, textiles, metal based, quarrying, construction and other activities. Trading, personal services such as hairdressing and barbering, drinking and ‘chop bar’ operations, transport, tourism and other services make up the service sector. Out of the 60.9% of the population who are employed, 92.8% are in the private sector with 86% of them engaging in private informal economic activities. The informal nature of economic activities has serious significant effects on development planning and revenue mobilization in the municipality.

Wholesale and retail; repair of motor vehicles and motorcycles

This sector employs (35.5%) of the working population in Kwabre East. The significant economic activities in the Municipality include petty trading, transportation, hair dressing and dressmaking. Out of the 35.5%, hair dressing and dressmaking stand out as the highest employer. Most of the people in the municipality engage in hairdressing and dressmaking activities with these activities being carried out in all the settlements within the Municipality. A number of the females in the municipality also engage in trading activities.

Commodities traded range from agricultural produce to industrial products (food and non-food items). These trading activities are both in and out of the Municipality. The bulk of the commodities that are brought from Kumasi are mostly industrial (finished) products. The locally produced goods such as handicrafts and Kente are transported to other districts for commercial purposes. Auto mechanic repairs is not a major activity in the district. However, there are a few auto mechanic shops in the Municipality with the most popular of them all being situated at Mampong.

Agriculture

The Agricultural sector employs 9.1% of employed population 15 years and older. Agriculture in the Municipality comprises crop (food and cash crops) and livestock and poultry farming. Some major crops cultivated are maize, rice, millet, yam, cassava, cashew nut, oil palm etc. Farmers engaged in livestock farming rear cattle, sheep, goat, pig, poultry and some species of fishes like tilapia. Many households practice a mixture of the two. However, majority of the farmers are food crop farmers and mostly in subsistence basis.

The 2022-2025 plan period offered many interventions for the development of the agricultural sector. These included training farmers on scientific methods of farming, training agriculture extension officers among others. Although these interventions translated into the increase in the general production of agriculture produce in the Municipality. Some major causes of the municipality's inability to achieve its target set for agriculture production over the plan period are inadequacy and irregular supply of agriculture inputs to farmers, high cost of inputs for production, irregular rainfall patterns among others. Other challenges as far as general agriculture production for consumption and commercial purposes are poor transportation and storage systems (mechanisms). The farmers have limited knowledge and storage facilities for keeping farm produce for longer periods. The poor nature of roads that has plagued the entire municipality makes it difficult for farmers to transport their produce to the market centers on time thereby leading to post harvest losses.

Agriculture Extension Service in the Municipality is handicapped with respect to their service delivery in the Municipality. The number extension officers in the Municipality is inadequate given the number of farmers in the municipality. There are twelve extension officers serving over 3000 farmers in the municipality. Again, they do not have the requisite logistics to deliver their responsibilities effectively and efficiently and as such resulting in the low agriculture production.

Manufacturing

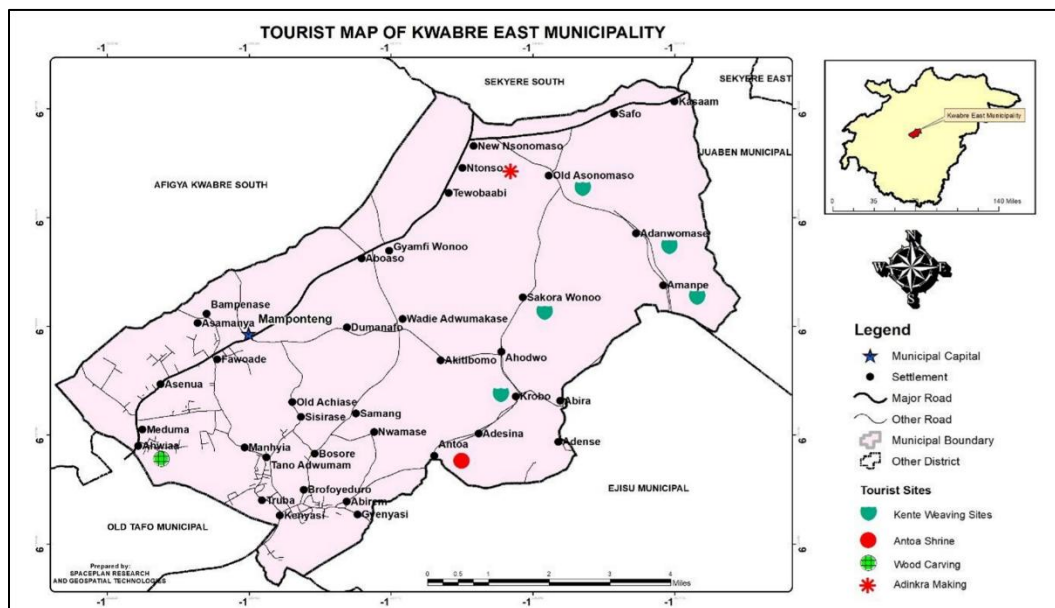
The manufacturing industry is the second largest (14.0%) employer in Kwabre East. It comprises medium and micro/small scale industries in the field of textile making, craft works, fashion designing, and metal-based manufacturing and auto mechanics. These manufacturing industries contribute directly to the development of the Municipality through the payment of Permit and

Rates in addition to the provision of employment to some resident. Urban industrialization has been hampered by expensive and unreliable power supply and high cost of land amongst others. It has however become imperative on the Assembly to device strategies to develop the industrial sector to improve its contribution to the local economy and also ward off competition from the adjoining districts in terms of attracting investment.

Tourism

The Kwabre East Municipality is renowned for its tourism potentials. The main tourist attractions are the manufacturing and sale of traditional textiles such as kente and adinkra, woodcraft and artifacts. Ahwiaa is noted for wood-carving, Ntonso is also noted for Adinkra- making and Adanwomase, Wonoo, Bamang and others are renowned for the rich kenteweaving. These handicrafts are heavily patronized by tourists especially foreigners. Another important tourist attraction site is the Antoa Shrine at Antoa which brings not less than 100 people daily to the place. This site offers a huge potential which the traditional authority can collaborate with the Municipal Assembly to exploit to the benefit of the people. All these sites are less than 10 km from Kumasi, the regional capital and as such boosts the tourism potential of the municipality. Places in Kwabre East Municipality with tourism potentials as shown in Figure 2.3 below.

Figure 2.3 Spatial Distribution of Tourism Sites



Source: Physical Planning Department, KEMA

The immediate past plan period saw some programmes aimed at promoting tourism development in the Municipality. Notable among the interventions is the celebration of the Anwene³ festival in 2018. The main rationale behind the festival is to promote the handicrafts manufactured in the Municipality. Other interventions include renovation of the facilities where some of the handicrafts are made like the fencing of the Ntonso craft centre.

In spite of the potentials these tourism prospects present to the development of the municipality, basic infrastructure which can boost the tourism industry is lacking. The Municipal Assembly needs to initiate policy and create the enabling environment for investments in the development of the sites and the creating of recreational centres at these sites to attract more local and foreign tourists. Some of the issues to be addressed are poor roads to the sites and lack of sanitation facilities in the communities.

Financial and insurance activities

Financial activities in Kwabre East comprises of Rural Banks, Saving and Loans Institutions and Susu Collectors. Due to the Municipality's proximity to Kumasi, many residents get financial services from the regional capital. These financial institutions in addition to the provision of employment opportunities, provide very momentous financial assistance to support business growth in the municipality.

Although there are a number of financial institutions in the municipality, access to credit facilities for entrepreneurial and investment purposes is most often cumbersome as the interest rates are generally high and the financial institutions request for high collaterals.

Transportation

This sector provides employment to 7.0% of the working population with a significant number of them being in the private road transport subdivision. The males constitute a greater number of this population with many of them engaging in the famous "Trotro" business. The immediate past development policy framework of the Municipality (2018-2021) was designed to address transportation issues such poor nature of roads by expanding the road transport infrastructure in the Municipality.

It was intended that 100 km of feeder roads were to be rehabilitated, however, due to some constraints in the form of financial handicaps and others, the target was not achieved. The Assembly was able to rehabilitate 60 km of feeder roads in the municipality. As such, there still exists the issue of poor nature of roads and its consequence of huge vehicular traffics in the Municipality. This development issue further present general accessibility issues to social services in the Municipality.

Formal and informal Sector

Business activities in the Municipality are categorized into formal and informal sectors. Institutions that have registered with the Registrar General's Department and have legal authorization to conduct business are classified as formal. They have a corporate ownership, large-scale operation, capital-intensive, and the use of sophisticated technology, appropriate infrastructure and a permanent address which enhances the management and supervision of their activities. Notable economic activities within this sector are the financial institutions, hospitality service providers, breweries, pharmaceutical industries and healthcare providers, etc.

The informal sector refers to all unregistered commercial activities without the necessary legal authorization and also without a permanent contact address. Activities under this category is the highest employer (86% of the working population) and also the highest contributor to the local economy. It includes trading activities in all kinds of items ranging from food stuffs to clothing, stationeries, small-scale mechanical shops, beverage manufacturing industries, etc. The undocumented nature of their activities has made it very daunting to supervise and monitor their activities especially in terms of revenue mobilization.

(xiii) Energy

A sustainable and affordable energy supply is a key element for promoting both economic growth and quality of life as well as ensuring sustainable environmental protection. Energy is a critical resource which must be conserved. Major energy sources used by residents in Kwabre East are electricity, wood fuels (ie. Charcoal, fire wood and sawn dust) and petroleum products (i.e. petrol, diesel oil, liquefied petroleum gas and kerosene). However, it is worth noting that petroleum products (i.e. petrol, diesel, liquefied petroleum gas and kerosene) are the main sources of energy supply for transportation and domestic cooking and as result price increment has a direct relation with inflation and cost of living in the municipality.

(xiv) Telecommunication Services

Telecommunications services play a major role in the daily activities of all citizens of the district in addition to its significant impact on businesses. Kwabre East has two types of telecommunication networks namely the mobile networks and the fixed line system. There is only one fixed line operator which is Vodafone Ghana Ltd. On the other hand, there are five mobile telecommunications network companies operating in the municipality. These are Vodafone, Tigo and Airtel, MTN and Glo providing variety of services. It is worthy to note that some communities in the municipality experience some form of bad network connections during certain times.

(xv) Governance

Political administration plays a critical role in resource mobilization and distribution for socio-economic development at the local level. This underlines the importance of the administrative structure and functions of the Kwabre East Municipal Assembly (KEMA). The Local Governance Act 2016, 936 Sections 12 and 13 gives all District Assemblies (including KEMA) the mandate to exercise political and administrative authority, provide guidance and supervise all other decentralized departments and agencies. It also gives them the power to exercise deliberative, legislative and executive functions which includes; the preparation and submission of development plans and budgets to the National Development Planning Commission (NDPC) and the Ministry of Finance and Economic Planning respectively through the Regional Coordinating Councils. To ensure popular participation and transparency, the law establishes various organs and subcommittees to ensure the effective and efficient performance of the functions of the Assembly.

The General Assembly and the Presiding Member

The General Assembly comprises of 44 Assembly members with 31 of them elected and 13 appointed by the state with one of them elected as a Presiding member to chair all Assembly meetings. Some of the functions of the General Assembly are but not limited to the following; formulation of bye laws, approval of the annual composite budget, development plans and projects, security issues and matters from the Executive Committee requiring decisions or approval of the General Assembly as spelt out and stipulated by Act 936.

Though section 18 of the local governance act 936, 2016 requires that the General Assembly meets at least 3 times in a year, records show that the Assembly meets more than 3 times in a year to

deliberate and take decisions on various issues due to the workload of the Assembly in terms of security, projects and programmes. Attendance of meetings by Assembly members has been averagely very high at about 95%. The General Assembly meetings are attended by the MCE, MCD (Secretary to the Assembly), the core staff of the central administration, heads of departments including decentralized departments and some staff of the zonal councils.

The Executive Committees and the Chief Executive

In the performance of its executive functions, KEMA has the Executive Committee whose membership as stated in Section 19 of the Local Governance Act 936, 2016 comprises of the Chief Executive as the Chairperson, the Chairpersons of the following sub-committees; Development Planning, Social Services, Works, Justice and Security and Finance and Administration including the Chairperson of one ad-hoc committee as may be nominated by the Chief Executive with the Secretary of the Assembly serving as the Secretary of the Executive Committee. In the exercise of its functions, the Committee coordinates plans, programmes and other inputs from statutory and other sub – committees for deliberation at the General Assembly. In the implementation of the Assembly’s resolutions by the Executive Committee, issues and matters arising in the course of implementation which require policy directives are referred back to the General Assembly for appropriate action.

The Sub-Committees

The sub-committees which comprise of various Assembly Members and Departmental Heads whose roles fall directly within the sub-committee’s jurisdiction. Suggestions and recommendations are submitted to the Executive Committee for deliberation and onward submission to the General Assembly as may be required. Sub committees include Finance and Administration, Works, Development Planning, Social Services, Justice and Security, Education, Transport, Revenue Mobilization and Environment sub committees.

The Central Administration and Heads of Decentralized Departments

The Central Administration which is headed by the Municipal Coordinating Director (MCD) provides the needed support to the General Assembly and other sub-committees in the form of organization of meetings, provision of finance and logistics. It is also responsible for the timely production and distribution of minutes and notifying departments/units and officials on follow-up

actions required of them. It is on record that they have performed their functions creditably which has ensured full participation at the General Assembly and at the sub – committee meetings. Through their attendance at the General Assembly meetings and participation in the Executive and sub-committee meetings, the heads of department present technical reports and offer expert advice to aid discussions which enhances informed decision making. One major role is the implementation of Assembly decisions accordance with or as mandated by Act 936, 2016.

The Sub-District Structures

The sub-district structures serve as links between the community and the Municipal Assembly. There are six Zonal Councils in the Municipality. These are Ahwiaa, Ntonso, Mampong, Old Asonomaso (Kwabre No. 1 North), Wadie Adwumakase and Krobo (Kwabre No. 1 South) Zonal Councils. The basic problems facing these Zonal Councils are the inadequate staff to man these offices, inadequate logistics (furniture and office equipment), and inadequate office infrastructure. Besides Ntonso Zonal Council, all the others are in temporal offices. Krobo (Kwabre No.1.South) has an office accommodation but it is in a deplorable situation and needs serious renovation. These structures bring the process of decision making to the grass roots in society. To achieve this, public meetings are organized at the Town Councils for communities to make their inputs on various issues such as the Medium-Term Development Plan and Environmental issues amongst others.

To make the sub-structures more functional, efforts have been made in the past years by the Assembly through activities including provision of furniture, recruitment of revenue collectors, opening of accounts by the councils. However, it is imperative on the Assembly to do more to make them fully functional to bring full meaning into the decentralization concept and local governance at the door-step of the people.

Civil Society Organizations and Business Community

Views and opinions of civil society groups and the business community are channeled through their representatives (Assembly members or Associations in the case of the business community) to the Administration for consideration by the Assembly. These representatives include NGOs, CBOs, FBOs and Youth Associations. However, the Assembly often interacts with them through forums and seminars to get their views and support for the preparation of plans and implementation of projects and programs.

(xvi) Social Services

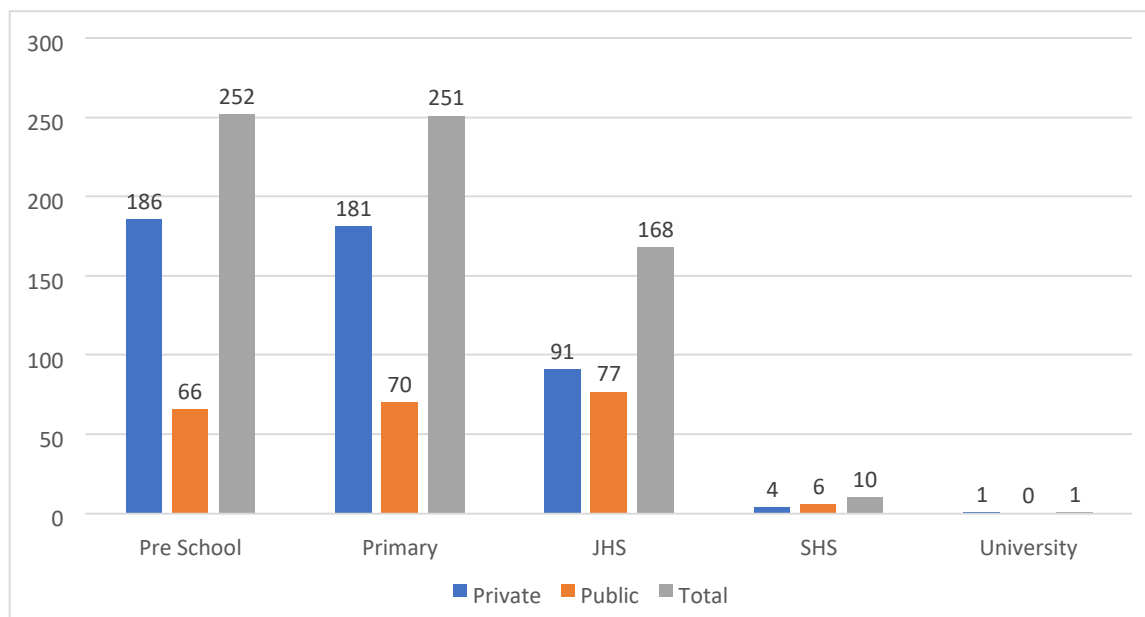
Education

One key element of economic growth is skilled labour. Some developed countries have proven that there is a positive correlation between education and GDP growth. Kwabre East has been trying towards ensuring human development and productivity and as such directs more than half (60%) of its resources on improving access to quality education especially at the basic level through the construction and rehabilitation of schools coupled with ancillary teacher training programmes. To measure progress made by the educational systems in the Municipality, the following parameters are used.

The educational system in Kwabre East comprises basic schools (from Pre-School to JHS), Senior High Schools (SHS) and a university. To enhance teaching and learning in the municipality, the Assembly constructed and rehabilitated classroom blocks in the municipality. As such the number of Pre-schools in the municipality has increased from 169 to 252, from 170 to 251 for Primary schools, 136 to 168 for Junior High schools and an additional Senior High School was constructed during the 2022-2025 plan period. The total number of educational institutions in Kwabre East now stands at 681. It is also important to note the significant role the private sector plays in ensuring quality and easy access to education in Kwabre East.

The active involvement of the private sector in education in the Municipality can be attributed to the increased demand for quality education coupled with the growing performance of private schools in national examinations eg, Basic Education Certificate Examination (B.E.C.E). It is worth noting that although there are educational facilities spread around the municipality, educational institutions that provides essential skills for jobs/ work (job-related skills) are absent. There is no technical/ vocational institution and only one university (privately owned) in the entire municipality. This situation is very disturbing as far as human development is concerned.

Figure 2.4: Educational Institutions in Kwabre East Municipality



Source: Education Department, KEMA

Data available for 2024 indicates that a bunch of the students/ pupils absorbed by the private schools are in the lower levels of education particularly at the preschool (13,800) and primary (17,192) levels. The Free Education Policy for public schools at the Junior and Senior High school levels have influenced the higher enrolment levels of students in the public schools in Kwabre East. Public schools in the Municipality together have populations of 10,482 and 10,293 for JHS and SHS levels respectively. The Municipality has a total of 3,827 teachers with 2,318 teaching in public schools and 1,509 teaching in private schools. Out of this number, 79% are trained for all levels of education and for both private and public schools.

Health

Out of the 25 health facilities in the Municipality, 20 (80%) are privately owned, this underscores the contribution of the private sector in health service delivery. Against this backdrop, collaboration with the private sector in health service delivery is very key in ensuring the provision of affordable and quality healthcare for all citizens in the Municipality. Health facilities in Kwabre East collectively recorded an out-patient attendance of 102,617 over the plan period (2022-2025). This could largely be traced to poor environmental sanitation bedeviling the Municipality which

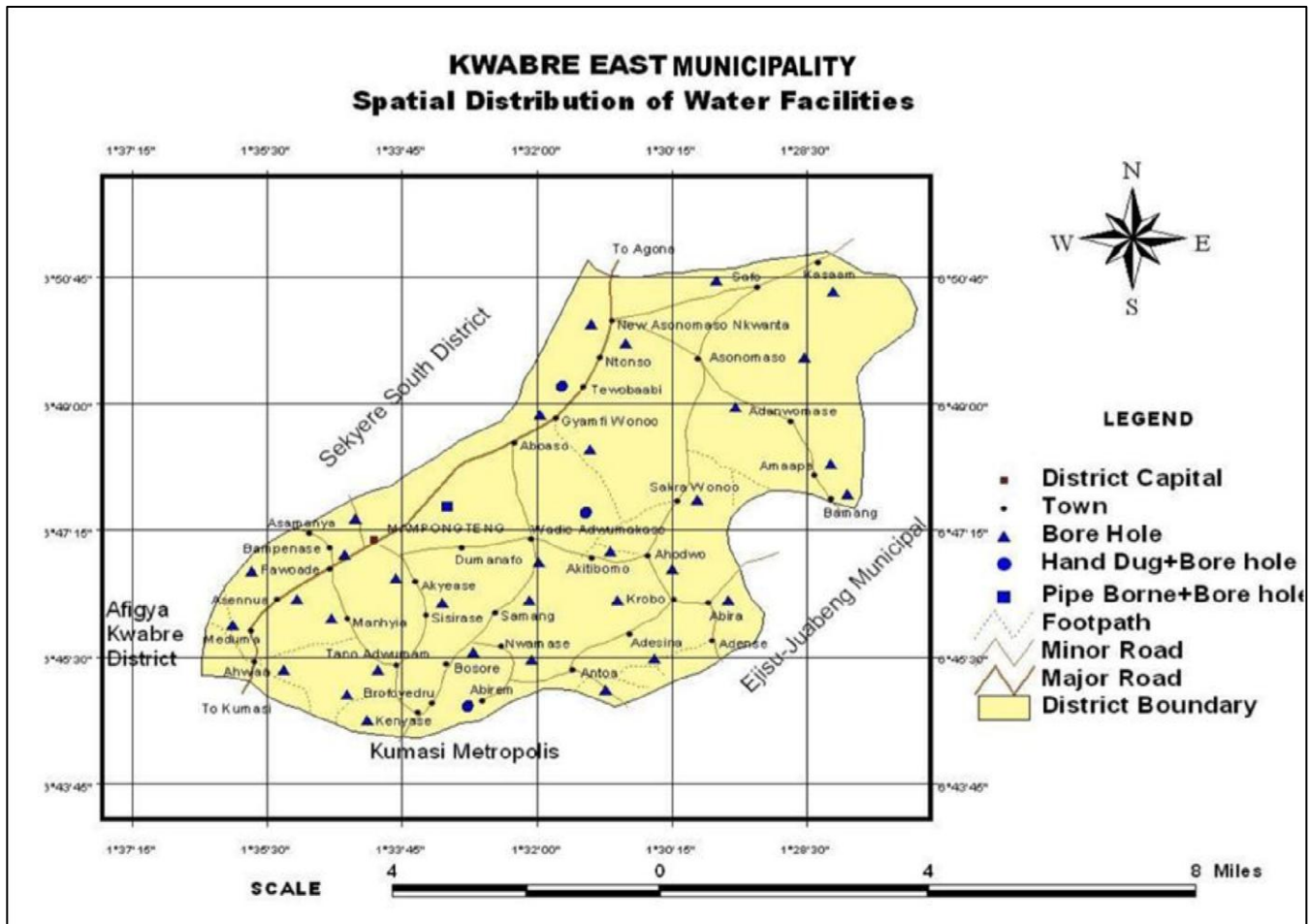
serves as breeding grounds for mosquitoes. Another reason is the low patronage of treated mosquito nets in the Municipality.

Kwabre East has three doctors translating into doctor to population ratio of 1:49,064 compared to the World Health Organizations (WHO) doctor/population ratio of 1:600, there is a huge deficit in terms of medical doctors in the Municipality. The total number of nurses in the Municipality is 232. The nurse to population ratio then becomes 1:637 compared to the WHO approved nurse to population ratio of 1:400. This clearly shows that there is deficit of nurses in the Municipality.

Water and Sanitation

Available data reveals that boreholes are the commonest sources of drinking water for the people in the Municipality. About 49% of the people depend on it, followed by well water constituting 18.2% and then Pipe borne water (12.3%) which is not very much accessible to the people in the Municipality. Only Mampong has a smalltown water system. It is worthy to note that, all the 43 communities have access to potable water.

Figure 2.5: Distribution of Water Facilities in Kwabre East



Source: Physical Planning Department, KEMA

Waste Management

Kwabre East has two main methods for collecting and disposing off solid waste. About 76.2% of the people dispose of their solid waste using the public dump sites (open space and skip containers) while 11.5% bury/ burn their solid wastes. Other forms of solid waste disposal are indiscriminate dumping (3.7%) and collection (3.5%).

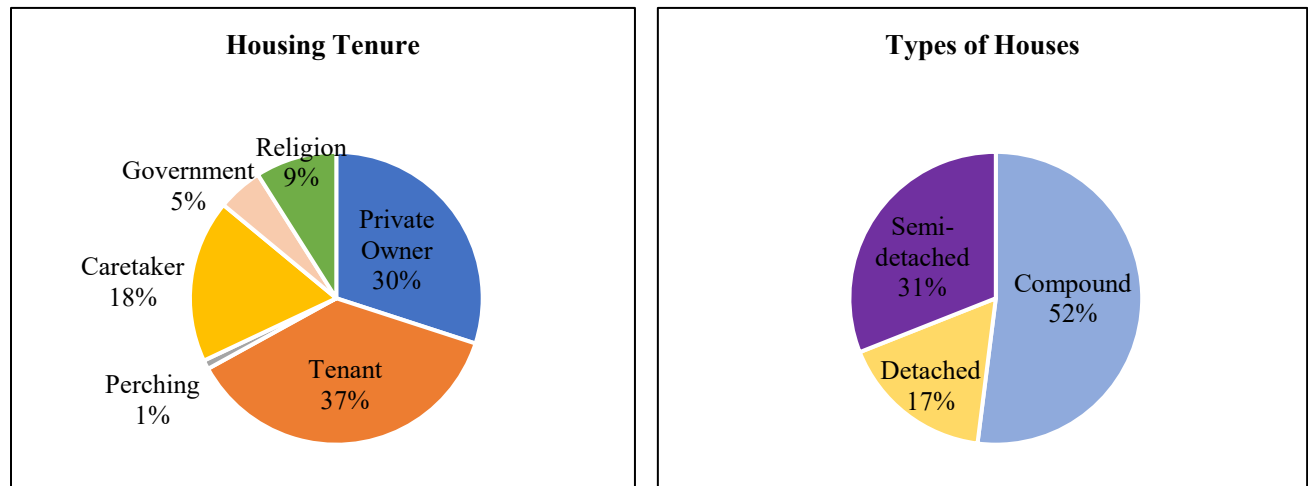
The Municipal Assembly in its quest to improve sanitation situation in the municipality during the 2022-2025 period implemented a number of strategies district – wide. These interventions include evacuation of heaped refuse dumps, provision of skip containers to some communities, fumigation of refuse dumpsites in the municipality and public education programmes on good sanitation practices. These interventions collectively have helped to improve access to good sanitation service from 43% in 2021 to 70% in 2024.

Nevertheless, the insanitary methods of solid waste disposal have led to the frequent occurrences of diseases such as malaria and other intestinal infections. Again, the improper management of dumping sites have paved way for scattered refuse and heaped refuse dumpsites in some communities of the Municipality. However, the Assembly in collaboration with Zoomlion Ghana Limited, a private waste management company, is managing the sanitation situation in the municipality. The challenge however is the difficulty in the acquisition of final disposal site. Other private entities are also coming on board in the management of solid waste.

(xvii) Housing

Available data revealed that the housing stock in the Municipality is 13,022 constituting 2.3% of the regional housing stock of 574,066. Although more than half of the population (58%) live in the urban areas of the municipality, there is a slight difference with respect to housing stock in the district: 52% of the houses in the district are in the urban areas. This situation has resulted in high population per house in these urban areas (9.4 in urban areas and 7.9 in rural areas) and huge housing deficits.

Figure 2.6: Housing Characteristics



Source: Municipal Planning Co-ordinating Unit, May 2025

(xix) Climate Change

Climate change refers to a change in average weather conditions; it is either cooling or warming trends at any point in the earth's history. It is caused by factors such as biotic processes, variations in solar radiation received by Earth, plate tectonics, volcanic eruptions and certain human

activities. The current changes in climate are causing the earth to warm up gradually; unlike during the Ice Age when the earth's temperature decreased to freezing levels. This process is known as global warming. Climate Change has been recognized as a development globally and as such, measures have been prescribed to help mitigate the effects of the issue at hand. It has effects directly and indirectly on many aspects of the economy especially agriculture.

Kwabre East Municipality in the past plan period (2018 – 2021) carried out a number of activities aimed at reducing the effects of climate change in the district. These include sensitizing/ supporting farmers to practice climate smart agriculture and community sensitization on climate change (reduction measures) and tree planting exercises. However, some activities in the district contributes negatively to the subject. These include the release of Chloro-Fluro Carbon by vehicles, clearing of forests for residential and industrial purposes and some bad farming practices.

(xx) Security

The Kwabre East Municipal Assembly has implemented a number of strategies with the aim of improving access to justice and security in the municipality. Some of these interventions included establishment of a police station at Ahwiaa and Kenyase. The Assembly also provided financial assistance for security operations in the municipality. A number of streetlights were installed in some communities and bulbs and other accessories for street lighting were provided to enhance the security of the people during the night. There is a fire station in the municipality with 43 personnel (13 females and 30 males). The Fire Service Department has one (1) fire truck.

The Police strength in the Municipality currently is 101, comprising 64 males and 37 females. The total number of police stations in the municipality is 5. This number is inadequate given the size and population of the Municipality. The stations are also located away from many of the communities. There is the need to increase the number of police officers and the establishment of more police stations to improve on the security situation in the Municipality.

(xxi) Disasters

The NADMO under the Kwabre East Municipal Assembly organized educational campaigns on disaster prevention in a number of communities of the municipality. It also offered support to disaster victims through the supply of relief items. The major disasters that plague the municipality

are fire outbreaks, flooding, rainstorms and epidemics. Occasional bush-burning is a disaster that occurs in the rural parts of the Municipality especially in the dry seasons. In 2024, 17 communities were affected by fire outbreaks. These occurred as a result of human activities. Educational campaigns have been going on already by the National Disaster Management Organisation (NADMO), Ghana National Fire Service and Department of Agriculture in the Municipality. There is the need to intensify these activities and to train volunteers at the community level to deal with the problem.

The Municipality has witnessed some rainstorms and other occasional flooding in certain areas of the Municipality. The causes of these floods are mainly natural but some human activities tend to increase the effects of these disasters. Another important factor for this problem is the poor drainage systems. There are few well-constructed drainage systems and there is the need to take holistic approach at addressing the poor drainage system in the Municipality. Again, occasional flooding mostly occurs in areas where people have constructed in river valleys, muddy and low-lying areas. The phenomena mostly occur in the peri-urban areas of the Municipality such as Ahwiaa, Bosore, Fawoade, Abirem and others.

2.4 LIST OF KEY DEVELOPMENT ISSUES

(i) ECONOMIC DEVELOPMENT

1. Poor state of market infrastructure at Mampong
2. Post-harvest losses (Municipal wide)
3. Poor breeding stock / poor animal nutrition (Municipal wide)
4. Inadequate access to improved agricultural inputs (Municipal wide)
5. Inadequate business development support (Municipal wide)
6. Low entrepreneurial skills among youth (Municipal wide)

(ii) SOCIAL DEVELOPMENT

7. Inadequate health infrastructure for quality health services (Municipal wide)
8. Low response to disease outbreaks (Municipal wide)

9. Low awareness on priority / infectious diseases (Municipal wide)
10. Low immunization coverage among children under five years (Municipal wide)
11. Poor state of school buildings (Municipal wide)
12. Inadequate teaching and learning materials and furniture for schools
13. Lack of community libraries (Municipal wide)
14. Inadequate public education on emergency services (Municipal wide)
15. Lack of temporal shelter / transitional home
16. Inadequate support for PWDs (Municipal wide)
17. Low household coverage under LEAP (Municipal wide)
18. Increased child protection cases (Municipal wide)
19. Low birth and death registration (Municipal wide)

(iii) ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

20. Poor condition of road surface (Municipal wide)
21. Incidence of seasonal floods at Ahwiaa, Bosore, Fawoade, Abirem
22. Inadequate speed humps, road signs and road markings (Municipal wide)
23. Pedestrian-vehicle conflicts (Municipal wide)
24. Inadequate street lights (Municipal wide)
25. Poor hygiene practices by food vendors (Municipal wide)
26. Indiscriminate solid waste disposal (Municipal wide)
27. Incidence of open defecation (Municipal wide)
28. Inadequate metal footbridges (Municipal wide)
29. Inadequate supply of potable water (Municipal wide)
30. Haphazard physical developments (Municipal wide)
31. Incidence of noise pollution (Municipal wide)
32. Prevalence of stray animals at Boanwene, Bediako, Asuo Afram
33. Heavy traffic congestion on the Mamponteng-Ahwiaa main road
34. Poor housing conditions (Municipal wide)

(iv) GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

- 35. Inadequate office logistics for all Units/Departments of KEMA
- 36. Inadequate office space for Units/Departments of KEMA
- 37. Inadequate vehicle to embark on M&E exercise
- 38. Inadequate administrative data
- 39. Prevalence of social vices among youth (Municipal wide)

2.5 SWOT ANALYSIS OF KEY DEVELOPMENT ISSUES

Assessing the Strengths, Weaknesses, Opportunities and Threats (SWOT) of development issues is essential for development-oriented planning. In this section, an analysis of the strengths and opportunities that could be utilised to address identified development issues is undertaken. In addition, weaknesses and threats that can derail development efforts are identified and analysed and corrective measures are formulated. In this section, the outcome of the SWOT analysis with respect to each of the development dimensions of Medium-Term National Development Policy Framework (2026-2029) is presented below.

Table 2.8: SWOT Analysis

(i) Economic Development

Key Issue	Strength	Weakness	Opportunity	Threat
Poor state of market infrastructure	Existence of Finance & Administration sub-committee	High incidence of poverty among traders	Government promotion of private sector investment	Low budgetary allocation by Central Government
	High demand for shop and stalls	Poor cooperation of traders in terms of re-location	Support from Development Partners	Weak political and traditional commitment
Conclusion: The strengths and opportunities exist to ensure a successful project implementation. The weaknesses can be addressed through dialogue with stakeholders whilst the threats can be managed through setting priorities right and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate business development support	Existence of financial institutions' supports	Inadequate knowledge of external opportunities	Existence of government programmes	High interest rates and demand for collateral

	Existence of BAC	Weak collaboration among stakeholders		Political interference
Conclusion: The strength and opportunity exist to ensure a successful implementation. The weaknesses and threats can be addressed and managed through awareness creation.				
Key Issue	Strength	Weakness	Opportunity	Threat
Post-harvest losses	Existence of Municipal Agriculture Department	Inadequate logistics	Support from Central Government and Development Partners	Low budgetary allocation by Central Government
Conclusion: The strengths and opportunities exist to ensure a successful implementation. The weaknesses and threat can be addressed and managed through setting priorities right and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Low entrepreneurial skills	Existence of Municipal Office of Youth Employment Agency Existence of NVTI	Inadequate training facilities Inadequate knowledge of external opportunities Insatiable desire for white colour jobs	Support from Ghana Enterprise Agency Existence of MASLOC	Low budgetary allocation by Central Government
Conclusion: The strengths and opportunities are there to ensure a successful implementation. The weaknesses can be addressed with KEMA facilitating the process whilst the threat can be managed if local economic development is made a priority of the Assembly.				
Key Issue	Strength	Weakness	Opportunity	Threat
Poor breeding stock / poor animal nutrition	Existence of Municipal Agriculture Department	Inadequate logistics	Support from Central Government and Development Partners	Low budgetary allocation by Central Government
Conclusion: The strengths and opportunities exist to ensure a successful implementation. The weaknesses and threat can be addressed and managed through setting priorities right and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate access to improved agricultural inputs	Existence of Municipal Agriculture Department	Inadequate logistics	Support from Central Government and Development Partners	Low budgetary allocation by Central Government
Conclusion: The strengths and opportunities exist to ensure a successful implementation. The weaknesses and threat can be addressed and managed through setting priorities right and judicious use of resources.				

Source: Municipal Planning Co-ordinating Unit, May 2025

(ii) Social Development

Key Issue	Strength	Weakness	Opportunity	Threat
Lack of community libraries	Existence of Works Department Availability of local contractors and labour	Inadequate budgetary allocation	Support from Central Government Support from Development Partners	Untimely release of funds
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate provision of community libraries.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate public education on emergency services	Availability of Ambulance, Police, Fire Service and Municipal Health Directorate	Inadequate budgetary allocation	Existence of potential donor support	Untimely release of funds from Central Government
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate provision of medical equipment for quality health services.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate health infrastructure for quality health services	Existence of Municipal Health Directorate	Inadequate budgetary allocation	Support from Central Government and Development Partners	Untimely release of funds from Central Government
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate provision of health infrastructure for quality health services.				
Key Issue	Strength	Weakness	Opportunity	Threat
Low response to disease outbreaks	Existence of Municipal Health Directorate	Inadequate budgetary allocation	Support from Central Government and Development Partners	Untimely release of funds from Central Government
Conclusion: Sufficient budgetary allocation and timely release of fund could increase response to disease outbreaks				
Key Issue	Strength	Weakness	Opportunity	Threat
Low awareness on priority / infectious diseases	Existence of Municipal health management team	Inadequate logistics Poor environmental sanitation	Support from Development Partners Support from MOH/GHS	Inadequate Central Government funding
Conclusion: The strength and opportunities exist to support it. The weaknesses can be addressed through well laid out priorities and judicious use of resources whilst the threat can be managed through dialogue with Development Partners.				
Key Issue	Strength	Weakness	Opportunity	Threat

Low immunization coverage among children under five years	Existence of Municipal Health Directorate	Inadequate budgetary allocation	Support from Central Government and Development Partners	Untimely release of funds from Central Government
Conclusion: Sufficient budgetary allocation and timely release of fund could increase immunization coverage among children under five years.				
Key Issue	Strength	Weakness	Opportunity	Threat
Poor state of school buildings	Presence of Municipal Directorate of Education Existence of PTA/SMC	Inadequate budgetary allocation	Support from GET Fund Support from Development Partners	Untimely release of funds from Central Government
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate construction and maintenance of school blocks.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate teaching and learning materials and furniture for schools	Presence of Municipal Directorate of Education	Inadequate budgetary allocation	Support from GET Fund Support from Development Partners	Untimely release of funds from Central Government
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate provision of teaching and learning materials and furniture for schools.				
Key Issue	Strength	Weakness	Opportunity	Threat
Lack of temporal shelter/transitional home	Existence of Works and SWCD Departments Availability of local contractors and labour	Inadequate budgetary allocation	Support from Central Government and Development Partners	Untimely release of funds from Central Government
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate provision of disability-friendly structures for schools.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate support for PWDs	Existence of SWCD Departments	Inadequate budgetary allocation	Support from Central Government and Development Partners	Untimely release of funds from Central Government
Conclusion: The strengths and opportunities exist to support it. The weakness and threat can be addressed through well laid out priorities and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Low household coverage under LEAP	Existence of SWCD Departments	Inadequate budgetary allocation	Support from Central Government and Development	Untimely release of funds from Central Government

			Partners	
Conclusion: The strength and opportunities exist to support it. The weaknesses can be addressed through well laid out priorities and judicious use of resources whilst the threat can be managed through dialogue with Development Partners.				
Key Issue	Strength	Weakness	Opportunity	Threat
Prevalence of child protection cases	Existence of SWCD Departments	Inadequate budgetary allocation	Support from Central Government and Development Partners	Untimely release of funds from Central Government
Conclusion: The strength and opportunities exist to support it. The weaknesses can be addressed through well laid out priorities and judicious use of resources whilst the threat can be managed through dialogue with Development Partners.				
Key Issue	Strength	Weakness	Opportunity	Threat
Low birth and death registration	Existence of Birth and Death Registry	Inadequate logistics	Support from Central Government	Untimely release of funds from Central Government
Conclusion: The strength and opportunities exist to support it. The weakness and threat can be addressed through well laid out priorities and judicious use of resources.				

Source: Municipal Planning Co-ordinating Unit, May 2025

(iii) Environment and Human Settlement Development

Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate metal footbridges	Existence of Works and Urban Roads Department Availability of local contractors and labour	Inadequate budgetary allocation	Support from Central Government Support from Development Partners	High cost of materials
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate provision of metal footbridges.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate supply of potable water	High success drilling rate Availability of local contractors and labour	Inadequate budgetary allocation	Presence of Community Water and Sanitation Agency (CWSA) Existence of potential donor support	Low budgetary allocation by Central Government
Conclusion: The strengths and opportunities exist to ensure its successful implementation. The weakness and threat can be addressed through dialogue with government and development partners and education for users of water facilities.				
Key Issue	Strength	Weakness	Opportunity	Threat
Poor condition of road surface	Existence of Works and Urban Roads Department	Inadequate budgetary allocation	Presence of Ministry of Roads and Transport	High cost of construction materials

	Availability of local contractors and labour	Weak development control system	Presence of development partners	Inadequate funding from central government
Conclusion: The strengths and opportunities exist to support. The weaknesses can be addressed through prudent fiscal management and political will whilst the threats can be managed through lobby.				
Key Issue	Strength	Weakness	Opportunity	Threat
Indiscriminate solid waste disposal	Existence of environmental sanitation bye-laws Presence of environmental health department Presence of task force	Inadequate waste bins and skip containers Negative attitude towards environmental cleanliness Weak enforcement of bye laws	Support from Ministry of Local Government, Chieftaincy and Religious Affairs Availability of private waste management firms such as Zoomlion	Untimely release of funds such as DACF
Conclusion: The strengths and opportunities exist to support the project. The weaknesses can be addressed as these refuse dump sites are provided over a period of time. The threat can be managed through the prudent use of resources generated internally.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate speed humps, roads signs and road markings	Existence of works and urban roads department Availability of local contractors and labour	Inadequate budgetary allocation	Support from Central Government Support from Development Partners	High cost of materials
Conclusion: The strengths and opportunities exist to support. The weakness can be addressed through prudent fiscal management whilst the threat can be managed through lobby.				
Key Issue	Strength	Weakness	Opportunity	Threat
Haphazard physical developments	Existence of bye-laws Presence of works and physical planning department	Weak enforcement of bye-laws Inadequate public education on the process of land acquisition for development	Support from Central Government Support from Development Partners	Weak political and traditional commitment
Conclusion: This could be curbed if the relevant institutions are entrusted with the political/traditional will needed to enforce development control measures.				
Key Issue	Strength	Weakness	Opportunity	Threat
Heavy traffic congestion	Existence of Municipal Urban Roads Department	Inadequate parking spaces and bus stops	Support from Central Government	Lack of political will

	Presence of Motor Transport and Traffic Unit (MTTU)	Poor road surface condition and intersection designs	Support from Development Partners	
	Presence of transport unions	Unavailability of traffic lights		

Conclusion: Efficient traffic management system needs to be developed to ensure free flow of traffic in the Municipality.

Key Issue	Strength	Weakness	Opportunity	Threat
Incidence of fire outbreak	Existence of NADMO	Unavailability of fire service station Overloaded electrical meters	Support from Central Government Support from Development Partners	Untimely release of funds such as DACF

Conclusion: This could be minimized by creating public awareness on fire outbreak and equipping the relevant institutions with the right logistics for firefighting.

Key Issue	Strength	Weakness	Opportunity	Threat
Incidence of seasonal floods	Existence of NADMO and Works Department	Unavailability of fire service station Overloaded electrical meters	Support from Central Government Support from Development Partners	Untimely release of funds such as DACF

Conclusion: This could be minimized by creating public awareness on fire outbreak and equipping the relevant institutions with the right logistics for firefighting.

Key Issue	Strength	Weakness	Opportunity	Threat
Pedestrian-vehicle conflicts	Existence of Municipal Urban Roads Department Presence of Motor Transport and Traffic Unit (MTTU)	Inadequate parking spaces and bus stops Poor road intersection designs Unavailability of traffic lights	Support from Central Government Support from Development Partners	Lack of political will

Conclusion: Pedestrian walkways need to be developed to ensure free flow of pedestrians and vehicles without road accidents in the Municipality.

Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate street lights	Existence of works and urban roads department	Stealing of electrical cables and bulbs	Support from Central Government Support from	High cost of electrical cables and bulbs

		Inadequate budgetary allocation	Development Partners	High cost of energy
Conclusion: Sufficient budgetary allocation and timely release of fund could facilitate adequate provision of street lights.				
Key Issue	Strength	Weakness	Opportunity	Threat
Poor hygiene practices by food vendors	Existence of bye-laws Existence of Municipal health management team Existence of Municipal Environmental Health Unit	Weak enforcement of bye-laws Inadequate public education	Support from Central Government	Untimely release of funds from Central Government
Conclusion: The strength and opportunities exist to support it. The weakness and threat can be addressed through well laid out priorities and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Incidence of open defecation	Existence of bye-laws Existence of Environmental Health Unit	Weak enforcement of bye-laws Inadequate public education	Support from Central Government	Untimely release of funds from Central Government
Conclusion: The strength and opportunities exist to support it. The weakness and threat can be addressed through well laid out priorities and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Incidence of noise pollution	Existence of bye-laws Existence of Municipal Environmental Health Unit	Weak enforcement of bye-laws Inadequate public education	Support from Central Government	Untimely release of funds from Central Government
Conclusion: The strength and opportunities exist to support it. The weakness and threat can be addressed through well laid out priorities and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Prevalence of stray animals	Existence of bye-laws Presence of Environmental Health Unit	Weak enforcement of bye-laws Inadequate public education	Support from Central Government	Untimely release of funds from Central Government
Conclusion: The strength and opportunities exist to support it. The weakness and threat can be addressed through well laid out priorities and judicious use of resources.				
Key Issue	Strength	Weakness	Opportunity	Threat
Poor housing conditions	Existence of bye-laws	Weak enforcement of bye-laws	Support from Central Government	Untimely release of funds from

	Presence of Municipal Works Department	Inadequate public education		Central Government
Conclusion: The strength and opportunities exist to support it. The weakness and threat can be addressed through well laid out priorities and judicious use of resources.				

Source: Municipal Planning Co-ordinating Unit, February 2025

(iv) Governance and Institutional Development

Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate office space for Units/ Departments of KEMA	Existence of works department Availability of local contractors and labour	Inadequate budgetary allocation Inadequate demarcated land/space	Support from Central Government Support from Development Partners	High cost of durable building materials/logistics
Conclusion: The strengths and opportunities exist to support it. The weakness can be addressed through well laid out priorities and judicious use of resources whilst the threat can be managed through dialogue with Development Partners.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate logistics for Security Agencies i.e Police and Ambulance Service	Existence of Security Agencies Existence of works department	Inadequate budgetary allocation	Support from Central Government Support from Development Partners	High cost of logistics
Conclusion: The strengths and opportunities exist to support it. The weakness can be addressed through well laid out priorities and judicious use of resources whilst the threat can be managed through dialogue with Development Partners.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate logistics for Departments/ Units of KEMA	Existence of Procurement Unit	Inadequate budgetary allocation	Support from Central Government	High cost of logistics
Conclusion: The strengths and opportunities exist to support it. The weakness and threat can be addressed through prudent fiscal management.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate administrative data	Existence of Municipal Statistics office and MIS	Inadequate logistics	Support from Central Government	Untimely release of funds from Central Government
Conclusion: The strengths and opportunities exist to support it. The weakness and threat can be addressed through prudent fiscal management.				
Key Issue	Strength	Weakness	Opportunity	Threat
Inadequate office vehicle to embark on M&E exercise	Presence of Municipal	Difficulty in acquiring M&E data	Support from Central Government	Untimely release of funds from

	monitoring and evaluation team			Central Government
Conclusion: The strength and opportunity exist to support. The weakness and threat can be addressed through prudent fiscal management.				
Key Issue	Strength	Weakness	Opportunity	Threat
Insecurity/prevalence of social vices among youth	Presence of law enforcing agencies	Inadequate logistics among law enforcing agencies Inadequate budgetary allocation	Existence of regional security bodies Support from Central Government	High cost of logistics
Conclusion: The strength and opportunities exist to support. The weaknesses and threat can be addressed through prudent fiscal management and political will.				

Source: Municipal Planning Co-ordinating Unit, May 2025

2.6 MEDIUM-TERM NEEDS ASSESSMENT AND PROJECTIONS

This section is devoted to the assessment of the medium-term needs of the Municipality and the various projections within which the Municipality is expected to grow. The identified key development issues and needs have been categorized under the development dimensions of Medium-Term National Development Policy Framework (MTNDPF) as shown in Table 2.9.

Table 2.9: Categorization of Development Issues and Medium-Term Needs

Development Dimensions of MTNDPF	Key Development Issues	Medium-Term Needs
Economic Development	Poor state of market infrastructure at Mamponteng	Improvement of market infrastructure at Mamponteng
	Inadequate business development support (Municipal wide)	Support business development (Municipal wide)
	Post-harvest losses (Municipal wide)	Support farmers and traders on the storage of agricultural produce, food safety and post-harvest technology (Municipal wide)
	Poor breeding stock / poor animal nutrition (Municipal wide)	Train livestock farmers on bio-security measures, nutrition, improved breeding stock, feed formulation (Municipal wide)
	Inadequate access to improved agricultural inputs (Municipal wide)	Provide agricultural inputs (fertilizers, PPE kits, high quality seeds) to farmers (Municipal wide)
	Low entrepreneurial skills (Municipal wide)	Development of entrepreneurial skills (Municipal wide)
	Lack of community libraries (Municipal wide)	Provision of community libraries (Municipal wide)
	Poor state of school buildings (Municipal wide)	Rehabilitation of school buildings (Municipal wide)

Development Dimensions of MTNDPF	Key Development Issues	Medium-Term Needs
Social Development	Inadequate teaching and learning materials and furniture for schools	Provision of teaching and learning materials and furniture for schools
	Inadequate health infrastructure for quality health services	Ensure adequate provision of health infrastructure for quality health services
	Low response to disease outbreaks (Municipal wide)	Ensure adequate response to disease outbreaks (Municipal wide)
	Low awareness on priority / infectious diseases (Municipal wide)	Increase awareness on priority / infectious diseases (Municipal wide)
	Low immunization coverage among children under five years (Municipal wide)	Ensure high immunization coverage among children under five years (Municipal wide)
	Inadequate public education on emergency services (Municipal wide)	Scale-up public education on emergency services (Municipal wide)
	Lack of temporal shelter / transitional home	Provision of temporal shelter / transitional home
	Inadequate support for PWDs (Municipal wide)	Ensure adequate support for PWDs
	Low household coverage under LEAP (Municipal wide)	Ensure high household coverage under LEAP (Municipal wide)
	Prevalence of child protection cases	Reduce child protection cases (Municipal wide)
	Low birth and death registration (Municipal wide)	Ensure high birth and death registration (Municipal wide)
Environment, & Human Settlement Development	Inadequate metal footbridges (Municipal wide)	Provision of metal footbridges (Municipal wide)
	Poor condition of road surface (Municipal wide)	Improvement of condition of roads
	Incidence of seasonal floods at Ahwiaa, Bosore, Fawoade, Abirem	Provision of stormwater drainage infrastructure at Ahwiaa, Bosore, Fawoade, Abirem
	Poor hygiene practices by food vendors (Municipal wide)	Scale-up sensitization campaigns to promote good hygiene practices
	Indiscriminate solid waste disposal (Municipal wide)	Provision of adequate waste collection infrastructure (Municipal wide)
	Inadequate speed humps, road signs and road markings (Municipal wide)	Ensure adequate speed humps, road signs and road markings (Municipal wide)
	Haphazard physical developments (Municipal wide)	Enforcement of planning schemes, layouts and building control regulations (Municipal wide)
	Heavy traffic congestion on the Mampondeng-Ahwiaa main road	Installation of traffic lights at road intercessions on Mampondeng-Ahwiaa main road
	Pedestrian-vehicle conflicts (Municipal wide)	Provision of adequate pedestrian walkways
	Inadequate street lights (Municipal wide)	Provision of street lights (Municipal wide)
	Incidence of open defecation	Eradicate open defecation
	Inadequate supply of potable water	Ensure adequate supply of potable water
	Incidence of noise pollution (Municipal wide)	Enforcement of bye-laws
Poor housing conditions (Municipal wide)	Enforcement of building regulations	
Governance and Institutional Development	Inadequate vehicle to embark on M&E exercise	Procurement of vehicle to embark on M&E exercise
	Inadequate office space for Units/Departments of KEMA	Construction of office space for Units/Departments of KEMA
	Inadequate office logistics for all Units/Departments of KEMA	Ensure adequate provision of office logistics for KEMA Offices
	Inadequate administrative data	Collect and update all administrative data

Development Dimensions of MTNDPF	Key Development Issues	Medium-Term Needs
	Prevalence of social vices among youth (Municipal wide)	Improvement of security (Municipal wide)

Source: Municipal Planning Co-ordinating Unit, May 2025

2.6.1 Population Projection

In projecting the Municipality’s population, the major issues considered were fertility, mortality and migration rates. Consideration was also given to expected increase in the Municipality’s economic activities. On the basis of this, the following assumptions have been made as basis for the population projection.

Assumptions

1. The base population growth rate of 1.2% per annum will remain constant over the plan period.
2. The total fertility rate and the child survival rate of the Municipality will increase gradually or remained fairly constant from the 2025 over the plan period.
3. In-migration will be checked over the plan period, while general migration in and out of the Municipality will be insignificant.
4. Male and female proportions of the Municipality population will remain constant over the plan period.
5. Data obtained from the GSS 2021 Population and Housing Census (PHC) is accurate.

Base on the above assumptions, the projected population and the corresponding facilities needs of the Municipality over the plan period have been presented in the tables below.

Table 2.10: Projected Populations

Age Group	Baseline 2025	2026	2027	2028	2029
0-4	21,067	21,198	21,370	21,469	21,608
5-9	31,118	31,250	31,424	31,581	31,717
10-14	30,551	30,676	30,806	30,993	31,122
15-19	42,688	42,839	42,994	43,208	43,364

20-24	23,395	23,555	23,718	23,883	24,105
25-29	42,091	42,235	42,419	42,590	42,738
30-34	29,261	29,371	29,485	29,598	29,770
35-39	25,404	25,492	25,583	25,674	25,766
40-44	28,542	28,644	28,748	28,853	28,959
45-49	16,731	16,811	16,894	16,976	17,060
45-49	15,076	15,136	15,199	15,261	15,324
55-59	8,769	8,813	8,859	8,906	8,953
60-64	5,378	5,418	5,460	5,501	5,543
65-69	2,241	2,267	2,295	2,323	2,351
70-74	1,451	1,467	1,486	1,504	1,522
75-79	1,900	1,910	1,922	1,933	1,944
80-84	1,622	1,628	1,637	1,645	1,652
85-89	1,339	1,342	1,347	1,351	1,356
90-94	1,150	1,151	1,154	1,155	1,157
95+	1,136	1,137	1,139	1,141	1,143
Total	313,792	317,504	321,654	325,821	329,998

Source: Municipal Planning Co-ordinating Unit, April 2025

The population projection has been calculated by a simple equation as expressed below:

$$N_t = P e^{rt}$$

Where (N_t) is the number of people at the future date, and (P) is equal to the present population. Next to (P) is (e), which is the natural logarithm base of 2.71828; (r) represents the rate of increase divided by 100, and (t) represent the time period.

The distribution of the population by sex and age is one of the most important demographic groupings. The importance of this projection is to make adequate provision for people of all age cohorts and sex. The assumptions adduced above still hold for this projection as well. With a sex composition of 51% females as against 49% males, the female population is expected to reach 168,299 by 2029 while male population is also expected to reach 161,699 by the same period. The implications that the female population will continue to dominate in the Municipality, all things being equal, giving rise to the need to increase pro-female interventions within the plan period. This is against the backdrop of the persistent marginalization of women in socio-economic development.

2.6.2 Projection for Educational Facilities

Available data indicates that the educational system in the Municipality suffers from major challenges such as inadequate physical infrastructure. As part of efforts to ensure efficient delivery of education, a number of realistic projections have been made in accordance with the assumptions below for the various levels (pre-school, primary, JHS and SHS).

Assumptions

1. There would be planned delivery of all backlogs.
2. Surplus resources would absorb as the population change.
3. The development planning standards will remain unchanged over the plan period.
4. The human resource turnover would be well managed over the plan period.

Table 2.11: Projected Educational Facilities

Year	Population	Nursery	Primary	JHS	SHS
		Required	Required	Required	Required
2026	317,504	28	23	14	7
2027	321,654	29	24	14	7
2028	325,821	30	25	15	7
2029	329,998	31	26	15	7

Source: Municipal Planning Co-ordinating Unit, April 2025

2.6.3 Projection for Health Facilities

Being an urbanized Municipality, enhancing access to critical health infrastructure is necessary to addressing the universal health needs of the population. Therefore, based on the assumptions below, health facility needs of the Municipality have been projected in the table below.

Assumptions

1. There would be planned delivery of all backlogs.
2. Surplus resources would absorb as the population change.
3. The development planning standards will remain unchanged over the plan period.
4. The human resource turnover would be well managed over the plan period.

Table 2.12: Projected Health Facilities

Year	Population	Clinic	Health Center	Polyclinic	District Hospital
		Required	Required	Required	Required
2026	317,504	8	5	3	1
2027	321,654	9	6	3	1
2028	325,821	10	6	3	1
2029	329,998	11	6	3	1

Source: Municipal Planning Co-ordinating Unit, April 2025

2.6.4 Projection for Fire Stations

Being an urbanized Municipality, strategies towards ensuring public safety and security are a necessary requirement for sustainable development.

Assumptions

1. There would be planned delivery of all backlogs.
2. Surplus resources would absorb as the population change
3. The development planning standards will remain unchanged over the plan period.
4. The human resource turnover would be well managed over the plan period.

Table 2.13: Projected Fire Stations

Year	Population	Local Fire Station
		Required
2026	317,504	2
2027	321,654	2
2028	325,821	3
2029	329,998	3

Source: Municipal Planning Co-ordinating Unit, April 2025

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.0 INTRODUCTION

This chapter presents the harmonization process of the community needs and aspirations with the thematic areas of the development framework – Medium-Term National Development Policy Framework (MTNDPF) 2026-2029, in order to determine their consistencies with the pillars of the national development policy documents.

3.1 PRIORITISATION OF KEY DEVELOPMENT ISSUES

In prioritizing the identified issues, the key development issues were discussed thoroughly and marks assigned to them in accordance with the following criteria:

- (i) Severity and diversity of the problem and intended benefits (social, economic, environmental, etc.) of addressing it.
- (ii) Significant multiplier effect on economic efficiency, e.g., attraction of investors, job creation, increases in incomes and growth.
- (iii) Significant linkage to meeting basic human needs and rights.
- (iv) Significant multiplier effects in the sustainable spatial development of designated spaces or corridors.
- (v) Opportunities for addressing key crosscutting development themes such as;
 - a) marginalised and vulnerable groups.
 - b) gender equality and equity with respect to practical and strategic needs and interests.
 - c) environmental concerns including climate, biodiversity, disaster risk reduction, etc.

Marks were accordingly awarded based on the criteria.

Scoring/Definition	Score/Marks
Higher linkage	3
Weak relationship	2
No relation	1

Table 3.1: Prioritization of Development Issues

	Key Development Issues	Criteria					Total
		Severity/diversity of the problem and intended benefits	Significant multiplier effect on economic efficiency	Significant linkage to meeting basic human needs and rights	Significant effects in the sustainable spatial development	Opportunities for promotion of cross-cutting issues	
1.	Poor state of market infrastructure at Mamponteng	3	3	3	3	3	15
2.	Inadequate business development support (Municipal wide)	3	3	3	2	3	14
3.	Post-harvest losses (Municipal wide)	3	3	3	2	2	13
4.	Poor breeding stock / poor animal nutrition (Municipal wide)	3	3	3	2	2	13
5.	Inadequate access to improved agricultural inputs (Municipal wide)	3	3	3	2	2	13
6.	Low entrepreneurial skills (Municipal wide)	3	3	3	2	2	13
7.	Lack of community libraries (Municipal wide)	3	3	3	3	3	15
8.	Poor state of school buildings (Municipal wide)	3	3	3	3	3	15
9.	Inadequate teaching and learning materials and furniture for schools	3	3	3	2	3	14
10.	Inadequate health infrastructure for quality health services	3	3	3	2	3	14
11.	Low response to disease outbreaks (Municipal wide)	3	3	3	2	3	14
12.	Low awareness on priority / infectious diseases (Municipal wide)	3	3	3	2	3	14
13.	Low immunization coverage among children under five years (Municipal wide)	3	3	3	2	3	14
14.	Inadequate public education on emergency services (Municipal wide)	3	3	3	2	3	14
15.	Lack of temporal shelter / transitional home	3	3	3	3	3	15

	Criteria Key Development Issues	Severity/diversity of the problem and intended benefits	Significant multiplier effect on economic efficiency	Significant linkage to meeting basic human needs and rights	Significant effects in the sustainable spatial development	Opportunities for promotion of cross-cutting issues	Total
16.	Inadequate support for PWDs (Municipal wide)	3	3	3	2	3	14
17.	Prevalence of social vices among youth (Municipal wide)	3	3	3	2	3	14
18.	Low household coverage under LEAP (Municipal wide)	3	3	3	2	3	14
19.	Prevalence of child protection cases (Municipal wide)	3	3	3	2	3	14
20.	Low birth and death registration (Municipal wide)	3	3	3	2	2	13
21.	Inadequate metal footbridges	3	3	3	3	3	15
22.	Poor condition of road surface (Municipal wide)	3	3	3	3	3	15
23.	Incidence of seasonal floods at Ahwiaa, Bosore, Fawoade, Abirem	3	3	3	3	3	15
24.	Poor hygiene practices by food vendors (Municipal wide)	3	3	3	2	3	14
25.	Indiscriminate solid waste disposal (Municipal wide)	3	3	3	3	3	15
26.	Inadequate speed humps, road signs and road markings (Municipal wide)	3	3	3	2	2	13
27.	Haphazard physical developments (Municipal wide)	3	3	3	3	3	15
28.	Heavy traffic congestion on the Mamponteng-Ahwiaa main road						
29.	Pedestrian-vehicle conflicts (Municipal wide)	3	3	3	3	3	15
30.	Inadequate street lights (Municipal wide)	3	3	3	2	3	14
31.	Incidence of open defecation	3	3	3	2	3	14
32.	Inadequate supply of potable water (Municipal wide)	3	3	3	2	3	14
33.	Incidence of noise pollution (Municipal wide)	3	3	3	2	3	14
34.	Poor housing conditions (Municipal wide)	3	3	3	3	3	15
35.	Inadequate vehicle to embark on M&E exercise						
36.	Inadequate office space for Units/Departments of KEMA	3	3	3	3	3	15
37.	Inadequate office logistics for all Units/Departments of KEMA	3	3	3	2	3	14
38.	Inadequate administrative data	3	3	3	2	3	14

Source: Municipal Planning Co-ordinating Unit, June 2025

Key development issues that have a higher number in the total column are of a higher priority to the Municipality. Lower numbers mean that the key development issues or problems are of a lower priority. From Table 3.1, key development issues with the highest marks of 15 under the total column are of the highest priority whilst those with the lowest marks of 13 are of the least priority.

3.2 LIST OF KEY DEVELOPMENT PRIORITIES

ECONOMIC DEVELOPMENT

1. Poor state of market infrastructure at Mamponteng
2. Post-harvest losses (Municipal wide)
3. Poor breeding stock / poor animal nutrition (Municipal wide)
4. Inadequate access to improved agricultural inputs (Municipal wide)
5. Inadequate business development support (Municipal wide)
6. Low entrepreneurial skills among youth (Municipal wide)

SOCIAL DEVELOPMENT

7. Inadequate health infrastructure for quality health services
8. Low response to disease outbreaks (Municipal wide)
9. Low awareness on priority / infectious diseases (Municipal wide)
10. Low immunization coverage among children under five years (Municipal wide)
11. Poor state of school buildings (Municipal wide)
12. Inadequate teaching and learning materials and furniture for schools
13. Lack of community libraries (Municipal wide)
14. Inadequate public education on emergency services (Municipal wide)
15. Lack of temporal shelter / transitional home
16. Inadequate support for PWDs (Municipal wide)
17. Low household coverage under LEAP (Municipal wide)
18. Increased child protection cases (Municipal wide)
19. Low birth and death registration (Municipal wide)

ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

20. Poor condition of road surface (Municipal wide)
21. Incidence of seasonal floods at Ahwiaa, Bosore, Fawoade, Abirem
22. Inadequate speed humps, road signs and road markings (Municipal wide)
23. Pedestrian-vehicle conflicts (Municipal wide)
24. Inadequate street lights (Municipal wide)
25. Poor hygiene practices by food vendors (Municipal wide)
26. Indiscriminate solid waste disposal (Municipal wide)
27. Incidence of open defecation
28. Inadequate metal footbridges (Municipal wide)
29. Inadequate supply of potable water (Municipal wide)
30. Haphazard physical developments (Municipal wide)
31. Incidence of noise pollution (Municipal wide)
32. Heavy traffic congestion on the Mamponteng-Ahwiaa main road
33. Poor housing conditions (Municipal wide)

GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

34. Inadequate office logistics for all Units/Departments of KEMA
35. Inadequate office space for Units/Departments of KEMA
36. Inadequate vehicle to embark on M&E exercise
37. Inadequate administrative data
38. Prevalence of social vices among youth (Municipal wide)

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 INTRODUCTION

This section delves into the Municipality’s development goals and their level of compatibility against each other to indicate the level of consistency using a rating system. Goals formulated took into consideration cross-cutting and emerging development themes. In this chapter, objective analysis was undertaken to establish the means-end relationship that relates to the cause-effect relationship between identified problems. In addition, strategies were developed to indicate how the objectives were achieved.

4.1 GOALS

Pursuant to the NDPC Guidelines, the formulated goals aimed at addressing the identified prioritised development issues are:

1. Promote sustained, inclusive, and sustainable economic growth
2. Ensure healthy lives, quality education and reduced inequalities
3. Safeguard the natural environment and ensure a resilient built environment
4. Maintain a stable, united and safe society and strong institutions

In order to evaluate and compare the compatibility or consistency of the goals against each other to avoid conflicts the compatibility matrix tool was adopted. The rating system for evaluating goals against each other to indicate the level of consistency were high, medium, and low.

Ratings	Description
High	When two goals are highly supportive with each other
Medium	When two goals are supportive with each other
Low	When two goals are lowly supportive with each other

Table 4.1: Goal Compatibility Matrix

Formulated Goals	Promote sustained, inclusive, and sustainable economic growth	Ensure healthy lives, quality education and reduced inequalities	Safeguard the natural environment and ensure a resilient built environment	Maintain a stable, united and safe society and strong institutions
Promote sustained, inclusive, and sustainable economic growth		High	High	High
Ensure healthy lives, quality education and reduced inequalities	High		High	High
Safeguard the natural environment and ensure a resilient built environment	High	High		High
Maintain a stable, united and safe society and strong institutions	High	High	High	

Source: Municipal Planning Co-ordinating Unit, July 2025

From Table 4.1, the goal compatibility matrix shows that the formulated goals feature directly in each other. Thus, the outcome of the goal compatibility analysis indicated that the formulated goals are compatible and consistent with each other.

4.2 OBJECTIVES

Pursuant to the NDPC Guidelines, the followings show the objective analysis that establishes the means-end relationship (cause-effect relationship) between identified problems.

Table 4.2: Objective Analysis			
Development Issue	Means-End Relationship		Objective Statement
	Cause	Effect	
Improvement of market infrastructure at Mampongeng	Poor state of market infrastructure	Disease spread due to poor sanitation and overcrowding	Strengthen 400 Micro, Small and Medium-sized Enterprises (MSMEs) and 1,600 youths through the provision of market infrastructure, training and financing from 2026 to 2029
Support business development in the Municipality	Inadequate business development support	Increased unemployment and social instability	
Development of entrepreneurial skills in the Municipality	Low entrepreneurial skills	Lack of employment, innovation and adaptation	
Support farmers and traders on the storage of agricultural produce, food safety and post-harvest technology in the Municipality	Post-harvest losses	Food insecurity	Support 100 crop farmers and 100 livestock farmers to foster value addition to their produce by the end of 2029
Train livestock farmers on bio-security measures, nutrition, improved breeding stock, feed formulation in the Municipality	Poor breeding stock / poor animal nutrition	Reduced productivity and livelihood losses	
Provide agricultural inputs (fertilizers, PPE kits, high quality seeds) to farmers	Inadequate access to improved agricultural inputs	Lower crop yields and reduced agricultural productivity	
Provision of community libraries in the Municipality	Lack of community libraries	Restrict access to learning and information resources	Increase access to quality education for all through the provision of educational infrastructure and materials by 2029
Rehabilitation of school buildings in the Municipality	Poor state of school buildings	Effect on student safety and academic performance	
Provision of teaching and learning materials and furniture for schools	Inadequate teaching and learning materials and furniture for schools	Low academic achievement	
Ensure adequate provision health infrastructure for quality health services	Inadequate health infrastructure	Affect quality of health care	Improve access to healthcare services and resources through the provision of health infrastructure and robust awareness creation from 2026 to 2029
Ensure adequate response to disease outbreaks in the Municipality	Low response to disease outbreaks	Prevalence of disease outbreaks	
Increase awareness on priority / infectious diseases in the Municipality	Low awareness on priority / infectious diseases	Prevalence of priority / infectious diseases	
Ensure high immunization coverage among children under five years in the Municipality	Low immunization coverage among children under five years	Outbreaks of preventable diseases	
Scale-up public education on emergency services in the Municipality	Inadequate public education on emergency services	Result in delayed responses to emergencies and high casualty rates	
Provision of temporal shelter / transitional home	Lack of temporal shelter / transitional home	Exacerbates homelessness	Ensure social stability, child rights and protection, and fostering social inclusion for the marginalized from 2026 to 2029
Ensure adequate support for PWDs in the Municipality	Inadequate support for PWDs	Heightened vulnerability to violence and exploitation	

Table 4.2: Objective Analysis			
Development Issue	Means-End Relationship		Objective Statement
	Cause	Effect	
Ensure high household coverage under LEAP in the Municipality	Low household coverage under LEAP	Hindered access to rights and opportunities	
Reduce child protection cases in the Municipality	Prevalence of child protection cases	Increased vulnerability to exploitation	
Ensure high birth and death registration in the Municipality	Low birth and death registration	Lack of legal identity and exclusion from basic services	
Ensure adequate speed humps, road signs and road markings in the Municipality	Inadequate speed humps, road signs and road markings	Lead to road accidents	Enhance road safety and road networks through the provision of pedestrian safety facilities, construction and maintenance of road infrastructure by the end of 2029
Provision of street lights in the Municipality	Inadequate street lights	Increased road crashes and higher crime rates	
Provision of metal footbridges	Inadequate metal footbridges	Effects on pedestrian safety and health	
Provision of adequate pedestrian walkways in the Municipality	Pedestrian-vehicle conflicts	Create widespread safety risks and serious risks of crashes and injuries	
Installation of traffic lights at road intercessions on Mamponteng-Ahwiiaa main road	Heavy traffic congestion on the main road	Decreased productivity and increased fuel costs	
Improvement of condition of roads in the Municipality	Poor condition of road surface	Elevate the risk of traffic accidents and delays	
Eradicate open defecation	Incidence of open defecation	Lead to widespread disease transmission	
Scale-up sensitization campaigns to promote good hygiene practices	Poor hygiene practices by food vendors	Lead to food contamination and poisoning	
Provision of adequate waste collection infrastructure in the Municipality	Indiscriminate solid waste disposal	Cause widespread environmental degradation	
Enforcement of bye-laws	Incidence of noise pollution	Increased stress levels, sleep disturbance, or hearing damage	
Ensure adequate supply of potable water	Inadequate supply of potable water	Lead to waterborne diseases	
Enforcement of building regulations	Poor housing conditions	Increased exposure to hazards	Improve physical quality of existing housing stock by enforcing planning schemes and building regulations from 2026 to 2029
Enforcement of planning schemes, layouts and building control regulations in the Municipality	Haphazard physical developments	Increased vulnerability to natural hazards	
Provision of stormwater drainage infrastructure	Incidence of seasonal floods	Affect mobility and properties	Implement flood mitigation measures in 4 high-risk areas by 2029

Development Issue	Means-End Relationship		Objective Statement
	Cause	Effect	
Procurement of vehicle to embark on M&E exercise	Inadequate vehicle to embark on M&E exercise	Affect productivity and efficiency	Strengthen the functioning and capabilities of institutions from 2026 to 2029
Construction of office space for Units/Departments of KEMA	Inadequate office space	Affect employees' productivity and well-being	
Ensure adequate provision of office logistics for KEMA Offices	Inadequate office logistics	Affect productivity and efficiency	
Collect and update all administrative data	Inadequate administrative data	Lead to flawed decision-making and operational inefficiencies	
Improvement of security in the Municipality	Prevalence of social vices among youth	Threatened the stability of society	

Source: Municipal Planning Co-ordinating Unit, July 2025

4.3 STRATEGIES

Pursuant to the NDPC Guidelines, strategies have been developed (*see Table 4.3*) to indicate how the objectives will be achieved.

Decisions regarding the most suitable strategies were guided by factors including but not limited to the followings:

- **Financial Considerations:** Assess the implementation cost.
- **Resource Availability:** Availability of staff (including technical expertise), financial resources, and time for implementation.
- **Target Population:** Consider whether the proposed strategy aligns with the preferences of the 2026-2029 planning cycle.
- **Social and Environmental Costs:** Evaluate the long-term positive and negative impacts of the strategy on the target population and the environment.
- **Intended Objectives:** Ensure the strategy aligns with the desired development goals and objectives.

- Technology: Explore the availability of technology to facilitate strategy adoption while considering ease of use for the target population.

4.4 MATRIX ON DEVELOPMENT GOALS, OBJECTIVES, STRATEGIES AND PROGRAMMES

The matrix on development goals, objectives and strategies and programmes as depicted in Table 4.3 captures the formulated goals, objectives, strategies and development programmes and its alignment with national objectives.

Table 4.3: Matrix on Development Goals, Objectives, Strategies and Programmes

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Economic Development					
(i) Poor state of market infrastructure at Mampong (ii) Inadequate business development support (iii) Low entrepreneurial skills	Promote sustained, inclusive, and sustainable local business growth	Strengthen 400 Micro, Small and Medium-sized Enterprises (MSMEs) and 1,600 youths through the provision of market infrastructure, training and financing from 2026 to 2029	(i) Improve connectivity & reduce transport costs (ii) Improve support for entrepreneurship and MSME development	(i) Modernize physical market structures including night markets. (ii) Strengthen programmes aimed at entrepreneurship development. (iii) Expand the Ghana Venture Capital Trust Fund to cover start-up businesses and MSMEs. (iv) Transform the apprenticeship training model from a supply-driven approach to a market-demand model.	Local business development programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
(i) Post-harvest losses (ii) Poor breeding stock / poor animal nutrition (iii) Inadequate access to improved agricultural inputs	Improve the adoption of sustainable agricultural practices	Support 100 crop farmers and 100 livestock farmers to foster value addition to their produce by the end of 2029	(i) Improve post-harvest management (ii) Promote livestock and poultry development (iii) Enhance sustainable and resilient food production system	(i) Enhance post-harvest infrastructure and management protocols on storage, transportation, processing, packaging, and distribution of agricultural produce at all levels (ii) Provide consistent and quality extension service delivery and technical support (iii) Train farmers on sustainable agro-ecology and increase access to improved seed and breed varieties	Agricultural promotion programme
Dimension/Thematic Area: Social Development					
(i) Lack of community libraries (ii) Poor state of school buildings (iii) Inadequate teaching and learning materials and furniture for schools	Promote inclusive and equitable quality education	Increase access to quality education for all through the provision of educational infrastructure and materials by 2029	Enhance equitable access to, and participation in quality education at all levels	(i) Enhance quality of teaching and learning environment at all levels. (ii) Expand infrastructure and facilities at all levels.	Quality education promotion programme
(i) Inadequate health infrastructure for quality health services (ii) Low response to disease outbreaks (iii) Low awareness on priority / infectious diseases	Enhance the overall quality of life and well-being of individuals and communities	Improve access to healthcare services and resources through the provision of health infrastructure and robust awareness creation from 2026 to 2029	Ensure equitable, affordable and quality Universal Health Coverage (UHC) for all	(i) Accelerate implementation of Community-based Health Planning and Services (CHPS) policy. (ii) Expand, upgrade and equip health facilities with private sector involvement. (iii) Increase health promotion by linking it to NHIS.	Good health promotion programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
(iv) Low immunization coverage among children under five years (v) Inadequate public education on emergency services					
(i) Lack of temporal shelter / transitional home (ii) Prevalence of child protection cases (iii) Inadequate support for PWDs (iv) Low household coverage under LEAP (v) Low birth and death registration	Poverty alleviation and ensuring income security among vulnerable groups	Ensure social stability, child rights and protection, and fostering social inclusion for the marginalized from 2026 to 2029	Strengthen social protection for the vulnerable	(i) Strengthen institutional capacity to reduce poverty and mitigate vulnerability to shocks (ii) Strengthen and expand the coverage and implementation of social protection	Social welfare and empowerment programme
Dimension/Thematic Area: Environment & Human Settlement Development					
(i) Inadequate speed humps, road signs and road markings (ii) Inadequate street lights (iii) Inadequate metal footbridges (iv) Pedestrian-vehicle conflicts	Facilitate access to essential services, markets, and economic opportunities	Enhance road safety and road networks through the provision of pedestrian safety facilities, construction and maintenance of road infrastructure by the end of 2029	(i) Enhance road safety and security for all categories of road users. (ii) Improve efficiency and effectiveness of road transport infrastructure and services	(i) Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure. (ii) Improve street lighting, road markings and road signage. (iii) Enforce road regulations. (iv) Expand and maintain the road network.	Road safety and improvement programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
(v) Heavy traffic congestion on the Mamponteng-Ahwiiaa main road (vi) Poor condition of road surface				(v) Strengthen health and safety standards in planning, design, construction, operations and maintenance for road transport	
(i) Incidence of open defecation (ii) Poor hygiene practices by food vendors (iii) Indiscriminate solid waste disposal (iv) Incidence of noise pollution (v) Inadequate supply of potable water	Improve the quality of life of through the promotion of Water, Sanitation, and Hygiene (WASH)	Promote public health through improved access to water and sanitation facilities and the promotion of sustained hygiene behaviors from 2026 to 2029	(i) Reduce environmental pollution and safeguard protected areas. (ii) Improve access to safe, reliable and sustainable water supply services for all.	(i) Scale-up the registration of food vendors and intensify campaigns to promote proper hygiene practices. (ii) Intensify public education on indiscriminate disposal of waste and open defecation. (iii) Provide mechanized boreholes and small-town water systems to unserved areas. (iv) Strengthen environmental governance and enforcement of environmental regulations.	Water, Sanitation, and Hygiene (WASH) improvement programme
(i) Poor housing conditions (ii) Haphazard physical developments	Provide a safe and secure home for everyone	Improve physical quality of existing housing stock by enforcing planning schemes and building regulations from 2026 to 2029	Promote sustainable spatially integrated development of human settlements	(i) Undertake regular monitoring and sensitisation on spatial planning and management. (ii) Enforcement of planning schemes and building regulations.	Housing improvement programme
Incidence of seasonal floods at Ahwiiaa, Bosore, Fawoade, Abirem	Mitigate perennial flooding	Implement flood mitigation measures in 4 high-risk areas by 2029	Address recurrent devastating floods	(i) Promote the construction of storm drains. (ii) Implement adequate drainage plans.	Disaster control and management programme
Dimension/Thematic Area: Governance and Institutional Development					
(i) Inadequate office space for Units/Departments of KEMA	Maintain a stable, united and safe society and strong institutions	Strengthen the functioning and capabilities of institutions from 2026 to 2029	Build an effective and efficient government machinery that supports citizens' participation	(i) Modernize public service institutions for efficiency and productivity. (ii) Improve leadership capability and delivery in the public service.	Institutional development programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
(ii) Inadequate office logistics for all Units/Departments of KEMA (iii) Inadequate vehicle to embark on M&E exercise (iv) Inadequate administrative data (vii) Prevalence of social vices among youth					

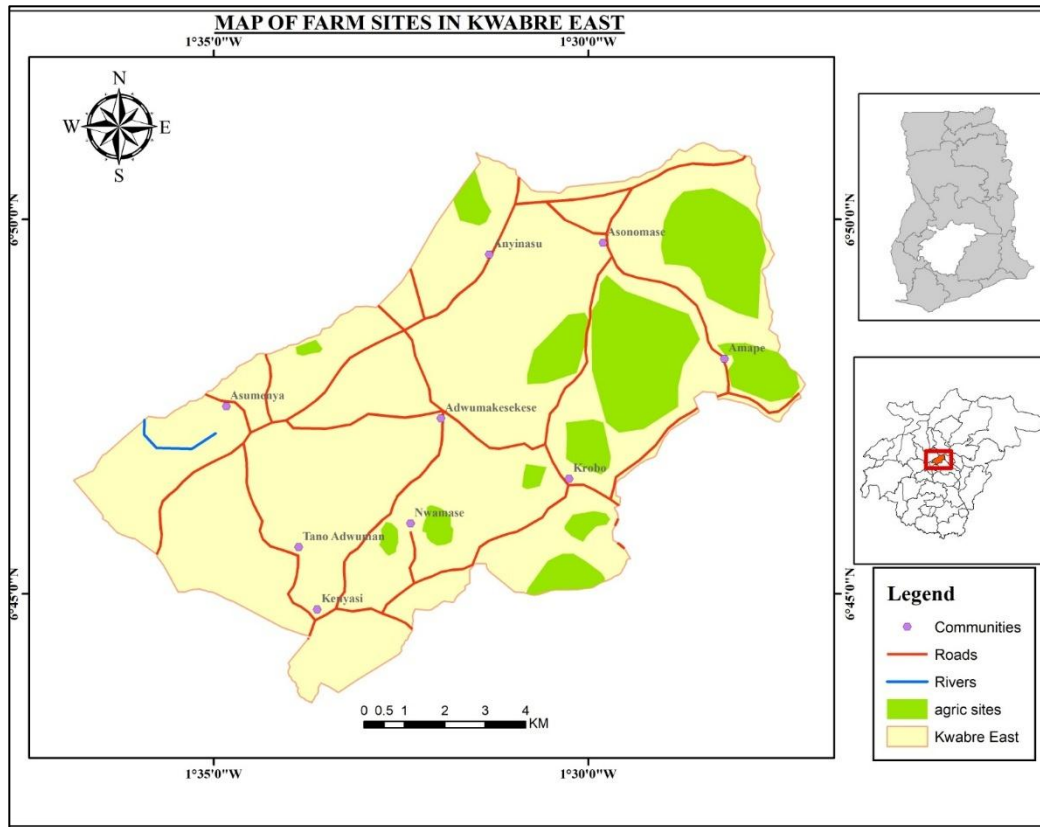
Source: Municipal Planning Co-ordinating Unit, July 2025

4.5 SPATIAL DEVELOPMENT FRAMEWORK

4.5.1 Agriculture

The Municipality is peri-urbanized with large portions of arable land for agriculture purposes in mostly rural areas. Farming is largely large-scale with subsistence and commercial vegetable farming along the water ways that transverses the Municipality. The Municipality as part of its engagement into Planting for Export and Rural Development (PERD) is planting seedlings of coconut along the streams in the Municipality.

Figure 4.1: Desired Future Map of Farming Sites

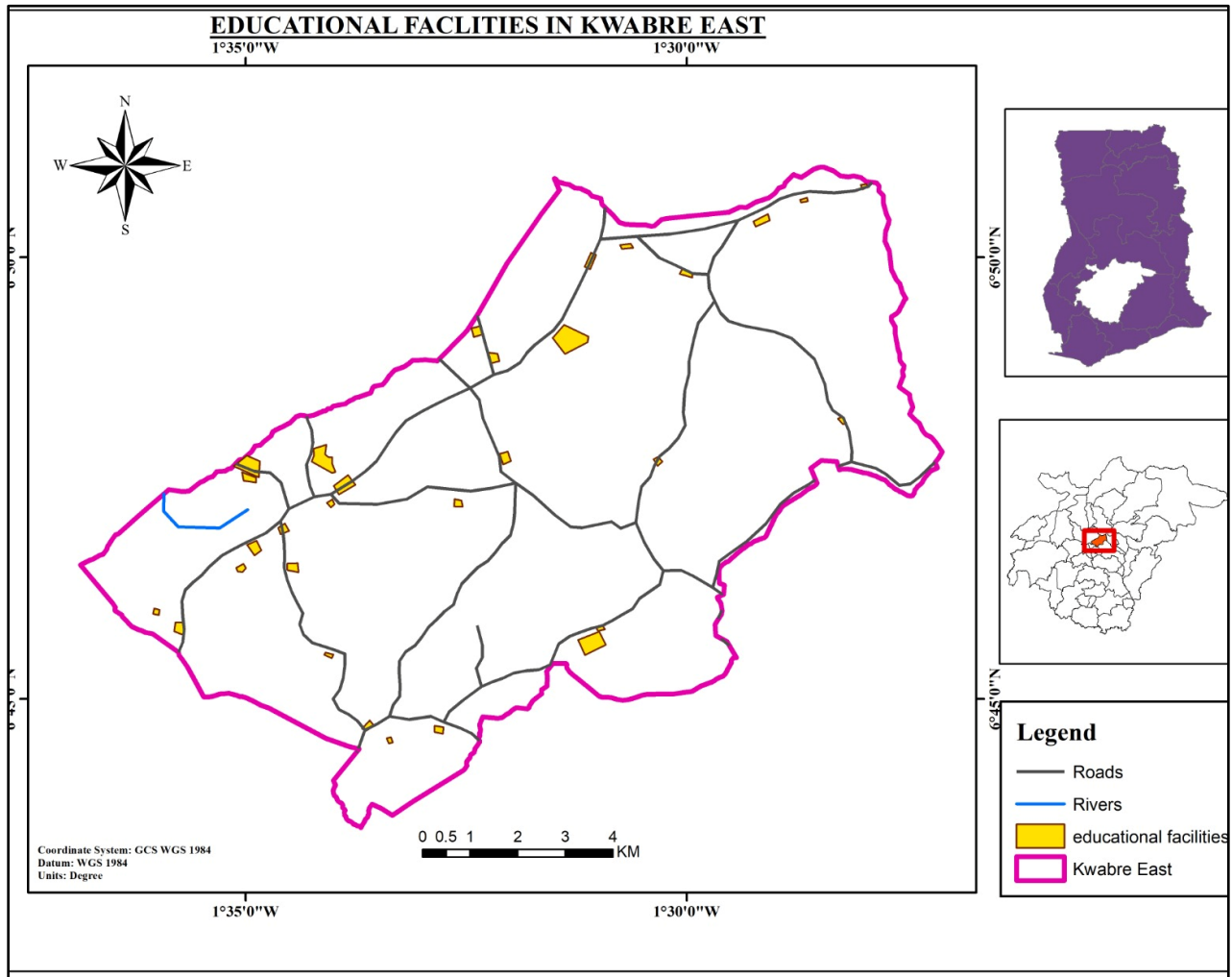


Source: Municipal Planning Co-ordinating Unit, July 2025

4.5.2 Education

Education is a key priority for Kwabre East Municipality, and the provision of quality educational services is overseen by the Ghana Education Service (GES). The comprehensive network of educational institutions, both public and private, provides a range of learning opportunities for the residents of Kwabre East Municipality, catering to the diverse needs and preferences of the community. The spatial distribution of these educational facilities across the Municipality ensures that communities have access to primary and secondary education within proximity to their homes, promoting school enrollment and attendance.

Figure 4.2: Desired Future Map of Educational Facilities



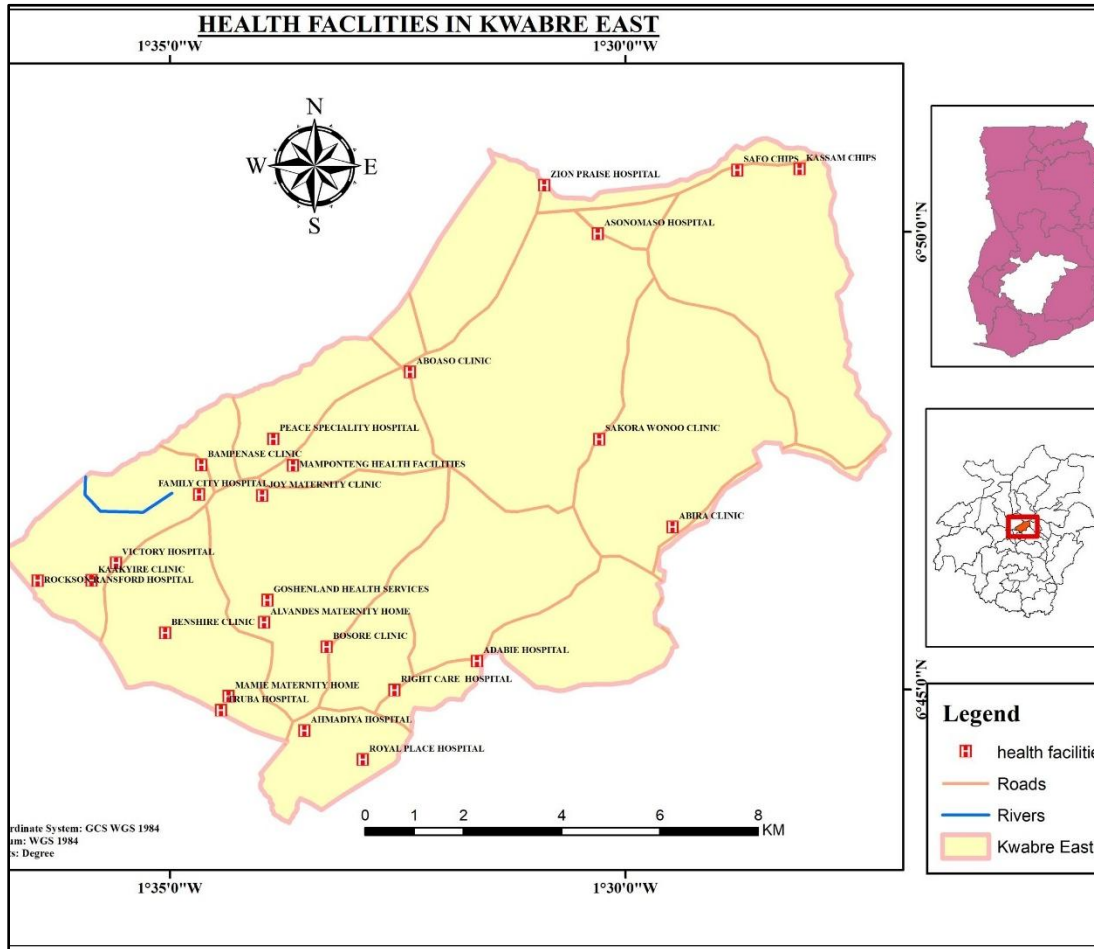
Source: Municipal Planning Co-ordinating Unit, July 2025

4.5.3 Health

Access to quality healthcare is a critical component of the overall well-being and development of Kwabre East Municipality. The Municipality is served by a network of healthcare facilities that cater to the diverse medical needs of the community. This comprehensive network of healthcare providers and facilities ensures that the residents of Kwabre East Municipality have access to a broad range of medical services, from primary care and preventive medicine to specialized treatments and emergency care. The spatial distribution of these healthcare facilities across the

municipality enables convenient access for communities, reducing barriers to seeking timely medical attention.

Figure 4.3: Desired Future Map of Health Facilities

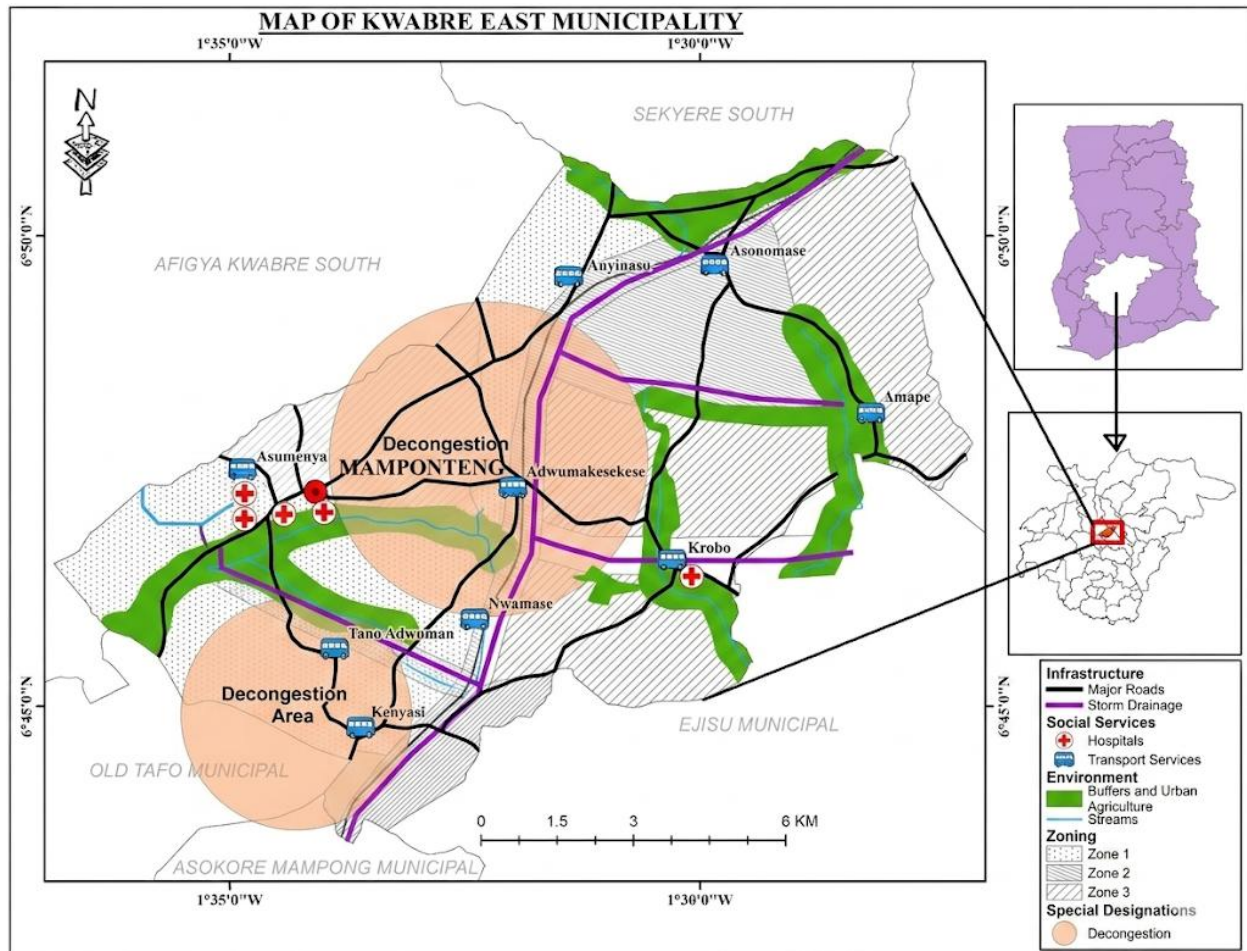


Source: Municipal Planning Co-ordinating Unit, July 2025

4.5.4 Water

Access to water is a foundational pillar for sustainable municipal development. In the Kwabre East municipality, reliable and equitable access to safe water has far-reaching social, economic, environmental, and governance implications. Access to clean water is critical for preventing waterborne diseases such as cholera, typhoid fever, and diarrhea. Adequate water supply systems in the municipality are better positioned to promote hygiene practices like handwashing, sanitation, and waste management.

Figure 4.5: Spatial Development Framework Map



Source: Municipal Planning Co-ordinating Unit, July 2025

The preferred and desired path focuses on improving the overall livability of the Municipality by developing resilient infrastructure that supports sustainable urban growth. It intends to prioritize essential services like transportation, drainage, and housing to create a well-organized and modern urban environment. The followings are a summary of anticipated interventions (development proposals integrated with spatial plans) that will help realize the proposed goals and objectives.

- i. Improve and supply adequate urban/social infrastructure to support the rapid urban growth in (water, electricity, roads, good sanitation, schools, health institutions etc).

- ii. Implement effective drainage systems to manage stormwater runoff. Utilize green infrastructure solutions, such as bioswales and rain gardens, to mitigate flooding risks and enhance urban resilience.
- iii. Leverage PPPs and private sector stakeholders to enhance service delivery and share the financial burden of development initiatives.
- iv. Integrate environmental considerations into land use planning and development policies, looking at zoning regulations that protect green spaces and encourage sustainable practices.
- v. Designate specific areas as protected zones to conserve critical habitats and ecosystems.
- vi. Develop infrastructure and facilities that support eco-tourism initiatives, such as trails, signage, and visitor centers.
- vii. Improve and supply adequate urban/social infrastructure to support local economic development.
- viii. Encourage local businesses to adopt sustainable practices that minimize environmental impact, such as waste reduction, energy efficiency, and sustainable sourcing.

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.0 INTRODUCTION

This chapter deals with the identification of composite development programmes and activities that will help realize the desired end of the Municipality. The main aim of the Kwabre East Municipal Assembly is to improve the living standards of the people through increasing employment opportunities, access to basic social, economic and technical infrastructures and steady reduction of general poverty level.

5.1 ASSUMPTIONS AND METHODOLOGIES USED FOR PROJECTS COSTING

Strategic planning assumptions are critical in the planning process as it allows us to plan with a degree of certainty about how the future looks even though can never be 100% accurate but help in dealing with uncertainties in the implementation of the plan and accommodate unexpected outcomes. Cost assumptions do, however, allow a project management team to estimate total projects costs and move forward with budget allocations by supplying cost estimates along with corresponding cost activities. Accurate and precise cost assumptions are critical in developing short, medium and long-term budgets for the planned period. Project cost estimation is central to setting up the foundation for making key decisions, taking initiatives, budgeting activities and controlling expenditure. It is also used to communicate work progress to the stakeholders at any point in time during project implementations.

5.1.1 Key Assumptions

- There would be political stability during the plan period.
- Cost of utilities, equipment and other project costs will remain unchanged during the period.
- Contractors, Suppliers and Service providers would be able to execute the projects in the stipulated time.

- The Assembly staff/project management team can implement the programmes and projects.
- Annual inflation rates would remain 10% on annual basis during the period.
- Access to resources including funds, human and materials needed to complete the projects on time would be made available.
- All constraints about cost, time, scope and quality of executions would be overcome during the planned period.
- Lands earmarked for the project's activities would remain the same and available during the period.
- All relevant stakeholders would participate and play their roles for the effective implementation of projects.

5.1.2 Methodologies or Steps Used for Costing

The following factors were considered in the steps for costing the 2026-2029 MTDP;

- Similar past projects cost served as benchmarks for the estimations.
- About 2% of the cost of implementing all programmes and projects would be allocated to monitoring and evaluation.
- Existing previous costs of similar projects were identified and then applied 20% annual incremental values were to arrive at the cost for a particular year.
- Market surveys were conducted to identify the cost of materials and labour including consulting the PPA website for infrastructure estimation tool.
- A contingency of 10% was applied across the board to cater for emergencies and price fluctuations due to market forces.

5.2 PROGRAMME OF ACTION (POA)

The Composite Programme of Action of the MTDP for the planned period 2026-2029 consists of a prioritised set of activities for the achievement of the goals and objectives. This consists of the programmes, timeframe (year), cost, programme status and implementing institution or

department. This covers the 4-year planning period which is disaggregated into the development programmes as presented in Table 5.1.

Table 5.1: Programme of Action

Development Programme	Time Frame				Cost (GHC)				Programme Status		Implementing Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Local business development					-	10,043,971.00	1,245,000.00	363,920.00 – Mastercard			BAC	MPCU
Agricultural promotion					296,392.00	574,000.00	2,050,000.00	-			Agric Dept.	MPCU
Quality education promotion					-	10,541,705.00	-	1,205,000.00 – DACF-RFG 360,600.00 – MP			Education, Works Dept.	MPCU
Good health promotion					-	4,168,010.00	-	-			Health, Works Dept.	MPCU
Social welfare and empowerment					69,000.00	3,646,346.00	79,000.00	500,000.00 – MP 116,000.00 – ISS			SWCD	MPCU
Road safety and improvement					-	12,031,200.00	-	21,700,000.00 – GSCSP			Urban Roads Dept	MPCU
Water, Sanitation, and Hygiene (WASH) improvement					-	18,373,820.00	8,344,000.00	-			Works, Env't Health Unit	MPCU
Housing improvement					40,000.00	600,000.00	-	-			Works, Physical Planning Dept	MPCU
Disaster control and management					-	3,812,962.00	-	1,900,000.00 – MP			NADMO, Urban Roads, Env't, Agric	MPCU
Institutional development					315,000.00	4,538,910.00	3,308,610.00	-			Internal Audit, Human Resource, Procurement, Admin, NCCE, Statistics, MIS	MPCU

Source: Municipal Planning Co-ordinating Unit, July 2025

5.3 PROGRAMME FINANCING

The followings are indicative financial strategies developed to help improve revenue generation and programme financing.

- Use of Information, Communication and Technology (ICT) in the revenue mobilization process.
- Educational campaign on revenue generation.

- Provision of training, incentives and logistics to revenue collectors.
- Enforcement of bye-laws to prosecute defaulters.
- Revaluation of properties.
- Public-Private Partnership (PPP).

Table 5.2 depicts the programme financing, which analyses potential resources available for executing all programmes throughout the planning period (2022-2025).

Table 5.2: Programme Financing

Development Programme	Programme Cost (GHC) - A	Expected Revenue and Source of Funding					Total (GHC) - B	Gap (B-A)
		GoG	IGF	DACF	DACF-RFG	Others		
Local business development	11,652,891.00	-	1,245,000.00	10,043,971.00	-	363,920.00 – Mastercard	11,652,891.00	0.00
Agricultural promotion	2,920,392.00	296,392.00	2,050,000.00	574,000.00	-	-	2,920,392.00	0.00
Quality education promotion	12,207,305.00	-	-	10,541,705.00	1,205,000.00	360,600.00 – MP	12,207,305.00	0.00
Good health promotion	4,168,010.00	-	-	4,168,010.00	-	-	4,168,010.00	0.00
Social welfare and empowerment	4,294,346.00	69,000.00	79,000.00	3,646,346.00	-	500,000.00 – MP 116,000.00 – ISS	4,294,346.00	0.00
Road safety and improvement	33,731,200.00	-	-	12,031,200.00	-	21,700,000.00 – GSCSP	33,731,200.00	0.00
Water, Sanitation, and Hygiene (WASH) improvement	26,717,820.00	-	8,344,000.00	18,373,820.00	-	-	26,717,820.00	0.00
Housing improvement	640,000.00	40,000.00	-	600,000.00	-	-	640,000.00	0.00
Disaster control and management	5,712,962.00	-	-	3,812,962.00	-	1,900,000.00 – MP	5,712,962.00	0.00
Institutional development	8,162,520.00	315,000.00	3,308,610.00	4,538,910.00	-	-	8,162,520.00	0.00

Source: Municipal Planning Co-ordinating Unit, July 2025

5.4 STRATEGIC ENVIRONMENTAL ASSESSMENT

In order to ensure long-term sustainability and alignment with strategic goal, the formulated programmes were subjected to a thorough analysis using the ‘Sustainability Test’ tool. A number of natural resource, economic and socio-cultural factors were identified and used for the sustainability analysis. Equalweights were assigned to each of the factors to assess how the development programmes create better socio-economic conditions and strengthen institutional governance. The extent to which the policy works against, is neutral to, or action supports the sustainability aim was measured using an interval scale of 0–5 (see Table 5.3).

Table 5.3: An Interval Scale for the Sustainability Test

Scale	Parameters	Colour
0	Not relevant	No colour
1	Works strongly against the aim	Red
2	Works against the aim	Red
3	Has neutral effects on the aim	Yellow
4	Supports the aim	Green
5	Strongly supports the aim	Green

Table 5.4: Sustainability Test (Local Business Development Programme)

Development Programme: Local Business Development								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources					4	The programme supports the objective as local business development in the Municipality would help protect and sustain the utilization of the resource.	
1.2	Ensures retention of natural character and function of aquatic ecosystems					4	Local business development in the Municipality would ensure retention of natural character and function of aquatic ecosystems.	
1.3	Ensures protection of biodiversity					4	Local business development in the Municipality in accordance with the SDGs would support the aim of ensuring the protection of biodiversity.	
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies					4	Local business development in the Municipality would support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.	
1.5	Prevents degradation of land and soil pollution/ infertility					4	The programme supports the objective as local business development in the Municipality would help prevent land degradation and soil pollution/infertility.	

Development Programme: Local Business Development								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)					4		Local business development in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore supports the aim.
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts					4		The programme supports the objective as local business development in the Municipality would help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality					4		Local business development in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases					4		The programme supports the aim. Local business development in the Municipality would promote good hygiene and contribute to prevention of diseases.
2.3	Promotes equitable distribution of related benefits					5		Local business development in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.
2.4	Ensures gender mainstreaming with emphasis on women’s participation at all levels					5		The programme strongly supports the aim. Local business development in the Municipality would ensure gender mainstreaming with emphasis on women’s participation at all levels.
2.5	Promotes awareness creation for attitudinal change					5		The programme strongly supports the aim. Local business development in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth					5		Local business development in the Municipality would encourage strong and stable condition in economic growth. This therefore strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies					5		The programme strongly supports the aim. Local business development in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials					5		Local business development in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.5: Sustainability Test (Agricultural Promotion Programme)

Development Programme: Agricultural Promotion								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								

Development Programme: Agricultural Promotion								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1.1	Supports conservation and promote sustainable utilization of resources						5	The programme strongly supports the objective as agricultural promotion in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems						5	Agricultural promotion in the Municipality would strongly ensure retention of natural character and function of aquatic ecosystems.
1.3	Ensures protection of biodiversity						5	Agricultural promotion in the Municipality in accordance with the SDGs would strongly support the aim of ensuring the protection of biodiversity.
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies						5	Agricultural promotion in the Municipality would strongly support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.
1.5	Prevents degradation of land and soil pollution/ infertility						5	The programme strongly supports the objective as agricultural promotion in the Municipality would help prevent land degradation and soil pollution/infertility.
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)						5	Agricultural promotion in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore strongly supports the aim.
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts						5	The programme strongly supports the objective as agricultural promotion in the Municipality would strongly help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality						5	Agricultural promotion in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore strongly supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases						5	The programme strongly supports the aim. Agricultural promotion in the Municipality would promote good hygiene and contribute to prevention of diseases.
2.3	Promotes equitable distribution of related benefits						5	Agricultural promotion in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.
2.4	Ensures gender mainstreaming with emphasis on women's participation at all levels						5	The programme strongly supports the aim. Agricultural promotion in the Municipality would ensure gender mainstreaming with emphasis on women's participation.
2.5	Promotes awareness creation for attitudinal change						5	The programme strongly supports the aim. Agricultural promotion in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth						5	Agricultural promotion in the Municipality would encourage strong and stable condition in economic growth. This therefore strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies						5	The programme strongly supports the aim. Agricultural promotion in the Municipality would increase innovation and implementation of cleaner and efficient technologies.

Development Programme: Agricultural Promotion								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials						5	Agricultural promotion in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.6: Sustainability Test (Quality Education Promotion Programme)

Development Programme: Quality Education Promotion								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources						5	The programme strongly supports the objective as quality education promotion in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems						5	Quality education promotion in the Municipality would strongly ensure retention of natural character and function of aquatic ecosystems.
1.3	Ensures protection of biodiversity						5	Quality education promotion in the Municipality in accordance with the SDGs would strongly support the aim of ensuring the protection of biodiversity.
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies						5	Quality education promotion in the Municipality would strongly support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.
1.5	Prevents degradation of land and soil pollution/ infertility						5	The programme strongly supports the objective as quality education promotion in the Municipality would help prevent land degradation and soil pollution/infertility.
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)						5	Quality education promotion in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore strongly supports the aim.
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts						5	The programme strongly supports the objective as quality education promotion in the Municipality would strongly help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality						5	Quality education promotion in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore strongly supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases						5	The programme strongly supports the aim. Quality education promotion in the Municipality would promote good hygiene and contribute to prevention of diseases.
2.3	Promotes equitable distribution of related benefits						5	Quality education promotion in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.

Development Programme: Quality Education Promotion								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
2.4	Ensures gender mainstreaming with emphasis on women's participation at all levels						5	The programme strongly supports the aim. Quality education promotion in the Municipality would ensure gender mainstreaming with emphasis on women's participation at all levels.
2.5	Promotes awareness creation for attitudinal change						5	The programme strongly supports the aim. Quality education promotion in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth						5	Quality education promotion in the Municipality would encourage strong and stable condition in economic growth. This therefore strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies						5	The programme strongly supports the aim. Quality education promotion in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials						5	Quality education promotion in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.7: Sustainability Test (Good Health Promotion Programme)

Development Programme: Good Health Promotion								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources						5	The programme strongly supports the objective as good health promotion in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems						5	Good health promotion in the Municipality would strongly ensure retention of natural character and function of aquatic ecosystems.
1.3	Ensures protection of biodiversity						5	Good health promotion in the Municipality in accordance with the SDGs would strongly support the aim of ensuring the protection of biodiversity.
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies						5	Good health promotion in the Municipality would strongly support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.
1.5	Prevents degradation of land and soil pollution/ infertility						5	The programme strongly supports the objective as good health promotion in the Municipality would help prevent land degradation and soil pollution/infertility.
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)						5	Good health promotion in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore strongly supports the aim.

Development Programme: Good Health Promotion								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts						5	The programme strongly supports the objective as good health promotion in the Municipality would strongly help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality						5	Good health promotion in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This strongly supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases						5	The programme strongly supports the aim. Good health promotion in the Municipality would promote good hygiene and contribute to prevention of diseases.
2.3	Promotes equitable distribution of related benefits						5	Good health promotion in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.
2.4	Ensures gender mainstreaming with emphasis on women's participation at all levels						5	The programme strongly supports the aim. Good health promotion in the Municipality would ensure gender mainstreaming with emphasis on women's participation at all levels.
2.5	Promotes awareness creation for attitudinal change						5	The programme strongly supports the aim. Good health promotion in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth						5	Good health promotion in the Municipality would encourage strong and stable condition in economic growth. This therefore strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies						5	The programme strongly supports the aim. Good health promotion in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials						5	Good health promotion in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.8: Sustainability Test (Social Welfare and Empowerment Programme)

Development Programme: Social Welfare and Empowerment								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources						5	The programme strongly supports the objective as social welfare and empowerment in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems						5	Social welfare and empowerment in the Municipality would strongly ensure retention of natural character and function of aquatic ecosystems.
1.3	Ensures protection of biodiversity						5	Social welfare and empowerment in the Municipality in accordance with the SDGs would strongly support the aim of ensuring the protection of biodiversity.

Development Programme: Social Welfare and Empowerment								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies						5	Social welfare and empowerment in the Municipality would strongly support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.
1.5	Prevents degradation of land and soil pollution/ infertility						5	The programme strongly supports the objective as social welfare and empowerment in the Municipality would help prevent land degradation and soil pollution/infertility.
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)						5	Social welfare and empowerment in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore strongly supports the aim.
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts						5	The programme strongly supports the objective as social welfare and empowerment in the Municipality would strongly help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality						5	Social welfare and empowerment in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore strongly supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases						5	The programme strongly supports the aim. Social welfare and empowerment in the Municipality would promote good hygiene and contribute to prevention of diseases.
2.3	Promotes equitable distribution of related benefits						5	Social welfare and empowerment in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.
2.4	Ensures gender mainstreaming with emphasis on women's participation at all levels						5	The programme strongly supports the aim. Social welfare and empowerment in the Municipality would ensure gender mainstreaming with emphasis on women's participation at all levels.
2.5	Promotes awareness creation for attitudinal change						5	The programme strongly supports the aim. Social welfare and empowerment in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth						5	Social welfare and empowerment in the Municipality would encourage strong and stable condition in economic growth. This strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies						5	The programme strongly supports the aim. Social welfare and empowerment in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials						5	Social welfare and empowerment in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.9: Sustainability Test (Road Safety and Improvement Programme)

Development Programme: Road Safety and Improvement								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources					4	The programme supports the objective as road safety and improvement in the Municipality would help protect and sustain the utilization of the resource.	
1.2	Ensures retention of natural character and function of aquatic ecosystems					4	Road safety and improvement in the Municipality would ensure retention of natural character and function of aquatic ecosystems.	
1.3	Ensures protection of biodiversity					4	Road safety and improvement in the Municipality in accordance with the SDGs would support the aim of ensuring the protection of biodiversity.	
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies					4	Road safety and improvement in the Municipality would support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.	
1.5	Prevents degradation of land and soil pollution/ infertility					4	The programme supports the objective as road safety and improvement in the Municipality would help prevent land degradation and soil pollution/ infertility.	
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)					4	Road safety and improvement in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore supports the aim.	
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts					4	The programme supports the objective as road safety and improvement in the Municipality would help prevent floods and the effects of floods/droughts.	
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality					5	Road safety and improvement in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore supports the aim.	
2.2	Promotes good hygiene and contributes to prevention of diseases					5	The programme supports the aim. Road safety and improvement the Municipality would promote good hygiene and contribute to prevention of diseases.	
2.3	Promotes equitable distribution of related benefits					5	Road safety and improvement in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.	
2.4	Ensures gender mainstreaming with emphasis on women’s participation at all levels					5	The programme strongly supports the aim. Road safety and improvement in the Municipality would ensure gender mainstreaming with emphasis on women’s participation at all levels.	
2.5	Promotes awareness creation for attitudinal change					5	The programme strongly supports the aim. Road safety and improvement in the Municipality would promote awareness creation for attitudinal change.	
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth					5	Road safety and improvement in the Municipality would encourage strong and stable condition in economic growth. This therefore strongly supports the aim.	

Development Programme: Road Safety and Improvement								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
3.2	Increases innovation and implementation of cleaner and efficient technologies						5	The programme strongly supports the aim. Road safety and improvement in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials						5	Road safety and improvement in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.10: Sustainability Test (Water, Sanitation & Hygiene Improvement Programme)

Development Programme: Water, Sanitation and Hygiene (WASH) Improvement								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources						5	The programme strongly supports the objective as WASH improvement in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems						5	WASH improvement in the Municipality would strongly ensure retention of natural character and function of aquatic ecosystems.
1.3	Ensures protection of biodiversity						5	WASH improvement in the Municipality in accordance with the SDGs would strongly support the aim of ensuring the protection of biodiversity.
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies						5	WASH improvement in the Municipality would strongly support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.
1.5	Prevents degradation of land and soil pollution/ infertility						5	The programme strongly supports the objective as WASH improvement in the Municipality would help prevent land degradation and soil pollution/infertility.
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)						5	WASH improvement in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore strongly supports the aim.
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts						5	The programme strongly supports the objective as WASH improvement in the Municipality would strongly help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality						5	WASH improvement in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore strongly supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases						5	The programme strongly supports the aim. WASH improvement in the Municipality would promote good hygiene and contribute to prevention of diseases.

Development Programme: Water, Sanitation and Hygiene (WASH) Improvement								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
2.3	Promotes equitable distribution of related benefits						5	WASH improvement in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.
2.4	Ensures gender mainstreaming with emphasis on women's participation at all levels						5	The programme strongly supports the aim. WASH improvement in the Municipality would ensure gender mainstreaming with emphasis on women's participation at all levels.
2.5	Promotes awareness creation for attitudinal change						5	The programme strongly supports the aim. WASH improvement in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth						5	WASH improvement in the Municipality would encourage strong and stable condition in economic growth. This therefore strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies						5	The programme strongly supports the aim. WASH improvement in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials						5	WASH improvement in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.11: Sustainability Test (Housing Improvement Programme)

Development Programme: Housing Improvement								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources						4	The programme supports the objective as housing improvement in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems						4	Housing improvement in the Municipality would ensure retention of natural character and function of aquatic ecosystems.
1.3	Ensures protection of biodiversity						4	Housing improvement in the Municipality in accordance with the SDGs would support the aim of ensuring the protection of biodiversity.
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies						4	Housing improvement in the Municipality would support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.
1.5	Prevents degradation of land and soil pollution/ infertility						4	The programme supports the objective as housing improvement in the Municipality would help prevent land degradation and soil pollution/ infertility.
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use						4	Housing improvement in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore supports the aim.

Development Programme: Housing Improvement								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
	(energy, chemicals and other raw materials)					4		
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts					4		The programme supports the objective as housing improvement in the Municipality would help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality					5		Housing improvement in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases					5		The programme supports the aim. Housing improvement in the Municipality would promote good hygiene and contribute to prevention of diseases.
2.3	Promotes equitable distribution of related benefits					5		Housing improvement in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.
2.4	Ensures gender mainstreaming with emphasis on women's participation at all levels					5		The programme strongly supports the aim. Housing improvement in the Municipality would ensure gender mainstreaming with emphasis on women's participation at all levels.
2.5	Promotes awareness creation for attitudinal change					5		The programme strongly supports the aim. Housing improvement in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth					5		Housing improvement in the Municipality would encourage strong and stable condition in economic growth. This therefore strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies					5		The programme strongly supports the aim. Housing improvement in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials					5		Housing improvement in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.12: Sustainability Test (Disaster Control & Management Programme)

Development Programme: Disaster Control and Management								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources					4		The programme supports the objective as disaster control and management in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems					4		Disaster control and management in the Municipality would ensure retention of natural character and function of aquatic ecosystems.

Development Programme: Disaster Control and Management								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1.3	Ensures protection of biodiversity					4	Disaster control and management in the Municipality in accordance with the SDGs would support the aim of ensuring the protection of biodiversity.	
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies					4	Disaster control and management in the Municipality would support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.	
1.5	Prevents degradation of land and soil pollution/ infertility					4	The programme supports the objective as disaster control and management in the Municipality would help prevent land degradation and soil pollution/ infertility.	
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)					4	Disaster control and management in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore supports the aim.	
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts					4	The programme supports the objective as disaster control and management in the Municipality would help prevent floods and the effects of floods/droughts.	
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality					5	Disaster control and management in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore supports the aim.	
2.2	Promotes good hygiene and contributes to prevention of diseases					5	The programme supports the aim. Disaster control and management in the Municipality would promote good hygiene and contribute to prevention of diseases.	
2.3	Promotes equitable distribution of related benefits					5	Disaster control and management in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.	
2.4	Ensures gender mainstreaming with emphasis on women's participation at all levels					5	The programme strongly supports the aim. Disaster control and management in the Municipality would ensure gender mainstreaming with emphasis on women's participation at all levels.	
2.5	Promotes awareness creation for attitudinal change					5	The programme strongly supports the aim. Disaster control and management in the Municipality would promote awareness creation for attitudinal change.	
3. ECONOMY								
3.1	Encourages strong and stable condition in economic growth					5	Disaster control and management in the Municipality would encourage strong and stable condition in economic growth. This strongly supports the aim.	
3.2	Increases innovation and implementation of cleaner and efficient technologies					5	The programme strongly supports the aim. Disaster control and management in the Municipality would increase innovation and implementation of cleaner and efficient technologies.	
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials					5	Disaster control and management in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.	

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 5.13: Sustainability Test (Institutional Development Programme)

Development Programme: Institutional Development								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
1. NATURAL RESOURCES								
1.1	Supports conservation and promote sustainable utilization of resources						5	The programme strongly supports the objective as effective institutional development in the Municipality would help protect and sustain the utilization of the resource.
1.2	Ensures retention of natural character and function of aquatic ecosystems						5	Effective institutional development in the Municipality would strongly ensure retention of natural character and function of aquatic ecosystems.
1.3	Ensures protection of biodiversity						5	Effective institutional development in the Municipality in accordance with the SDGs would strongly support the aim of ensuring the protection of biodiversity.
1.4	Prevents discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies						5	Effective institutional development in the Municipality would strongly support the aim of preventing discharges (liquid and solid) and disposal of wastewater that adversely affect water bodies.
1.5	Prevents degradation of land and soil pollution/ infertility						5	The programme strongly supports the objective as effective institutional development in the Municipality would help prevent land degradation and soil pollution/infertility.
1.6	Promotes sustainable consumption of inputs – recycling, reduction, re-use (energy, chemicals and other raw materials)						5	Effective institutional development in the Municipality in accordance with the SDGs would promote the sustainable consumption of inputs (recycling, reduction and reuse). This therefore strongly supports the aim.
1.7	Promotes prevention of floods and mitigation of effects of floods/ droughts						5	The programme strongly supports the objective as effective institutional development in the Municipality would strongly help prevent floods and the effects of floods/droughts.
2. SOCIO-CULTURAL CONDITIONS								
2.1	Enhances access for all to basic needs in sufficient quantity and quality						5	Effective institutional development in the Municipality would improve access for all to basic needs in sufficient quantity and quality. This therefore strongly supports the aim.
2.2	Promotes good hygiene and contributes to prevention of diseases						5	The programme strongly supports the aim. Effective institutional development in the Municipality would promote good hygiene and contribute to prevention of diseases.
2.3	Promotes equitable distribution of related benefits						5	Effective institutional development in the Municipality would promote equitable distribution of related benefits. This therefore strongly supports the aim.
2.4	Ensures gender mainstreaming with emphasis on women’s participation at all levels						5	The programme strongly supports the aim. Effective institutional development in the Municipality would ensure gender mainstreaming with emphasis on women’s participation at all levels.
2.5	Promotes awareness creation for attitudinal change						5	The programme strongly supports the aim. Effective institutional development in the Municipality would promote awareness creation for attitudinal change.
3. ECONOMY								

Development Programme: Institutional Development								
SEA Sustainability Criteria (Aims/Objectives)		Performance Score						Reasons
		0	1	2	3	4	5	
3.1	Encourages strong and stable condition in economic growth						5	Effective institutional development in the Municipality would encourage strong and stable condition in economic growth. strongly supports the aim.
3.2	Increases innovation and implementation of cleaner and efficient technologies						5	The programme strongly supports the aim. Effective institutional development in the Municipality would increase innovation and implementation of cleaner and efficient technologies.
3.3	Encourages the retention of capital and the development of downstream industries, utilizing local raw materials						5	Effective institutional development in the Municipality would encourage the retention of capital and the development of downstream industries, utilizing local raw materials.

Source: Municipal Planning Co-ordinating Unit, July 2025

The sustainability test revealed that the implementation of the development programmes (local business development, agricultural promotion, quality education promotion, health promotion, social welfare and empowerment, road safety and improvement, Water, Sanitation, and Hygiene (WASH) improvement, housing improvement, flood control, institutional development programmes) could help protect and promote sustainable utilization of the resource and ensure retention of natural character and function of aquatic ecosystems. It would also contribute to the prevention of land degradation and soil pollution/infertility. The implementation of these development programmes, in accordance with the SDGs, would promote the sustainable consumption of inputs through recycling, reduction and reuse.

The sustainability test revealed also showed that the implementation of the development programmes could enhance good hygiene and contributes to prevention of diseases. With regards to the economy, the development programmes implementation could contribute to economic growth by promoting irrigated agriculture and ensuring all-year-round agricultural activities. Furthermore, it could make quality water available for commercial and industrial uses at relatively cheaper cost and required quantity to help develop businesses. The outcomes of the sustainability test indicated that the development programmes directly support Ghana's socio-cultural and economic development agenda without compromising the environment.

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 INTRODUCTION

The annual action plan phases out Kwabre East Municipal Composite Programme of Action (PoA) into realistic time frame to be implemented by the departments and agencies of the Assembly, NGOs, private sector and communities. Implementation involves translating the plan into actions to achieve the set objectives. The followings are the action plans for 2026, 2027, 2028 and 2029.

6.1 ANNUAL ACTION PLAN (2026)

Table 6.1: Annual Action Plan (2026)

Objective: Strengthening 400 Micro, Small and Medium-sized Enterprises (MSMEs) and 1,600 youths through the provision of market infrastructure, trainings and financing from 2026 to 2029														
Programme: Local business development														
No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
1.	Construction of 24-hour economy market	Mamponteng						950,555					Works Dept.	MPCU
2.	Construction of 1No. weaving center	Abira							305,000				Works Dept.	MPCU
3.	Support 100 MSMEs with tools and equipment	Municipal Wide						102,104	100,000				BAC	MPCU
4.	Train 100 market women and artisans	Municipal Wide							120,000	25,400 (Mastercard Foundation)			BAC	MPCU

5.	Train 400 youths on entrepreneurial skills (Start Your Business/ Bootcamp)	Municipal Wide								65,580 (Mastercard Foundation)			BAC	MPCU	
Objective: Support 100 crop farmers and 100 livestock farmers through the provision of improved inputs, new technologies and training to foster value addition to their produce by the end of 2029															
Programme: Agricultural promotion															
No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
6.	Training of farmers on pest and disease control, climate smart agriculture, post-harvest technology, agro processing and agribusiness management	Municipal wide						45,000	300,000					Agric. Dept.	MPCU
7.	Carry out disease surveillance and mass vaccination of animals	Municipal wide						10,500	100,000					Agric. Dept.	MPCU
8.	Official celebration of farmer's day	Municipal wide						80,500						Agric. Dept.	MPCU
9.	Monitoring of Agricultural activities	Municipal wide					10,498							Agric. Dept.	MPCU
10.	Trainings for Agric officers, extension, veterinary officers	Mun. Admin					12,600							Agric. Dept.	MPCU
Objective: Increase access to quality education for all through the provision of educational infrastructure and materials by 2029															
Programme: Quality education promotion															
No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
11.	Construction and furnishing 1 No. 6-unit classroom block with Office & store	Abirem						1,869,500						Works Dept.	MPCU
12.	Construction and furnishing of 1 No. 3 Unit classroom with office & store at Aboaso Holy Quran	Aboaso						1,027,500						Works Dept.	MPCU
13.	Construction of Furnishing 1 No. 2 unit KG Block with office and store	Yasore						613,750						Works Dept.	MPCU
14.	Completion of 1 No. 3 unit Classroom Block with office & store at Bosore M/A JHS	Bosore						72,667						Works Dept.	MPCU

15.	Completion of 1 No. 6-unit classroom Block at Holy Quran Islamic Primary School	Aboaso						750,888					Works Dept.	MPCU
16.	Construction and furnishing of 1 No. community library with washroom, office and store	Antoa								1,205,000 (DACF-RFG)			Works Dept.	MPCU
17.	Procurement of 800 No. ortagon tables and chairs for KG schools	Mun. Wide						400,000					Procurement Unit	Education Dept.
18.	Procurement of 2,000 No. dual desks for public primary schools	Mun. Wide						1,143,000					Procurement Unit	Education Dept.
19.	Procurement of 2,000 No. mono desks for Junior High Schools	Mun. Wide						700,000					Procurement Unit	Education Dept.
20.	Procurement of 2,000 No. mono desks for Senior High Schools	Mun. Wide						1,200,000					Procurement Unit	Education Dept.
21.	Procurement of 800 No. tables and chairs for basic school teachers	Mun. Wide						280,000					Procurement Unit	Education Dept.
22.	Provide bursaries/scholarships for 100 needy students	Mun. Wide								360,600 (MP's DACF)			MP	Finance Dept.
23.	Support mock exam and 1 st day at school activities	Mun. Wide						67,100					Education Dept.	Finance Dept.
24.	Procurement of computers and accessories to schools & ICT centres	Mun. Wide						200,000					Procurement Unit, MIS	Education Dept.

Objective: Improve access to healthcare services and resources through the provision of health infrastructure and robust awareness creation from 2026 to 2029

Programme: Good health promotion

No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
25.	Construction of 2 No. 2-bedroom nurses staff quarters	Mampong						1,452,700					Works Dept.	MPCU
26.	Construction and furnishing of 2 No. CHPS compound	Dumanafo, Bamang						1,452,700					Works Dept.	MPCU
27.	Construction and furnishing of children & maternity ward	Mampong						750,000					Works Dept.	MPCU
28.	Support for Municipal response initiative	Mun. Wide						155,000					Health Dept.	Finance Dept.
29.	Mass immunization and education on health issues/infectious diseases	Mun. Wide						70,000					Health Dept.	MPCU

30.	MSHAP/Malaria prevention and HIV/AIDS awareness campaign	Mun. Wide						151,295					Health Dept.	MPCU
Objective: Ensure social stability, child rights and protection, and fostering social inclusion for the marginalized from 2026 to 2029														
Programme: Social welfare and empowerment														
No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
31.	Support PWDs activities	Mun. Wide						863,219					SWCD	MPCU
32.	Monitor and supervise LEAP activities	Mun. Wide							5,000				SWCD	MPCU
33.	Child rights protection/promotion and case management	Mun. Wide						20,000					SWCD, NCCE	MPCU
34.	Identifying, registering, monitoring of all early childhood centres	Mun. Wide					4,000						SWCD	MPCU
35.	Conduct home visits on home management practices and education on social issues	Mun. Wide					4,000			29,000 (ISS)			SWCD	MPCU
36.	Monitoring of NGOs and CBOs	Mun. Wide					2,000						SWCD	MPCU
37.	Social enquiry on custody and paternity cases, missing/neglected and abandoned children	Mun. Wide					4,000						SWCD	MPCU
38.	Community mobilization and mass education programme	Mun. Wide					2,000	10,700					SWCD, NCCE	MPCU
39.	Sensitization on gender-based violence and domestic violence	Mun. Wide						10,055					Gender Desk Officer	MPCU
40.	Train women on bleach/parazone preparation, soap making, liquid softener and yoghurt production	Mun. Wide					3,000	10,150					Gender Desk Officer	MPCU
Objective: Enhance road safety and road networks through the provision of pedestrian safety facilities, construction and maintenance of road infrastructure by the end of 2029														
Programme: Road safety and road improvement														
No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
41.	Rehabilitation of selected roads under UDG 5 of GSCSP	Mun. Wide								21,700,000 (GSCSP)			Works Dept	MPCU
42.	Grading/reshaping selected roads	Mun. Wide								796,000 (DRIP)			Urban Roads	MPCU

43.	Installation of speed humps, rumble strips and traffic road signs	Mun. Wide						98,000					Urban Roads	MPCU
44.	Provision of road markings for road safety	Mun. Wide						45,000					Urban Roads	MPCU
45.	Procurement, repair and installation of streetlights, poles and fixtures	Mun. Wide						411,000					Procurement, Works Dept	MPCU
46.	Construction of 7 No. metallic footbridges	Mun. Wide						370,200					Urban Roads	MPCU
47.	Reshaping and establishment of pedestrian walkways	Ahwiaa, Meduma, Mamponteng						157,000					Urban Roads	MPCU

Objective: Promote public health through improved access to water and sanitation facilities and promotion of sustained hygiene behaviors from 2026 to 2029

Programme: Water, Sanitation, and Hygiene (WASH) improvement

No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
48.	Drilling and mechanization of 35 No. boreholes	Mun. Wide						3,909,500					Works Dept.	MPCU
49.	Maintenance of institutional boreholes	Mun. Wide						400,500					Works Dept.	MPCU
50.	Extension of pipelines to facilities	Mun. Wide						497,500					Works Dept.	MPCU
51.	Evacuation of refuse dumps and maintenance of final dumping site	Mun. Wide						300,000					Env't Health	MPCU
52.	Procurement of 10 No. refuse containers	Mun. Wide							200,000				Procurement, Env't Health	MPCU
53.	Regular dislodging of institutional and public toilets	Mun. Wide							200,000				Env't Health	MPCU
54.	Sanitation Improvement Package (SIP)	Mun. Wide						520,000					Env't Health	MPCU
55.	Carry out refuse lifting and fumigation exercise	Mun. Wide							1,416,000				Env't Health	MPCU
56.	Monitoring and supervision of environmental service providers	Mun. Wide						96,000					Env't Health	MPCU
57.	Conduct sensitization on WASH related activities	Mun. Wide						80,000					Env't Health	MPCU

58.	Carry out weeding and disinfection exercise	Mun. Wide						180,000					Env't Health	MPCU
59.	Procurement of sanitary tools and equipment including veronica buckets	Public Schools, Health Facilities							270,000				Procurement, Env't Health	MPCU
60.	Use of refuse compactor truck for street cleaning/collection of refuse	Mun. Wide						240,000					Env't Health	MPCU
61.	Procurement of waste crusher machine	Mun. Wide						105,000					Procurement, Env't Health	MPCU
62.	Supply of cleaning materials and sanitary items	Mun. Admin						98,455					Procurement, Env't Health	MPCU
63.	Organise National Sanitation Day	Mun. Wide						450,000					Env't Health	MPCU
64.	Noise and air quality management	Mun. Wide						100,000					Env't Health	MPCU

Objective: Improve physical quality of existing housing stock by enforcing planning schemes and building regulations from 2026 to 2029

Programme: Housing improvement

No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
65.	Public sensitization on building regulations	Mun. Wide					3,500							Works Dept.	MPCU
66.	Conduct periodic development control exercise and enforcement of building regulations	Mun. Wide					3,000							Physical Planning	MPCU
67.	Renovation and maintenance of office buildings	Mun. Wide						200,000						Works Dept.	MPCU
68.	Public sensitization on development permit acquisition	Mun. Wide					3,500							Works Dept.	MPCU

Objective: Implement flood mitigation measures in 4 high-risk areas by 2029

Programme: Disaster control and management

No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
69.	Construction of 1.9m, 0.6m and 1.2m U-drain	Asonomaso						85,122						Urban Roads	MPCU
70.	Construction of 0.9m U-drain, 157m long	Achiase						204,112						Urban Roads	MPCU

71.	Desilting of drains and dredging of streams	Mun. Wide						600,118		300,000 (MP's DACF)			Env't Health	MPCU
72.	Public sensitization on preventive and mitigation of possible disaster outbreaks	Mun. Wide						26,000					NADMO, Env't Health	MPCU
73.	Support to NADMO (Relief administration)	Mun. Wide						50,500		100,000 (MP's DACF)			NADMO	MPCU
74.	Undertake tree planting exercise	Mun. Wide						18,000					Agric Dept	MPCU
75.	Public sensitization on climate change mitigation and adaptation strategies	Mun. Wide						25,105					NADMO, Agric, Env't	MPCU

Objective: Strengthen the functioning and capabilities of institutions from 2026 to 2029

Programme: Institutional development

No	Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
76.	Audit committee meetings	Mun. Admin						50,000					Internal Audit	Finance Dept
77.	Procurement of office equipment (furniture, AC, cabinet, laptops, printers, drone, scanners, photocopier, statistical software, inverter, plotter)	Mun. Admin					50,000	363,000					Procurement Unit	MPCU
78.	Collect and update all economic and administrative data	Mun. Admin					5,000	50,000					Statistics Dept	MPCU
79.	Staff development and capacity building	Mun. Admin					17,000	50,000					Human Resource	MPCU
80.	Staff durbars / fora organization	Mun. Admin						25,000					Human Resource	MPCU
81.	Assembly members/unit committee capacity building	Mun. Admin						25,000					Human Resource	MPCU
82.	Composite budget preparation and reporting	Mun. Admin						70,000					Budget Unit	MPCU
83.	Preparation of 2026-2029 annual action plan and reporting	Mun. Admin						100,000					Planning Unit	MPCU
84.	Stakeholders' consultative engagement on PFM Act	Mun. Admin						75,000					Budget Unit	MPCU
85.	Preparation and gazetting of fee fixing resolution	Mun. Admin						50,000					Budget Unit	MPCU

86.	Preparation and implementation of Revenue Improvement Action Plan	Mun. Admin						41,500					Budget, Finance	MPCU
87.	GIFMIS management	Mun. Admin						60,000					Budget Unit	Finance Dept.
88.	Official celebration of Independency Day	Mun. Admin						100,000					Admin, NCCE	MPCU
89.	Public engagements, information dissemination and publications	Mun. Admin						72,000					NCCE, ISD	MPCU
90.	Municipal structure plan and local plans/schemes preparation	Mun. Admin						60,000					Physical Planning	MPCU
91.	Completion of MCE bungalow	Mamponteng						2,319,850					Works Dept.	MPCU
92.	Support culture and tourism activities	Mun. Admin							14,590				Admin	MPCU
93.	Completion of 1No. Administration block	Mamponteng						3,595,030					Works Dept	MPCU
94.	Support to Sub-District structures	Mun. Admin						146,500					Zonal Councils	Finance Dept.
95.	Organise statutory and other committee meetings	Mun. Admin						32,500	310,750				Admin.	MPCU
96.	Procurement and supply of office stationery and consumables	Mun. Admin							37,000				Procurement Unit	MPCU
97.	Renting of residential accommodation	Mun. Admin						300,000					Estate, Finance	MPCU
98.	Office equipment maintenance	Mun. Admin						80,000					MIS, Works, Estate	MPCU
99.	Maintenance of Assembly's website	Mun. Admin						12,000					MIS	MPCU
100.	Maintenance of office vehicles (fuel, repairs, insurance and servicing)	Mun. Admin						150,000					Transport	MPCU
101.	Support sports/youth development activities	Mun. Admin						65,000					YEA	MPCU
102.	Support to security services	Mun. Admin						60,000					Ambulance, Fire, Police, Prisons	MPCU
103.	Conduct Monitoring and Evaluation of development projects	Mun. Wide					8,000	172,000					Planning	MPCU
104.	Support to NALAG	Mun. Admin						237,000					Admin	Finance

Source: Municipal Planning Co-ordinating Unit, July 2025

6.2 ANNUAL ACTION PLAN (2027)

Table 6.2: Annual Action Plan (2027)

Objective: Strengthening 400 Micro, Small and Medium-sized Enterprises (MSMEs) and 1,600 youths through the provision of market infrastructure, trainings and financing from 2026 to 2029														
Programme: Local business development														
No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
1.	Support 100 MSMEs with tools and equipment	Municipal wide						122,104	120,000				BAC	MPCU
2.	Train 100 MSMEs on financial management, business formalization, branding and digital marketing	Municipal wide								25,400 (Mastercard Foundation)			BAC	MPCU
3.	Train 400 youths on entrepreneurial skills (Start Your Business/ Bootcamp)	Municipal wide								65,580 (Mastercard Foundation)			BAC	MPCU
4.	Organise trade and exhibition show	Municipal wide						25,000	120,000				BAC	MPCU
Objective: Support 100 crop farmers and 100 livestock farmers through the provision of improved inputs, new technologies and training to foster value addition to their produce by the end of 2029														
Programme: Agricultural promotion														
No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
5.	Training of farmers on pest and disease control, climate smart agriculture, post-harvest technology, agro processing and agribusiness management	Municipal wide						45,000	300,000				Agric. Dept.	MPCU
6.	Supplementary feeding strategies training for 30 livestock farmers	Municipal wide						10,000	5,000				Agric. Dept.	MPCU
7.	Carry out disease surveillance and mass vaccination of animals	Municipal wide						10,500	100,000				Agric. Dept.	MPCU
8.	Supply 30 farmers with improved seeds, fertilizers and equipment	Municipal wide					68,000		150,000				Agric. Dept.	MPCU

9.	Official celebration of farmer's day	Municipal wide						80,500						Agric. Dept.	MPCU
10.	Monitoring of Agricultural activities	Municipal wide					10,498							Agric. Dept.	MPCU
11.	Trainings for Agric officers, extension, veterinary officers	Mun. Admin					12,600							Agric. Dept.	MPCU

Objective: Increase access to quality education for all through the provision of educational infrastructure and materials by 2029

Programme: Quality education promotion

No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
12.	Rehabilitation of Fawoade RC Primary	Fawoade						300,000						Works Dept.	MPCU
13.	Procurement of 300 No. tables and chairs for basic school teachers	Mun. Wide						100,000						Procurement Unit	Education Dept.
14.	Procurement of 95 No. cardboards	Mun. Wide						138,000						Procurement Unit	Education Dept.
15.	Procurement of 100 No. metal beds for Senior High Schools	Mun. Wide						250,000						Procurement Unit	Education Dept.
16.	Provide bursaries/scholarships for 100 needy students	Mun. Wide								360,600 (MP's DACF)				MP	Finance Dept.
17.	Support mock exam and 1 st day at school activities	Mun. Wide						67,100						Education Dept.	Finance Dept.
18.	Procurement of computers and accessories to schools & ICT centres	Mun. Wide						200,000						Procurement Unit, MIS	Education Dept.

Objective: Improve access to healthcare services and resources through the provision of health infrastructure and robust awareness creation from 2026 to 2029

Programme: Good health promotion

No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
19.	Construction and furnishing of 2 No. CHPS Compound	Aduman, Abrade						1,952,700						Works Dept.	MPCU
20.	Support for Municipal response initiative	Mun. Wide						155,000						Health Dept.	Finance Dept.
21.	Mass immunization and education on health issues/infectious diseases	Mun. Wide						70,000						Health Dept.	MPCU
22.	Procurement of medical equipment and consumables	Mun. Wide						120,000						Health Dept.	MPCU

23.	MSHAP/Malaria prevention and HIV/AIDS awareness campaign	Mun. Wide						151,295					Health Dept.	MPCU
Objective: Ensure social stability, child rights and protection, and fostering social inclusion for the marginalized from 2026 to 2029														
Programme: Social welfare and empowerment														
No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
24.	Support PWDs activities	Mun. Wide						863,219					SWCD	MPCU
25.	Monitor and supervise LEAP activities	Mun. Wide							5,000				SWCD	MPCU
26.	Child rights protection/promotion and case management	Mun. Wide						20,000					SWCD, NCCE	MPCU
27.	Identifying, registering, monitoring of all early childhood centres	Mun. Wide					4,000						SWCD	MPCU
28.	Conduct home visits on home management practices and education on social issues	Mun. Wide					4,000			29,000 (ISS)			SWCD	MPCU
29.	Monitoring of NGOs and CBOs	Mun. Wide					2,000						SWCD	MPCU
30.	Social enquiry on custody and paternity cases, missing/neglected and abandoned children	Mun. Wide					4,000						SWCD	MPCU
31.	Community mobilization and mass education programme	Mun. Wide					2,000	10,700					SWCD, NCCE	MPCU
32.	Sensitization on gender-based violence and domestic violence	Mun. Wide						10,055					Gender Desk Officer	MPCU
33.	Sensitization for adolescent and women on menstrual hygiene and menstrual pads reusable	Mun. Wide							17,500				Gender Desk Officer	MPCU
34.	Public sensitization on birth and death registration	Mun. Wide							12,000				Birth & Death Registry	MPCU
Objective: Enhance road safety and road networks through the provision of pedestrian safety facilities, construction and maintenance of road infrastructure by the end of 2029														
Programme: Road safety and road improvement														
No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
35.	Pothole patching and alignment on selected roads	Mun. Wide						440,000					Urban Roads	MPCU

36.	Spot improvement on selected roads	Mun. Wide						1,276,000					Urban Roads	MPCU
37.	Grading and gravelling works on selected roads	Mun. Wide						296,000		500,000 (DRIP)			Urban Roads	MPCU
38.	Installation of speed humps, rumble strips and traffic road signs	Mun. Wide						140,000					Urban Roads	MPCU
39.	Provision of road markings for road safety	Mun. Wide						75,000					Urban Roads	MPCU
40.	Procurement, repair and installation of streetlights, poles and fixtures	Mun. Wide						411,000					Procurement, Works Dept	MPCU
41.	Construction of pedestrian walkways	Mun. Wide						157,000					Urban Roads	MPCU
42.	Street Naming and Property Address (SNPA) system	Mun. Wide						72,000					Physical Planning	MPCU

Objective: Promote public health through improved access to water and sanitation facilities and promotion of sustained hygiene behaviors from 2026 to 2029

Programme: Water, Sanitation, and Hygiene (WASH) improvement

No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
43.	Drilling and mechanization of 20 No. boreholes	Mun. Wide						2,909,500					Works Dept.	MPCU
44.	Maintenance of institutional boreholes	Mun. Wide						400,500					Works Dept.	MPCU
45.	Extension of pipelines to facilities	Mun. Wide						497,500					Works Dept.	MPCU
46.	Evacuation of refuse dumps and maintenance of final dumping site	Mun. Wide						300,000					Env't Health	MPCU
47.	Procurement of 10 No. refuse containers	Mun. Wide							200,000				Procurement, Env't Health	MPCU
48.	Regular dislodging of institutional and public toilets	Mun. Wide							200,000				Env't Health	MPCU
49.	Sanitation Improvement Package (SIP)	Mun. Wide						520,000					Env't Health	MPCU
50.	Carry out refuse lifting and fumigation exercise	Mun. Wide							1,416,000				Env't Health	MPCU
51.	Monitoring and supervision of environmental service providers	Mun. Wide						96,000					Env't Health	MPCU

52.	Conduct sensitization on WASH related activities	Mun. Wide						80,000						Env't Health	MPCU
53.	Carry out weeding and disinfection exercise	Mun. Wide						180,000						Env't Health	MPCU
54.	Procurement of sanitary tools and equipment including veronica buckets	Public Schools, Health Facilities							270,000					Procurement, Env't Health	MPCU
55.	Use of refuse compactor truck for street cleaning/collection of refuse	Mun. Wide						240,000						Env't Health	MPCU
51.	Supply of cleaning materials and sanitary items	Mun. Admin						98,455						Procurement, Env't Health	MPCU
57.	Organise National Sanitation Day	Mun. Wide						450,000						Env't Health	MPCU
58.	Noise and air quality management	Mun. Wide						100,000						Env't Health	MPCU

Objective: Improve physical quality of existing housing stock by enforcing planning schemes and building regulations from 2026 to 2029

Programme: Housing improvement

No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
59.	Public sensitization on building regulations	Mun. Wide					3,500							Works Dept.	MPCU
60.	Public sensitization on development permit acquisition	Mun. Wide					3,500							Works Dept.	MPCU
61.	Conduct periodic development control exercise and enforcement of building regulations	Mun. Wide					3,000							Physical Planning	MPCU

Objective: Implement flood mitigation measures in 4 high-risk areas by 2029

Programme: Disaster control and management

No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
62.	Construction of 0.9m U-drain, 157m long	Sakra Wonoo						204,112						Urban Roads	MPCU
63.	Desilting of drains and dredging of streams	Mun. Wide						600,118			300,000 (MP's DACF)			Env't Health	MPCU
64.	Public sensitization on preventive and mitigation of possible disaster outbreaks	Mun. Wide						36,000			100,000 (MP's DACF)			NADMO, Env't Health	MPCU

65.	Support to NADMO (Relief administration)	Mun. Wide						50,500		100,000 (MP's DACF)			NADMO	MPCU
66.	Undertake tree planting exercise	Mun. Wide						18,000					Agric Dept	MPCU
67.	Public sensitization on climate change mitigation and adaptation strategies	Mun. Wide						41,105					NADMO, Agric, Env't	MPCU
Objective: Strengthen the functioning and capabilities of institutions from 2026 to 2029														
Programme: Institutional development														
No	Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
68.	Audit committee meetings	Mun. Admin						50,000					Internal Audit	Finance Dept
69.	Procurement of office equipment (furniture, AC, cabinet, laptops, printers, scanners, photocopier)	Mun. Admin					50,000	363,000					Procurement Unit	MPCU
70.	Collect and update all economic and administrative data	Mun. Admin						50,000					Statistics Dept	MPCU
71.	Staff development and capacity building	Mun. Admin					17,000	50,000					Human Resource	MPCU
72.	Staff durbars / fora organization	Mun. Admin						25,000					Human Resource	MPCU
73.	Assembly members/unit committee capacity building	Mun. Admin						25,000					Human Resource	MPCU
74.	Composite budget preparation and reporting	Mun. Admin						70,000					Budget Unit	MPCU
75.	Preparation of 2027 annual action plan and reporting	Mun. Admin						50,000					Planning Unit	MPCU
76.	Stakeholders' consultative engagement on PFM Act	Mun. Admin						50,000					Budget Unit	MPCU
77.	Preparation and gazetting of fee fixing resolution	Mun. Admin						50,000					Budget Unit	MPCU
78.	Preparation and implementation of Revenue Improvement Action Plan	Mun. Admin						41,500					Budget, Finance	MPCU
79.	GIFMIS management	Mun. Admin						60,000					Budget Unit	Finance Dept.
80.	Official celebration of Independency Day	Mun. Admin						100,000					Admin, NCCE	MPCU

81.	Public engagements, information dissemination and publications	Mun. Admin						72,000						NCCE, ISD	MPCU
82.	Municipal structure plan and local plans/schemes preparation	Mun. Admin						60,000						Physical Planning	MPCU
83.	Support culture and tourism activities	Mun. Admin							14,590					Admin	MPCU
84.	Support to Sub-District structures	Mun. Admin						146,500						Zonal Councils	Finance Dept.
85.	Organise statutory and other committee meetings	Mun. Admin						30,000	510,000					Admin.	MPCU
86.	Procurement and supply of office stationery and consumables	Mun. Admin							37,000					Procurement Unit	MPCU
87.	Support revenue mobilization	Mun. Admin							95,000					Finance	MPCU
88.	Office equipment maintenance	Mun. Admin						80,000						MIS, Works, Estate	MPCU
89.	Maintenance of Assembly's website	Mun. Admin						12,000						MIS	MPCU
90.	Maintenance of office vehicles (fuel, repairs, insurance and servicing)	Mun. Admin						150,000						Transport	MPCU
91.	Support sports/youth development activities	Mun. Admin						65,000						YEA	MPCU
92.	Support to security services	Mun. Admin						60,000						Ambulance, Fire, Police, Prisons	MPCU
93.	Conduct Monitoring and Evaluation of development projects	Mun. Wide					8,000	172,000						Planning	MPCU
94.	Support to NALAG	Mun. Admin						237,000						Admin	Finance
95.	Logistical support to decentralized departments	Mun. Admin						100,000						Finance Dept	MPCU
96.	Public education on emergencies services	Mun. Wide							15,000					Fire, Police Ambulance NADMO	MPCU

Source: Municipal Planning Co-ordinating Unit, July 2025

6.3 ANNUAL ACTION PLAN (2028)

Table 6.3: Annual Action Plan (2028)

Objective: Strengthening 400 Micro, Small and Medium-sized Enterprises (MSMEs) and 1,600 youths through the provision of market infrastructure, trainings and financing from 2026 to 2029														
Programme: Local business development														
No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
1.	Support 100 MSMEs with tools and equipment	Municipal wide						122,104	120,000				BAC	MPCU
2.	Train 100 MSMEs on financial management, business formalization, branding and digital marketing	Municipal wide								25,400 (Mastercard Foundation)			BAC	MPCU
3.	Train 400 youths on entrepreneurial skills (Start Your Business/ Bootcamp)	Municipal wide								65,580 (Mastercard Foundation)			BAC	MPCU
4.	Organise trade and exhibition show	Municipal wide						25,000	120,000				BAC	MPCU
Objective: Support 100 crop farmers and 100 livestock farmers through the provision of improved inputs, new technologies and training to foster value addition to their produce by the end of 2029														
Programme: Agricultural promotion														
No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
5.	Training of farmers on pest and disease control, climate smart agriculture, post-harvest technology, agro processing and agribusiness management	Municipal wide						45,000	300,000				Agric. Dept.	MPCU
6.	Supplementary feeding strategies training for 30 livestock farmers	Municipal wide						10,000	5,000				Agric. Dept.	MPCU
7.	Carry out disease surveillance and mass vaccination of animals	Municipal wide						10,500	100,000				Agric. Dept.	MPCU
8.	Supply 30 farmers with improved seeds, fertilizers and equipment	Municipal wide					68,000		150,000				Agric. Dept.	MPCU

9.	Official celebration of farmer's day	Municipal wide						80,500						Agric. Dept.	MPCU
10.	Monitoring of Agricultural activities	Municipal wide					10,498							Agric. Dept.	MPCU
11.	Trainings for Agric officers, extension, veterinary officers	Mun. Admin					12,600							Agric. Dept.	MPCU

Objective: Increase access to quality education for all through the provision of educational infrastructure and materials by 2029

Programme: Quality education promotion

No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
12.	Rehabilitation of Brofoyedru M/A Primary	Brofoyedru						300,000						Works Dept.	MPCU
13.	Procurement of 300 No. tables and chairs for basic school teachers	Mun. Wide						100,000						Procurement Unit	Education Dept.
14.	Procurement of 95 No. cardboards	Mun. Wide						138,000						Procurement Unit	Education Dept.
15.	Procurement of 100 No. metal beds for Senior High Schools	Mun. Wide						250,000						Procurement Unit	Education Dept.
16.	Provide bursaries/scholarships for 100 needy students	Mun. Wide								360,600 (MP's DACF)				MP	Finance Dept.
17.	Support mock exam and 1 st day at school activities	Mun. Wide						67,100						Education Dept.	Finance Dept.
18.	Procurement of computers and accessories to schools & ICT centres	Mun. Wide						200,000						Procurement Unit, MIS	Education Dept.

Objective: Improve access to healthcare services and resources through the provision of health infrastructure and robust awareness creation from 2026 to 2029

Programme: Good health promotion

No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
19.	Construction and furnishing of 2 No. CHPS Compound	Abirem, Adense						1,952,700						Works Dept.	MPCU
20.	Support for Municipal response initiative	Mun. Wide						155,000						Health Dept.	Finance Dept.
21.	Mass immunization and education on health issues/infectious diseases	Mun. Wide						70,000						Health Dept.	MPCU
22.	Procurement of medical equipment and consumables	Mun. Wide						120,000						Health Dept.	MPCU

23.	MSHAP/Malaria prevention and HIV/AIDS awareness campaign	Mun. Wi&e						151,295					Health Dept.	MPCU
Objective: Ensure social stability, child rights and protection, and fostering social inclusion for the marginalized from 2026 to 2029														
Programme: Social welfare and empowerment														
No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
24.	Support PWDs activities	Mun. Wide						863,219					SWCD	MPCU
25.	Monitor and supervise LEAP activities	Mun. Wide							5,000				SWCD	MPCU
26.	Child rights protection/promotion and case management	Mun. Wide						20,000					SWCD, NCCE	MPCU
27.	Identifying, registering, monitoring of all early childhood centres	Mun. Wide					4,000						SWCD	MPCU
28.	Conduct home visits on home management practices and education on social issues	Mun. Wide					4,000			29,000 (ISS)			SWCD	MPCU
29.	Monitoring of NGOs and CBOs	Mun. Wide					2,000						SWCD	MPCU
30.	Social enquiry on custody and paternity cases, missing/neglected and abandoned children	Mun. Wide					4,000						SWCD	MPCU
31.	Community mobilization and mass education programme	Mun. Wide					2,000	10,700					SWCD, NCCE	MPCU
32.	Sensitization on gender-based violence and domestic violence	Mun. Wide						10,055					Gender Desk Officer	MPCU
33.	Sensitization for adolescent and women on menstrual hygiene and menstrual pads reusable	Mun. Wide							17,500				Gender Desk Officer	MPCU
34.	Public sensitization on birth and death registration	Mun. Wide							12,000				Birth & Death Registry	MPCU
Objective: Enhance road safety and road networks through the provision of pedestrian safety facilities, construction and maintenance of road infrastructure by the end of 2029														
Programme: Road safety and road improvement														
No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
35.	Pothole patching and alignment on selected roads	Mun. Wide						440,000					Urban Roads	MPCU

36.	Spot improvement on selected roads	Mun. Wide						1,276,000					Urban Roads	MPCU
37.	Grading and gravelling works on selected roads	Mun. Wide						296,000		500,000 (DRIP)			Urban Roads	MPCU
38.	Installation of speed humps, rumble strips and traffic road signs	Mun. Wide						140,000					Urban Roads	MPCU
39.	Provision of road markings for road safety	Mun. Wide						75,000					Urban Roads	MPCU
40.	Procurement, repair and installation of streetlights, poles and fixtures	Mun. Wide						411,000					Procurement, Works Dept	MPCU
41.	Construction of pedestrian walkways	Mun. Wide						157,000					Urban Roads	MPCU
42.	Street Naming and Property Address (SNPA) system	Mun. Wide						72,000					Physical Planning	MPCU

Objective: Promote public health through improved access to water and sanitation facilities and promotion of sustained hygiene behaviors from 2026 to 2029

Programme: Water, Sanitation, and Hygiene (WASH) improvement

No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
43.	Drilling and mechanization of 20 No. boreholes	Mun. Wide						2,909,500					Works Dept.	MPCU
44.	Maintenance of institutional boreholes	Mun. Wide						400,500					Works Dept.	MPCU
45.	Extension of pipelines to facilities	Mun. Wide						497,500					Works Dept.	MPCU
46.	Evacuation of refuse dumps and maintenance of final dumping site	Mun. Wide						300,000					Env't Health	MPCU
47.	Procurement of 10 No. refuse containers	Mun. Wide							200,000				Procurement, Env't Health	MPCU
48.	Regular dislodging of institutional and public toilets	Mun. Wide							200,000				Env't Health	MPCU
49.	Sanitation Improvement Package (SIP)	Mun. Wide						520,000					Env't Health	MPCU
50.	Carry out refuse lifting and fumigation exercise	Mun. Wide							1,416,000				Env't Health	MPCU
51.	Monitoring and supervision of environmental service providers	Mun. Wide						96,000					Env't Health	MPCU

52.	Conduct sensitization on WASH related activities	Mun. Wide						80,000					Env't Health	MPCU
53.	Carry out weeding and disinfection exercise	Mun. Wide						180,000					Env't Health	MPCU
54.	Procurement of sanitary tools and equipment including veronica buckets	Public Schools, Health Facilities							270,000				Procurement, Env't Health	MPCU
55.	Use of refuse compactor truck for street cleaning/collection of refuse	Mun. Wide						240,000					Env't Health	MPCU
51.	Supply of cleaning materials and sanitary items	Mun. Admin						98,455					Procurement, Env't Health	MPCU
57.	Organise National Sanitation Day	Mun. Wide						450,000					Env't Health	MPCU
58.	Noise and air quality management	Mun. Wide						100,000					Env't Health	MPCU

Objective: Improve physical quality of existing housing stock by enforcing planning schemes and building regulations from 2026 to 2029

Programme: Housing improvement

No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
59.	Public sensitization on building regulations	Mun. Wide					3,500						Works Dept.	MPCU
60.	Public sensitization on development permit acquisition	Mun. Wide					3,500						Works Dept.	MPCU
61.	Conduct periodic development control exercise and enforcement of building regulations	Mun. Wide					3,000						Physical Planning	MPCU

Objective: Implement flood mitigation measures in 4 high-risk areas by 2029

Programme: Disaster control and management

No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
62.	Construction of 0.9m U-drain, 157m long	Mampong						204,112					Urban Roads	MPCU
63.	Desilting of drains and dredging of streams	Mun. Wide						600,118		300,000 (MP's DACF)			Env't Health	MPCU
64.	Public sensitization on preventive and mitigation of possible disaster outbreaks	Mun. Wide						36,000		100,000 (MP's DACF)			NADMO, Env't Health	MPCU

65.	Support to NADMO (Relief administration)	Mun. Wide						50,500		100,000 (MP's DACF)			NADMO	MPCU
66.	Undertake tree planting exercise	Mun. Wide						18,000					Agric Dept	MPCU
67.	Public sensitization on climate change mitigation and adaptation strategies	Mun. Wide						41,105					NADMO, Agric, Env't	MPCU
Objective: Strengthen the functioning and capabilities of institutions from 2026 to 2029														
Programme: Institutional development														
No	Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
68.	Audit committee meetings	Mun. Admin						50,000					Internal Audit	Finance Dept
69.	Procurement of office equipment (furniture, cabinet, laptops, printers, scanners, photocopier)	Mun. Admin					50,000	363,000					Procurement Unit	MPCU
70.	Collect and update all economic and administrative data	Mun. Admin						50,000					Statistics Dept	MPCU
71.	Staff development and capacity building	Mun. Admin					17,000	50,000					Human Resource	MPCU
72.	Staff durbars / fora organization	Mun. Admin						25,000					Human Resource	MPCU
73.	Assembly members/unit committee capacity building	Mun. Admin						25,000					Human Resource	MPCU
74.	Composite budget preparation and reporting	Mun. Admin						70,000					Budget Unit	MPCU
75.	Preparation of 2027 annual action plan and reporting	Mun. Admin						50,000					Planning Unit	MPCU
76.	Stakeholders' consultative engagement on PFM Act	Mun. Admin						50,000					Budget Unit	MPCU
77.	Preparation and gazetting of fee fixing resolution	Mun. Admin						50,000					Budget Unit	MPCU
78.	Preparation and implementation of Revenue Improvement Action Plan	Mun. Admin						41,500					Budget, Finance	MPCU
79.	GIFMIS management	Mun. Admin						60,000					Budget Unit	Finance Dept.
80.	Official celebration of Independency Day	Mun. Admin						100,000					Admin, NCCE	MPCU

81.	Public engagements, information dissemination and publications	Mun. Admin						72,000						NCCE, ISD	MPCU
82.	Municipal structure plan and local plans/schemes preparation	Mun. Admin						60,000						Physical Planning	MPCU
83.	Support culture and tourism activities	Mun. Admin							14,590					Admin	MPCU
84.	Support to Sub-District structures	Mun. Admin						146,500						Zonal Councils	Finance Dept.
85.	Organise statutory and other committee meetings	Mun. Admin						30,000	510,000					Admin.	MPCU
86.	Procurement and supply of office stationery and consumables	Mun. Admin							37,000					Procurement Unit	MPCU
87.	Support revenue mobilization	Mun. Admin							95,000					Finance	MPCU
88.	Office equipment maintenance	Mun. Admin						80,000						MIS, Works, Estate	MPCU
89.	Maintenance of Assembly's website	Mun. Admin						12,000						MIS	MPCU
90.	Maintenance of office vehicles (fuel, repairs, insurance and servicing)	Mun. Admin						150,000						Transport	MPCU
91.	Support sports/youth development activities	Mun. Admin						65,000						YEA	MPCU
92.	Support to security services	Mun. Admin						60,000						Ambulance, Fire, Police, Prisons	MPCU
93.	Conduct Monitoring and Evaluation of development projects	Mun. Wide					8,000	172,000						Planning	MPCU
94.	Support to NALAG	Mun. Admin						237,000						Admin	Finance
95.	Logistical support to decentralized departments	Mun. Admin						100,000						Finance Dept	MPCU
96.	Public education on emergencies services	Mun. Wide							15,000					Fire, Police Ambulance NADMO	MPCU

Source: Municipal Planning Co-ordinating Unit, July 2025

6.4 ANNUAL ACTION PLAN (2029)

Table 6.4: Annual Action Plan (2029)

Objective: Strengthening 400 Micro, Small and Medium-sized Enterprises (MSMEs) and 1,600 youths through the provision of market infrastructure, trainings and financing from 2026 to 2029														
Programme: Local business development														
No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
1.	Support 100 MSMEs with tools and equipment	Municipal wide						122,104	120,000				BAC	MPCU
2.	Train 100 MSMEs on financial management, business formalization, branding and digital marketing	Municipal wide								25,400 (Mastercard Foundation)			BAC	MPCU
3.	Train 400 youths on entrepreneurial skills (Start Your Business/ Bootcamp)	Municipal wide								65,580 (Mastercard Foundation)			BAC	MPCU
4.	Organise trade and exhibition show	Municipal wide						25,000	120,000				BAC	MPCU
Objective: Support 100 crop farmers and 100 livestock farmers through the provision of improved inputs, new technologies and training to foster value addition to their produce by the end of 2029														
Programme: Agricultural promotion														
No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
5.	Training of farmers on pest and disease control, climate smart agriculture, post-harvest technology, agro processing and agribusiness management	Municipal wide						45,000	300,000				Agric. Dept.	MPCU
6.	Supplementary feeding strategies training for 30 livestock farmers	Municipal wide						10,000	5,000				Agric. Dept.	MPCU
7.	Carry out disease surveillance and mass vaccination of animals	Municipal wide						10,500	100,000				Agric. Dept.	MPCU
8.	Supply 30 farmers with improved seeds, fertilizers and equipment	Municipal wide					68,000		150,000				Agric. Dept.	MPCU

9.	Official celebration of farmer's day	Municipal wide						80,500						Agric. Dept.	MPCU
10.	Monitoring of Agricultural activities	Municipal wide					10,498							Agric. Dept.	MPCU
11.	Trainings for Agric officers, extension, veterinary officers	Mun. Admin					12,600							Agric. Dept.	MPCU

Objective: Increase access to quality education for all through the provision of educational infrastructure and materials by 2029

Programme: Quality education promotion

No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
12.	Rehabilitation of Mampong RC Primary	Mampong						300,000						Works Dept.	MPCU
13.	Procurement of 300 No. tables and chairs for basic school teachers	Mun. Wide						100,000						Procurement Unit	Education Dept.
14.	Procurement of 95 No. cardboards	Mun. Wide						138,000						Procurement Unit	Education Dept.
15.	Procurement of 100 No. metal beds for Senior High Schools	Mun. Wide						250,000						Procurement Unit	Education Dept.
16.	Provide bursaries/scholarships for 100 needy students	Mun. Wide								360,600 (MP's DACF)				MP	Finance Dept.
17.	Support mock exam and 1 st day at school activities	Mun. Wide						67,100						Education Dept.	Finance Dept.
18.	Procurement of computers and accessories to schools & ICT centres	Mun. Wide						200,000						Procurement Unit, MIS	Education Dept.

Objective: Improve access to healthcare services and resources through the provision of health infrastructure and robust awareness creation from 2026 to 2029

Programme: Good health promotion

No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
19.	Construction and furnishing of 2 No. CHPS Compound	Bonwire, Abankora						1,952,700						Works Dept.	MPCU
20.	Support for Municipal response initiative	Mun. Wide						155,000						Health Dept.	Finance Dept.
21.	Mass immunization and education on health issues/infectious diseases	Mun. Wide						70,000						Health Dept.	MPCU
22.	Procurement of medical equipment and consumables	Mun. Wide						120,000						Health Dept.	MPCU

23.	MSHAP/Malaria prevention and HIV/AIDS awareness campaign	Mun. Wide						151,295					Health Dept.	MPCU
Objective: Ensure social stability, child rights and protection, and fostering social inclusion for the marginalized from 2026 to 2029														
Programme: Social welfare and empowerment														
No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
24.	Support PWDs activities	Mun. Wide						863,219					SWCD	MPCU
25.	Monitor and supervise LEAP activities	Mun. Wide							5,000				SWCD	MPCU
26.	Child rights protection/promotion and case management	Mun. Wide						20,000					SWCD, NCCE	MPCU
27.	Identifying, registering, monitoring of all early childhood centres	Mun. Wide					4,000						SWCD	MPCU
28.	Conduct home visits on home management practices and education on social issues	Mun. Wide					4,000			29,000 (ISS)			SWCD	MPCU
29.	Monitoring of NGOs and CBOs	Mun. Wide					2,000						SWCD	MPCU
30.	Social enquiry on custody and paternity cases, missing/neglected and abandoned children	Mun. Wide					4,000						SWCD	MPCU
31.	Community mobilization and mass education programme	Mun. Wide					2,000	10,700					SWCD, NCCE	MPCU
32.	Sensitization on gender-based violence and domestic violence	Mun. Wide						10,055					Gender Desk Officer	MPCU
33.	Sensitization for adolescent and women on menstrual hygiene and menstrual pads reusable	Mun. Wide							17,500				Gender Desk Officer	MPCU
34.	Public sensitization on birth and death registration	Mun. Wide							12,000				Birth & Death Registry	MPCU
Objective: Enhance road safety and road networks through the provision of pedestrian safety facilities, construction and maintenance of road infrastructure by the end of 2029														
Programme: Road safety and road improvement														
No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
35.	Pothole patching and alignment on selected roads	Mun. Wide						440,000					Urban Roads	MPCU

36.	Spot improvement on selected roads	Mun. Wide						1,276,000					Urban Roads	MPCU
37.	Grading and gravelling works on selected roads	Mun. Wide						296,000		500,000 (DRIP)			Urban Roads	MPCU
38.	Installation of speed humps, rumble strips and traffic road signs	Mun. Wide						140,000					Urban Roads	MPCU
39.	Provision of road markings for road safety	Mun. Wide						75,000					Urban Roads	MPCU
40.	Procurement, repair and installation of streetlights, poles and fixtures	Mun. Wide						411,000					Procurement, Works Dept	MPCU
41.	Construction of pedestrian walkways	Mun. Wide						157,000					Urban Roads	MPCU
42.	Street Naming and Property Address (SNPA) system	Mun. Wide						72,000					Physical Planning	MPCU

Objective: Promote public health through improved access to water and sanitation facilities and promotion of sustained hygiene behaviors from 2026 to 2029

Programme: Water, Sanitation, and Hygiene (WASH) improvement

No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
43.	Drilling and mechanization of 20 No. boreholes	Mun. Wide						2,909,500					Works Dept.	MPCU
44.	Maintenance of institutional boreholes	Mun. Wide						400,500					Works Dept.	MPCU
45.	Extension of pipelines to facilities	Mun. Wide						497,500					Works Dept.	MPCU
46.	Evacuation of refuse dumps and maintenance of final dumping site	Mun. Wide						300,000					Env't Health	MPCU
47.	Procurement of 10 No. refuse containers	Mun. Wide							200,000				Procurement, Env't Health	MPCU
48.	Regular dislodging of institutional and public toilets	Mun. Wide							200,000				Env't Health	MPCU
49.	Sanitation Improvement Package (SIP)	Mun. Wide						520,000					Env't Health	MPCU
50.	Carry out refuse lifting and fumigation exercise	Mun. Wide							1,416,000				Env't Health	MPCU
51.	Monitoring and supervision of environmental service providers	Mun. Wide						96,000					Env't Health	MPCU

52.	Conduct sensitization on WASH related activities	Mun. Wide						80,000						Env't Health	MPCU
53.	Carry out weeding and disinfection exercise	Mun. Wide						180,000						Env't Health	MPCU
54.	Procurement of sanitary tools and equipment including veronica buckets	Public Schools, Health Facilities							270,000					Procurement, Env't Health	MPCU
55.	Use of refuse compactor truck for street cleaning/collection of refuse	Mun. Wide						240,000						Env't Health	MPCU
51.	Supply of cleaning materials and sanitary items	Mun. Admin						98,455						Procurement, Env't Health	MPCU
57.	Organise National Sanitation Day	Mun. Wide						450,000						Env't Health	MPCU
58.	Noise and air quality management	Mun. Wide						100,000						Env't Health	MPCU

Objective: Improve physical quality of existing housing stock by enforcing planning schemes and building regulations from 2026 to 2029

Programme: Housing improvement

No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
59.	Public sensitization on building regulations	Mun. Wide					3,500							Works Dept.	MPCU
60.	Public sensitization on development permit acquisition	Mun. Wide					3,500							Works Dept.	MPCU
61.	Conduct periodic development control exercise and enforcement of building regulations	Mun. Wide					3,000							Physical Planning	MPCU

Objective: Implement flood mitigation measures in 4 high-risk areas by 2029

Programme: Disaster control and management

No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating	
62.	Construction of 0.9m U-drain, 157m long	Mampongeng						204,112						Urban Roads	MPCU
63.	Desilting of drains and dredging of streams	Mun. Wide						600,118			300,000 (MP's DACF)			Env't Health	MPCU
64.	Public sensitization on preventive and mitigation of possible disaster outbreaks	Mun. Wide						36,000			100,000 (MP's DACF)			NADMO, Env't Health	MPCU

65.	Support to NADMO (Relief administration)	Mun. Wide						50,500		100,000 (MP's DACF)			NADMO	MPCU
66.	Undertake tree planting exercise	Mun. Wide						18,000					Agric Dept	MPCU
67.	Public sensitization on climate change mitigation and adaptation strategies	Mun. Wide						41,105					NADMO, Agric, Env't	MPCU
Objective: Strengthen the functioning and capabilities of institutions from 2026 to 2029														
Programme: Institutional development														
No	Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institution/ Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
68.	Audit committee meetings	Mun. Admin						50,000					Internal Audit	Finance Dept
69.	Procurement of office equipment (furniture, AC, cabinet, laptops, printers)	Mun. Admin					50,000	363,000					Procurement Unit	MPCU
70.	Collect and update all economic and administrative data	Mun. Admin						50,000					Statistics Dept	MPCU
71.	Staff development and capacity building	Mun. Admin					17,000	50,000					Human Resource	MPCU
72.	Staff durbars / fora organization	Mun. Admin						25,000					Human Resource	MPCU
73.	Assembly members/unit committee capacity building	Mun. Admin						25,000					Human Resource	MPCU
74.	Composite budget preparation and reporting	Mun. Admin						70,000					Budget Unit	MPCU
75.	Preparation of 2027 annual action plan and reporting	Mun. Admin						50,000					Planning Unit	MPCU
76.	Stakeholders' consultative engagement on PFM Act	Mun. Admin						50,000					Budget Unit	MPCU
77.	Preparation and gazetting of fee fixing resolution	Mun. Admin						50,000					Budget Unit	MPCU
78.	Preparation and implementation of Revenue Improvement Action Plan	Mun. Admin						41,500					Budget, Finance	MPCU
79.	GIFMIS management	Mun. Admin						60,000					Budget Unit	Finance Dept.
80.	Official celebration of Independency Day	Mun. Admin						100,000					Admin, NCCE	MPCU

81.	Public engagements, information dissemination and publications	Mun. Admin						72,000						NCCE, ISD	MPCU
82.	Municipal structure plan and local plans/schemes preparation	Mun. Admin						60,000						Physical Planning	MPCU
83.	Support culture and tourism activities	Mun. Admin							14,590					Admin	MPCU
84.	Support to Sub-District structures	Mun. Admin						146,500						Zonal Councils	Finance Dept.
85.	Organise statutory and other committee meetings	Mun. Admin						30,000	510,000					Admin.	MPCU
86.	Procurement and supply of office stationery and consumables	Mun. Admin							37,000					Procurement Unit	MPCU
87.	Support revenue mobilization	Mun. Admin							95,000					Finance	MPCU
88.	Office equipment maintenance	Mun. Admin						80,000						MIS, Works, Estate	MPCU
89.	Maintenance of Assembly's website	Mun. Admin						12,000						MIS	MPCU
90.	Maintenance of office vehicles (fuel, repairs, insurance and servicing)	Mun. Admin						150,000						Transport	MPCU
91.	Support sports/youth development activities	Mun. Admin						65,000						YEA	MPCU
92.	Support to security services	Mun. Admin						60,000						Ambulance, Fire, Police, Prisons	MPCU
93.	Conduct Monitoring and Evaluation of development projects	Mun. Wide					8,000	172,000						Planning	MPCU
94.	Support to NALAG	Mun. Admin						237,000						Admin	Finance
95.	Logistical support to decentralized departments	Mun. Admin						100,000						Finance Dept	MPCU
96.	Public education on emergencies services	Mun. Wide							15,000					Fire, Police Ambulance NADMO	MPCU

Source: Municipal Planning Co-ordinating Unit, July 2025

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.0 INTRODUCTION

The Government of Ghana is committed to prudent management and accountability practices within the public service that result in effective and efficient delivery of services for the benefit of all people living in Ghana. Government is further committed to the Medium-Term Expenditure Framework (MTEF) that links resource allocation to the national development policy objectives and the delivery of specified outputs and outcomes.

In the context of good public sector governance, the application of Monitoring and Evaluation (M&E) tools to generate reliable and accurate information to help government make sound policies and decisions is becoming increasingly relevant. This section summarizes the overall monitoring and evaluation arrangements to track progress and make adjustments for smooth implementation of the MTDP.

7.1 STAKEHOLDER ANALYSIS

Table 7.1 provides a list of all the stakeholders within and outside the Municipality who have a role to play in the implementation of the M&E Plan. It also assesses the interests and responsibilities in the implementation of the M&E Plan.

Table 7.1: Stakeholder Analysis

No	Stakeholder	Classification	Responsibility	Involvement
1.	Local Communities / Inhabitants / Youths	Primary	Demand accountability	Support data collection, participate in project implementation, disseminate relevant information to people
2.	Traditional Authorities	Primary	Demand accountability, track development in their localities, provide land for development	Assist in data collection, mobilize community members for discussions and assessments
3.	Department/ Agencies/ Contractor/ Consultant	Secondary	Project design, implementation and co-ordination	Project design and impact
4.	PWDs	Primary	Demand accountability, project design	Brief PWDs on project design, implementation and impact

No	Stakeholder	Classification	Responsibility	Involvement
5.	Development Partners	Secondary	Ensure timely release of funds, monitor utilization of funds, assess impact of involvement, demand accountability	Support project implementation, monitoring and evaluation
6.	The Media	Secondary	Disseminate information to the public.	Communicate project information to the general public.
7.	MP/MCE/ Assembly Members	Secondary	Policy formulation and planning, enforcement of Assembly bye-laws.	Support project implementation, monitoring and evaluation.
8.	MPCU	Secondary	Co-ordinate District level activities, ensure compliance with guidelines from NDPC.	Report on implementation of District activities.
9.	RCC	Secondary	Co-ordinate District level activities, ensure compliance with guidelines from NDPC.	Report on implementation of District activities.
10.	Ministry of Local Government, Chieftaincy and Religious Affairs	Secondary	Provide policy direction, assess MMDAs performances	Ensure compliance with policy direction.
11.	NDPC	Secondary	Ensures compliance with policy guidelines	Disseminate M&E results
12.	DACF Secretariat	Secondary	Provision of financial resources to MMDAs	Demand accountability of funds disbursed
13.	Political Parties	Secondary	Evaluate government performance	Initiate projects and programmes
14.	Research Institution	Secondary	Inputs for research	Data collection, analysis and results dissemination

Source: Municipal Planning Co-ordinating Unit, July 2025

From Table 7.1, it is expected that all the stakeholders identified will contribute their quota towards making the implementation of this M&E Plan a success.

7.2 MONITORING ARRANGEMENT

The meaning of ‘monitoring’ is arguably considered as a continuing function that uses systematic collection of data on specific indicators to provide management and main stakeholders of a development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

The purposes of monitoring are to; provide programme or project management staff and other stakeholders with information on whether progress is being made towards achieving stated objectives, provide regular feedback to enhance learning and to improve the planning process and effectiveness of interventions, increase programme or project accountability with donor and other stakeholders, enable management and staff to identify and reinforce initial positive results, strength and success, provide management with the opportunity to make timely

adjustments and corrective actions to improve the programme or project design, work plan and implementation strategies and check on conditions or situations of target group and changes brought about by programme or project activities as well as the continued relevance of the project.

According to the National M&E Manual, MMDAs are required to prepare M&E plan to help monitor the implementation of their development plans. The monitoring at this level is based on specific indicators for the tracking of the implementation of the MTDP programmes and projects over the planned period.

7.2.1 Monitoring Matrix

The Monitoring Matrix in Table 7.2 spells out indicators for the tracking of objectives and level of implementation of programmes and projects as contained in the PoA and AAP.

Table 7.2: Monitoring Matrix

Goal: Promote sustained, inclusive, and sustainable local business growth										
Objective: Strengthen 400 Micro, Small and Medium-sized Enterprises (MSMEs) and 1,600 youths through the provision of market infrastructure, training and financing from 2026 to 2029										
Programme: Local business development										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of MSMEs with access to credit facilities	MSMEs with access to credit facilities	Outcome	89%	93%	95%	98%	100%	N/A	Quarterly	MPCU
Proportion of MSMEs with access to access to tools and equipment	MSMEs with access to tools and equipment	Outcome	65%	75%	80%	85%	90%	N/A	Quarterly	MPCU
Percentage change in revenue mobilization (IGF)	Revenue mobilization (IGF) performance	Outcome	34%	45%	60%	75%	90%	N/A	Quarterly	MPCU
Number of market infrastructure improved	Enhance domestic trade	Output	1	2	2	2	2	N/A	Quarterly	MPCU
Proportion of active labour force with access to employable opportunities	Active labour force with access to employable opportunities	Outcome	76%	78%	80%	85%	90%	N/A	Quarterly	MPCU
Goal: Improve the adoption of sustainable agricultural practices										
Objective: Support 100 crop farmers and 100 livestock farmers to foster value addition to their produce by the end of 2029										
Programme: Agricultural promotion										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of farmers with access to agriculture extension services	Farmers with access to agriculture extension services	Outcome	100%	100%	100%	100%	100%	N/A	Quarterly	MPCU
Change in number of farmers applying new/modern techniques	Farmers who are applying new/modern techniques	Outcome	82%	85%	90%	92%	95%	N/A	Quarterly	MPCU
Change in number of farmers with	Farmers with access to tools and equipment	Outcome	75%	85%	90%	95%	100%	N/A	Quarterly	MPCU

access to improved tools and equipment										
Goal: Promote inclusive and equitable quality education										
Objective: Increase access to quality education for all through the provision of educational infrastructure and materials by 2029										
Programme: Quality education promotion										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Net enrolment ratio at KG level	Percentage of children of the official school-age who are actually enrolled in KG	Outcome	75%	78%	80%	85%	90%	N/A	Quarterly	MPCU
Net enrolment ratio at Primary level	Percentage of children of the official school-age who are actually enrolled in Primary	Outcome	75%	78%	80%	85%	90%	N/A	Quarterly	MPCU
Net enrolment ratio at JHS level	Percentage of children of the official school-age who are actually enrolled in JHS	Outcome	75%	78%	80%	85%	90%	N/A	Quarterly	MPCU
Net enrolment ratio at SHS level	Percentage of children of the official school-age who are actually enrolled in SHS	Outcome	75%	78%	80%	85%	90%	N/A	Quarterly	MPCU
Gender parity index at KG level	Ratio of the number of females to the number of males in KG	Outcome	0.96	1.0	1.0	1.0	1.0	N/A	Quarterly	MPCU
Gender parity index at Primary level	Ratio of the number of females to the number of males in Primary	Outcome	1.04	1.0	1.0	1.0	1.0	N/A	Quarterly	MPCU
Gender parity index at JHS level	Ratio of the number of females to the number of males in JHS	Outcome	0.97	1.0	1.0	1.0	1.0	N/A	Quarterly	MPCU
Gender parity index at SHS level	Ratio of the number of females to the number of males in SHS	Outcome	1.03	1.0	1.0	1.0	1.0	N/A	Quarterly	MPCU
Completion rate at KG level	Percentage of students who finish KG	Outcome	97%	100%	100%	100%	100%	N/A	Quarterly	MPCU
Completion rate at Primary level	Percentage of students who finish Primary	Outcome	99%	100%	100%	100%	100%	N/A	Quarterly	MPCU
Completion rate at JHS level	Percentage of students who finish JHS	Outcome	85%	100%	100%	100%	100%	N/A	Quarterly	MPCU
Completion rate at SHS level	Percentage of students who finish SHS	Outcome	79%	100%	100%	100%	100%	N/A	Quarterly	MPCU
Pass rate at JHS level	Percentage of JHS students who successfully pass	Outcome	100%	100%	100%	100%	100%	N/A	Quarterly	MPCU

Pass rate at SHS level	Percentage of SHS students who successfully pass	Outcome	83.18%	100%	100%	100%	100%	N/A	Quarterly	MPCU
Goal: Enhance the overall quality of life and well-being of individuals and communities										
Objective: Improve access to healthcare services and resources through the provision of health infrastructure and robust awareness creation from 2026 to 2029										
Programme: Good health promotion										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
HIV prevalence rate (ages 15-49 years)	Percentage of the population that is living with HIV at a given time	Outcome	2.1%	1.9%	1.6%	1.2%	1.0%	N/A	Quarterly	MPCU
Maternal mortality ratio (institutional)	Number of maternal deaths per 100,000 live births in a specific time period	Outcome	140/100,000 LB	125/100,000 LB	110/100,000 LB	100/100,000 LB	90/100,000 LB	N/A	Quarterly	MPCU
Under-five mortality rate (per 1000 live births)	Probability that a child born in a given year will die before the age of five	Outcome	1.1%	1%	0.8%	0.6%	0.5%	N/A	Quarterly	MPCU
Malaria case fatality rate	Percentage of people who die from malaria out of all the individuals diagnosed with the disease	Outcome	5.5%	4.0%	3.0%	2.0%	1%	N/A	Quarterly	MPCU
Goal: Poverty alleviation and ensuring income security among vulnerable groups										
Objective: Ensure social stability, child rights and protection, and fostering social inclusion for the marginalized from 2026 to 2029										
Programme: Social welfare and empowerment										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Persons with Disabilities with access to social protection services	Equal opportunities for Persons with Disabilities in social and economic development	Outcome	538	570	590	600	615	N/A	Quarterly	MPCU
Number of LEAP beneficiaries	Number of vulnerable households with access to social protection services	Outcome	55	75	75	75	75	N/A	Quarterly	MPCU
Proportion of population with issues of gender vulnerability	Gender equality and equity in political, social and economic development	Outcome	8%	7%	6%	5%	4%	N/A	Quarterly	MPCU
Goal: Facilitate access to essential services, markets, and economic opportunities										
Objective: Enhance road safety and road networks through the provision of pedestrian safety facilities, construction and maintenance of road infrastructure by the end of 2029										
Programme: Road safety and improvement										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			

Percentage of road networks in good condition	Percentage of road networks in good condition	Outcome	57%	65%	72%	76%	80%	N/A	Quarterly	MPCU
Percentage of streets named and properties addressed	Percentage of streets named and properties addressed	Outcome	90%	92%	93%	94%	95%	N/A	Quarterly	MPCU
Goal: Improve the quality of life of through the promotion of Water, Sanitation, and Hygiene (WASH)										
Objective: Promote public health through improved access to water and sanitation facilities and the promotion of sustained hygiene behaviors from 2026 to 2029										
Programme: Water, Sanitation, and Hygiene (WASH) improvement										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of households with sustainable access to safe drinking water sources	Proportion of households with sustainable access to safe drinking water sources	Outcome	90%	95%	97%	99%	100%	N/A	Quarterly	MPCU
Proportion of households with access to improved sanitation services	Proportion of households with access to improved sanitation services	Outcome	92%	94%	96%	98%	100%	N/A	Quarterly	MPCU
Goal: Provide a safe and secure home for everyone										
Objective: Improve physical quality of existing housing stock by enforcing planning schemes and building regulations from 2026 to 2029										
Programme: Housing improvement										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of population with access to building regulations/permit services	Proportion of population with access to building regulations/permit services	Outcome	85%	20%	25%	30%	40%	N/A	Annually	MPCU
Goal: Mitigate perennial flooding										
Objective: Implement flood mitigation measures in 4 high-risk areas by 2029										
Programme: Disaster control and management										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of storm drains in good condition	Percentage of storm drains in good condition	Outcome	78%	79%	80%	81%	82%	N/A	Quarterly	MPCU
Goal: Maintain a stable, united and safe society and strong institutions										
Objective: Strengthen the functioning and capabilities of institutions from 2026 to 2029										

Programme: Institutional development										
Indicator	Indicator Definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Level of stakeholders' participation in local governance	Level of stakeholders' participation in local governance	Outcome	92%	94%	96%	98%	100%	N/A	Quarterly	MPCU
Level of women's participation in local governance	Level of women's participation in local governance	Outcome	35%	48%	55%	65%	70%	N/A	Quarterly	MPCU
Proportion of stakeholders with access to information	Proportion of stakeholders with access to information	Outcome	100%	100%	100%	100%	100%	N/A	Quarterly	MPCU
Proportion of population with access to improved security services i.e. police-citizen ratio	Proportion of population with access to improved security services i.e. police-citizen ratio	Outcome	95%	96%	97%	98%	100%	N/A	Quarterly	MPCU
Proportion of the population with access to ambulance service	Proportion of the population with access to ambulance service	Outcome	50%	60%	80%	90%	100%	N/A	Quarterly	MPCU

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 7.3 shows the monitoring activities during and after the implementation of the project. It defines timeframes and outlines the indicative budget and assigns responsibilities to all the activities identified.

Table 7.3: Monitoring Activities

Activities	Time – Frame	Actors
1. Project Inception/Implementation		
a. Monthly monitoring visits b. Quarterly review meetings	a. Last week of every month (January-December) b. First week of every ensuing month of every quarter (January, April, July, October)	MPCU
2. Preparation of Quarterly Progress Report		
a. Data collection & collation b. Preparation and submission of quarterly progress report to RCC and NDPC	a. Last week of every quarter (March, June, Sept, December) b. Second week of every ensuing month of every quarter (April, July, October & January)	MPCU
3. Preparation of Annual Progress Report		
a. Data collection & collation b. Prepare draft APR c. Organize APR review workshop d. Final APR submitted to RCC/NDPC e. Dissemination of APR	a. Third week of December b. First week of January c. Second week of January d. Third week of January e. Fourth week of January	MPCU

Source: Municipal Planning Co-ordinating Unit, July 2025

7.3 EVALUATION ARRANGEMENT

Evaluation is an important technique for measuring the impacts of the development plan implementation. In view of this, the MPCU considered the following measures for the evaluation of programmes and projects.

7.3.1 Evaluation Matrix

The Evaluation Matrix in the Table 7.4 will be adopted to indicate the evaluation criteria and its relevant evaluation questions to be asked, the type of data and the method of data collection.

Table 7.4: Evaluation Matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub- Questions			
Relevance	Does the programme/project address the felt needs of the beneficiaries?	Does it address all special needs i.e gender, PWDs?	Beneficiary satisfaction reports	Departmental records, reports, popular responses from public engagements meetings	Field monitoring, Surveys, Town hall meetings
Efficiency	Are resources judiciously applied on interventions delivery?	Has the programme cost be fully paid?	Financial and activity reports programme /project scope, cost and time for implementation	Departmental records, reports, popular responses from public engagements meetings	Field monitoring, Surveys, Town hall meetings
Effectiveness	Has the programme/project objectives been achieved?	Are the programme/project objectives still relevant	Activity evaluation reports	Departmental records, reports, popular responses from public engagements meetings	Field monitoring, Surveys, Town hall meetings
Impact	Has the programme/project achieved its long term goal?	Does the intervention consider gender and inclusiveness?	Activity evaluation reports	Departmental records, reports, popular responses from public engagements meetings	Field monitoring, Surveys, Town hall meetings
Sustainability	Has the programme/project met the economic, social, institutional and environmental needs?	What other relevant issue of sustainability are not covered?	Activity evaluation and implementation reports	Departmental records, reports, popular responses from public engagements meetings	Field monitoring, Surveys, Town hall meetings

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 7.5 also shows the evaluation activities before, during and after the implementation of the project (ex-ante, mid-term, and terminal evaluations). It assigns responsibilities and defines timeframes and outlines the indicative budget to all the activities identified.

Table 7.5: Evaluation Activities

Activities	Time Frame	Actors
1. Ex-ante Evaluation	Before project initiation	MPCU
2. Mid-term Evaluation	First week of August	MPCU
3. Terminal Evaluation	Second week of February	MPCU

Source: Municipal Planning Co-ordinating Unit, July 2025

7.4 PARTICIPATORY MONITORING AND EVALUATION ARRANGEMENT

Participatory M&E (PM&E) refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process. It is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. In this regard, the following PM&E methods, will be used by the MPCU to evaluate the content of the plan:

- Participatory Rural Appraisal.
- Citizen Report Card.
- Community Score Card.
- Participatory Expenditure Tracking Surveys.

Table 7.6: M&E Calendar

Activities	2026-2029												2027-2030	
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan	Feb
1. Project Inception/Implementation														
Monthly Monitoring Visits	30 th	27 th	28 th	30 th	30 th	28 th	30 th	30 th	30 th	30 th	28 th	30 th	30 th	28 th
Quarterly Review Meetings	4 th			4 th			4 th			3 rd			3 rd	
2. Preparation of Quarterly Progress Report														
Data Collection & Collation			25 th			24 th			24 th			24 th		
Data Analysis and Writing of Report				8 th			8 th			8 th			8 th	
3. Preparation of Annual Progress Report (APR)														
Data Collection												24 th		

Activities	2026-2029												2027-2030	
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan	Feb
Prepare Draft APR													5 th	
Organize APR Review Workshop													12 th	
Final APR Submitted to RCC/ NDPC													19 th	
Dissemination of APR													26 th	
4. Project Evaluation														
Mid-Term Evaluation								2 nd						
Terminal Evaluation														9 th

Source: Municipal Planning Co-ordinating Unit, July 2025

7.5 KNOWLEDGE MANAGEMENT AND LEARNING

The concept of knowledge management and learning has become critical in the context of sustainability and continuous improvements. The followings indicate the knowledge management and learning frameworks to be used in enhancing planning, decision making, implementation, and reporting processes. In addition, Table 7.7 and 7.8 indicates the knowledge mapping matrix and competency matrix for learning.

- Establishment of knowledge sharing platforms i.e. online forums, and collaboration tools that can facilitate the sharing and dissemination of knowledge.
- Development of systems for capturing, documenting, and sharing lessons learned from past projects and initiatives to avoid repeating mistakes, improve decision-making, and enhance performance. This includes conducting post-project reviews, and knowledge exchange sessions.

- Designing and implementing robust data management systems, information repositories, and knowledge bases to support the Municipal Assembly in organising, storing, and accessing data and information relevant to development planning and decision-making.

Table 7.7: Knowledge Mapping Matrix

No.	Knowledge Area	Knowledge Holder	Knowledge Sources	Knowledge Gaps
1.	Project Management	Eric Opong, Abigail Magti Benu	Training, Project Manuals	New Tools Needed
2.	QGIS, Research	Jonas Kwame Bonah, Abigail Magti Benu	Training, Software	Advance Methods
3.	Monitoring and Evaluation	Heads of Departments/Units	Training, Project Manuals	New Tools Needed

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 7.8: Competency Matrix for Learning

No.	Competency	Training Program	Evaluation Criteria	Learning Objectives
1.	Leadership Skills	Leadership Development Programme	360-Degree Feedback	Develop Team Management Skills
2.	Communication Skills	Effective Communication Workshop	Peer Feedback	Improve Oral Presentation Skills
3.	Technical Skills	Advance-Data Analysis Training	Performance Assessment	Enhance Data Interpretation

Source: Municipal Planning Co-ordinating Unit, July 2025

7.6 SUSTAINABILITY, ACCOUNTABILITY AND LESSONS LEARNED

This section reveals the key strategies for sustainable and accountable Monitoring and Evaluation (M&E) processes. In the end, learning outcomes for reflection is presented.

7.6.1 Sustainability

The sustainability of Monitoring and Evaluation (M&E) processes involves building local capacity, fostering community ownership, and integrating M&E into long-term planning to ensure that programmes and projects in the MTDP benefits continue after implementation ends. This would require training staff, engaging stakeholders such as community members and local authorities in decision-making, and using M&E data to make adjustments that lead to lasting impact and allow for the replication of successful strategies.

Adopted Key Strategies for Sustainable M&E

(i) Build local capacity: The Kwabre East Municipal Assembly would train its staff on M&E concepts, tools, and methodologies and engage stakeholders such as community members and local authorities to conduct and manage M&E activities, so they can continue the work after implementation ends or support ceases.

(ii) Foster community ownership: The Municipal Assembly would involve community members and local authorities in the planning, implementation, and decision-making processes. This would build a sense of ownership and commitment to the long-term success of the MTDP.

(iii) Use data for adaptive management: The Municipal Assembly would continuously monitor progress, identify challenges, and use the data to make adjustments. This would ensure that the programmes and projects in the MTDP remain relevant and effective over time.

(iv) Document and share lessons learned: The Municipal Assembly would systematically document best practices and lessons learned to facilitate knowledge transfer and help replicate successful approaches in future projects.

(v) Promote transparency and accountability: The Municipal Assembly would be transparent in reporting to stakeholders including local communities and traditional authorities, and continuously build trust and encourage open communication, collaboration, and mutual respect so that diverse skills and perspectives can lead to enhanced productivity, innovation, and problem-solving.

7.6.2 Accountability

Accountability in Monitoring and Evaluation (M&E) processes involves holding M&E team responsible for programme/project results, resource use, and commitments through transparency, evidence-based reporting, and stakeholder involvement. This would require clear frameworks, timely and accurate reporting, and feedback mechanisms to ensure transparency, build trust, and drive learning and improvement.

Adopted Key Strategies for Accountable M&E

(i) Create feedback mechanisms: The Kwabre East Municipal Assembly employs both digital tools (responsive website, official email and dedicated hotlines) and traditional means (townhall meetings and public fora) for feedbacks to be given and received, ensuring that information flows between different levels of the project and stakeholders.

(ii) Disseminate findings: The Municipal Assembly would routinely share M&E results with primary and secondary stakeholders through reports and meetings to maintain transparency and allow for discussion.

(iii) Quality and timeliness: The Municipal Assembly would produce high-quality, timely reports using clear and concise language that are accessible to the intended audience to maintain trust and credibility.

7.6.3 Lessons Learned

Achieving the set objectives and the realization of the goals of the MTDP require collective efforts by all stakeholders. The stakeholder analysis in the Monitoring and Evaluation Plan draws the needed synergy from all the identified stakeholders for effective implementation of the programmes and projects.

The Municipal Assembly would ensure that M&E results of the MTDP are disseminated to stakeholders in accordance with the District M&E Guidelines issued by the NDPC. The essence of this is to build stakeholders' understanding and appreciation of the project effectiveness.

In order to ensure sustainability of the project, the Kwabre East Municipal Assembly would adopt a good maintenance culture for the management of projects after completion. The projects, after successful completion, would become part of the Assembly's portfolio of projects.

In order to ensure effective monitoring and evaluation of the project, funds would be released to the MPCU to carry out monthly monitoring visits and quarterly review meetings pursuant to Local Governance Act, 2016, Act 936, Section 84 and 85.

CHAPTER EIGHT

DEVELOPMENT COMMUNICATION STRATEGY

8.0 INTRODUCTION

In order to ensure public ownership of the MTDP and mobilize collective efforts from stakeholders towards successful implementation of the plan, Chapter eight defines the adopted development communication strategy (including communication/dissemination channels and messages).

8.1 COMMUNICATION OBJECTIVES AND PURPOSE

The objectives and purposes of the development communication strategy include the followings:

- To ensure timely communication to relevant groups or individuals;
- To ensure effective communication between the Assembly and the various stakeholders;
- To ensure timely notices for requirements/meetings;
- To ensure optimum results for all communications and project expectations; and
- To measure the results of the communication strategy execution and revise accordingly.

8.2 COMMUNICATION TYPES

The followings outline the types of communication that may be used as part of the MTDP dissemination to all necessary stakeholders.

(i) Management

- Communication from Management to Departmental heads and staff
- Feedback from the Departments to Management
- Feedback and direction to MPCU/Core Team

(ii) Assembly Members & Parliamentarian

- Communication to Assembly Members and Parliamentarian for distribution to constituents.
- Communications from Assembly Members and Parliamentarian to Management.
- Feedback communication from Assembly Members and Parliamentarian to MPCU/Core Team.

(iii) Zonal Councils

- Communication/feedback from Zonal Councils to Assembly Members and Managements.
- Communication/feedback from Zonal Councils to MPCU/Core Team.

(iv) Traditional Authorities, Opinion Leaders & Religious Organization

- Communication/feedback from Traditional Authorities, opinion leaders and Religious organizations to MPCU/Core Team.

(v) Development Partners, NGOs & CBOs

- Communication/feedback from Development Partners, NGOs and CBOs to MPCU/Core Team.

(vi) Private Sector

- Communication/feedback from Development Partners, NGOs and CBOs to MPCU/Core Team.

(vii) Academia

- Communication/feedback from Academia to MPCU/Core Team.

(viii) MPCU/Core Team

- Internal project team communication.

- Communications/feedback to Managements.
- Meeting notices and plans to Managements, Assembly Members & Parliamentarian, Zonal Councils, Traditional Authorities & Religious Organization, Development Partners, NGOs & CBOs, Private Sector, Academia.

8.3 COMMUNICATION VEHICLES

Within the following sections, each communication plan item will suggest the preferred vehicle and timing of the communication. The following is a list of vehicles that will be used to disseminate the content of the MTDP.

- General Assembly Meetings
- Committee Meetings
- Management Meetings
- MPCU Meetings
- Sub – Committee Meetings
- Town Hall Meetings
- Emails
- Durbars
- Use of the web
- Meeting the Press
- Radio Talk Shows
- Public Announcement
- Seminars & Workshops
- Community Meetings
- Policy Fairs

8.4 COMMUNICATION PLAN

The communication plan is the detailed list of items to be communicated, to whom they are communicated and when they are to be communicated. The communication plan is broken into seven sections based on the communication type discussed above.

Table 8.1: Communication Plan for Management

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present proposed programmes, projects and activities to Management	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	MPCU Core Team	Management	17 th July, 2025
Discuss roles and expectations of the stakeholders in the implementation	To assign roles to stakeholders	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	Management	Management	22 nd July, 2025
Present Quarterly/ Annual Progress Reports	To create awareness of the Action Plan	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	Heads of Departments	Management	Quarterly
Discuss public expectations concerning the services of the Municipality	To know the public's perception about the Municipality	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	Management	Management	Quarterly

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 8.2: Communication Plan for Traditional Authorities, Opinion Leaders & Religious Organization

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the proposed programmes, projects and activities	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • Durbars • Seminars & Workshops 	MPCU Core team	Traditional/ Religious & Opinion leaders	24 th July, 2025
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • Durbars • Seminars & Workshops 	MPCU Core team	Traditional/ Religious & Opinion leaders	29 th July, 2025
Promote dialogue and generate feedback on the performance of the Municipality	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Durbars • Seminars & Workshops 	PRO	Traditional/ Religious & Opinion leaders	Quarterly

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 8.3: Communication Plan for Assembly Members & Parliamentarian

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the proposed programmes, projects and activities	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarian	5 th August, 2025
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarian	12 th August, 2025
Present Quarterly / Annual Progress Reports	To create awareness of the Annual Action Plan	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarian	Quarterly
Promote dialogue and generate feedback on the performance of the Municipality	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	Presiding Member/ PRO	Assembly Members & Parliamentarian	Quarterly

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 8.4: Communication Plan for Zonal Councils

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the proposed programmes, projects and activities	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	MPCU Core team	Zonal Councils	8 th August, 2025
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	MPCU Core team	Zonal Councils	15 th August, 2025

Promote dialogue and generate feedback on the performance of the Municipality	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	PRO	Zonal Councils	Quarterly
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Source: Municipal Planning Co-ordinating Unit, July 2025

Table 8.5: Communication Plan for Development Partners, NGOs & CBOs

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the proposed programmes, projects and activities	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Email • Use of the web • Seminars / Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	19 th August, 2025
Present the roles and expectations of the stakeholders in the implementation	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Email • Use of the web • Seminars / Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	21 st August, 2025
Promote dialogue and generate feedback on the performance of the Municipality	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Email • Use of the web • Seminars / Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	Regularly
Promote access to information	To promote access to information	<ul style="list-style-type: none"> • Email • Use of the web • Policy Fairs 	Planning Unit	Development Partners/ NGOs & CBOs	As and when needed

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 8.6: Communication Plan for Private Sector

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the proposed programmes, projects and activities	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	22 nd August, 2025
Present the roles and expectations of the stakeholders in the implementation	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	25 th August, 2025
Promote dialogue and generate feedback on the performance of the Municipality	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	Regularly

Source: Municipal Planning Co-ordinating Unit, July 2025

Table 8.7: Communication Plan for Academia

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the proposed programmes, projects and activities	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops 	MPCU Core Team	Academic	26 th August, 2025
Promote dialogue and generate feedback on the performance of the Municipality	To improve dialogue and feedback on the performance of the Municipality	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops 	MPCU Core Team	Academic	Regularly

Source: Municipal Planning Co-ordinating Unit, July 2025

APPENDIX

REPORT OF 1st PUBLIC HEARING ON **MEDIUM TERM DEVELOPMENT PLAN 2026-2029 PREPARATION** **HELD AT THE MUNICIPAL ASSEMBLY CONFERENCE HALL ON** **THURSDAY 27TH NOVEMBER, 2025**

- 1.0 NAME OF DISTRICT:** Kwabre East Municipal Assembly **REGION:** Ashanti
- 2.0 NAME OF ZONAL COUNCILS:** **DATE:** 27th November, 2025
Ntonso, Ahwiaa, Krobo, Mampong, Old Asonomaso and Wadie Adwumakase
- 3.0 VENUE:** Kwabre East Conference Hall
- 4.0 MEDIUM OF INVITATION:** Invitation letters
- 5.0 NAME OF SPECIAL GROUPS INVITED:** Chiefs, Opinion Leaders, Assembly Members, Unit Committee Members, Business Persons, and Youth Groups.
- 6.0 IDENTIFIABLE REPRESENTATIONS AT HEARING:** Chiefs, Business Persons, Government Agencies, Political Parties, Economic Groupings.
- 7.0 TOTAL NUMBER OF PERSONS AT HEARING:** Three-hundred and forty-eight (348) persons.
- 8.0 GENDER RATIO/PERCENTAGE REPRESENTED:** A total of 163 women representing (47%,) and 185 men representing (53%) turnout.
- 9.0 LANGUAGES USED AT HEARING:** Twi as a principal language, and supported with English.
- 10.0 MAJOR ISSUES AT PUBLIC HEARING:** Inadequate supply of potable water, lack of metal footbridge, poor condition of road surface, and inadequate business development support.
- 11.0 MAIN CONTROVERSIES AND MAJOR AREAS OF COMPLAINTS:** Lack of concern in handling issues with persons affected by disaster.
- 12.0 PROPOSALS FOR THE RESOLUTION OF THE ABOVE CONTROVERSIES AND COMPLAINTS:** It was resolved that the consultants working on the various projects within the Municipality should be advised to speedup to prevent any future occurrences.

13.0 UNRESOLVED QUESTIONS OR QUERIES: There was no unresolved questions and queries.

14.0 AT WHAT LEVEL ARE THESE UNRESOLVED PROBLEMS GOING TO BE RESOLVED AND WHY: Members resolved to solve the unresolved problems to the optimum level.

15.0 A BRIEF COMMENT ON GENERAL LEVEL OF PARTICIPATION:

The general level of participation at the public hearing was satisfactory as participants were grateful for the opportunity to be part of such an important programme.

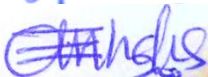
Assent to Acceptance of Public Hearing:

Signature of:

Municipal Chief Executive (MCE):



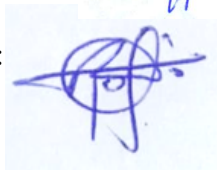
Municipal Co-ordinating Director:



Presiding Member of MA:



Signature of Planning Officer:



13.0 UNRESOLVED QUESTIONS OR QUERIES: There was no unresolved questions and queries.

14.0 AT WHAT LEVEL ARE THESE UNRESOLVED PROBLEMS GOING TO BE RESOLVED AND WHY: Members resolved to solve the unresolved problems to the optimum level.

15.0 A BRIEF COMMENT ON GENERAL LEVEL OF PARTICIPATION:

The general level of participation at the public hearing was satisfactory as participants were grateful for the opportunity to be part of such an important programme.

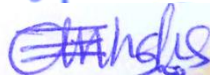
Assent to Acceptance of Public Hearing:

Signature of:

Municipal Chief Executive (MCE):



Municipal Co-ordinating Director:



Presiding Member of MA:



Signature of Planning Officer:

