



KWAHU WEST MUNICIPAL ASSEMBLY

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SUBMISSION OF DISTRICT MEDIUM TERM DEVELOPMENT PLAN 2026 - 2029

I submit herewith, copies of the adopted District Medium Term Development Plan of the Kwahu West Municipal Assembly for your review and approval.

Thank you.

For: MUNICIPAL CHIEF EXECUTIVE
(DANIEL NKRUMAH)
MUNICIPAL CO-ORDINATING DIRECTOR.

THE DIRECTOR GENERAL
NATIONAL DEVELOPMENT PLANNING COMMISSION
ACCRA

THE HON. REGIONAL MINISTER
EASTERN REGIONAL COORDINATING COUNCIL
KOFORIDUA

Cc: HON. MINISTER
MLGRD
ACCRA

ALL STAKEHOLDERS



KWAHU WEST MUNICIPAL ASSEMBLY

DISTRICT MEDIUM TERM DEVELOPMENT PLAN

DMTDP-2026-2029

**Theme “Resetting-Ghana Agenda –
Creating Jobs, Ensuring Accountability and
Promoting Shared Prosperity”**

2025



FORWARD

The Kwahu West Municipal Assembly, established by legislative instrument (LI 1870) in 2007 is committed to promoting sustainable and inclusive development that improves the lives of the residents while ensuring equity, resilience and accountability in local governance. In line with this commitment, the Assembly has prepared the 2026 – 2029 Medium Term Development Plan, which serves as a blueprint for guiding development interventions in the Municipality for the period.

This MTDP has been developed within the context of the National Medium-Term Development Policy Framework, consistent with national priorities and reflects the Assembly's determination to translate national development goals into local actions that responds to the unique needs, opportunities and challenges of Kwahu West Municipality.

The preparation of the plan was highly participatory, involving all stakeholders including traditional authorities, departments of the assembly, private sector, youth, women, community representatives, etc organized under the various sub structure that exists within our jurisdiction. Their valuable contributions ensured that the priorities captured in this plan truly reflect the aspirations of the people.

The plan outlines critical strategies and programmes to improve education, health care, local economic development, water and sanitation, social protection, governance, infrastructure, among others. Particular emphasis has been placed on creating employment opportunities, empowering women and the youth, strengthening internal revenue mobilization, and enhancing environmental sustainability.

It is my firm belief that the successful implementation of this plan will contribute significantly to the socio-economic transformation of the Kwahu West Municipality. I therefore call on all stakeholders to collaborate with the Assembly to achieve the goals and targets outlined in this plan.

On behalf of the Kwahu West Municipal Assembly, I wish to express my sincere gratitude to all who contributed to the preparation of this Medium-Term Development Plan, particularly the Municipal Planning Coordinating Unit (MPCU), Development Partners and community members whose inputs were invaluable.

Together, let us work to make Kwahu West a model Municipality of growth, inclusivity and sustainable development.



Hon. Tamimu Halidu
(Municipal Chief Executive)

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List of Abbreviations

AAP	Annual Action Plan
AAR	After-Action Reviews
AfCFTA	Africa Continental Free Trade Area
BAC	Business Advisory Center
CA	Central Administration
CAGD	Controller and Accountant General's Department
CAP	Community Action Plan
CBD	Central Business District
CBO	Community-based Organization
CHN	Community Health Nurse
CHORPART	Choosing the Right Partner
CHPS	Community-based Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CIDA	Canadian International Development Agency
CLTS	Community-led Total Sanitation
CMAM	Community Management of Accute Malnutrition
CSA	Climate-smart Agriculture
CSO	Civil Society Organization
DA	District Assembly
DACF	District Assembly Common Fund
DACF-RFG	District Assembly Common Fund-Responsive Factor Grant
DoA	Department of Agriculture
DoVVSU	Domestic Violence and Victim Support Unit
DP	Development Partner
DRIP	District Road Improvement Project
DRM	Disaster Risk Mechanisms
DSWCD	Department of Social Welfare and Community Development
EHSU	Environmental Health and Sanitation Unit
EN	Enrolled Nurse
EPA	Environmental Protection Agency
FBO	Farmer-based Organization
FC	Forestry Commission
FCM	Federation of Canadian Municipalities
FM	Frequency Modulation
GA	General Assembly
GAS	Ghana Ambulance Service
GEA	Ghana Enterprises Agency
GES	Ghana Education Service
GFD	Ghana Federation of the Disabled
GHS	Ghana Health Service
GNAPs	Ghana National Association of Private School
GNFS	Ghana National Fire Service
GoG	Government of Ghana
GPS	Ghana Police Service
GSS	Ghana Statistical Services
GTA	Ghana Tourism Authority

GWCL	Ghana Water Company Limited
HIV	Human Immunodeficiency Virus
HR	Human Resource
IFF	Integrated Financing Framework
IGF	Internally Generated Fund
ISD	Information Services Department
ISS	Integrated Social Services
IT	Information Technology
IYCF	Infant and Young Child Feeding
JHS	Junior High School
JSG	Judicial Service of Ghana
KG	Kindergarten
KML	Knowledge Management and Learning
KWMA	Kwahu West Municipal Assembly
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LFA	Logical Framework Approach
LGS	Local Government Service
LI	Legal Instrument
LPG	Liquified Petroleum Gas
M&E	Monitoring and Evaluation
MAG	Modernizing Agriculture in Ghana
MCE	Municipal Chief Executive
MEHU	Municipal Environmental Health Unit
MEL	Monitoring, Evaluation and Learning
MLGRD	Ministry of Local Government and Rural Development
MoFA	Ministry of Food and Agriculture
MoGCSP	Ministry of Gender, Children and Social Protection
MP	Member of Parliament
MPCU	Municipal Planning Co-ordinating Unit
MPO	Municipal Planning Officer
MS	Microsoft
MSDF	Municipal Spatial Development Framework
MTDP	Medium-Term Development Plan
MTDF	National Medium-Term Development Framework
MTTD	Motor Traffic and Transport Department
MUSEC	Municipal Security Council
MWD	Municipal Works Department
NADMO	National Disaster Management Organization
NALAG	National Association of Local Authorities of Ghana
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
OHLGS	Office of the Head of Local Government Service
PCN	Primary Care Network
PFM	Public Financial Management

PHC	Primary Health Care
PM&E	Project Monitoring and Evaluation
PMI-WILL Leadership	Partnership for Municipal Innovation-Women in Local
PoA	Programme of Action
PPA	Public Procurement Authority
PPD	Physical Planning Department
PPP	Public-Private Partnership
PWD	People with Disability
RCC	Regional Co-ordinating Council
RCN	Royal College of Nursing
RGN	Registered General Nurse
RPCU	Regional Planning Co-ordinating Unit
SA	Social Accountability
SAT	Street Addressing System
SDF	Spatial Development Framework
SDG	Sustainable Development Goal
SEA	Strategic Environmental Assessment
SHS	Senior High School
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SME	Small and Medium-sized Enterprise
STEM	Science, Technology, Engineering and Mathematics
STI	Sexually Transmitted Infection
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAs	Traditional Authorities
TVET	Technical and Vocational Education Training
UNICEF	United Nations International Children Emergency Fund
WASH	Water, Sanitation and Hygiene
WATSAN	Water and Sanitation
WHO	World Health Organization
WIAD	Women in Agriculture Development
ZC	Zonal Council

ACKNOWLEDGEMENTS

The ensure Municipal Planning Co-ordinating Unit would like to express their heartfelt gratitude to the Almighty Lord for the guidance and direction in undertaking this all-important Plan (2026-2029).

Special thanks go to the Municipal Chief Executive, Hon. Tamimu Halidu who showed keen interest in the drafting of the MTDP for the Municipality. His leadership, direction, commitment and contribution cannot be over emphasized. He inspired and motivated the Plan Preparation Task Team and the entire MPCU during the preparation of the MTDP.

The Municipal Co-ordinating Director and Chairperson of MPCU, Mr. Nkrumah Daniel demonstrated a great leadership towards the work of the Plan Preparation Task Team and the MPCU. His leadership, direction and invaluable contributions largely contributed to the final draft of the Plan.

Utmost appreciation also goes to all Honorable Assembly Members, Zonal Councilors, Unit Committee Members, the Traditional Authorities, Civil Society representatives and all the departments and corporate institutions as well as all other stakeholders who volunteered all needed data to execute this assignment. To every other person who supported the preparation of this document, we say thank you.

The entire MPCU Members are highly commended for their role in fine-tuning the ideas and outputs of the Task Team; without whom the plan would not have been completed.

The monitoring and the technical backstopping role of the RPCU and NDPC cannot be left out of this feat; their commitments, devotion and hard work towards this work is highly commendable.

EXECUTIVE SUMMARY

The Kwahu West Municipal Medium-Term Development Plan (MTDP) 2022–2025 presents a strategy for the coordinated development of the municipality, in line with the National Development Policy Framework. It provides a strategic framework to guide the Municipality’s development over the four-year period, addressing social, economic, infrastructural, and environmental challenges, while building on local potentials for inclusive growth.

Chapter one is the introductory chapter that provides a brief background of the Assembly, highlighting the vision, mission, functions, mandate, core values. Chapter two captures the situation analysis at the time of plan preparation. It commences with a performance review of the 2022- 2025 MTDP. It also provides information on the existing conditions and development projections.

In chapter three, key development issues from Chapter 2 are prioritized based on agreed criteria and a prioritization tools. Chapter four contains formulated development goals, objectives and strategies aimed at addressing the identified prioritized development issues and broad-based development programmes formulated based on strategies in Chapter Four are found in chapter Five. Chapter six encapsulated the Annual Action Plans (AAP) for each year within the plan period. Chapter seven presents the monitoring and evaluation (M&E) framework for activities captured in the Program of Action (PoA) and AAP.

The last chapter, eight is the communication strategy adopted for the plan. The chapter contains defined communication channels for specific targeted audiences as well as the communication messages for MTDP dissemination.

Nkawkaw, the municipal capital is strategically located along the Accra–Kumasi highway, serving as a major transit and commercial hub in the Eastern Region. The Municipality has an estimated population of 152,000, engaged largely in trade, services, and agriculture. Despite its advantageous location, Kwahu West Municipal faces development challenges including limited employment opportunities, inadequate sanitation infrastructure, gaps in health and education service delivery, and low revenue mobilization.

The review of the 2021–2025 MTDP highlighted progress in education, health, governance, and infrastructure provision. However, gaps remain in:

- **Primary Health care:** Limited access to quality and affordable healthcare despite 51 functional facilities, largely due to poor road network and disparity of communities
- **Education:** Enrolment levels are encouraging, but completion rates and quality of outcomes require improvement.
- **Water and Sanitation:** While over 60% of households have access to improved water largely in the urban centers, sanitation coverage lags behind, with high reliance on public toilets and open dumping of waste.
- **Economy:** Small businesses and entrepreneurs face challenges of limited access to finance, weak market infrastructure, and low value addition.
- **Governance:** The Assembly needs to strengthen performance management, revenue mobilization, and stakeholder engagement.

The MTDP outlines five thematic development priorities:

1. **Human Development, Health and Education:** Achieve and sustain 100% enrolment and completion rates; expand access to quality health care and social protection.
2. **Local Economic Development and Job Creation:** Strengthen entrepreneurship, SME development, and establish modern, hygienic market spaces.
3. **Infrastructure and Basic Services:** Improve access to potable water, sanitation, energy, and road infrastructure.
4. **Governance and Institutional Development:** Enhance performance management, accountability, and effective stakeholder participation.
5. **Environment and Climate Action:** Promote environmental sustainability, climate resilience, and disaster risk management.

The plan formulation was led by the Municipal Planning Co-ordinating Unit (MPCU) under the supervision of the Municipal Co-ordinating Director. A plan preparation team was set up consisting of the MPO, MBA, PPO, Finance, Statistics, Agric, GES Director and assisted by the Development Planning officers.

The MPCU consulted with the relevant decentralized departments for the required information. It was through the preparation of Community Action Plans that Assembly Members, Zonal Council Members, Chiefs, Unit Committee Members, and other Stakeholders of the communities were consulted.

The Development Plan was also presented at public hearings. This ensured that the content of the plan was adequate and relevant, and that the views, aspirations and perceptions of the local people were well captured in the plan. The comments raised by the public have been addressed in this Plan and subsequently adopted by the general assembly.

Implementation and Financing

The MTDP will be financed through Internally Generated Funds (IGF), District Assemblies Common Fund (DACF), Government of Ghana transfers, development partners, and private sector participation. Effective monitoring and evaluation will ensure accountability and continuous learning throughout implementation.

Conclusion

The Kwahu West MTDP 2022–2025 seeks to transform the Municipality into a vibrant commercial and service hub with equitable access to social services, robust local economic development, and sustainable management of natural resources. With effective partnerships and community participation, the plan will drive inclusive and resilient growth, ultimately improving the quality of life for all residents of Kwahu West.

1.0 CHAPTER ONE GENERAL INTRODUCTION

1.1 Introduction

This chapter contains the vision, mission, and functions, mandate, and core values of the Municipal Assembly. It also presents the organizational organogram and locational map. The chapter ends with a systematic presentation of the organization of the rest of the chapters of the plan

1.2 Vision

The vision of the Assembly is to have “An effective, efficient and transformative development-oriented assembly”.

1.3 Mission

The Kwahu West Municipal Assembly exists to improve the quality of life of its people through the effective mobilization and development of human and natural resources, provision of social services and the creation of an enabling environment for accelerated and sustainable development.

1.4 Functions of the Assembly

Relevant sections of the Local Governance Act, 2016 (Act 936), L.I. 2049 (2012) and Article 245 of the 1992 Constitution define the functions of the Assembly. The Assembly exercise political and administrative authority in the district, provide guidance, direction to, and supervise other administrative authorities in the district. For the avoidance of doubt, the Assembly performs deliberative, legislative and executive functions. To achieve its set objectives and vision, the Assembly performs the following functions:

- i. Exercise Political and Administrative authority in the district
- ii. Constitute the planning authority for the district; formulate and execute plans, programmes and strategies for the overall development of the district
- iii. Have deliberative, legislative and executive functions.
- iv. Responsible for the overall development in the district
- v. Co-ordinate, integrate and harmonize the execute of programmes and projects under approved development plans
- vi. Provision of infrastructure (Schools, Clinic, etc).
- vii. Provision of Services (Sanitation, Water, Play Grounds, etc)
- viii. Formulation and approval of composite budget of the district
- ix. Making of bye-laws.
- x. Levy and collect taxes, rates, fees, among others to generate revenue
- xi. Promotion of justice by ensuring ready access to the courts in the district
- xii. Corporate with other public corporations, NGOs etc. in the performance of their functions
- xiii. Carry out functions under provisions in other enactments e.g. Auction sales Act, Liquor licensing Act, Control and Prevention of Bushfires Act, Sections 296 and 300 of the Criminal Offences Act, etc.
- xiv. Initiate, sponsor or carry out studies necessary for the performance of its functions

1.5 Mandate of the Assembly

The Kwahu West Municipal Assembly is mandated by the Local Governance Act, 2016 (Act 936) and the Legislative Instrument No. 1589 of 2004 that created it and elevated to a Municipal status by Legislative Instrument No.1870 of 2007. The Assembly also derives its powers from similar legislations such as the Land Use and Spatial Planning Act of 2016 (Act 925), Public Financial Act of 2016, (Act 921), the Children's (Amendment) of 2016 (Act 937), Auction Sales Act, 1989 (P.N.D.C.L. 230); the Liquor Licensing Act, 1970 (Act 331); the Control and Prevention of Bushfires Act, 1990 (P.N.D.C.L. 229). Criminal Offences Act, 1960 (Act 29)

1.6 Core Values

Our core values include; Accountability, Client-oriented, Innovativeness, Diligence, Discipline, Loyalty, Professionalism, Fairness, Transparency and Openness to Partnerships. The terminologies in the core values can be operationalized as expressed in the Local Government Service Delivery Standards and Performance Management System (2014) as follows:

Accountability: We take responsibility for our actions and, or in-actions in rendering services and informing citizens on the use of public resources.

Client-oriented: We use client requirements to prioritize and consistently develop affordable and accessible services in a timely manner.

Innovative: We discharge our functions, roles and tasks in such a way as to deepen the systems, functions, objectives and image of the Local Government Service as a public service institution desirous to assist overcome challenges.

Diligence: We discharge our duty with dexterity to our cherished clientele.

Discipline: We follow every legislative instrument, Acts and Regulations to deliver services and not allow personal preferences to interfere with adherence to procedures and processes.

Loyalty: We conduct and create in a reasonable mind with the understanding that the Community is the recipients and ultimate beneficiary.

Professionalism: We demonstrate the requisite skills, competencies and the ability to adapt best practices in the delivery of services to the satisfaction of the client whilst adhering to ethical standards.

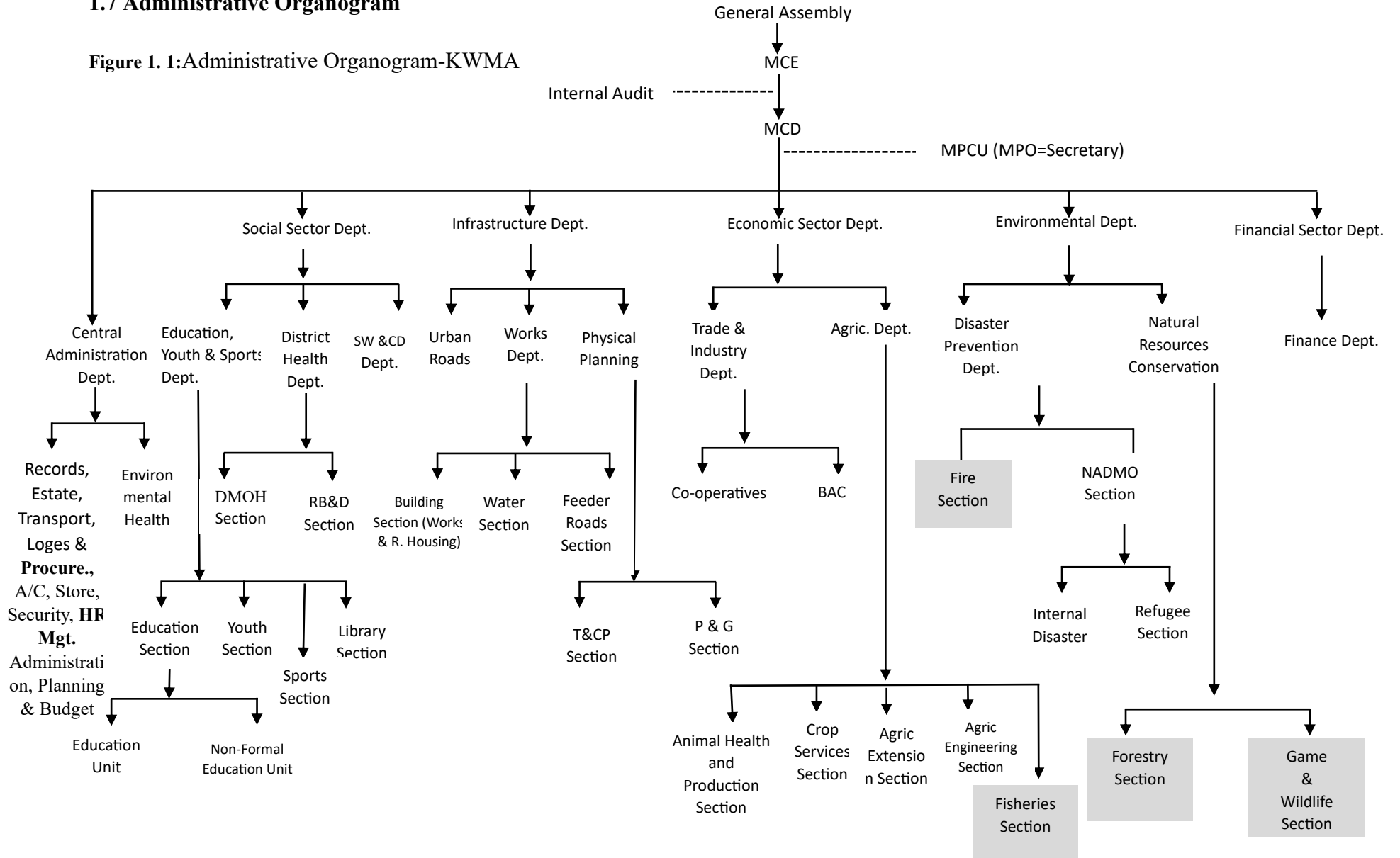
Fairness: We exercise impartiality when dealing with all customers, suppliers, contractors, sub-contractors and consultants.

Transparency: We provide all stakeholders with the understanding of how the Municipal Assembly as a system operates, and furnish them with easy access to adequate and timely information.

Open to Partnerships: We agree to cooperate, collaborate, work together to advance mutual development interests.

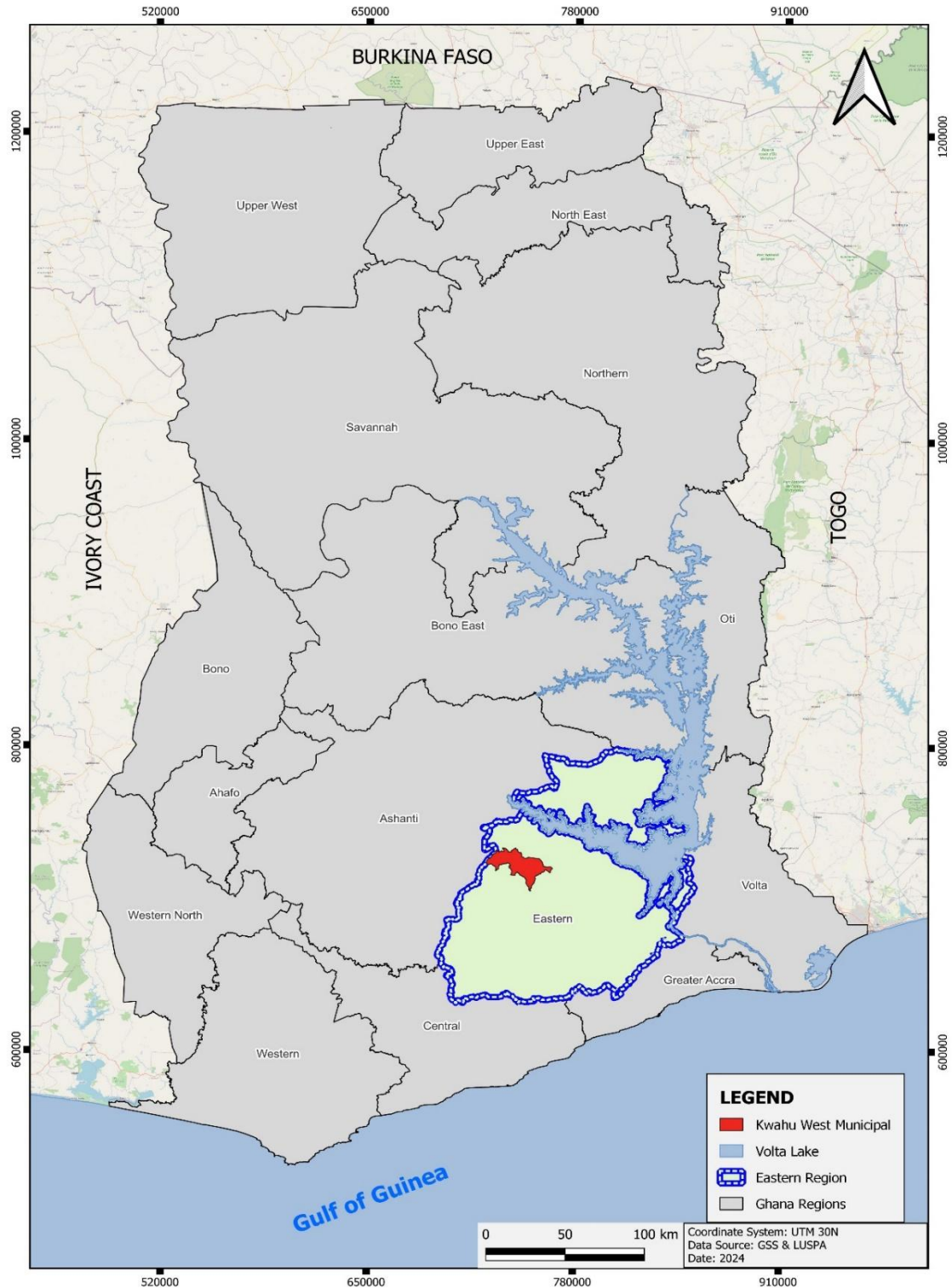
1.7 Administrative Organogram

Figure 1. 1:Administrative Organogram-KWMA



1.8 Locational Map

Figure 1. 2: District Map of Eastern Region Showing Kwahu West Municipality



Source: LUSPA, 2024

1.9 Structure of the Plan

The MTDP is structured into eight (8) chapters with each of them focusing on specific area though connected with each other for a cohesive comprehension of the plan.

Chapter one is the introductory chapter that provides a brief background of the Assembly, highlighting the vision, mission, functions, mandate, core values, organogram and locational map for the Kwahu West Municipal Assembly. The chapter concludes with how the entire plan is structured for easy navigation through it.

Chapter two captures the development situation at the time of plan preparation. It commences with a performance review of the 2022- 2025 MTDP, assessed to identify the development outcomes achieved for the period. This includes the financial performance for the period. The chapter also provide information on the existing conditions on demography and physical characteristics, economy, social, environment, governance and emergency preparedness and response of the Assembly. A SWOT of the issues identified is carried out in this chapter, giving the basis for medium-term development need assessment and projections to be carried out.

In chapter three, key development issues from Chapter two are prioritized based on an agreed criteria and a prioritization tools. The chapter succinctly itemizes the prioritized development issues of the Assembly.

Chapter four contains formulated development goals, objectives and strategies. The goals are aimed at addressing the identified prioritized development issues and also targeting cross-cutting and emerging development themes. Smart Objectives with corresponding strategies are developed to indicate how the objectives will be achieved in this chapter.

Broad-based development programmes formulated based on strategies in Chapter Four are found in chapter Five. The programmes are categorized to relate with strategies contributing to the same objective under common programmes.

Chapter six encapsulated the Annual Action Plans (AAP) for each year within the plan period. The AAPs consist of new or ongoing projects formulated to implement the development programmes in Chapter Five.

Chapter seven is contained with all the monitoring and evaluation (M&E) activities captured in the Program of Action (PoA) and AAP to facilitate implementation.

The last chapter, eight is the communication strategy adopted for the plan. The chapter contains defined communication channels for specific targeted audiences as well as the communication messages for MTDP dissemination.

2.0 CHAPTER TWO SITUATIONAL ANALYSIS

2.1 Introduction

This chapter presents a project and financial performance review of the implementation of the previous District's Medium-Term Development Plan 2022 – 2025. It also provides analysis of the prevailing situation and resultant issues requiring attention. An analysis of the strengths, weaknesses, opportunities and threats are equally assessed in relation to the identified issues, and estimated future plans to address them.

2.2 Performance of Development Outcomes (2022-2025 MTDP)

Performance of the plan is organised under various sub topics as follows in the sub headings.

2.2.1 Performance Review of the 2022-2025 MTDP – Development Outcomes

The previous District's Medium-Term Development Plan (DMTDP) 2022-2025 was prepared in line with the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All II, 2022-2025, African Union Agenda 2063, and the Sustainable Development Goals. The performance review assessed the performance of the district in the implementation of the 2022-2025 MTDP by determining the achievement of target indicators of the outcome and impact of the plan and identify key issues and lessons which have implications for the current MTDP (2026–2029).

Significant achievement was made in the implementation of projects, programmes and activities that were proposed in the last 4-Year MTDP. More than 85% of proposals were executed through from the MTDP (2002-2025). Details of the various programs and activities categorized under the specified thematic areas, the implementation status and underlying reasons for under-achievement of some of the proposed targets are given in Table 2.1

Table 2. 1: Performance Review A review of the implementation of the 2022 2025 MTDPs

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks	
				Year	Data		
Economic Development	Average productivity of selected crop (Mt/ha):	Maize-2.45 Mt/ha	n.a	2024	6.71	Baseline exceeded Supply of improved seeds for higher yields is required	
		Rice- 3.46Mt/ha	n.a	2024	10.84		
		Cassa-16.20 Mt/ha	n.a	2024	54.3		
		Plan- 6.98 Mt/ha	n.a	2024	21.3		
		Cocoy-5.10 Mt/ha	n.a	2024	16.5		
		Cabb-28.20 Mt/ha	n.a	2024	78.4		
	Percentage of Arable land under cultivation	n.a	n.a	2024	160 km ²		
Percentage change in IGF	21%	40%	2024	64%	Target exceeded. Revenue collection strategies like management out day, incentives for collectors and prosecution of revenue defaulters and increased road tolls led to the exponential increase in IGF by 2024 even against the 2025 target		
Social Development	Net enrolment ratio	i. Kindergarten	106.7:100	100%	2024	122.0%	Target achieved. The NER at Kindergarten. and Prim. shows 62% of boys and girls are beyond their age at that level of education.
		ii. Primary	115.6:100	100%	2024	140.0%	
		iii. JHS	61.5:100	90%	2024	63.9%	
		iv. SHS	39.7:100	50%	2024	39.7%	
	Gender Parity Index	i. Kindergarten	1.0	1.0	2024	1.1	And the NER at JHS and SHS shows that the number of boys and girls at that age level of education are lower than expected. This could be that they are involved in informal sector activities like galamsey, etc.
		ii. Primary	1.03	1.0	2024	1.1	
		iii. JHS	1.01	1.0	2024	1.1	
		iv. SHS	1.03	1.0	2024	1.1	

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks	
				Year	Data		
Social Development	Completion rate i. Kindergarten ii. Primary iii. JHS SHS	125.70%	100%	2024	125.7%		
		125.20%	100%	2024	134.2%		
		93.40%	100%	2024	104%		
		12.50%	50%	2024	78.3%		
	Pass rate • JHS • SHS	M- 88.3%	90.0%	2024	M-79.8%		Increased supervision of teaching and learning activities in the schools culminated in increased pass rate.
		F- 88.8%	90.0%	2024	F- 84.0		
		T- 88.6%	-	2024	T- 81.9		
		M- 88.1%	-	2024	M- 88.1%		
		F- 86.1%	-	2024	F- 86.1%		
		T - 87.2%	-	2024	T - 87.2%		
	Proportion of health facilities that are functional CHPS Compound Health Centre-HC Clinic Hospital	100% (9)	100%	2024	100% (35)		Baseline exceeded. Most of the CHPS in the rural areas are operating in improvised structures
		100% (9)	100%	2024	100% (11)		
		100% (1)	100%	2024	100% (2)		
		100% (3)	100%	2024	100% (3)		
	Prevalence of malnutrition (institutional) •Wasting •Underweight •Stunting •Overweight	0.15	1.2%	2024	0.16		Target achieved. Increased education on provision of supplementary food and education for nursing mothers
		0.11	1.5%	2024	0.69		
0.76		10.0%	2024	0.98			
n/a		1.0%	n/a	n/a			

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks
				Year	Data	
Social Development	Maternal mortality ratio (Institutional)	184	144	2024	0	Target achieved. Public education for institutional delivery curtailed fear and rumor mongering among expectant mothers on myths
	Malaria case fatality (Institutional)	0.48	0.38	2024	0	Target achieved. Distribution of nets and public education and adherence to the use of mosquito nets brought 0% case fatality
	i. Municipal total	0.27	0.22	2024	0	
	ii. Under five years	0.10	0.03	2024	0	
	iii. Women between 15-49					
	Proportion of population with valid NHIS card	15.8%	T- 35%	2023	54.41% (80,981)	Target exceeded. Increased publicity and outreach campaigns for registration. Categorization gives further details of the composition total NHIS holders in the municipality
	i. Total	1.90%	-	2023	3.27% (2,646)	
	ii. SSNIT Contributors	0.36%	-	2023	0.60% (484)	
	iii. SSNIT Pensioners	21.02%	-	2023	38.51% (31,184)	
	iv. Informal	2.45%	-	2023	5.27% (4,264)	
	v. Indigents	22.21%	-	2023	44.81% (36,284)	
	vi. Under 18 Years	2.64%	-	2023	5.12% (4,144)	
	vii. Over 70 Years	1.44%	-	2023	2.44% (1,975)	
	viii. Preg. Women.					
Percentage of population with sustainable access to safe drinking water sources Municipal, Urban Rural		45%	80%	2024	68%	Target not achieved. Maintenance and mechanization of boreholes is capital intensive venture hindered by improper management and limited private sector involvement.
			-	2024	85%	
			-	2024	60%	
		Mun. -30%	Mun. -50%	2024	65%	
		-	2024	66%		

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks
				Year	Data	
Social Development	Proportion of population with access to improved sanitation services i. Municipal ii. Urban iii. Rural	0	-	2024	65%	Routine waste collection and sanitation exercises needs improvement
		0	-	2024	66%	
		0	-	2024	39%	
	Percentage of road network in good condition, Total, Urban Feeder	27% (77km)	60%	2024	68%	Target achieved. Road rehabilitation and spot improvements by the central Gov. through the Mun. Roads Dept. helped in Improving Road conditions
		-	-	2024	58%	
		-	-	2024	65%	
	Percentage of communities covered by electricity • Municipal, Rural & Urban	85%	95%	2024	84%	Target not achieved. Extension of electricity to rural areas, replacement of faulty meters and poles is capital intensive and needs adequate Funding for target to be realized
		-	-	2024	65%	
		-	-	2024	100%	
	Percentage of communities covered by electricity Municipal, Rural & Urban			2024	84%	Target not achieved. Extension of electricity to rural areas, capital intensive and needs funding.
				2024	65%	
				2024	100%	
Social Development	Proportion of population who have tested positive for covid-19 Total Male • Female	0.003	0%	2024	0%	No longer a public health threat in the Municipality.

Source: MPCU-KWMA, 2025

2.2.2 Analysis of Financial Performance

As at June 2025, an amount of Fifty-Four Million, Two Hundred and Forty-Seven Thousand, and Nine Hundred and Thirty-Two Ghana Cedis, (**54,247,932**) was received as against a budgeted figure of seventy-Three Million, Six Hundred and Seventy-Four Thousand, Four Hundred and Ninety-Seven Ghana Cedis (**73,674,497**) resulting in a variance of Nineteen Million, Four Hundred and Twenty-Six Thousand, Five Hundred and Seventy-Five Ghana Cedis (**19,426,565**). The breakdown is as follows in Table 2.2.

Table 2. 2: Performance review on the 2022-2025 MTDP - Analysis of financial performance

Source of funds	Total estimated cost of the plan (A)	Total amount received (B)	Variance (C) = (A-B)
DACF(+HIV)	13,512,477	4,704,148	8,808,329
DACF- RFG	4,308,759	3,025,310	1,283,449
MP's CF	2,820,777	1,969,654	851,123
IGF	13,097,359	10,553,400	2,543,959
PWDs CF	679,495	657,160	22,335
CIDA/MAG	153,856	190,664	-36,808
UNICEF	160,694	115,607	45,087
GOG - (Goods and Services)	422,612	73,316	349,296
GOG asset	25,180	0	25,180
GOG - Compensation	38,493,288	32,958,673	5,534,615
Total	73,674,497	54,247,932	19,426,565

Source: MPCU-KWMA, 2025

Factors that contributed to the attainment of the outcomes

- a) Close collaboration and coordination between department and units. Any available platform was used to deliver multiple activities across departments.
- b) Active involvement of key stakeholders i.e., they were involved in every aspect of the planning, implementation, monitoring, and evaluation processes.
- c) Capacity building especially in-house led to higher performance.
- d) Partnering with development partners (Non-Governmental Organizations and Community Based Organizations) in the implementation of planned programmes.
- e) Resource Availability and Allocation i.e., allocation and management of financial and other resources internally to meet the demand.
- f) Strengthening the institutional capacity of departments to support decentralized planning, management, and development.
- g) Supportive visionary leadership, proper planning, education and training, employees and processes, and collaboration and cooperation among providers.
- h) Participatory approaches integrated into programmes which resulted in more public ownership of projects.

Challenges (Factors that worked against the development efforts)

The factors that worked against the development efforts are:

- a) Inadequate and delayed release of funds DACF to support the implementation of projects and programmes
- b) Minimal participation of NGO/CSOs/Private Sector in plan implementation. Only about 2 NGOs operate in the municipality
- c) Low IGF
- d) Unrealistic expectations and demands from citizens
- e) Competing interests by political players in prioritizing and distributing projects across the district
- f) Limited investment in technology i.e equipment such laptops, software and soft skills limited exploit of innovation in implementation
- g) Limited opportunities for refresher training for technical staff across the sectors
- h) Continuous destruction of farmlands through illegal surface mining (galamsey)
- i) Weak multi-sectoral linkages and cooperation in executing projects and programmes
- j) Inadequate digital planning data and information.

Lessons Learnt

The lessons learned that are useful for development planning going forward are:

- a) Delays in the release of DACF constrained a lot of the planned programmes and projects. The Assembly should therefore intensify actions towards mobilization of Internally Generated Revenue to reduce the dependency on the DACF
- b) Popular participation and local level facility management ensures ownership and proper management of interventions

- c) Not much funding was received from the development partners. However, they had been considered as part of the funding sources for the plan implementation. The implementation therefore suffered as a result of the inadequate funds received from our development partners. Accordingly, the number of projects under DP funding will be reduced drastically to avoid implementation gaps.
- d) Inadequate Logistics hampered the progress of implementation of the plan. The Assembly should therefore strive to provide adequate logistics to ensure efficient and smooth implementation of the plan.
- e) Close relations and collaborations with all stakeholders are necessary for the efficient and effective development.

2.3 Analysis of Existing Conditions

This sub-section discusses the current situation, baseline, and profile of the Municipality. It also analyses the current sector development situation and profile of the district in the area of the physical and natural environment, demographic characteristics, religion, culture and spatial analysis, economy, food security, governance, social service delivery, etc., and their implications on the development of the district

2.3.1 Administrative and Political Units

The Kwahu West Municipal Assembly was carved out from the Kwahu South District, initially, as Kwahu West District Assembly in August, 2004 by Legislative Instrument 1589. It was later upgraded into a Municipality on 1st November, 2007 by Legislative Instrument 1870. The administrative capital is Nkawkaw; the second largest urban town in the Eastern Region of Ghana. The Assembly is made up of forty (40) Assembly Persons comprising the Municipal Chief Executive, twenty-six (26) elected persons, Twelve (12) Government Appointees and One (1) Member of Parliament. Out of which eighty-five percent (85%) are males and the remaining fifteen percent (15%) are females. To ensure easy governance at the grassroots level, the Municipality is divided into four (4) Zonal Councils namely: Nkawkaw Zonal Council, Fodoa/Kofi Dede Zonal Council, Awenade/Apradang Zonal Council and Asuboni Rails Zonal Council. The Councils as established by the Local Government (Urban, Zonal and Town Councils and Unit Committees) Establishment Instrument, 2010 (L.I 1967) are to perform the functions therein to assist the Assembly to promote decentralization at the local level.

2.3.2 Demographic Characteristics

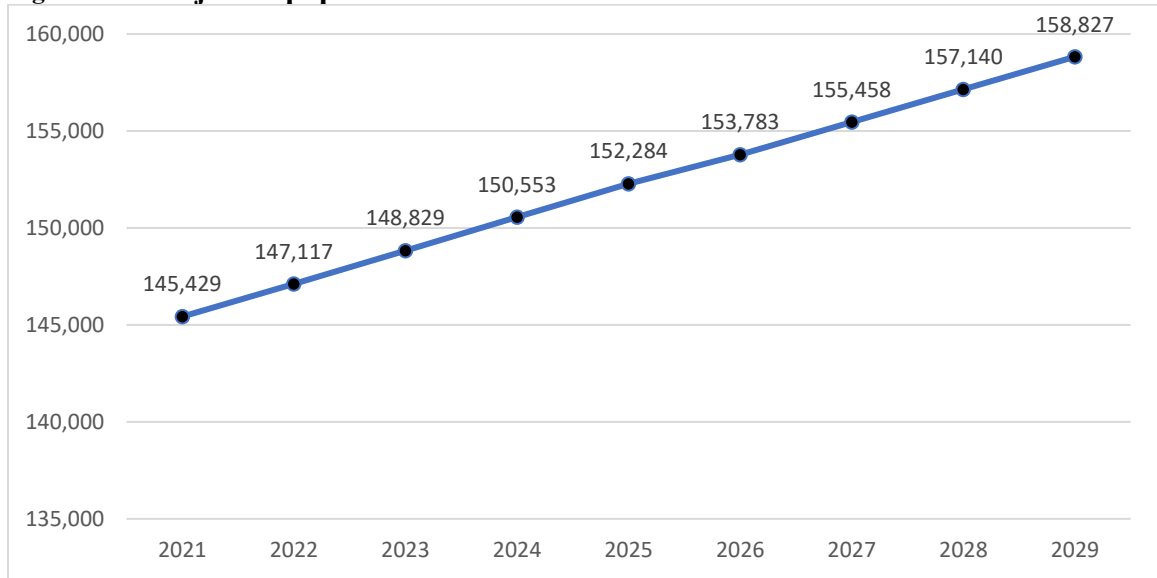
Demographic and population play a crucial role in development. The population size, distribution, structure compared to the resource endowment, opportunities as well as challenges are major considerations in setting priorities in the development intervention drive in the municipality.

2.3.2.1 Population Size

The current (2025) population of 152,284 is estimated to reach 153,783 in 2026 and rise to 158,827 by 2029 as illustrated in Figure 2.1. This population growth has implications for the existing land sizes, infrastructure, and future provision of basic services like health,

education, water, and housing in the district. This population is sparsely distributed hence presenting challenges in the provision of essential services.

Figure 2. 1: Projected population from 2022 – 2029



Source: MPCU-KWMA, 2025

2.3.2.2 Population Composition

The composition of the municipal population shows a narrowly balanced ratio of 1:1.06. This is a critical pointer in resource allocation and directing interventions equitably.

Table 2. 3: Projected population by sex, 2022-2029

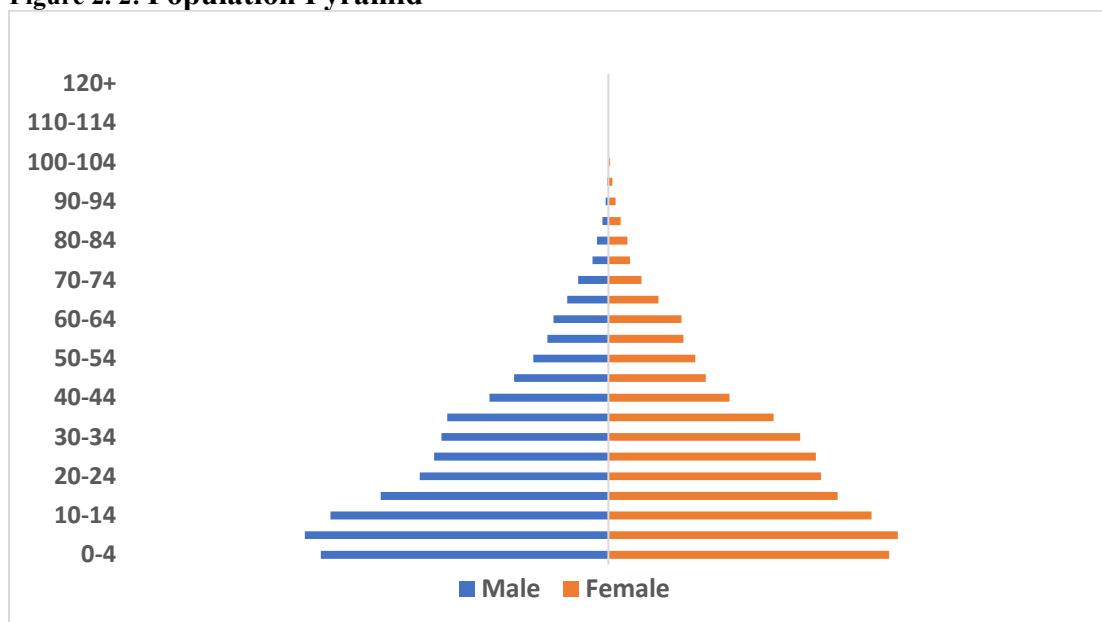
Sex/Year	2021	2022	2023	2024	2025	2026	2027	2028	2029
Male	70532	71351	72180	73017	73856	74,584	75395	76211	77029.97
Female	74897	75766	76648	77535	78427	79,199	80062.01	80928	81797.1
Total	145429	147116	148,829	150,553	152,284	153,783	155,458	157,140	158,827

Source: MPCU-KWMA, 2025

2.3.2.3 Age-Sex Composition

The age composition of the municipality shows about 36% are children (0-14 years), 35% are young people (15-35 years), and about 5.5% are in the older population (65+). Figure 2.2 is the population pyramid for the Municipality.

Figure 2. 2: Population Pyramid



Source: MPCU-KWMA, 2025

Table 2. 4: Age-Sex Composition

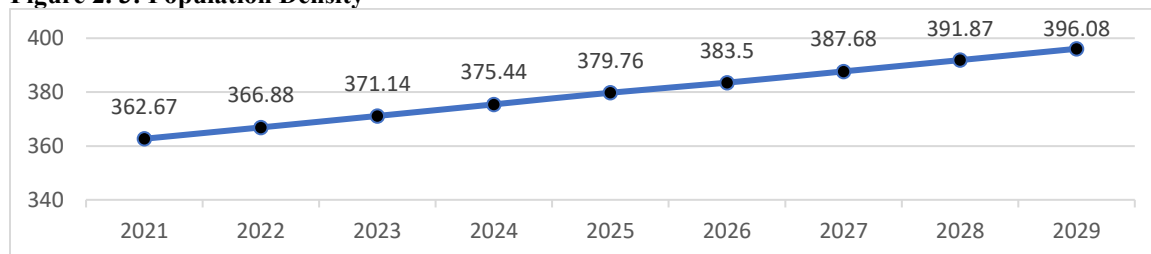
Age group	Population	Percentage (%)	Male	Percentage (%)	Female	Percentage (%)
0-14	52,176	35.88	26,637	37.77	25,539	34.10
15-24	26,310	18.09	12,765	18.10	13,545	18.08
25-59	55,063	37.86	26,099	37.00	28,964	38.67
60+	11,880	8.17	5,031	7.13	6,849	9.14

Source: Ghana Stats-bank, 2021 PHC

2.3.2.4 Population Density

Population density for Kwahu West Municipality is 340 per square kilometer. This is the 9th highest density in the Eastern Region. This is higher than the regional population density of 151 per square kilometer. The projection of this is captures in Figure 2.3.

Figure 2. 3: Population Density



Source: Ghana Stats-bank, 2021 PHC

2.3.2.5 Age-Dependency Ratio

Age -Dependency Ratio reflects the ratio of the population 0-14 years and 65 years and older to the population 15-64 years. The ratio depicts the relationship between the population that is likely to be dependent and the working-age population of the country. The age dependency ratio is 1:0.7 implying that there are 70 persons in the dependent age bracket (children 0-14 years and the elderly 65+ years) for every 100 persons in the working age bracket (15-64 years).

2.3.2.6 Urbanization and Migration

The population in the municipality is largely urban. This is driven by the location of the capital, driving commerce as the major economic activity. The high growth rate, population density, housing density are pointers to the increasing number of people coming into the district. The situation continues to put pressure on social amenities, increasing vices and the ultimate need to properly plan to accommodate any shockers.

2.3.2.7 Literacy Rate

The 2021 Population and Housing Census puts the municipality's literacy rate at 82.8% (literate males – 86.3% and literate females – 79.4%). A significant proportion of the district population (17.2%) is not literate (not literate males – 13.7% and not literate females – 20.6%). In terms of rural-urban split, literate population, 25.2% are in the rural areas and 57.6% are in urban areas. Though total female population is higher than that of male, male literacy is higher than that of the female, revealing a gap needing attention. The general shortfall in literacy can be attributed to high school dropout, low transition and general infrastructure conditions. The current literacy levels have significant implications for individuals and the municipal growth and development, ranging from lower incomes, reduced employment opportunities, appreciation of societal issues culminating in general well-being.

2.3.2.8 Household Characteristics

The housing stock in the municipality is 53,925 representing approximately 5% of the total number of houses in the Eastern Region. However, the Housing Density is higher (3.2) than the standard of 1.5. The number of households enumerated in Kwahu West decreased from 90,131 in 2010 to 44,926 in 2021 which is the reason Kwahu West has one of the lowest average household sizes.

2.3.2.9 Religious Composition

According to Ghana 2021 PHC, the Kwahu West municipality is predominantly Christian (82.61%), with significant Islam (9.67%) and people with no religion (6.33%) population. Traditionalist and other religion are (0.32%) and (1.03%) respectively

2.3.2.10 Rural-Urban Split

The urban population is 94,338 representing 64.86% while the rural population is 51,091 representing 35.14%.

2.3.2.11 Summary of Issues on Demography

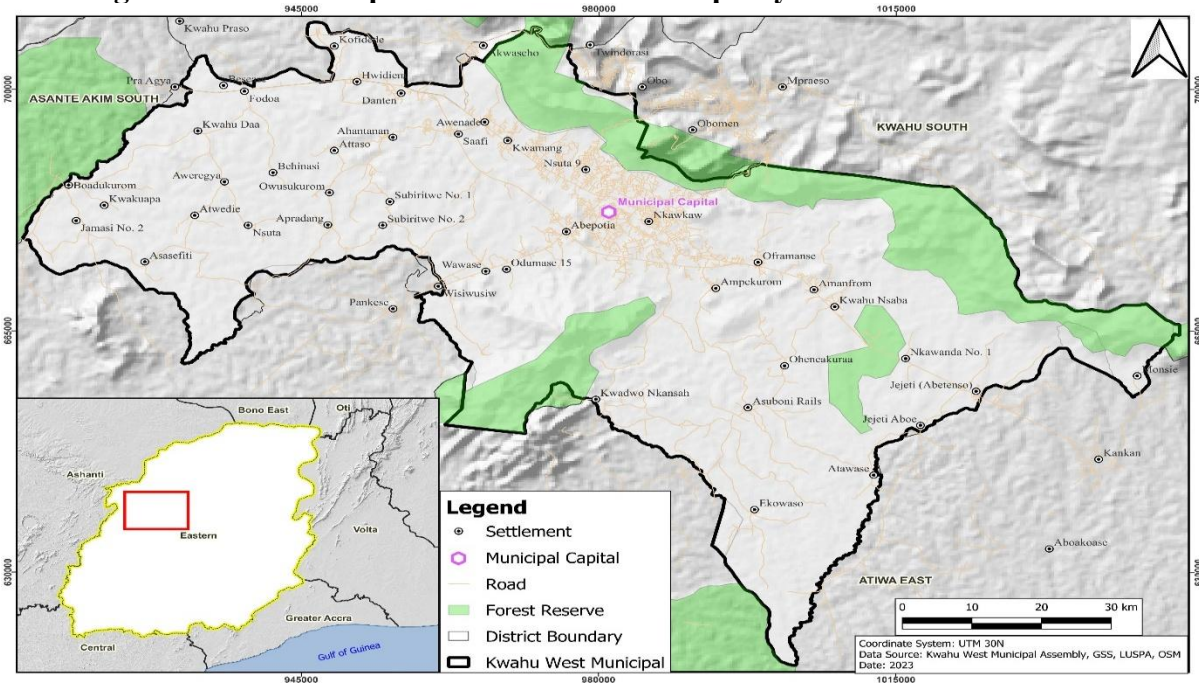
After going through the various demographic characteristics, there are some development issues that emerge. They are as follows;

- i. Annual growth rate of 2.2%, higher than national average
- ii. Youthful population
- iii. Slightly female dominance
- iv. Significant in-migration

2.3.3 Location and Size

The Kwahu West Municipality is located in the Eastern Region of Ghana and it is one of the thirty-three (33) districts/municipalities in the Region. It lies between latitudes 6°30' North and 7° North and longitudes 0°30' West and 1° West. The Municipality is bordered to the North by Kwahu South Municipal, West by Asante-Akim South District, East by Atiwa East District and South by Birim North District. The Municipality has a total land size of 401km² with 214 communities. It lies about 241kms north of Accra, the Capital of Ghana. Figure 2.4 is the map for Kwahu West Municipality.

Figure 2. 4: Base Map of Kwahu West Municipality.



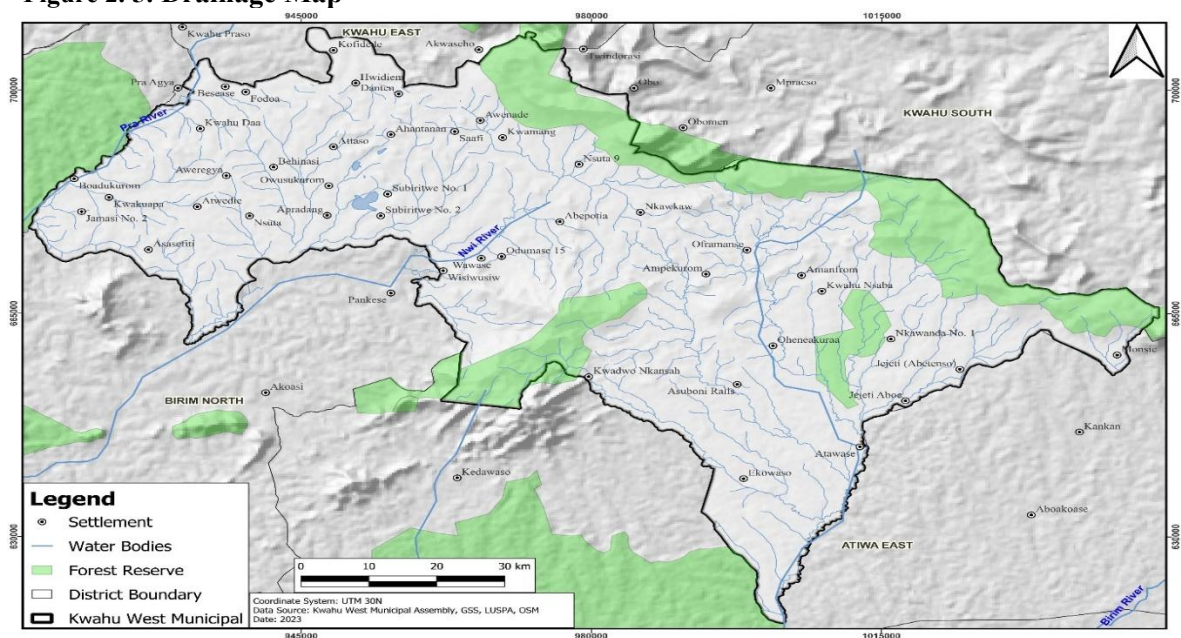
Source: KWMA

2.3.4 Relief and Drainage

Kwahu West Municipality is in the mountainous region of Ghana popularly known as Kwahu Mountains. The entire municipality is surrounded by mountains, hills, and escarpments with a waterfall located within the mountains. Even though majority of the settlements are in low-lying areas, others are located on the mountains. The mountainous nature of the Municipality presents a tourism potential, which is yet to be developed. The development of the waterfall site at Monsie/Asuboni No.3 and the hospitality industry in general will attract more tourists and by extension improve the local economy of the Municipality.

Water systems form an integral part of livelihoods in the municipality. Communities and cities are dependent on these water systems for irrigation, sewerage and drinking. Drainage systems in the municipality have been affected negatively by development, deforestation, mining and agricultural activities in the vicinity of these water systems, in the system's catchment areas, or with such activities taking place in the system itself. This inadvertently causes water pollution. There is the presence of swamps, marshes, bogs, wet meadows and vernal pools. The municipality is drained by river Pra, Nwin and others as depicted in Figure 2.5

Figure 2. 5: Drainage Map



Source: KWMA, 2024

2.3.5 Topography and Vegetation

The Kwahu West Municipality lies within the semi-deciduous forest zone, which belongs to the Antiaris-Chlorophora association. The vegetation is dense and consists of major economic trees such as Odum, Wawa and Sapele. These economic trees are sources of employment for most people in the wood and timber industry. The forest is made up of three layers with most of the trees in the upper and middle layers exhibiting deciduous

characteristics during the dry season, which starts in November and ends in March. Few of the virgin forests in the municipality remain due to the negative effects of human activities such as timber extraction, farming and bush burning. Most forest areas have been reduced to secondary bush or forest, which is easily distinguished from the climatic vegetation.

There are three forest reserves in the Municipality; the Southern Scarp, which covers an area of 15,460 hectares which is the largest, the Kade-Bepo, and the Nkawanda Forest Reserves. These forest reserves which were created during the colonial era have since come under threat by encroachers. Major threats to biodiversity in the district include land-use conversions, habitat degradation, over-exploitation, mining, climate change, predation, wild fires and poaching.

The locations and types of forest reserves have been shown in Table 2.5.

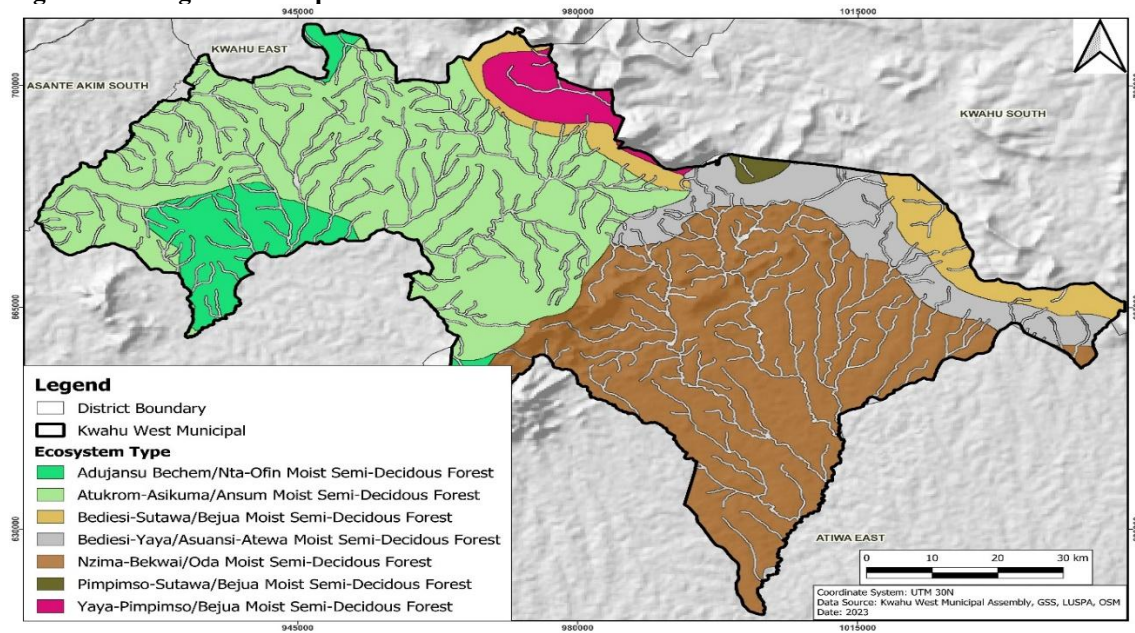
Table 2. 5: Forest Reserves in the Municipality

Name of Reserve	Gross Area (km ²)	Perimeter	Date of Demarcation
Nkawanda	8.00km ²	13.00	1938
Kade-Bepo	16.81km ²	26.65	1927
Southern Scarp	146.75km ²	82.80	1927

Source: Forestry Division, Mpraeso District Office, 2020.

Existence of the Forests help preserve biodiversity as it is home to many endangered species. It is also a source of livelihood for many people who get their source of living from products like chewing sticks, mushroom, game, etc. the presence of the forests also helps to protect nearby settlements from the occurrence of landslides. The rich groundwater resources and rivers could be developed for irrigation purposes to boost agriculture in the municipality. The moist semi-deciduous forest types available in the municipality have been indicated in Figure 2.6

Figure 2. 6: Vegetation Map



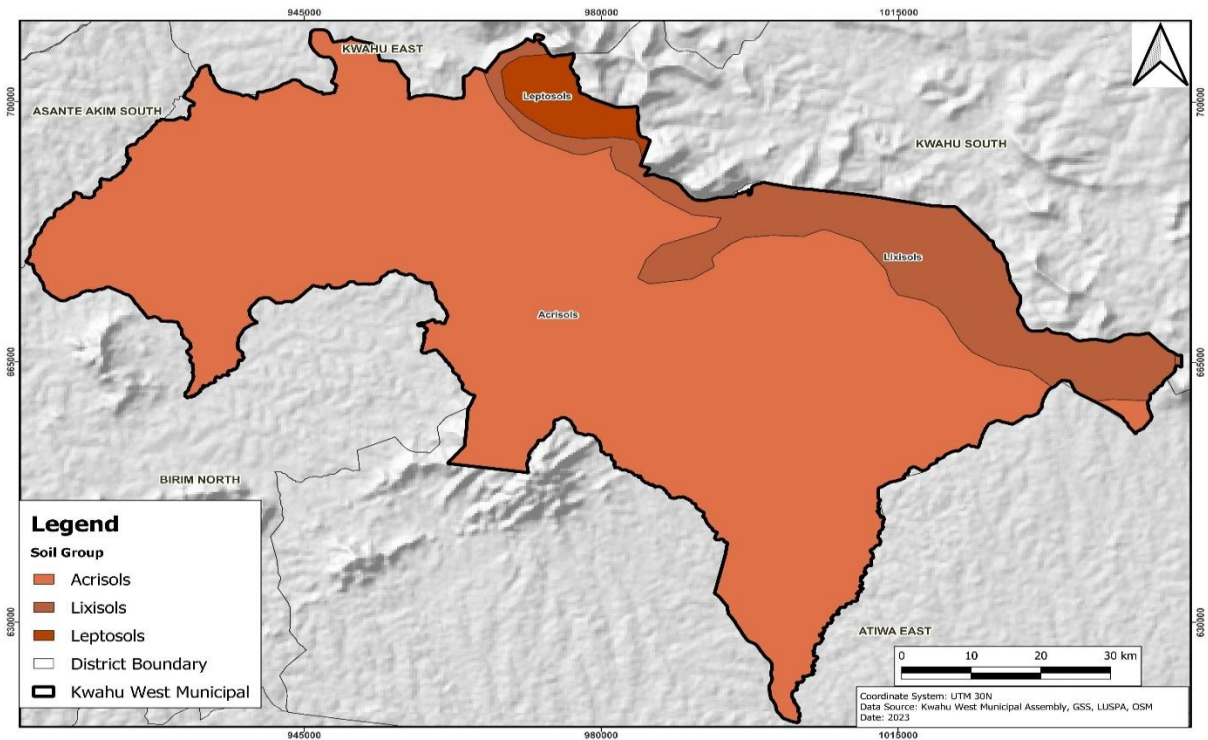
Source: KWMA, 2024

2.3.6 Geology and Soils

Soils in the municipality are mainly Acrisols and Lixisols. The lands in the Municipality are mainly covered by Acrisols, with the North-Western part being an exception. Each of these soils has its peculiar characteristics and the type of crops suitable for them. With over 90% acrisols, these soils are better suited for the cultivation of crops including Cassava, oil palm, yam, coffee, banana, plantain, etc.

The various soil types in the municipality have been shown in Figure 2.7.

Figure 2. 7: Soil Map



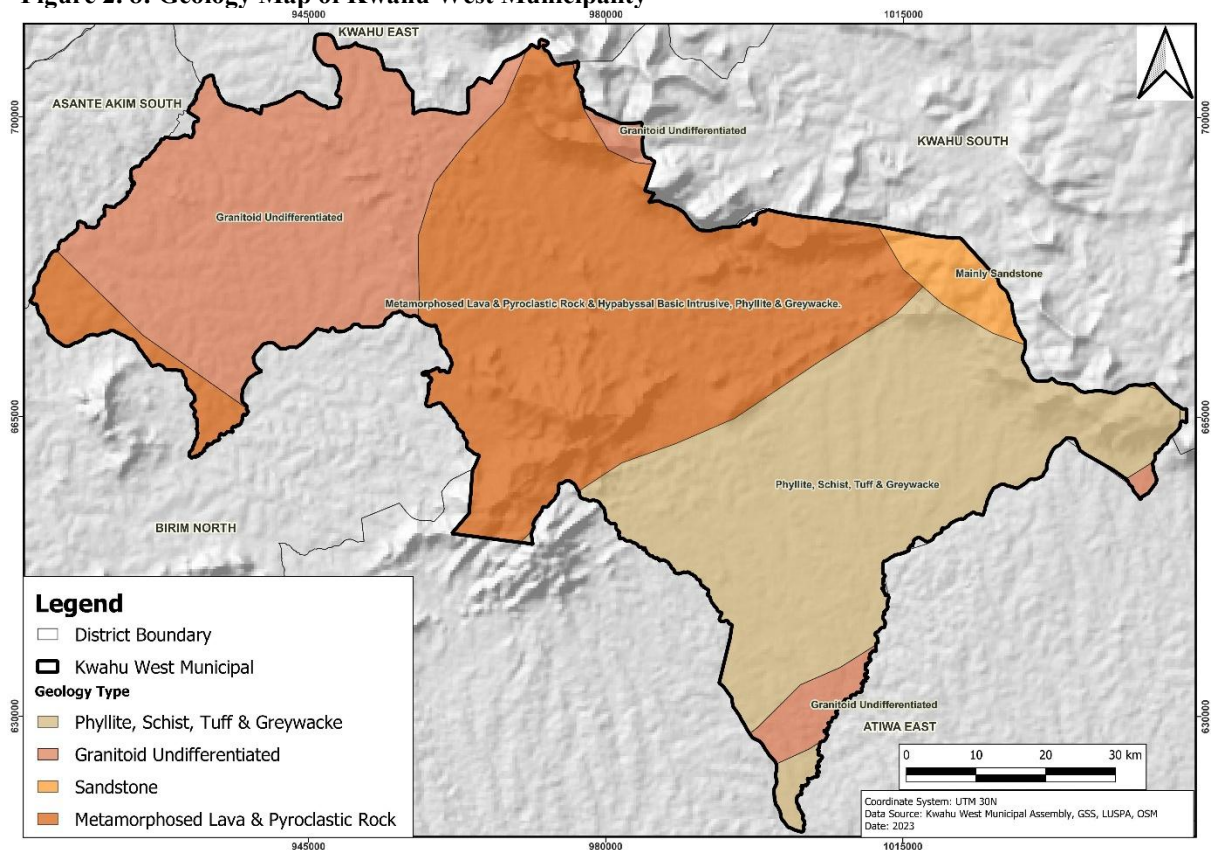
Source: EPA, 2024

The municipality is endowed with rocks such as granite and sandstone that are useful for construction purposes. Also, ancient volcanic activities in the area resulted in the formation of mountains which contain various types of rocks. The geology of the municipality has been shown in Table 2.6 and Figure 2.8 respectively.

Table 2. 6: Features of the Geology

No.	Name	Characteristics	Supported Activities
1	Phyllite	-Fine grained and soft -Resistant to heat, water and pressure -Usually black or grey	-Suitable for decoration -Suitable for roofing purposes
2	Granitoid	-Formed from cooled magma -Coarse grained and hard -Varying colours	-Suitable for construction -Making of sculptures
3	Sandstone	-Medium grained and easy to break -Contains a cementing material that binds the sand and grains together -Varying colours -Strong enough to withstand pressure	-Excellent reservoir for water -Withstands construction activities

Figure 2. 8: Geology Map of Kwahu West Municipality



Source: EPA, 2024

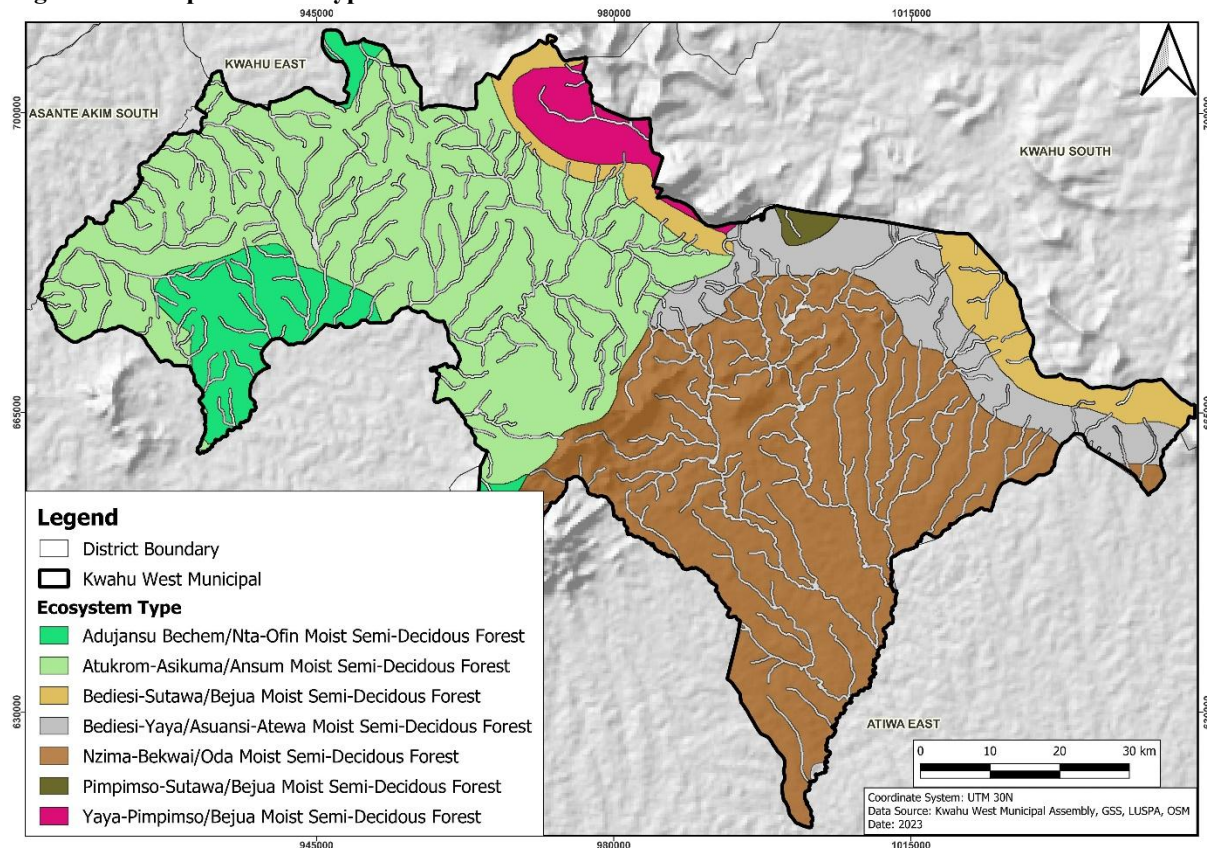
2.3.7 Biodiversity

The Municipality lies within the moist semi-deciduous forest zone, interspersed with patches of secondary forest, grassland, and agricultural fields. The area hosts a variety of plant species, birds, reptiles, small mammals, and insects. Key biodiversity assets include Atewa-Range and forest patches in the Abetifi–Nkawkaw area, cocoa agroforestry landscapes supporting both crops and wildlife habitats, sacred groves and riverine vegetation that serve as micro-habitats. There are also streams and rivers including Pra, Sumin and Densu with a couple of wetlands providing breeding grounds for fish and migratory birds. Animal and bird species exists in the fauna with enhance fertile soil for crop cultivation. Human activities such as bad farming practices, mining, construction works, and sand winning activities have had negative impact on the vegetation, fresh water resources and the air. Pollution from waste, leaching of toxic chemicals from fertilizers and pesticides used in agriculture, has further deepened the woes in the potential use of freshwater resources

2.3.8 Forest Types

The municipality is divided into nine (9) ecosystem types. However, it can be summarized into moist semi-deciduous forest, wetlands, riparian and rivers. Figure 2.9 provides details Forest types in the municipality.

Figure 2. 9: Map of Forest Types



Source: EPA, 2024

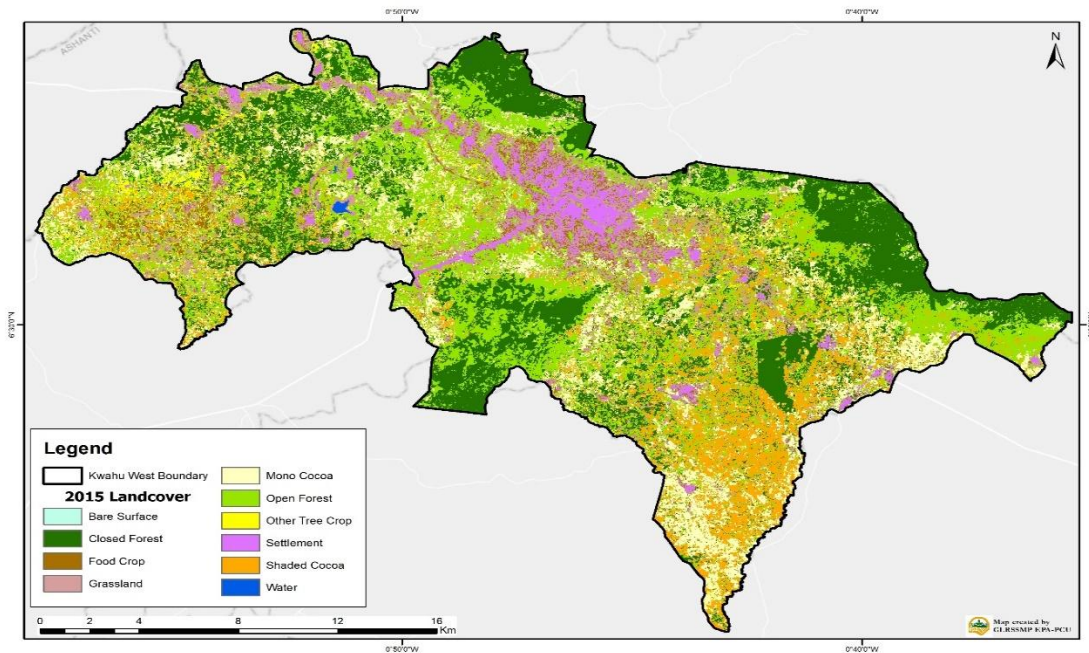
2.3.8.1 Land Cover Analysis

There have been significant changes in the land cover status from 2015 (10616.98 ha) to 2021 (5126.31 ha). Analysis reveals that the Municipality has lost about 50% of its land cover within that period. There has been increment in the size of land covered by settlements as well (1651 ha – 2336.49 ha). Land size that was bare surface stood at 0.11 hectares in 2015 but increased to 41.74 hectares in 2021.

The figures reveal that the area of land used for the cultivation of food crops doubled between the periods under consideration, which gives a positive outlook for the Agricultural sector (1874.33 ha – 4485.31 ha). Also, increased size of settlement signifies that there have been on-going development projects, both public and private. The onus lies on authorities to check the spate and direction of development in order not to disadvantage arable lands and protected areas.

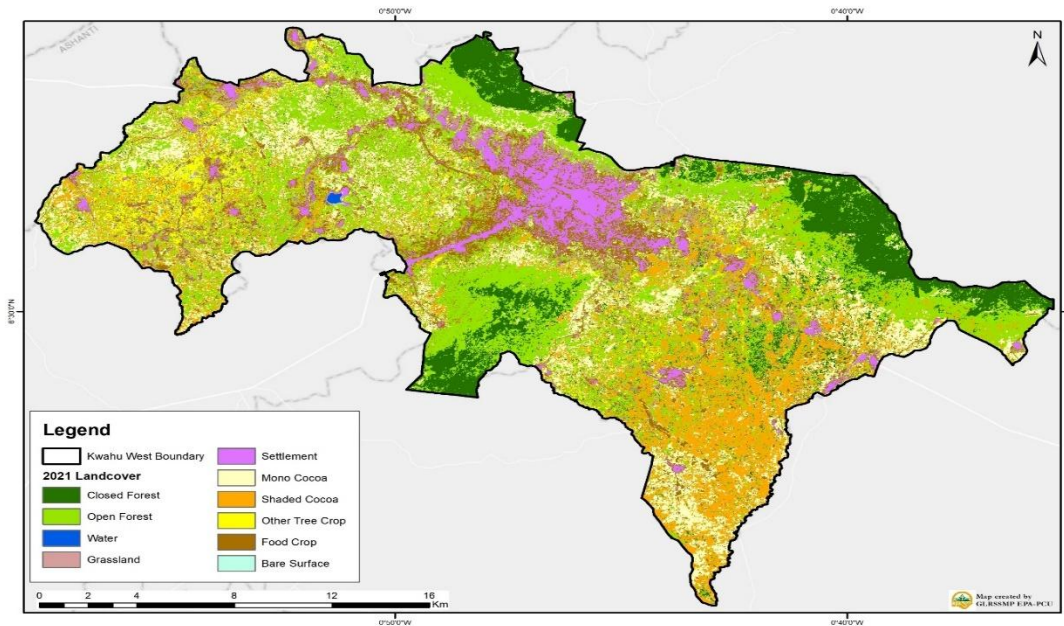
Further analysis also shows that the size of Closed Forest saw a decrease while that of Open Forest increased. This points to the fact that our reserved forests are being encroached, demanding stringent measures to protect them. The land cover status analysis between 2015 and 2021 has been shown in Figures 2.10, with its corresponding metadata shown in Figures 2.11.

Figure 2. 10: Land Cover Status as of 2015



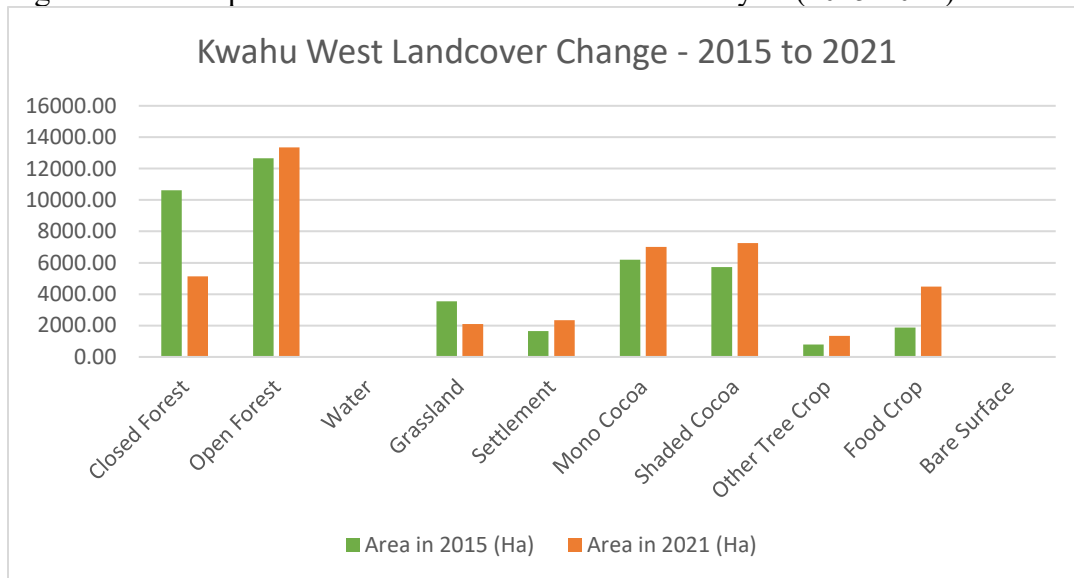
Source: EPA, 2024

Figure 2. 11: Land Cover Status as of 2021



Source: EPA, 2024

Figure 2. 12: Graphical Presentation of Land Cover Analysis (2015-2021)



Source: EPA, 2024

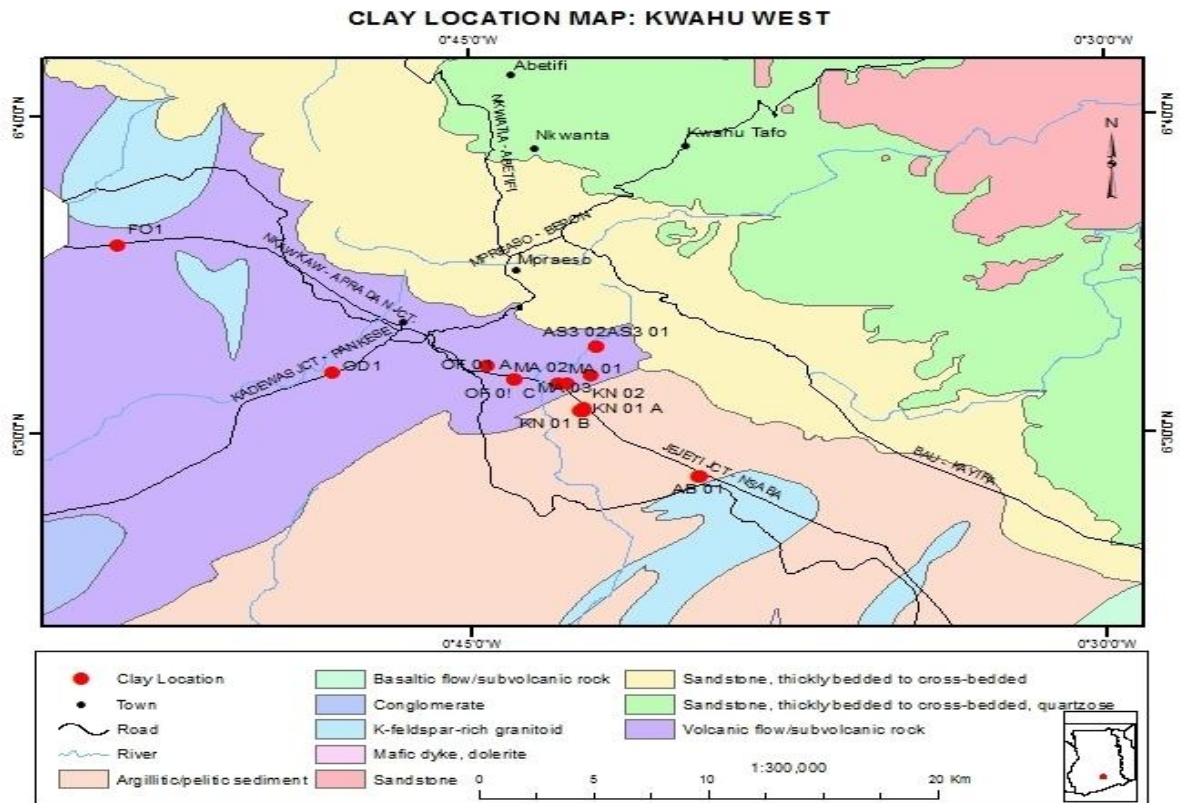
2.3.9 Mineral Resources

A number of essential minerals have been identified in the Kwahu West Municipality, and could be harnessed to support the development interventions of the Municipality. The mineral deposits include gold, diamond, bauxite, copper, granite stone, clay and sand deposits. Gold deposits are found in Besease, Odumase, Ekawso, Saafi, Apradang, Ampeha,

Odumasua, Ataaso, Asuboni Rails and Kwahu Daa. Diamond deposits are located at Apesika, Jejeti, Kwamoako and Monsie whiles clay and sand deposits are found in Odumase, Amanfrom, Nkawanda, Awereagya, Kwamang, Kwahu Nsabaa and Nkawkaw Kuma. Granite is found in Abepotia.

The existence of mineral deposits has attracted both illegal and legal miners into the Municipality. This has caused loss of some farmlands and soil nutrients with its concomitant effects on farming and socioeconomic activities.

Figure 2. 13: Locations of Clay Deposits in the Municipality



Source: Ghana Geological Survey Authority, 2017

2.3.10 Plant and Animal Life

The Kwahu area is classified as semi-deciduous forest zone transitioning into a savannah transitional zone and woodland. There are forest reserves that support the biodiversity of the area, including those of commercial tree species. The forest has economically valuable trees such as Odum, Wawa, Sapele, kyenkyen, and African Mahogany along with grasses of varying height. Anthropogenic activities on the land, such as farming and timber extraction, have changed a larger portion of the natural plant cover of the area.

Forest

The forest reserves are abundant in biodiversity and minerals. It is possible to identify a number of plant species with both commercial and scientific significance.

The most common trees include; Terminalia Superba (Ofram), Terminalia Ivorensis (Emire), Triplochiton scleroxylon (Wawa), Kyaya ivorensis (African mahogany), Milicia excels (Odum), Alstonia boonei (Nyame dua), Antiaris toxicaria (Kyenkyen), Ceiba pentandra (Onyina), Other commercial tree species include teak, cedrella, gmelina, bompagya and dahoma.

There are ongoing reforestation projects in area that cover parts of the Municipality and others, including; the Ghana Landscape Restoration and Small-Scale Mining Project, AJA Climate Restoration Project and efforts to restore degraded cocoa landscapes with a variety of tree species by COCOBOD and MOFA

There are areas in the Municipality with savannah plant cover. These areas feature short, deciduous and fire-resistant trees along with a group flora of varying grass height.

Crop and Vegetable Cultivation in the Municipality include; Plantain, Yam, Cassava, Cocoyam, Potato, Maize, Cashew, Oil palm, Citrus, Tiger nuts, Ground nuts, Cocoa, Coffee, Kola, Banana, Peper, Onion, Shallots, Okro, Tomatoes Egg-plant and Cowpea.

The Kwahu West area has cassava as the highest, in terms of tonnage though the data from the Agric sector indicates the consistent reduction in production with some reasons assigned as farmers switching from food crop to tree crop production. There are long term impacts on food security that should be tackled strategically to reap the benefits from both tree and food crop cultivation in the short to long term.

2.3.11 Summary Issues from physical characteristic

The discussions on the physical characteristics of the Municipality highlight some development issues for consideration in policy planning and implementation.

- i. Location conducive for trade
- ii. Flood and erosion prone due to gradient
- iii. Occasional dry spells
- iv. Encroachment on forest reserves and wetlands
- v. Fertile and loamy soils
- vi. Water pollution from domestic waste, mining and farm chemicals

2.4 Economy

This section provides information on the situation in the Municipality regarding the economy

2.4.1 Internally Generated Funds

The Internally Generated Funds (IGF), collected by or for District Assemblies depends largely on the economic activity life of the district. A trend analysis of the IGF indicates an improvement from 2022 to 2024 from GH¢2,198,353.62 in 2022 to GH¢3,491,622.30 in 2024. The sources of Internally Generated Funds for the Assembly in 2024 are lands and royalties, property income, licenses, fees, fines, penalties & forfeits, and investment.

Major contributors to the IGF are lands and royalties, licenses and rates, fines, penalties & forfeits as well as investment.

2.4.2 Local Economic Development

The entrepreneurial opportunities in the municipality include the use of clay for the manufacture of valuable goods, and expansion of ginger and tiger nut cultivation to serve as ready raw materials for value addition and processing factories. This is expected to create jobs and ultimately boost the local economy.

These opportunities are confronted with challenges of financial support and inadequate technological technical know-how, lack of entrepreneurial skills and high interest rates from financial institutions. The Municipal Business Advisory Centre is well placed to provide entrepreneurial and facilitation advice to prospective investors.

The strategic location (nodal town) of the municipal capital coupled with its high cosmopolitan population makes Nkawkaw stand tall in promoting strong commercial synergies and linkages with the adjoining Districts/Regions. No wonder it serves as a converging marketing centre for nearby Districts, Afram Plains, Kumasi, Koforidua and Accra. The major market in Nkawkaw is very vibrant on Sundays. There are also some satellite markets, presence of numerous financial institutions as well as service providers in the municipality.

2.4.3 Agriculture

Though not the backbone of the municipality and employing just about 20% of the population, agriculture remains a critical sector of the economy. The main agriculture activities are crop farming, tree growing, livestock rearing and fish farming. The main crops cultivated are cassava, maize, plantain, cocoyam and rice. Tree crop plantations in the district include oil palm, cocoa, coconut. The size of arable land under cultivation increased from 40km² in 2021 to 160 km² in 2024. This is the result of sensitization efforts and the increase in the distribution of farm inputs in addition to the grading and reshaping of access roads to farming communities using the DRIP equipment. The implementation of the Landscape Restoration Project by the World Bank where agricultural inputs like fertilizers and seedlings are distributed to farmers in addition to educating farmers on good farming practices like Water Harvesting that ensure arable land regain their fertility are untended to ensure enough food is produced to feed the growing populace. The annual distribution of agricultural implements (boots, cutlasses, chemicals, etc) sponsored by the Central

Government and the Member of Parliament is also aimed at cushioning farmers to produce more to ensure food scarcity is averted. Enough food produced ensures the availability of diverse foodstuffs to enhance nutrition.

There are opportunities for improved agriculture as the soil formation and climatic conditions are favorable for commercial production. Challenges confronting the sector are however enormous requiring pragmatic interventions.

Loss of land to erosion and flooding puts the food security status of the municipality at risk. Foodstuffs like cassava, plantain, rice, vegetables, cocoyam, etc. are at the risk of production deficiencies. Cocoa and ginger, which are the most produced cash crops in the municipality, are also affected. Aside erosion and flooding, temperature changes and general changes in weather conditions will impact negatively on crop farming activities.

Looking forward, the assembly will pay greater attention to modernized agriculture aiming to achieve food security. Key drivers of this agenda will be the implementation of strategies to minimize Post-harvest Losses, adaptive agriculture management practices

2.4.4 Food security

The municipality witnessed an improvement in food production from the implementation of the planning for food and jobs programme as over 2,600 farmers received a number of trainings, farm inputs and fertilizers that resulted in the expansion of farms and productivity. Livestock production especially grass cutter and poultry has also seen a rise in recent time, averaging about 3,000 cockerels annually for crossbreeding. Farmers in the municipality have also been trained in alternative livelihood source such as bee keeping, mushroom production to complement the traditional crops and keep them in business all year round. The department of agriculture has equally made strides in training farmers to use hermetic storage bags to preserve cereals in order to minimize post-harvest losses.

There exist substantial potential for aquaculture development using lowland areas in the municipality. Despite these positives towards sufficient food production, the lack of processing facilities however causes significant post-harvest losses in crops like maize and citrus, undercutting farmer profitability. There the need for a deliberate investment in agribusiness in order to reduce the losses and add value

2.4.5 Nutrition

Kwahu West Municipality has a multidimensional poverty rate of 15.1%, which is lower than many districts across Ghana. This relative socio-economic advantage, combined with ongoing nutrition and agriculture programmes, creates a supportive environment for better child growth and nutrition compared.

Growth monitoring, Infant and Young Child Feeding (IYCF) counselling, Vitamin A supplementation, deworming, and Community Management of Acute Malnutrition (CMAM) are regularly implemented by the Municipal Health Directorate. Stunting, wasting, and underweight are monitored also and the trend point to low stunting levels. In the Eastern Region, stunting is 10% (the lowest in Ghana), while the national average is about 17%. Wasting (6–7%) and underweight (12%) are national averages that the Eastern

Region tends to perform better than. The Assembly is therefore likely aligned with this more favourable regional trend.

Anaemia, however, is one of the most significant challenges in the municipality. Among the population as reflected in broader regional and national occurrences. Nationally, about 49% of children aged 6–59 months are anaemic, 51% of pregnant women are anaemic, and 41–46% of all women aged 15–49 years are affected. The municipality is therefore very likely to experience high levels of anaemia, despite its lower stunting rates.

Breastfeeding and complementary feeding practices in Kwahu West follow regional patterns, with gaps in early initiation, exclusive breastfeeding, and dietary diversity. In the Eastern Region, more than half of newborns are not breastfed within the first hour of life. Exclusive breastfeeding nationally is about 43%, with stagnation in progress. Dietary diversity among children is generally low across Ghana, though the Municipality benefits from agricultural programmes that promote home gardens, food preservation, and the use of local foods.

Although poverty levels of 15.1% are relatively low, some households remain vulnerable, especially in farming and peri-urban communities. Agricultural interventions by WIAD and extension services support food security and nutrition-sensitive agriculture, ensuring year-round food availability.

The assembly equally undertakes annual mass food screening of food and beverage handlers in order to ensure food safety that meet basic national requirements for a healthy citizenry.

2.4.6 Employment

The employment structure of the municipal economy is that of a high-level tertiary economy with over 65% while that of secondary and primary shares 7.5% and 26.8% respectively. A high dependence on the service sector makes the economy vulnerable to fluctuations in service demand and overly urbanized population. Unemployment rate stands at 37.72%, from the 2021 PHC data.

A summary of the Economic Structure has been provided in Table 2.7

Table 2. 7: Economic Structure of Kwahu West

Sector	Percentage (%) Employed
Primary	26.78
Secondary	7.54
Tertiary	65.68
Total	100

Source: GSS, 2021

Primary sector

The primary sector (agriculture, mining, lumbering) is the second higher contributor to the municipal economy. It employs mainly basic equipment in farming, forestry and mining. In the absence of machinery especially in agriculture, most people engage in subsistence farming, cultivating crops such as maize, plantain, cocoyam, cassava, rice, ginger and vegetables including cabbage. A few large-scale registered mining companies operate in the municipality. More than half of the sector however is skilled small scale alongside illegal miners.

Services Sector

The service sector in the economy of covers a range of tertiary economic activities, including transport, storage and communications, wholesale and retail trade, restaurants and hotels, finance, insurance, and business services. The services sector is the largest contributor to the municipal's local economy, as 65.68% of the population is engaged in the service sector. The sector operates as a channel through which the primary (agricultural) and secondary (industrial) sectors of the economy operate because it absorbs labor from the other sectors.

This sector is mainly characterized by low skilled and untrained labor (i.e., trading and transport are attracted by school dropouts), small-scale enterprises which deprives them of enjoying economies of scale, poor service quality, limited indigenous ownership and controls in the major service sector players (i.e., banks, retail trade outlets, etc.), the unavailability of credit (i.e., principally due to collateral requirements and high interest rates, (i.e., customer service especially unacceptably mediocre), and low application of technology in the sector (i.e., high labor usage as compared to capital utilization).

Industry

Industrial production in the municipality is the least contributor in terms of employment to the local economy. It has few manufacturing / processing industries compared to the comparative advantage and potential for growth in the municipality. The municipality equally has good deposits of clay, gold, conducive soil for farming, and youthful population as labour, conducive location for ease of transportation among others. These industrial potentials can be harnessed with requisite human resources, available land, ready market, infrastructural development, credit finance, and political goodwill. The Assembly should promote value addition, especially in rice processing and livestock production.

2.4.7 African Continental Free Trade Area (AfCFTA)

AfCFTA, the landmark agreement that aims to establish a single market for goods and services on the African continent and seeks to reduce trade barriers, promote intra-African trade, foster regional value chains, promote industrialization and diversification, and boost Africa's trading position globally is a great potential for the municipality to harness.

The presence of clay deposits is a very good opportunity to take advantage of the industrialization and diversification promotion aim of the AfCFTA. Currently, the clay deposits are only exploited for small-scale usage by local pottery makers who use it for earthenware pots and other sculptures. It will serve the Municipality well if investors are brought in through PPP arrangements to sustainably exploit the clay deposits for the manufacturing of tiles and other ceramic products like cups, bowls, etc.

Another avenue is the presence of a ginger processing, steel manufacturing and chicken processing factories. If the needed investments are made into these factories, they will be able to produce on large scale and export some of their products. The existence of AfCFTA will help us export the products to other African countries at cheaper prices, thereby helping us create employment for thousands of youths in addition to gaining foreign exchange.

The main challenge here is to find a willing investor ready to set up the factory. Other factors like raw materials, labour force, patronage, etc are available. The location of Nkawkaw also make it a conducive place for such a business as it is on the Accra-Kumasi (N6) Highway. Patronage from adjoining districts will be high since the location of the municipal capital is nodal. With the people of Kwahu being business minded, coupled with the exponential growth of the population and construction activities, marketing of assorted products from the factory will not be difficult. Another notable advantage is the presence of the Business Advisory Center to train business actors, advise them and facilitate the standardization of their operations. Concerns over meeting international standards will therefore be resolved.

2.4.8 Digital Knowledge Economy

The use of digital technologies to change a business model and provide new revenue and value producing opportunities, making workflows and processes easier and more efficient has become a necessity globally. According to Ghana 2021 PHC census, both the ownership and usage of functional IT device is very ubiquitous in Kwahu west. 40% of the population (129% rural and 71 urban) 6-years and older own functional I.T device. Work percentages. 117,473 (80.7% of total Pop.) equally use IT devices such as smartphones, laptops, desktops, digital televisions, etc either private or public owned on the internet mostly to improve process flows which is the goal of digitalization. This also means that only 27,956 people (19.7%) do not use I.T device or internet.

The 2021 Ghana PHC shows that 44% of the population, 72% urban and 28% rural use *Mobile Phones* for financial transaction such as digital payments platforms, loans, savings, insurance and investment, while 41% of the population, 71% urban and 29% rural use their phones for *Mobile Money Only* for daily upkeep and business flows. These services leverage digital platform, such as mobile devices and the internet, to provide convenient, accessible, and secure financial solutions.

The Assembly has to invest more energy and resources to create central repositories where data will be stored for easy access and public use. The use of platforms such as the District Development Data Platform, active web and social media sites, revenue management software is required to position the assembly for digital efficiency.

Online trading (e-commerce) music streaming, and other digital services are well integrated in the municipality. The enablers of digital economy are quality of digital infrastructure, and the level of trust users have in such services. The district can realize a digital economy by investing in digital literacy through education campaigns, partnership building with businesses to explore digital services.

2.4.9 Business/private sector development

The municipal economy is largely commerce and the assembly plays a key role in enterprise development by providing conducive environment for businesses and private sector to thrive. The assembly continues to build, expand existing and improve condition of markets and places of trade to the populace. In collaboration with the business advisory center (BAC), provides various skills trainings, start-up kits (e.g., for soap-making), and financial

support to over clients from trade associations such as beauticians and small-scale industries and general business counseling services to the public.

Considering the enormous potential for business growth and private sector development, the assembly plans to partner with development partners and private sector to construct modern markets, improve road conditions in the bid to enhance commercial activities in the municipality.

There are potentials for cross-sector growth in hospitality and agro-tourism. The recent Kwahu Investment Dialogue highlighted the municipalities agricultural and tourism potential, drawing government and private sector leaders to explore financing and sustainable investment opportunities restaurants, and adventure destinations such as caves and waterfalls

2.4.10 Summary of Issues from Economy

- i. Tertiary sector dominance
- ii. Significant youth unemployment
- iii. Low agriculture production and mechanization
- iv. Strong market potentials, transit center
- v. Undeveloped tourist potentials
- vi. Presence of financial institutions

2.5 Social Economy

The social economy highlights the existing social issues in the Municipality. They are as follows

2.5.1 Education

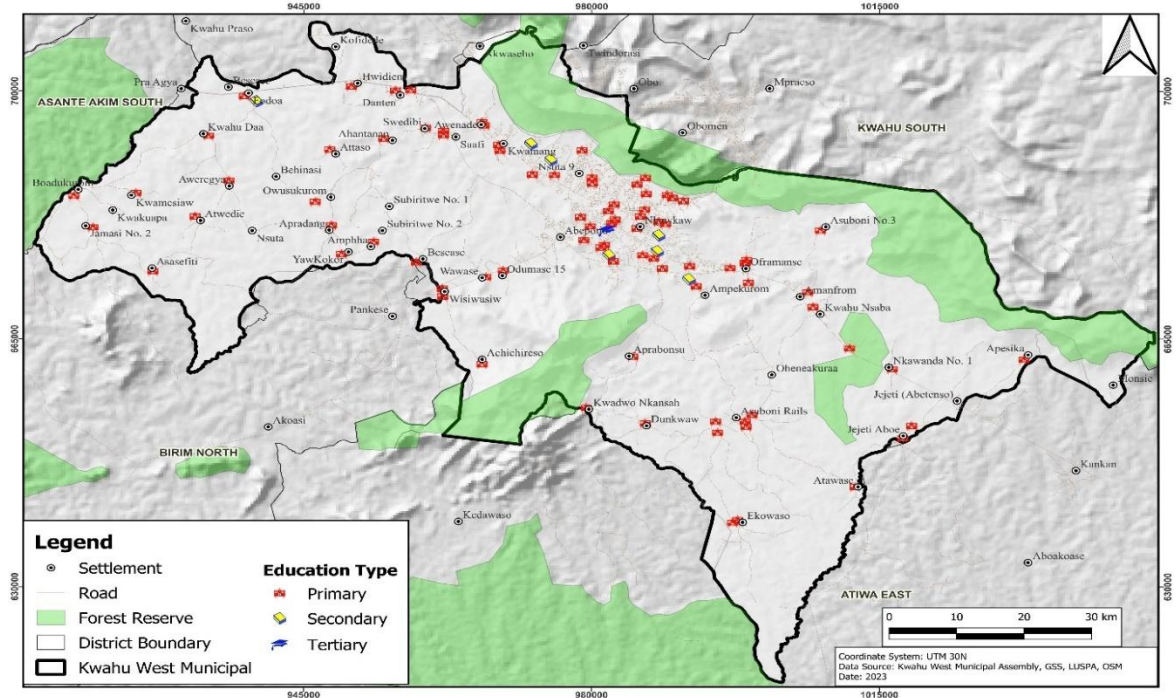
The municipality has a total of 413 educational facilities, of which 228 are public and 185 are private. Some of the classrooms in which Pupils study are dilapidated. Other areas have schools that do not have Junior High Schools blocks. Pupils in such areas must walk to other communities to access education from Basic 7. A breakdown of the educational facilities in the municipality has been provided in Table 6.4.

Table 2. 8: Available Educational Facilities in Kwahu West

Category of School	No. of Public School	No. of Private School	Total
Nursery/Kindergarten	78	73	151
Primary	80	71	151
Junior High (JHS)	68	36	104
Senior High (SHS)	2	5	7
TVET	-	-	-
Grand Total	228	185	413

Source: Municipal Education Directorate, 2025

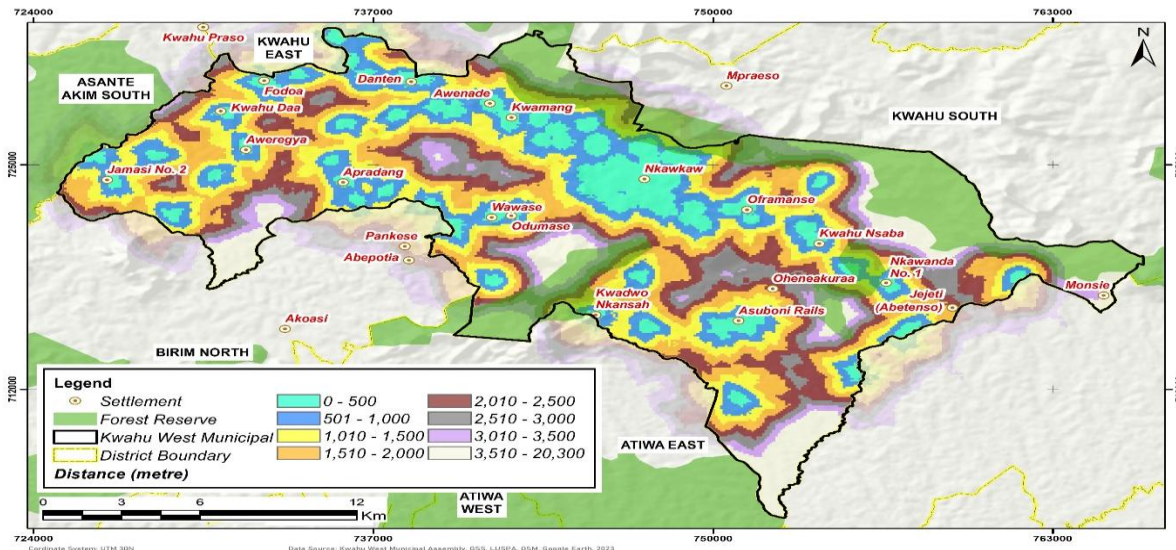
Figure 2. 14: Educational Infrastructure and Distribution Map



Source: Municipal Education Directorate, 2024

As seen in Figure 6.4, the distribution of schools in the Municipality is fair even judging by the population distribution. The challenge here is that pupils in few communities that do not have access to some of the levels of basic education, for instance Primary and/JHS, will need to walk to other communities that have them before gaining access to quality education. This is an impediment to achieving SDG 4. Efforts need to be put in place to establish schools in those deprived areas.

Figure 2. 15: Access to Educational Facilities



Source: Municipal Education Directorate, 2024

There is only one tertiary institution in the Municipality (Holy Family Nurses' Training College). The current population of the Municipality demands that new ones are established to meet the requirements of the planning standards.

Though the Teacher-Student Ratio met the standard (1:35) as of 2021, there are extremely high ratios at the urban centers with only a few students in classroom in some of the rural schools. The average figure therefore meets the standards but does not reflect the realities on the ground. A conscious effort to redistribute infrastructure and other teacher and learning materials will help manage the menace.

2.5.1.1 Summary of Issues under Education

- i. Poor and inadequate school infrastructure
- ii. Inadequate furniture
- iii. Poor Academic performance
- iv. Uneven distribution of teachers
- v. School lag
- vi. inadequate water and sanitation facilities in schools

2.5.2 Health

The municipality has a total of 51 health facilities comprising 3 hospitals, 2 clinics, 7 health centers, 2 maternity homes and 37 CHPS compounds. There also exists the Holy Family Nursing Training School, a catholic tertiary facility that offers diploma in nursing education. A breakdown of the health facilities can be found in Table 6.1.

Table 2. 9: Distribution of Health Facilities by Ownership in Kwahu West

Facility Ownership	Hospital	Health Centre	Maternity Home	Clinic	CHPS	Total
Government	0	7	0	1	37	45
CHAG-Catholic	1	0	0	1	0	2
Private	2	0	2	0	0	4
TOTAL	3	7	2	2	37	51

Source: Municipal Health Directorate, 2021

The municipality however has no Government Hospital/Polyclinic. Only one of the three hospitals in the municipality has a functional dental unit and for that matter most critical dental cases in the municipality are referred. Although there are 37 demarcated functioning CHPS zones, only 12 have permanent compounds/structures while the rest are in community rented premises.

2.5.2.1 Accessibility to Health Facilities

The municipality has a total of 51 health facilities. The municipality has outgrown the number of health facilities, making access to healthcare a challenge. Several rural communities do not have immediate access to any health facility. People in such communities travel several distances to access healthcare, and this affects the quality of healthcare delivery, especially in our bid to attain SDG 3.

The municipality however has no Government Hospital/Polyclinic. Only one of the three hospitals in the municipality has a functional dental unit and for that matter most critical dental cases in the municipality are referred. Although there are 37 demarcated functioning CHPS zones, only 12 have permanent compounds/structures while the rest are in community rented premises.

It can be seen from Figure 6.1 that health facilities are concentrated in the municipal capital and sparsely distributed in the other parts of the municipality. The situation is because of many of the rural areas being sparsely populated. Per planning standards, a community needs to have a population of not less than 5,000 to be considered for the siting of a health facility, a standard that is not met by most of the communities in the rural areas. Nonetheless, most of the communities without health facilities receive health services like weighing from nurses on selected days.

The disadvantage here is that people who live in communities without health facilities must travel longer distances before accessing healthcare delivery. As shown in Figures 2.16 and 2.17 communities in the south-western part of the municipality are the most affected. This issue affects healthcare delivery in the rural parts of the municipality.

2.5.2.2 Doctor/Nurse Patient Ratio

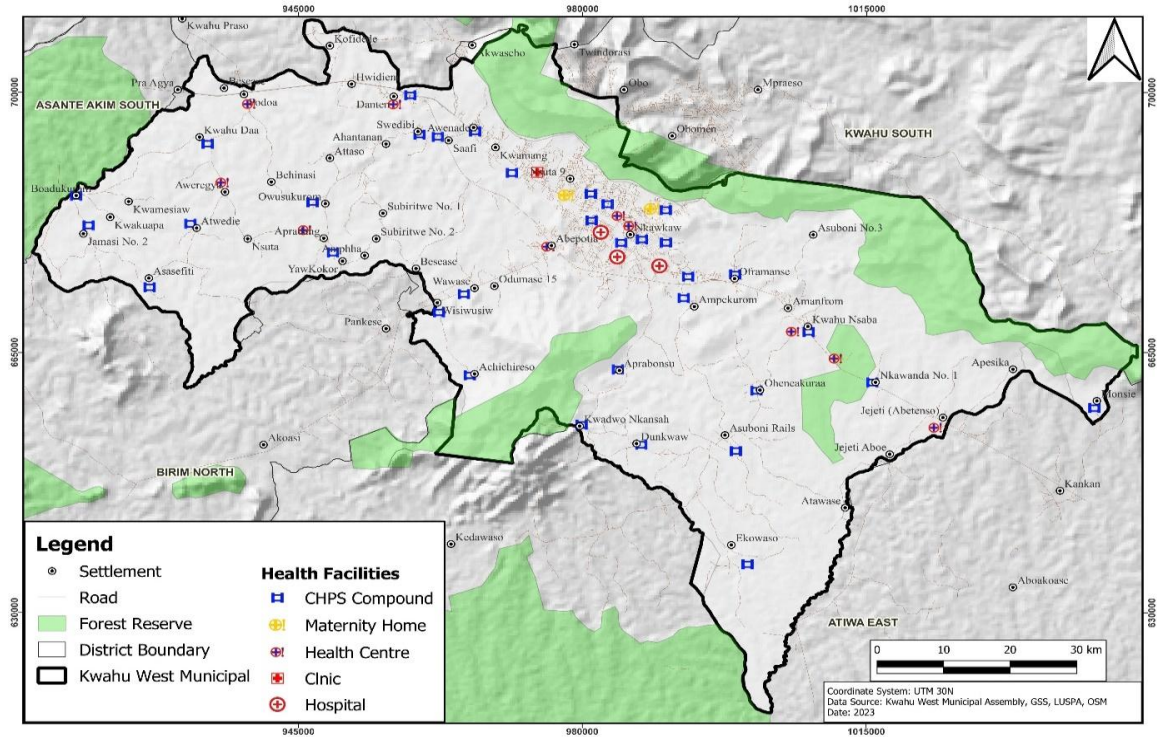
Analysis of health services delivery from 2018 – 2021 revealed gaps in all critical areas of health services. There were gaps in infrastructure, equipment and personnel, especially doctors and pharmacists. The WHO standard requirement for doctor-population ratio is 1:1,000. Unfortunately, there are 16 doctors at post in the Municipality who are supposed to take care of a population of approximately 145,000. This falls short of the WHO standard requirement for doctor-patient ratio. The number of clinical health personnel at post as of 2021 has been summarized in Table 2.10

Table 2. 10: Clinical Health Personnel in Kwahu West

Category of Personnel	Number at Post	Number Required	Gap
Doctor	16	146	130
Dentist	-	3	3
Pharmacist	4	-	-
Physician Assistant	20	12	5
Nurse (RCN/RGN)	19	29	10
Nurse (CHN/EN)	120	150	30
Midwife	89	50	14
Laboratory Technician	1	10	9
Dispensing Technician	-	10	10

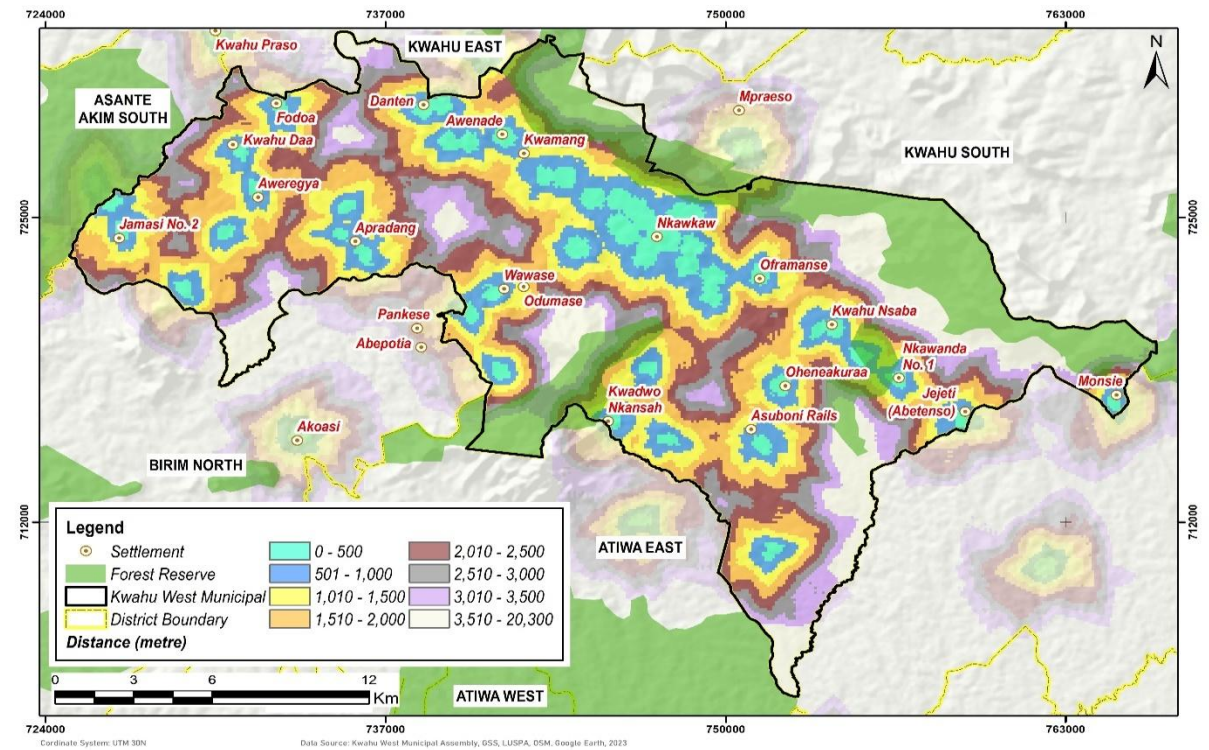
Source: Municipal Health Directorate, 2021

Figure 2. 16: Distribution of Health Facilities



Source: MHS-KWMA, 2024

Figure 2. 17: Access to Health Facilities



Source: MHS-KWMA, 2024

2.5.3 Social and Child Protection

There exist a comprehensive and multi-tiered approach to social and child protection in the Kwahu West Municipality. This approach is rooted in both direct welfare services and legal frameworks. The Social Welfare and Community Development Department implements activities ranging from early childhood regulation and caregiver training to economic empowerment and structured mechanisms for child welfare and juvenile justice. They help deal with issues of child protection and family welfare issues in a professional manner. The Department has trained professionals available, and collaborates with other departments and law enforcement agencies including Ghana Education Service (GES) for school reintegration and educational support, Ghana Health Service (GHS) for medical care, psychological counselling, and rehabilitation, CHRAJ and DOVVSU for legal and child rights protection, Judiciary Service for swift adjudication of child and family-related cases, and the National Health Insurance Scheme (NHIS) to ensure health coverage for vulnerable. There are other private institutions like Compassion International and Choosing the Right Partner (CHORPART) Ghana that offer child welfare and family counselling services.

Child welfare and social issues have drastically reduced in the municipality, from the collective effort of all stakeholder. This notable achievement is due, in large part, to strong collaboration with key stakeholders, especially through the UNICEF-ISS (Integrated Social Services) programme, which has played a critical role in coordinating responses and delivering integrated support to children and families. UNICEF, through the ISS programme, has helped financially to take care of such issues over the years. The existence of Compassion International, an organization that helps with taking care of children's welfare, has helped lessen the burden of the Department to a large extent. They take care of children by educating them, feeding them and sometimes providing economic opportunities for their caretakers.

There exist leap and school feeding, aimed at improving child welfare

The issue of street children, local and influx from neighbouring countries, has however remained a concern as it is common to see children hawking on the streets daily during school house. The difficulty faced by the Department is the unavailability of enough shelter home and dedicated financial resources to take care of such destitute children. More collaborative efforts are needed when it comes to social welfare issues.

2.5.4 Water and Sanitation

Provision of water infrastructure and services is very critical as a basic human need and survival in the Kwahu West Municipality. Investment in water and sanitation systems in developing economies brings a multitude of economic and social benefits. Among the most important and indispensable services of necessity of all communities are water services which consist of water supply, sanitation and storm water services. The municipality has two types of water resources comprising surface and groundwater, both of which are tapped for urban and rural populations.

In terms of the institutional framework for water supply in the municipality, the Ghana Water Company Limited (GWCL) and the Municipal Assembly play key roles in the supply of

potable water to the populace. The Municipal Assembly has been providing boreholes to rural and urban communities that lack access to potable water through its own resources. The main sources of water for household and other domestic uses in the municipality are from borehole/pump, protected wells, pipe-borne, sachet water, bottled water and tanker supply/vendor providers. There is access to potable water in the municipality with pipe borne water/standpipes being provided by GWCL in Nkawkaw. Over 80% of the population in the municipality have access to potable water (Improved sources, Sachet water, Pipe borne, Borehole, etc.).

Information on the sources of water available in the municipality and their locations have been shown in Table 4.1 and Figure 2.18.

Table 2. 11: Sources of Water

Source	Percentage (%)
Improved sources	48.21
Sachet water	24.87
Borehole/tube well	10.76
Public tap/standpipe	4.08
Others	12.08
Total	100.00

Source: GSS, 2021

2.5.5 Housing

The housing stock in the municipality is 53,925 representing approximately 5% of the total number of houses in the Eastern Region. However, the Housing Density is higher (3.2) than the standard of 1.5. There is the need for the Assembly to partner with the private sector and improve upon the housing situation.

2.5.6 Gender

Females slightly dominate males in the municipal population and in both rural and urban context. Women play the role of housekeeping in addition to going to work (formal and informal). Women tend to engage heavily in petty trading, agro processing, market vending, and subsistence farming while most men dominate in commercial agriculture, construction and land ownership. Men assume the leadership role where decision making almost rest with him.

Despite females dominating males, literacy rates are high among males than females. Issues confronting women in the municipality include underrepresentation in leadership and decision making, teenage pregnancy and poverty leads to females drop outs in rural areas, cases of gender-based violence and domestic abuse and the natural ascribed roles played by women. Women in leadership and local governance in particular of concern as men who do not better understand the issues of women, are seen to be taking decision for women. Efforts put up by the assembly have yielded little results over the years. The Assembly has been appointing women onto committees to shove up their interest. The coming on board of the

Partnership for Municipal Innovation-Women in Local Leadership (PMI-WILL) programme sponsored by the Federation of Canadian Municipalities (FCM) through NALAG has also helped to increase the presence of women in leadership positions. The programme has been organizing training workshops and sensitization activities for stakeholders in this regard. The municipality now has two (2) elected Assembly women instead of the one (1) it had before the commencement of this programme. More of such interventions are needed to bring more women into leadership positions.

The presence of social protection interventions such as the LEAP, PWD funds, school feeding has been of immense support to most rural families. The BAC through the skills training and start-up kits initiative, continues to support and empower women and men in need. STEM education for girls, menstrual hygiene support through free sanitary pads, re-entry policy for girls who drop out due to pregnancy are initiatives that are empowering the girl child in the municipality. Collaborative efforts between the assembly, DOVVSU, legal aid, department of social welfare continue to provide legal and social protection for both men and women when the need arises. More investment in girl's education, entrepreneurship and civic inclusion are key to achieving gender equity in the municipality.

2.5.7 Migration

Migration in Kwahu West is shaped by economic pull factors in Nkawkaw and push factors in rural settlements. The municipality is both a destination and a source of migrants, with significant social and economic implications for local development. This is evident in the rural –urban split, housing density and other indicators. The phenomenon can be attributed to several factors including presence of mining and commercial activities and increase in industrial activities within the municipality. The Municipal capital, Nkawkaw is a major trade hub that attracts people from within and outside the municipality. Historically, Nkawkaw has been the commercial hub for the people of Kwahu who lived on the mountainous lands but descended to engage in trading activities.

Currently, the level of urbanization in the municipality stands at 64.9%. Migration patterns within the municipality are towards the Capital which has seen tremendous growth and expansion. Suburbs that were not enumerated as part of Nkawkaw are now captured based on the 2021 PHC due to the spread of urbanization.

The impact of this is pressure on housing and public services, rising urban youth unemployment, shortage of farm labour among others and therefore calls for pragmatic efforts to develop job opportunities in rural areas, expand entrepreneurship programmes to help retain youth and provide skilled labour.

2.5.8 Aged Care

The current population of aged stands at 6,326 (5.5%). The central government has put in place measures like free health care for the aged under the NHIS and the LEAP programme to ameliorate the challenges some of them are faced with in the absence of such interventions. Other interventions like homecare assistance can be considered in addition to expansion of the existing social programmes to cater for more of the aged.

Family life in the Municipality is that of the normal Akan type where family is the people's foremost relation. The extended family plays a very important role in the upbringing of the children and care for the aged due to the matrilineal nature where nieces and nephews play a key role in the care for the aged. This social safety-net for the aged is gradually disintegrating due to modernization affecting family set up to be more nuclear-oriented.

The above development underscores the need for more social interventions to care for the aged in the society.

2.5.9 Youth

The Municipality's population is youthful (58.7%). There is therefore available labour force potential to take up employment opportunities to boost economic growth. The presence of ready workforce is a positive phenomenon for the local economy as the more people work, the higher the potential for revenue mobilization for state institutions. Also, the structure of the population means that there is a higher dependent population to care for the the young (0-14 years) and the aged (65+ years). Data from the Multi-dimensional Poverty Index points to the fact that Households whose heads are younger (15-19 years) are multi-dimensionally poorer (47.0%) than the other households. This necessitates the laying down of more employment measures so that the youth would be gainfully employed to take care of the dependents.

Issues of gender also affect the youth who are the major labour force of the Municipality. The males are at risk of illegal mining activities, drug abuse and other social vices while the females are susceptible to contracting Sexually Transmitted Infections (STIs), teenage pregnancy and drug abuse. This threat reinforces pragmatic strategies for skills training or apprenticeship programmes, support for agriculture to appeal to the youth, and other interventions to address youth unemployment.

2.5.10 Disability and Vulnerability Inclusion

The Kwahu West Municipality is home to Persons with Disabilities (PwDs), marginalized women and men, elderly persons, vulnerable children and youth. According to the 2021 PHC, approximately 12.15% % of the population have difficulty undertaking one form of activity or the other due to disability. In the Assembly's efforts at ensuring that SDG 10 (Reduced inequalities), an inclusive approach including institutional framework and support mechanisms, education and skills development, health accessibility, social protection measures have been put in place to cater for PWDs, the vulnerable and marginalized.

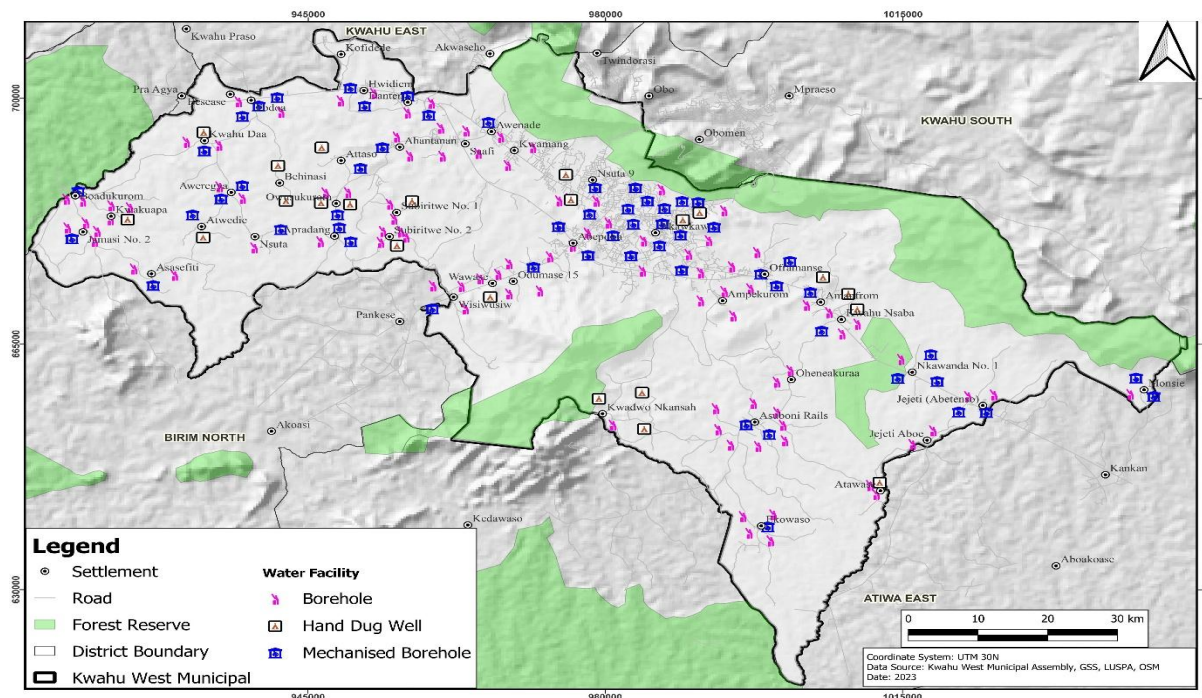
The purchase and distribution of income generating items with the PwD component of the DACF, the free registration of PwDs onto the NHIS, apprenticeship trainings for PwDs, and the registration of PwDs onto the LEAP programmes. These interventions have ensured the over 6% of the population who might have been unable to cope are now catered for.

According to the Multi-dimensional Poverty Index (MPI) households headed by widowed people are multi-dimensionally poorer (15.1) than the ones headed by married (11.4%) people. There is the need to lay down social inclusive measures that factor such widowers. Financial institutions should be encouraged to priorities such groups when advancing loans. The Business Advisory Center should also include such people in their programmes.

2.5.11 WASH

The municipality experiences a mixed level of access to improved water and sanitation services, particularly in rural and urban communities. Potable water coverage is about 68% in the municipality, covering 85% urban and 60% rural. Urban areas especially Nkawkaw has high access to pipe water through the Ghana water company limited, though irregular in supply. Most rural communities rely on mechanized and manual boreholes, hand dug wells, rainwater harvesting and streams for all uses. NGOs such as world vision supports communities with boreholes and trainings. The assembly development agenda has acknowledged WASH as a priority area and continues to provide potable water provision by constructing boreholes at unserved and underserved communities, the challenges persist in coverage, equity, behavior change and maintenance of the facilities.

Figure 2. 18: Map of Existing Water Infrastructure and Services



Source: KWMA, 2024

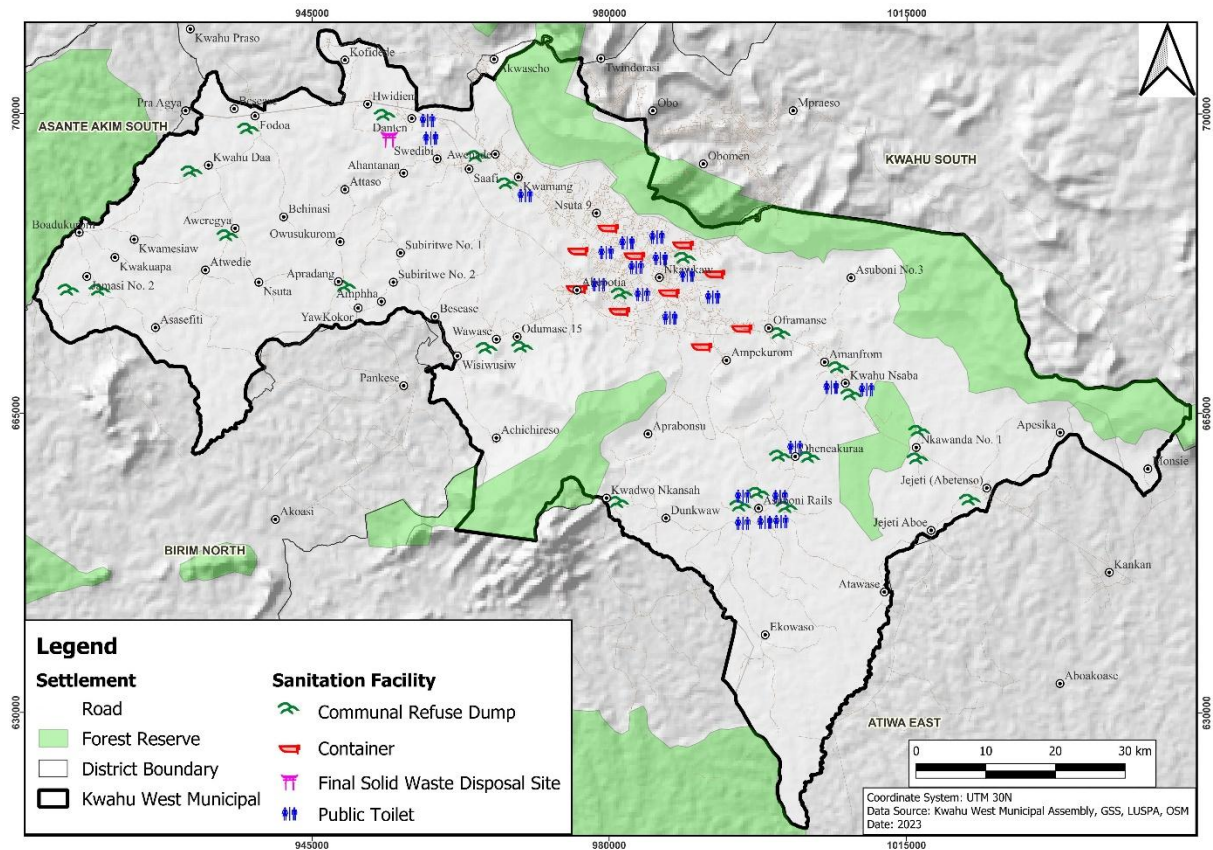
In terms of sanitation and waste management, rate of generation and management in the municipality is a matter of concern to the Municipal Assembly. With increasing influx of people and the rapid urbanization, huge amounts of human and industrial waste are generated at an alarming rate. It is estimated that **26,177** tonnes of waste annually with about 30% uncollected. Waste management services are concentrated in Nkwakwaw with irregular collection and limited recycling and composting. Heaps of unapproved dumps are dotted around with only about 12 skip containers serving the entire municipality.

Table 2. 12: Waste Collection Status

Status	Tone	Percentage (%)
Collected	18,257.5	70%
Uncollected	7,919.5	30%
Total	26,177	100%
Total	26177	100

Source: EHS-KWMA, 2025

Figure 2. 19: Existing Solid Waste Infrastructure



Source: MWD-KWMA, 2024

Behavior change continues to hamper the gains chalked in the sanitation sector over the years. The assembly has therefore prioritized the sector with pragmatic measures to address the menace. Frequent prosecution of offenders, monthly clean up exercises, operation clean your frontage and communal labour as well as partnership with the private sector to collect and manage the waste, integrating separation and recycling. The environmental health unit

has also engaged the services of tricycle operators to undertake do-to-do collection and disposal of waste.

The assembly has equally reignited the Community-led total sanitation (CLTS) to eliminate open defecation and support the construction of inclusive low-cost maintenance household toilets while strengthening WASH planning, data collection and citizen engagements.

2.5.12 Summary Issues on Health

- i. inadequate and deplorable health infrastructure
- ii. poor waste disposal and management
- iii. low water coverage in rural areas
- iv. limited coverage of social protection programmes

2.6 Environment

The environment issues discussed in the situational analysis cover issues such as settlements and their hierarchies, roads and infrastructure, climate change issue, communication infrastructure, energy, stormwater infrastructure among others. These have a direct bearing on environmental sustainability and inform policies and interventions for sustainable development.

2.6.1 Description of Major settlements and Distribution

The municipality is characteristically urban with low rural dweller practicing agriculture. The food produced in the rural areas is sold in the urban centers as food and also raw material for industries in the urban center.

The predominant settlement pattern in the district is the nucleated settlement pattern. Buildings are clustered together with higher population density compacted at a central location. There are also the small cities and rural settlement which are typically characterized by smaller, dispersed settlements.

Settlement Patterns, Hierarchy and Functions

Settlement Patterns

- Most population is clustered around nkawkaw
- Municipality has about 220 settlements, most of which are rural villages or hamlets
- 65% of the population dwells in the urban areas
- The rural settlements are scattered, often engaged in agriculture
- Urban (Nkawkaw) – high density, linear along highway
- Peri-urban – densely packed outskirts surrounding Nkawkaw
- Rural villages – scattered, linear based small clusters
- Satellite villages – peripheral, radiating from traditional center
- Average household size is 3.9 as against 4.4 national average.
- Cement block and aluminum roofing constitute the major housing type (70%)

Most of these settlement patterns are structured mainly by:

- i. Trade and Transport corridors
- ii. Topography,
- iii. Opportunities and Resources in particular areas.

Hierarchy

A scalogram analysis of structure evaluation puts only Nkawkaw as a high order service settlement due to the level of service provision and regional importance. The criteria for evaluation were based on population size and level of functions available in each of the urban areas, level of services offered in each of the areas, availability of infrastructure, as well as the potential of the area to become urbanized or hinterland. The evaluation reveals that the areas can be classified or ranked into four categories in order of their potential of development namely first tier, second tier, third tier, and fourth tier settlements as indicated in the map above (figure 3.5).

Functions

Human settlements are considered focal points for commercial, industrial, administrative, and infrastructure utilities and services required by the population. They perform three main functions which include, Service (i.e., facilitate the provision of infrastructure utilities and services), Economic (i.e., provide employment, markets, and material advancement), and infrastructure functions (i.e., residence for all people).

First order (high) – Nkawkaw

Second order (mid) – Asuboni Rails, Fodoa, Nsaba, Amanfrom, etc

Low order – Ekowso, Jejeti, Wisiwisi, Nkawanda, etc

2.6.2 Climate Change

The Municipality continues to experience the adverse impacts of climate change ranging from erratic rainfall patterns, floods, and high temperatures. These changes affect agriculture, biodiversity, water resources, health and general livelihoods. Destruction of forest cover either by mining, lumbering or farming depletes about 9% of the forest cover annually. Some of the climate change adaptation mechanisms include public sensitizations on improved farming practices, use of green energy, alternative livelihoods to reduce over reliance on the forest, sustainable mining practices among others. The assembly equally prioritizes collaboration with regulatory and enforcement agencies such as Minerals Commission, EPA, Forestry Commission, NADMO to plant more trees and safeguard and environment.

The municipality will adopt a number of mitigative measures including:

- i. Conservation Agriculture and agroforestry: Conservation agriculture will ensure the disturbance of soil is minimized, allowing for permanent soil cover. This can be achieved with crop rotation, intercropping composting, planting drought resistant crops and the use of organic manure or fertilizers.
- ii. Green Energy: Green and renewable energy sources, such as solar can be used as alternative sources of energy in the district to meet the high energy demand especially powering streetlights. The use of local knowledge to transform residue and waste for fuel wood will serve the needs of cooking fuel.
- iii. Water management: The use of efficient borehole systems, rainwater harvesting and protection of water catchments are effective ways that the municipality will adopt to help deal with the menace of climate change in the municipality.
- iv. Awareness creation: There's the need to comprehensively develop a risk reduction plan, clearly outlining strategies and strengthening early warning systems
- v. Disaster preparedness: Intensify climate literacy campaigns and school-based environmental education
- vi. Policy and planning: Mainstream climate resilience into all local government planning and budgeting processes

2.6.2.1 Climate Smart Agriculture

Majority of the population in the agricultural sector engage in rain-fed subsistence farming of crops such as maize, plantain, cassava and vegetables. However, agriculture productivity has been threatened by recent erratic rainfall patterns, soil degradation, increased incidence of pest and diseases. Adoption of Climate-smart agriculture (CSA) provides a holistic approach to improving agriculture productivity and incomes, strengthen resilience to climate variability and reduce greenhouse gas emissions. The department of agriculture currently advocates organic composting/use of manure, use of improved seed, farm field schools, agroforestry as well as intercropping as measures to increase productivity, enhance resilience and improve livelihoods.

2.6.2.2 Circular Economy

The municipality is largely urban with the capital, Nkawkaw, the commercial hub overwhelmed with urban pressure. This leads to increasing waste generation, with irregular and incomplete collection. The collected waste is typically dumped in open dumpsites with little separation, and the municipality has no engineered landfill site. Plastic waste is a major cause of clogging drains causing flooding during heavy downpour.

Similarly, agriculture waste is underutilized as no composting centres exist, although farmers use traditional small scale composting methods. A few scape dealers also go around collecting electronic waste

Transitioning to circular economy will benefit the municipality significantly with potential to create jobs, protect the environment, economic diversification and improve public health. The municipal assembly will integrate circular economy into local level planning and budgeting, sensitize and engage communities on the need to adapt, promote green business Waste Management: plans are underway to separate waste at container sites and promote recycling.

2.6.3 Road Infrastructure

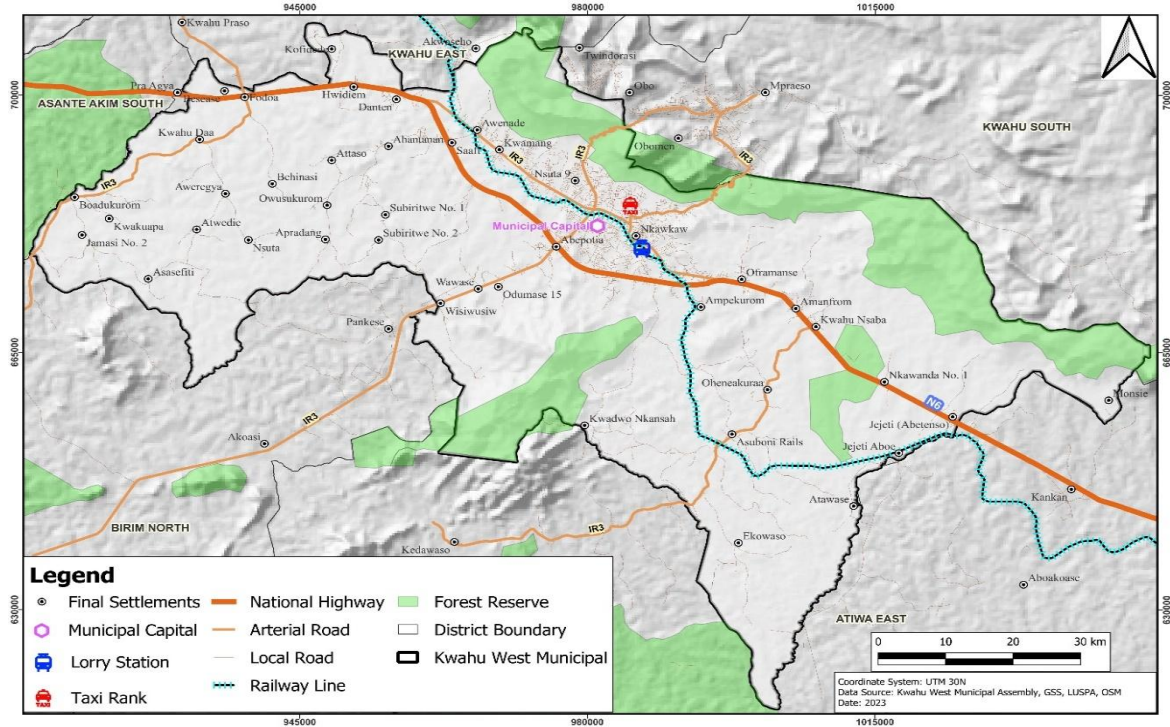
The road network in the municipality is categorized into three major classes namely Trunk, Urban and Feeder (graveled and dirt) roads. The road classification was premised on the nature of the road as well as the frequency of use of the road. The first class/asphaltic roads are characterized with high-level tarred surface (asphalt) and record a high operation of vehicles and motorbikes. The second class/bitumen roads have features such as being tarred and having relatively high operation of vehicles on them as compared with that of the first-class road. The third-class roads are all the feeder roads within the municipality and are mostly un-tarred with several potholes as well as occasional operation of vehicles on them. The usage of these roads in the rainy and sometimes the dry seasons is very difficult. A summary of road networks and transportation infrastructure in the municipality have been given in Table 2.13 and Figure 2.20 respectively.

Table 2. 13: Summary of Road Network and Condition

Class of Roads	Condition	Total Length (km)	%
Good	-Motorable all year round -Asphalted -Absence of potholes	57.98	8.7
Fair	-Motorable all year round -Tarred -Few potholes	60.65	9.1
Poor (gravelled & dirt)	-Seasonally motorable -Untarred and full of potholes and feeder roads	547.81	82.2
Total		666.44	100.00

Source: KWMA, 2024

Figure 2. 20: Transportation Infrastructure and Services



Source: KWMA, 2021

2.6.4 Communication Infrastructure and Services

Communication technology has advanced the world over, defining current trends in governance, education, health, security and many facets of life with attendant advantages. Its presence enhances socio cultural interactions and livelihoods. Communication services are moderately developed in urban centers but remain limited and unreliable in many rural areas. Major telecommunication service providers' (MTN, Vodafone, Airtel-Tigo) operate in the municipality. There is growing access to internet especially among the youth and urban dwellers using mobile data, as about 85% of the population have access to internet using mobile data, while 23% own mobile phones.

There also exist about six (6) radio stations in the municipality; all located in Nkawkaw. The presence of these stations makes dissemination of information easier, enhance transparency and accountability, ensure participation, and help deepen democracy. There are also several information centers scattered across the municipality. They are the means of disseminating information at the local or community level. Traditional leaders and public officials take advantage of their affordability to disseminate important information to the citizenry.

Courier service such as Ghana post office, FedEx, DHL, private transport based dispatch services also operate in the municipality. E-commerce adaptation is gradually penetrating but slowly due to limited digital literacy and mistrust in online transactions.

2.6.5 Energy Infrastructure and Services

Energy is a critical enabler of the development of any economy. Its availability, distribution, and cost have a bearing on the district's capacity to grow industries and create employment. Proper lighting enhances security and enables communities to enjoy social facilities such as health and schools thus improving their living standards and eradicating poverty through improved literacy levels.

According to the Ghana Statistical Service 2021 Population and Housing Census, 80% of the district households use electricity as their main source of lighting. 4.5% of the district households use non-electric (flashlight-3.4%, solar-0.3%) as their main source of lighting. The three main sources of energy for cooking in Kwahu West Municipality are LPG, Charcoal and Firewood. LPG is the major source of cooking fuel (39.93%) followed by Charcoal (28.86%) and Firewood (22.99%). Other energy sources for cooking form 8.22% as shown in Table 4.5.

This is a deviation from the 2010 PHC where the percentage of people who cooked with Charcoal was 43.8%, Firewood was 35.7% and Gas was 12.8%. Per the data, people are now switching from Charcoal and Firewood usage to Gas, and that is encouraging for Climate adaptation efforts. Numerous opportunities exist for the district to explore green sources of energy such as clean cooking initiatives that use energy saving stoves with briquette from plant residue, installation of solar powered street lighting, campaigns in schools, markets and other public buildings for energy saving, youth entrepreneurship drive in green energy, etc.

2.6.6 Stormwater Infrastructure and Services

Owing to the geophysical location of the municipality (surrounded by mountains), there is the need to have large drains that can contain run-offs. This has not been the case as the drains are too shallow to contain run-offs that flow down the hills. The results have been seasonal floods in some parts of the municipality, especially the capital (Nkawkaw).

Although annual dredging activities by authorities have mitigated the effects of such occurrences, there is the need to have wider concrete drains with higher hydraulic capacity. The recent consistent dredging activities have somehow reduce the incidence of flooding in the capital. There are yet some threats of flooding in areas such as Asuboni Rails that require attention.

2.6.7 Summary issues under environment

- i. Poor condition of roads
- ii. Inadequate drainage and sewage infrastructure
- iii. Low level of maintenance of public infrastructure
- iv. Presence of N6 highway boosting trade

2.7 Governance

The governance situation in the Municipality is discussed under various sub headings such as peace and security, popular participation, community action planning among others.

2.7.1 Peace and Security

The Kwahu West Municipality has relatively peaceful with relatively low levels of violent crime compared to national averages. The main security concerns are concentrated in Nkawkaw due to the population density, commercial activity and transit related. The presence of the district police command, MTTD, the Divisional Command as well as sister service including immigration and fire backed by a strong Municipal Security Committee (MUSEC), makes security visibility high. Declines in certain crime types indicate the effectiveness of strategies like increased patrols and improved visibility, public education and collaboration between the various departments and agencies responsible for peace and security in the Municipality. Increased visibility and rapid response capabilities of the police and law enforcement agencies seem to have contributed to the reduction in crimes like armed robbery as the Assembly aggressively enhanced security infrastructure, such as streetlights and improved communication services for overall safety at night.

The municipality is however experiencing frequent road traffic accidents on the Accra–Kumasi highway due to over speeding, wrongful overtaking, and poor enforcement of traffic laws. Commercial tricycle (pragia) operations, sometimes linked to road safety violations is also of concern in recent times. As a proactive measure in ensuring the safety of the People, there is the need for multifaceted approach including the formation of watch-dog committees in communities to aid the security agency (police) in the combating crime in the Municipality.

The presence of the security agencies notwithstanding, the Municipality is plague by armed robberies, rape and destruction of farms and property from ‘galamsey’/ illegal miners.

2.7.2 Community Action Planning

In Kwahu West Municipal Assembly, community action planning is at the heart of development efforts though the process is yet to have a comprehensive implementation. The Assembly has the established systems through four zonal councils; Nkawkaw, Fodoa Kofi Dede, Awenade/Apradang, and Asuboni Rails where the concerns of communities are collated using tools like community scorecards, problem tree analysis, surveys, and focus group discussions. Currently, this process only contributes to the preparation of the MDTP which has not been community specific over the years due to its broad overview of the Municipality. It is the strategy to work with each zonal councils to develop Community Action Plan that highlight the aspiration of each community under them.

Stakeholder engagement involved with this process are; Assembly members, traditional leaders, Community-Based Organizations (CBOs), and Faith-Based Organizations (FBOs) among others external institutions with a stake in the Municipality. Their involvement ensures that the plan reflects the diverse perspectives of all who call the Municipality home. It is the hope that Community action planning in Kwahu West will not just be a bureaucratic exercise but an avenue to foster a strong partnership that will position communities at the center of development planning and implementation.

The process is however challenged by logistical inadequacies such as vehicular mobility, laptops and other resources that hinder comprehensive engagement of the over 200 communities in the Municipality.

2.7.3 Popular Participation

The Kwahu West Municipal Assembly is a strong advocate for the active involvement of individuals, groups, and communities in decision-making processes that impact their lives within the Assembly. Popular participation ensures that citizens are engaged in governance and development initiatives at the local level. The assembly employs several mechanisms to foster inclusivity and collaboration with the community.

Some of the mechanisms the KWAM adopts in carrying out popular participation in the decision making and governance process include, Town Hall Meetings, General Assembly Meetings, Stakeholder Engagements, Participatory Budgeting, Community Feedback mechanisms among others.

Town Hall Meetings serve as platforms for direct interaction between the assembly and citizens, allowing residents to express their concerns, offer suggestions, and discuss community development projects. General Assembly Meetings are the highest decision-making body of the Assembly where citizens through their elected representatives make meaningful contributions to important processes and approval for implementation. Medium-Term Development Plans (MTDPs), Annual Action Plans, and discussions on budget hearings and approvals are conducted at these meetings where citizens have opportunity to attend and observe.

The Assembly organizes stakeholder engagements on critical issues before decisions are made. Examples include adjustments in road tolls and other levies. These engagements provide opportunities for transparent dialogue between the Assembly and key community members, ensuring that decisions are well-informed and widely accepted.

The Assembly utilizes various feedback channels, such as suggestion boxes and public forums, to collect input from citizens on its operations and services. The MCE engages communities on a schedule basis throughout the year. Through these engagements, various feedback mechanism is deployed to gather information from the citizens. This promotes continuous engagement and helps address grievances effectively.

The Assembly is committed to popular participation as it has strengthened transparency, accountability, and trust between the Assembly and its citizens. However, challenges such as limited awareness, logistical constraints, and occasional apathy among community members sometimes hamper full participation and continued enthusiasm. Addressing these issues through sustained public education and resource mobilization is key to enhancing citizen engagement in governance.

2.7.4 Crime Trends

Crime in the Municipality have generally seen a massive reduction with the increased security enhanced strategies and operations. There are however areas that yet require constant monitoring and improvement for a serene environment for sustained development. Incidents of rape remain very low in KWMA in recent years with only not up to three cases

reported to the police over the past three years. This trend reflects a strong preventive measures and public awareness by responsible institutions within the Municipality. Armed Robbery cases have also had a significant decrease, halving the incidents from 2022 to 2024. A concerning upward trend has been defilement, occurring in the Municipality with reported cases rising between 2022 and 2024. The increase was attributable to the extra efforts in public education and work done by the Social Welfare Department in recent years for people affected to report and not maintain silence under such situations. The trend requires immediate intervention through continuous education, stricter law enforcement, and victim support systems for the victim and their families. It is important to note that defilement cases are mostly targeted at girls as all these cases reported so far affects only females. Murder cases have fluctuated but remain relatively low in the Municipality with a marginal increase between 2023 and 2024. The data points to more cases against males in the population.

Narcotics Abuse has been tackled effectively in the Municipality, though there is a need for more efforts and vigilance of law enforcement agencies. Various successful anti-narcotics campaigns, enforcement and vigilance is required as abusers are becoming more sophisticated evading the attention of enforcement agencies. Through the public education effort, report on domestic violence has seen a steep and consistent rise in recent years. This calls for social support systems, education, and enforcement of protective laws while interventions must institute stricter and more punitive approaches to avert the rise. Focus on promoting respectful relationships and educating the community about the legal and social consequences of domestic violence in addition to victim support systems, such as shelters, counselling services, and accessible reporting mechanisms, must be strengthened to ensure survivors receive the help they need.

2.7.5 Summary of Development Issues

- i. Ineffective sub structures
- ii. Limited logistics for institutional service delivery
- iii. Weak revenue mobilization systems
- iv. Limited public participation /community engagements
- v. Low awareness of citizens on civic issues
- vi. Political interference in critical decision making
- vii. Limited security presence
- viii. Low human resource capacity

2.8 Emergency Preparedness and Response

This section is a preview of the current situation in the Assembly regarding the existing emergency threats as well as the preparedness or otherwise of the Assembly to respond in the occurrence of such potential threats.

2.8.1 Disaster incidents (biological, geological, industrial, nuclear, etc.)

Kwahu west is most at risk to flooding because it is situated at the base of the Kwahu-Togo scarp, generally low-lying and highly undulated making surface runoff difficult and then prone to seasonal inundations compounded by the sighting of physical structure in waterways and improper drainage system. The municipality experience disasters including flooding (Ayigbe town, Asuogya, Abrodiem, New station, Asuboni No.3, Kwasikrom and Domeabra) and erodin due to the topography of the land and poor drainage systems. Road accidents are high on the N6 highway, putting pressure on the municipal disaster response team. Windstorms and fire outbreaks are common in rural communities. This situation is compounded by the limited disaster risk awareness and preparedness at the community level.

The disaster response team (NADMO, GNFS, Ambulance service, police, GHS) are however limited by logistics in some circumstances.

2.8.2 Disaster Incidence Profile

The table 2.14 is a summary of the disaster profile of the Municipality in recent years.

Table 2. 14: History of Disaster in KWMA

Type of Incident	Recent Examples & Frequency	Affected Areas	Severity / Impact
Flooding	Torrential rain in July 2024 led to severe flooding attributed by the MCE to illegal mining obstructing waterways	Nkawkaw Amanfrom, ECOWAS, Mission, Kwaku Dwira, and others	Homes submerged; residents displaced; water contamination risk (cholera, other disease outbreaks).
Flooding at Municipal Offices	June 2024 — heavy rainfall led to flooding of Kwahu West Municipal Assembly offices	NKMA offices, Nkawkaw	Interruptions of Assembly operations; risk to staff safety and loss of documents and equipment.
Rainstorm Damage	May 2023 — a storm destroyed a basic school block, forcing pupils to study under trees; snakebite incident reported	Kwadwo Nkansah M/A Basic School	Educational disruptions; health risks to pupils; urgent infrastructure repair needed.
Fire Outbreaks	Late 2024 — fire gutted a three-storey police officers’ quarters, destroying property	Fire Stone Area, housing police families	Loss of property, temporary displacement of officers and families, need for emergency housing.
Environmental Degradation	April 2025 — illegal mining in Nwii River leading to pollution and contamination of wells and boreholes	Nwii River, Nkawkaw Amanfrom, surrounding areas	Water safety compromised; potential health crisis; degradation of aquatic ecosystems and water resources.
Windstorm Damage	2018 — NADMO recorded seven windstorm-related disasters; prior year had 17 such incidents	Various communities across municipality	Roofs torn off buildings; property loss; disruptions to schooling, livelihoods, and safety.

Source: NADMO, KWMA, 2025

2.8.3 Disaster Risk Profile of the Municipality

The table 2.15 provides the potential disaster risks that exists in the Municipality.

Table 2. 15: Disaster Risk Profile

S/n	Possible disaster occurrences	Risk level	Location (s)	Safe Havens
1	Flooding	High	Abrodiem, Agbogbloshe, Atta ne Atta, Ecowas, Mission, New Station, New Town, Timber Market, Domeabra, Atewase, Asuboni Rails, Soldier line, Krofofrom (New Town), Ayigbe town	Atta ne Atta- (Jeh. Wit. Church, Christ. Prep. Sch.) Asuogya- (Pentecost Church) Soldier line- (Ecowas Point) Ecowas- (Mission Church) Ayigbe town- (CAC, RCG) Krofofrom New Town- (Apost. JHS) Asuboni Rails- (Presby Sch.)
2	Domestic Fire	Medium	Municipal Wide	
3	Commercial/Industrial Fire	Medium	Nkawkaw Township, Asuboni Rails Fodoa	
	Conflict	Low	Nkawkaw Zongo Ayigbe Town Adoagyiri	Central Mosque Revival Church of God St. Anthony school
4	Bushfire	Medium		
5	Rainstorm	High	Municipal wide	
6	Windstorm	Low	Municipal Wide	
7	Landslide	High	Nkawkaw	
8	Road Accidents	High	Municipal Wide-Along the N6	
9	Earthquake	Low	Nkawkaw	Christian M/A School Park Nkawkaw Stadium Authority Park-Accra town Roman Park-Adoagyiri Apea Park -Asuogya
10	Volcanic Eruption	Low	Nkawkaw	

Source: NADMO, KWMA, 2025

2.8.4 Disaster Risk Management

Kwahu West Municipality is prone to hydro-meteorological hazards (floods, rainstorms, windstorms), environmental hazards (illegal mining-related degradation, water contamination), and human-induced hazards (fires, accidents). The municipality's geography, rapid urbanization, poor drainage systems, and environmental degradation amplify disaster vulnerabilities.

Table 2. 16: Key Hazards and Risk Factors

Hazard	Causes	Vulnerable Areas	Main Impacts
Flooding	Heavy rainfall, blocked drains, illegal mining, construction in waterways	New Station, Nkawkaw Amanfrom, ECOWAS, Mission, Kwaku Dwira	Displacement, damage to homes/infrastructure, disease outbreaks
Windstorms/Rainstorms	Climate change effects, poor building standards	Rural communities, school facilities	Roof damage, school disruption, injuries
Fire outbreaks	Faulty wiring, poor fire safety systems, market congestion	Police quarters, markets, residential areas	Loss of property, homelessness, injury
Water pollution	Illegal mining in Nwii River, poor sanitation	Nwii River Basin, borehole/well areas	Unsafe drinking water, disease
Drought (occasional)	Climate variability	Farming areas	Crop failure, food insecurity

Source: NADMO-KWMA, 2025

Key drivers of the disaster risk include illegal mining, deforestation, inadequate drainage and waste management systems, poor enforcement of building codes leading to

infrastructure vulnerability, limited disaster preparedness capacity and low public awareness on disaster risk reduction. The municipal assembly fully integrates DRM into its medium-term development plans and collaborates with the NADMO to sensitize communities on disaster risk. NADMO equally provides early warning alerts through local radio and community center announcement. These efforts provide some level of mitigation and response but requires proactive efforts to adequately address the situation.

2.8.5 Disaster Preparedness and Response

The municipality is exposed to climate-induced hazards and human-induced disasters. The ability of the respective institutions, communities, and households to anticipate, respond to, and recover quickly from emergencies such as floods, windstorms, fires, and environmental hazards is critical. This requires concerted efforts of all stakeholders. NADMO Municipal Secretariat coordinates preparedness planning and response with support from Fire service, police service, environmental health unit, health directorate and other stakeholders.

Fire Service undertakes periodic fire safety education in markets and schools.

Environmental Health Unit conducts sanitation campaigns to reduce disease outbreaks after disasters. Municipal Assembly includes disaster-related activities in its Medium-Term Development Plan. Disaster volunteer groups are formed in communities, radio and information centers are used to disseminate basic early warning alerts and other stakeholders mobilize support in emergencies.

Currently, the municipality has no comprehensive disaster preparedness and response plan coupled with logistical challenges (rescue tools, vehicles, and relief items), local early warning mechanisms.

2.8.6 Summary Development Issues

- i. Road traffic accidents along N6 highway
- ii. NADMO under resourced to respond to big disasters
- iii. Almost nonexistent post disaster recovery support
- iv. Low capacity in disaster preparedness mechanisms and response
- v. No structured community alert system

2.9 Development Issues with Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis

The performance review, the situational analysis and the community engagements conducted have in the Municipality have highlighted key development issues which require critical attention that should shape policy and planning for sustainable development. The list alongside a SWOT on groups of these development issues are contained in this sub section of the document.

2.9.1 List of development issues

The various development issues compiled through the processes discussed are as follows;

- i. Displacement and loss of biodiversity
- ii. Poor waste management

- iii. High use of non-renewable energy sources for cooking
- iv. Limited access to reliable communication network
- v. High unmotorable roads, especially during rainy seasons
- vi. Recurrent incidence of flooding and erosion
- vii. Poor asset maintenance culture and records management.
- viii. Poor disaster-risk preparedness and response
- ix. Low women participation and representation in governance
- x. Inadequate infrastructure and logistics for effective governance
- xi. Ineffective substructures
- xii. Low public participation in local governance
- xiii. Lack of logistics and budgetary allocation for effective monitoring and evaluation
- xiv. Inadequate and deplorable educational infrastructure
- xv. Weak enforcement of planning and building regulations
- xvi. Inadequate health infrastructure
- xvii. Inadequate supply of potable water
- xviii. Limited access to credit for SME's and Farmers
- xix. Lack of modernization in agriculture
- xx. Poor market infrastructure
- xxi. Road traffic and accidents on N6
- xxii. Limited coverage of social protection programmes

2.9.2 SWOT Analysis on Development Issues

The SWOT analysis is conducted on sectoral basis such as Environment, Governance, Social and Economic dimension. Dimensions such as emergency and monitoring are compiled as part of others.

2.9.2.1 SWOT Analysis for Environmental Development Issues

Development Issues under the Environmental include the following;

- i. Displacement and loss of biodiversity
- ii. Poor Waste Management
- iii. High use of non-renewable energy sources for cooking
- iv. Limited access to reliable communication network
- v. High unmotorable roads, especially during rainy seasons
- vi. Recurrent incidence of flooding and erosion
- vii. Poor disaster
- viii. Risk preparedness and response

Table 2. 17: SWOT Analysis for Environmental Issues -1

Displacement and loss of biodiversity, Poor waste management High use of non-renewable energy sources for cooking	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Existing environmental bye-laws • Available labour and technology • Available environmental conservation enforcement institutions 	<ul style="list-style-type: none"> • Low sensitization among communities • High cost of alternatives

<ul style="list-style-type: none"> Existing social services 	<ul style="list-style-type: none"> Poor management of existing waste management assets Low private sector participation
Opportunities	Threats
<ul style="list-style-type: none"> Existing national policies and programmes. Available NGOs in the environment sector Growing international support and resources 	<ul style="list-style-type: none"> Unfavorable economic conditions Ineffective enforcement and implementation of national policies

Source: MPCU-KMWA, 2025.

Table 2. 18: SWOT Analysis for Environmental Issues -2

Limited access to reliable communication network High unmotorable roads, especially during rainy seasons	
Strengths	Weaknesses
<ul style="list-style-type: none"> Existing communication networks Existing road networks and land for expansion Existing road construction and maintenance equipment 	<ul style="list-style-type: none"> High capital investment Lack of consistent maintenance culture Unfavorable topography
Opportunities	Threats
<ul style="list-style-type: none"> National budgetary allocation for road construction Continuous investment by telecommunication companies 	<ul style="list-style-type: none"> National economic difficulties Unfavorable climatic conditions affecting networks and roads High cost of data

Source: MPCU-KMWA, 2025.

Table 2. 19: SWOT Analysis for Environmental Issues -3

Recurrent incidence of flooding and erosion Poor disaster-risk preparedness and response	
Strengths	Weaknesses
<ul style="list-style-type: none"> Existing drains and flood channels Annual budgetary allocation for dredging Public addressing infrastructure available in the Municipality Presence of NADMO 	<ul style="list-style-type: none"> Weak enforcement of development regulations Unlined drainage channels Limited budgetary allocation Under-resourced institutions Low public awareness
Opportunities	Threats
<ul style="list-style-type: none"> Available technology such as GIS, remote sensing and early warning systems Existing national and international NGOs for flood mitigation education, disaster preparedness training and interventions. 	<ul style="list-style-type: none"> Increasing intensity of rainfall due to climate change Lack of direct national investment on Municipal flooding management programmes Encroachment on waterways

Source: MPCU-KMWA, 2025.

2.9.2.2 SWOT Analysis for Governance Development Issues

Development Issues

- i. Low women participation and representation in governance
- ii. Inadequate infrastructure and logistics for effective governance
- iii. Ineffective substructures
- iv. Low public interest and participation in local governance
- v. Lack of logistics and budgetary allocation for effective monitoring and evaluation
- vi. Weak enforcement of planning and building regulations
- vii. Poor asset maintenance culture and records management.

Table 2. 20: SWOT Analysis for Governance Issues-1

Low women participation and representation in governance Inadequate infrastructure and logistics for effective governance Ineffective substructures Low public interest and participation in local governance	
Strengths	Weaknesses
<ul style="list-style-type: none"> Existing systems and structures High women population with some women in governance leadership Existing pro-governance NGOs Office building under construction 	<ul style="list-style-type: none"> Inadequate budgetary allocation and releases Limiting natural roles of women Politicization of local governance Lack of innovation
Opportunities	Threats
<ul style="list-style-type: none"> Availability of national and international institutional support Existing national and international women-inclusion treaties, policies and laws. International NGOs in women empowerment and governance participation 	<ul style="list-style-type: none"> Patriarchal traditional society National and political interference in local governance Limited funding for local governance support Delayed completion of new office block with logistics and furnishing

Source: MPCU-KMWA, 2025.

Table 2. 21: SWOT Analysis for Governance Issues-2

Lack of logistics and budgetary allocation for effective monitoring and evaluation	
Strengths	Weaknesses
<ul style="list-style-type: none"> Available of some infrastructure, personnel and know-how Existing structures for M&E 	<ul style="list-style-type: none"> Inadequate budgetary allocation and releases Local apathy at the substructures Inadequate Assembly support to substructures Misapplication of funds for M&E
Opportunities	Threats
<ul style="list-style-type: none"> Central government budgetary allocation and releases National support policies for substructures 	<ul style="list-style-type: none"> Inadequate central government budgetary releases Limited central government supervision of local M&E

Source: MPCU-KMWA, 2025.

Table 2. 22: SWOT Analysis for Governance Issues-3

Weak enforcement of planning and building regulations	
Strengths	Weaknesses
<ul style="list-style-type: none"> Existing planning and regulation departments and agencies. Available bye-laws and policies Available technical staff and enforcement agencies 	<ul style="list-style-type: none"> Logistical deficiencies for departments and agencies.
Opportunities	Threats
<ul style="list-style-type: none"> Supporting national laws and regulations. 	<ul style="list-style-type: none">

Source: MPCU-KMWA, 2025.

Table 2. 23: SWOT Analysis for Governance Issues-4

Poor asset maintenance culture and records management.	
Strengths	Weaknesses
<ul style="list-style-type: none"> Available personnel Available data 	<ul style="list-style-type: none"> Poor data management systems Inadequate budgetary allocation and releases

Opportunities	Threats
<ul style="list-style-type: none"> • Central government allocations • Existing development partners • Available technology and systems 	<ul style="list-style-type: none"> • Inadequate and unreliable central government releases • Computer Virus and hackers

Source: MPCU-KMWA, 2025.

2.9.2.3 SWOT Analysis for Social Development Issues

Social Development Issues for social development issues include the following;

- i. Inadequate and deplorable educational facilities
- ii. Inadequate health infrastructure
- iii. Inadequate supply of potable water
- iv. Limited coverage of social protection programmes

Table 2. 24: SWOT Analysis for Social Development Issues-1

Inadequate and deplorable educational facilities Inadequate health infrastructure Inadequate supply of potable water	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Statutory budgetary allocation for education, health and water. • Existence of some education, health and water infrastructure. • Available skilled and unskilled labor 	<ul style="list-style-type: none"> • Inadequate IGF • Lack of consistent maintenance •
Opportunities	Threats
<ul style="list-style-type: none"> • National budgetary allocations towards education, health and water provision • Available international funding for education, health and water projects 	<ul style="list-style-type: none"> • Inadequate opportunities for international support • Competitive processes for access to international funding •

Source: MPCU-KMWA, 2025.

Table 2. 25: SWOT Analysis for Social Development Issues-2

Limited coverage of social protection programmes	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Existing social protections programmes such as the SW&CD, NHIS etc • Available social protection programmes; LEAP • Available information of population for targeting 	<ul style="list-style-type: none"> • Inadequate funding •
Opportunities	Threats
<ul style="list-style-type: none"> • Ongoing LEAP data drive in Eastern Region • Available national programmes and data collection- Multidimensional poverty studies 	<ul style="list-style-type: none"> • National fiscal challenges • Population growth and urbanization

Source: MPCU-KMWA, 2025.

2.9.2.4 SWOT Analysis for Development Issues on the Economy

Development Issues on the Economy include the following;

Table 2. 26: SWOT Analysis for Issues on the Economy -1

Limited access to credit for SME's and Farmers Lack of modernization in agriculture Poor market infrastructure	
Strengths	Weaknesses

<ul style="list-style-type: none"> • Available financial and credit institutions • Existence of the BAC for capacity training and support • A functional Agric department • Existing market infrastructure • Available undeveloped lands within the CBD 	<ul style="list-style-type: none"> • Under -resourced departments and agencies • Inadequate funding for operations • High capital investment required
Opportunities	Threats
<ul style="list-style-type: none"> • Available national support and programmes for skills and credit support • Available international NGOs support and programs • Available development options like BOT and other PPP arrangements. 	<ul style="list-style-type: none"> • Low recovery rate for revolving credit to SMEs and farmers • High investment for market infrastructure •

Source: MPCU-KMWA, 2025.

2.10 Projected Future Development Needs

This section emphasizes the need for knowledge of the current and future needs of the municipality in order to make informed decisions concerning interventions required for the planning period; it establishes the requirements of some critical sectors of the economy.

Development projections are essential in planning because they help make informed decisions and anticipate future needs, opportunities, and challenges. The projections are in relation to the development issues and population of the district. It also focuses on the district's Development option, goals, objectives as well as strategies that will be adopted in order to achieve the desired development, in line with the policy framework.

2.10.1 Demographic Structure

The population of the Kwahu West Municipality has been growing steadily since 2022 and projections show an increasing trend. The age-sex distribution of population in the year 2021 shows that 51% of the population is female whilst the male population makes up 49%. This clearly indicates that there are more females than males.

The 0-14 age group constitutes 55% of the population. This has important implications for development in that considering the total numbers of the population in this age group; provision would have to be made for infrastructure such as educational facilities, health facilities and recreational facilities to cater for them. The population in the 65 years and above age group makes up 5% of the population. These two age groups combined make up the dependent population of the Municipal and form 60% of the total population.

The municipal population is projected to increase to **158,827 in 2029** using the 2021 Population (**145429**) as the base year. Variables that constitute the population dynamic including Birth Rate, Death Rate and Rate of Migration were considered. The projection also took into account the following assumption:

- The population growth rate is held constant
- The sex composition will remain unchanged over the planning period
- Fertility rate will remain unchanged during the plan period

- The regional growth rate will remain the same (1.1%) during the planning period:
- The change in migration shall remain minimal,

Figure 2.21 shows the projected population of Kwahu West from 2022 to 2029.

Figure 2. 21: Projected Population for KWMA(2021-2029)



Source: MPCU-KMWA, 2025.

2.10.1.1 Implication of the Projections

The demographic trends can have the following implications:

1. There will be pressure on housing, social infrastructure and services, (i.e. health, sanitation, education, water, waste, housing and roads)
2. Job creation interventions targeted mostly at youth and women will be instituted by the central government and the municipal assembly to create employment for the growing population, maintain those who are already employed
3. Build on the arts, culture and sport strengths across the Municipality for the changing population.
4. There is a need to provide inclusive services; promote equal opportunities; oppose discrimination, intolerance and disadvantage through reducing inequalities and promoting community cohesion.

2.10.1.2 Strategic Development Proposals

The following are some development proposals for policy considerations based on the population projections made.

1. Intensify skills training with provision of start-ups and creating access to low interest loans to aid business development.
2. Encourage climate smart agriculture and value addition (agro processing)
3. Explore and Develop tourism, sports and arts potentials
4. Enforce Environmental laws
5. Control unauthorized development

2.10.2 Projections for Health Sector

The projection in the health sector was made with the following assumptions:

- That the Ghana Health Service will be willing to post workers to the district during the planned period.
- The national standard for number of nurse / patient and doctor / patient will remain constant over the planned period.
- That, basic services such as potable water, electricity, health, accommodation and incentive packages would be put in place to attract and retain healthcare workers in the rural areas.

Table 2.27 capture the existing number and projected health facility backlog for the plan period.

Table 2. 27: Table: Distribution of Health Facilities

Type of Facility	Number Existing	Number required	Surplus	Backlog
Hospital	3	4	0	1
Health Center	7	10	0	3
Clinic	2	4	0	2
CHPS Zone operational	37	37	0	0
CHPs Compound with permanent structures	13	37	0	24

Source: Municipal Health Directorate, 2025

Even though the required CHPS demarcated zones are all operational, because they operate from rented rooms, they are unable to provide all the necessary services. Most zones are also out of coverage due to road network, ease of access to means of transport including waiting time, equipment. All these contribute to low coverage of primary health care access in the municipality.

2.10.3 Projection for Education Sector

Government efforts in the education sector are geared towards increasing school participation at all levels. To achieve quality basic education in the municipality, there is the need for extra classrooms and teachers. These projections are based on the following assumptions:

- That through the support by the Capitation Grant and the School Feeding programme, the school participation rate will increase by the end of the planned period.
- That the rate of increase in enrolment will remain constant for the plan period.
- That the national standard for number of pupils per classroom over the various basic education levels will remain constant over the planned period.
- That the school going age population of 4 – 15 years shall be used for the planning period.
- Basic services such as potable water, electricity, health facilities, accommodation and incentives package will be put in place to attract and retain teachers in the rural areas.
- The Education facilities data include both public and private.
- Most communities are sparsely located from each other.
- Distances pupils would have to commute to the nearby school

Projections under the education sector were considered in the following categories.

- Estimated Population for School Going Age
- Demand for Classrooms
- Projected Enrolments

2.10.3.1 Enrolment, Classroom and Teacher Projections

The enrolment for the plan period was projected based on the 2024/2025 academic year enrolment levels. By 2029, enrolment is expected to increase to 21,132, 41,665 and 17,485 for KG, Primary Schools and JHS respectively. The average percentage increase in enrolment is about 20% per annum for all levels.

The classrooms projection like all the other projections was done based on the assumption stated earlier. The number of classrooms in backlog in 2029 is expected to increase to 367, 477 and 151 translating to a need for schools numbering 180, 80 and 50 for KG, primary and JHS needed to adequately absorb all pupils of school age. It is worth mentioning that the current enrolment rates at the basic level exceed the population of school going age. This is attributed to pupils from outside the Municipality accessing education in the Municipality. The implication is that if conditions in those areas change positively the projections may not apply as more classrooms would be available for the population within the Municipality. Table 2.28 is a summary of the projected data on education.

Table 2. 28: Enrolment, Classroom and Teacher Projections for the plan period (2022-2025)

Level		Age cohort	Population		Enrolment				Pupil Teacher Ratio		Classrooms						Teachers				
			2025	2029	2025		2029		2025	2029	2025			2029			2025			2029	
			E	B	E	B	E	P	E	R	S	R	S	Sch. Backlog	E	R	S	R	S		
KG	153	4 - 5	7,506	7,828	11740	-4,234	21,132	-13,304	23.1	41.6	237	390	-153	604	-367	183	508	600	-92	604	96
Primary	152	6 - 11	22,437	23,401	23147	-710	41,665	-18,264	25.5	46.0	713	800	-87	1190	-477	80	906	1002	-96	1190	284
JHS	104	12 - 14	10,173	10,610	9714	459	17,485	-6,875	13.1	23.5	349	387	-38	500	-151	50	744	803	-59	1339	595
SHS	7	15-17	9,076	9,465	6,742	2,334	12,136	-2,670	22.9	41.1	171	225	-54	347	-176	-6	295	377	-82	531	236

R= Required Existing S=Shortage B=Backlog KG, P=Projected

Source: GES, 2025

As shown in table 2.28 children of school going age as against those enrolled in that category produces a excess of 4,234 and further expected to increase to 13,304 in 2029 for KG. similar patterns pertain to the primary, and JHS levels. This means that additional teachers and classrooms required to accommodate the enrolment in up to 2029.

2.10.4 Projections for Water and Sanitation

This section tackles issues relating to Water and sanitation issues with projections and needs for the projected population throughout the plan period.

2.10.4.1 Projections for Water

Given the projected population of 2029, the municipality is expected to exert pressure on the existing water facilities. There will therefore be the need for 29 mechanized borehole, 17 boreholes with hand pumps as well as supply scheme for 4 major communities in order to fully serve the potable water needs of the municipality. The assumptions on which the water needs were projected are as follows:

All defective water infrastructure will be repaired

- Standard consumption per head shall remain 20 litre per day
- The maximum walking distance 500m.
- Average household size of 4 in the municipality will not change
- That the average number of people (threshold) of 300 required for a borehole or public standpipe will not change significantly.

Table 2.29 summarizes the status of water facilities through the planning period.

Table 2. 29: Required water facilities by 2029

Zonal Council	Population 2025	Population 2029	Hand dug well		Borehole with Pump		mechanized Borehole		Total		House household connection	Population Served	Unserved Population (2025)	Coverage	Required
			E	R	E	R	E	R	E	R					
Nkawkaw	108,088	112,732	7	38	5	24	1	0	69	16	1	5,345	86,470	80%	1
Fodoa	10,766	11,228	5	38	4	13	6	6	56	10	0	6,459	4,307	61%	1
Asuboni Rails	16,497	17,205	14	39	4	13	6	6	66	10	0	9,898	6599	59%	1
Apradan	15,955	16,641	5	34	4	15	7	7	54	11	0	9573	6,382	60%	1
Total			31	149	17	65	29	9	245	46	1			85	

E=Existing, R=Required (Backlog)

Source: MPCU-KWMA, 2025

2.10.4.2 Projections for Toilet Facilities

The coverage of toilet facilities in the district for both private and public serves about 72.3% of the population. The population of the municipality by 2029 will require about 28 No. 20 seater Toilet Facility (560 squat holes) to serve the entire population. Any new public infrastructure will however incorporate these facilities to reduce the stress levels. The estimation of sanitation needs for 2029 was based on the following assumptions:

- That the average number of 4 peoples per house in the Municipality will not change significantly;
- That the average number of 50 people per squat hole will not change significantly during the planning period; and
- That Assembly will continue the community led total sanitation (CLTS) campaigns and encourage the construction of household latrines

Table 2. 30: Sanitary Facilities Required by 2029

Current Situation 2025														2029 Projec tion
Zonal Council	2025 Population	2029 Population	VIP Toilets	seats	Population covered	WC	seats	population served	Household Population Served	Total Population Served	Coverage	Un served Population	% unserved Population	No. of toilet seats required
Nkawkaw	108,088	112,732	4104	5156	46404	2391	3884	34956	18450	81,360	75.3	26,728	24.7	10
Fodoa	10,766	11,228	985	1040	6210	557	621	3150	4327	9360	86.9	1,406	13.1	5
Apradang	16,497	17,205	1044	1181	1836	891	977	8793	11610	10,629	64.4	5,868	35.6	6
Asuboni Rails	15,955	16,641	918	1107	2587	501	820	7380	8514	11101	62.4	4,854	37.6	7
Total														28

Source: MEHU-KWMA, 2025.

2.10.4.3 Solid Waste Projections

Based on the projections, the Municipality does not have enough refuse containers to serve the population during the planning period. However, the Environmental Health Unit should ensure that the containers are well maintained, evenly distribution taking into consideration the population of the locality where they are located and introduce waste separation at the container site. The projection for refuse disposal based on following assumptions

- The 11 existing containers of 23m³ each to be emptied every day.
- Capacity of a container = 6000kg (6 Metric Tons)
- Average refuse generated per person per day = 0.5kg

Table 2. 31: Projections for refuse containers

Year	population	Refuse Generated (Tons)	Existing Refuse Containers Capacity (Tons)	Backlog (Tons)	Container
2025	152,284	27,411	60	5,811	50
2026	153,783	27,681	61	6,081	51
2027	155,458	27,982	62	6,382	52
2028	157,140	28,285	63	6,685	53
2029	158,827	28,589	65	6,989	55

Source: MEHU, 2025

It is worthy of note that, about 30% of the total generated waste in the municipality remains uncollected. Waste management being an essential service area, the assembly has resolved to purchase new skip containers with waste separation cages. This will enable us to reduce the volumes transported and encourage recycling

2.10.5 Projections for Revenue

The total projected revenue has been earmarked in the plan to cater for the various annual action plans within the planned period. Various sources of funds including the following have been identified to support the various programmes: -

- The rates for the various property classifications would be adjusted annually. The various charges on development permit fees or building permits should be reviewed upwards.
- The District Assembly Common Fund (DACF) as a constitutional provision will continue to be disbursed on time.
- Sustained, community contribution to project cost in the form of labour, local building materials and cash.
- Sub-structures would be strengthened to enable them to mobilize adequate resources for development.
- A revenue mobilization plan would be formulated and implemented on time.

As shown in Table 2.32, Total Revenue expected for the plan period for all sources is GHC 106,162,180.53. Revenue for all sources less compensation however stands at GHC 49,227,445.57 while that of IGF is GHC 20,083,771.85.

Table 2. 32: Revenue Projections

RECEIPTS	Base Year	PROJECTIONS				TOTAL
	2024	2026	2027	2028	2029	
TOTAL IGF	3,491,622.31	4,327,466.46	4,760,213.11	5,236,234.42	5,759,857.86	20,083,771.85
GRANT						
GOG	12,122,558.12	12,267,773.10	13,494,550.41	14,844,005.45	16,328,406.00	56,934,734.96
DACF (including HIV)	1,815,151.45	4,873,322.65	5,360,654.92	5,896,720.41	6,486,392.45	22,617,090.43
MP's CF	709,214.41	880,000.00	968,000.00	1,064,800.00	1,171,280.00	4,084,080.00
MAG						
DACF-RFG (DDF)	1,890,797.28	151,429.85	166,572.84	183,230.12	201,553.13	702,785.94
GOG G&S	0.00	165,000.00	181,500.00	199,650.00	219,615.00	765,765.00
PWDs CF	229,075.14	160,358.30	176,394.13	194,033.54	213,436.89	744,222.86
UNICEF	48,107.07	49,500.00	54,450.00	59,895.00	65,884.50	229,729.50
Total Grants	16,814,903.47	18,547,383.90	20,402,122.30	22,442,334.52	24,686,567.97	86,078,408.68
TOTAL REVENUE	20,306,525.78	22,874,850.36	25,162,335.40	27,678,568.94	30,446,425.83	106,162,180.53
TOTAL REVENUE LESS COMPENSATION	8,183,967.66	10,607,077.26	11,667,784.99	12,834,563.49	14,118,019.83	49,227,445.57

Source: Budget Unit-KWMA, 2025

The main sources of funding for the 2026 – 2029 District Medium Term Development Plan shall include Internally Generated Fund (IGF), Government of Ghana (GoG) direct transfers, District Assemblies’ Common Fund (DACF), District Assembly Common Fund Responsive Factor Grant (DACF- RFG) and funding for planned programmes of development partners and Donors. The projected revenue for the plan period is Ghana Cedis, (GH¢45,469,488.38) as shown in the Table details the percentage contribution of each of the revenue sources to the MTDP. It reveals that DACF (47.5%) will constitute the largest revenue source for the plan while IGF will contribute 40.8% of the revenue sources to the 2026– 2029 MTDP.

2.10.5.1 Strategies for Revenue Mobilization

The following are some strategies to boost revenue mobilization for the Municipality.

- Construct 24 hour market and other satellite markets to encourage trade
- Organize stakeholder consultation on fee fixing resolution and post reports on notice boards in the municipality annually
- Organize revenue performance review meetings
- Organize revenue mobilization trainings for Revenue staff.
- Annual update of revenue data
- Embark on a comprehensive rate payer sensitization /consultative exercise
- Publication of fee fixing resolution and the annual budget
- Organizing meeting with all revenue collectors and other stakeholders to find ways to improve revenue generation.
- Engage private sector in development financing

2.10.6 Projections for Recurrent Expenditure

The projection of the recurrent expenditure is based on the following assumptions:

- Sub-structures would be strengthened to manage adequate resources for development.
- Better control over expenditure at the Assembly.
- Government Policy of transparency and accountability in governance will be upheld.
- Inflation will be controlled.

Table 2. 33: Expenditure Projections

Expenditure Item	2024	2026	2027	2028	2029	TOTAL
Compensation	12,480,539.15	12,712,356.23	13,983,591.85	15,381,951.04	16,920,146.14	58,998,045.26
Goods and Service	5,213,214.76	7,557,424.29	8,313,166.72	9,144,483.39	10,058,931.73	35,074,006.13
CAPEX	2,364,159.32	2,605,069.84	2,865,576.83	3,152,134.51	3,467,347.96	12,090,129.14
Total	20,057,913.23	22,874,850.36	25,162,335.40	27,678,568.94	30,446,425.83	106,162,180.53

Source: Budget Unit-KWMA, 2025

The Assembly within the four-year period will expend its fiscal resources in three main areas, namely, Compensation, Goods and Services and Assets. The expenditure areas are in line with the National Framework on Composite Budget for MMDAs.

It is projected that a total of (GH¢106,162,180.53) will be spent on the three main expenditure areas within the four-year period as shown in Table 4.4. The share of compensation is projected to be GH¢58,998,045.26 (55.6%), that of goods and services is projected at GH¢ 35,074,006.13 (33%) while asset is projected at GH¢12,090,129.14 (11.4%).

3.0 CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This chapter highlights the prioritization of key development issues that emanated from previous chapter. It also involves the harmonization of these issues with the community needs and aspirations. Factors considered in the prioritization include severity and diversity of the problem and intended benefits of addressing it; significant multiplier effect on economic efficiency; significant linkage effect on meeting basic human needs and rights; and significant effects in the sustainable spatial development of designated spaces or corridors, contribution to cross-cutting issues such as gender, climate change, vulnerability and environment.

3.2 Prioritization of Development Issues

The prioritization of development challenges in Kwahu West Municipality was carried out through a participatory and criteria-based approach. First, key developmental issues from sectoral reports, community consultations, and performance review were assessed, compiled and agreed prioritization criteria was applied to each problem. A problem analysis matrix was used to rank the issues with the stakeholders at the zonal level. These issues were further cross-checked against the five national SDGs priority targets to ensure coherence with national priorities. The final priorities clearly met all the set criteria and national priorities

Based on the above criteria and tools, the following issues were prioritized:

3.2.1 List of Prioritized Issues

1. Limited access to quality education and training
2. Inadequate health infrastructure
3. High unmotorable roads, especially during rainy seasons
4. Displacement and loss of biodiversity
5. Inadequate supply of potable water
6. Poor waste management
7. Recurrent incidence of flooding and erosion
8. Poor disaster-risk preparedness and response
9. Road traffic and accidents on N6
10. Limited coverage of social protection programmes
11. Lack of modernization in agriculture
12. Poor market infrastructure
13. Limited access to credit for SMEs and Farmers
14. Weak enforcement of planning and building regulations
15. Lack of logistics and budgetary allocation for effective monitoring and evaluation
16. Low public participation in local governance
17. Low women participation and representation in governance
18. Poor asset maintenance culture and records management
19. High use of non-renewable energy sources for cooking
20. Inadequate infrastructure and logistics for effective governance
21. Ineffective substructures
22. Limited access to reliable communication network

4.0 CHAPTER FOUR

FORMULATION OF DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

This chapter gives a futuristic view and expected dynamics of the population and its variables and contains analysis of the development indicators and projections for the future developments in the Municipality. It also highlights the municipal’s development goals, objectives and strategies that will be adopted in order to achieve the desired development.

4.2 Formulation of Goals

The identified prioritized issues were analyzed and grouped into thematic areas. This helped avoid fragmented goals and ensures alignment with cross-cutting and emerging themes (climate change, gender, ICT, inclusion, etc.). The grouped issues were then reframed into a positive, action-oriented goal, written as a future desired state, avoiding duplication while keeping goals strategic and integrated. The formulated goals align with national and global development priorities. The goals were formulated by systematically transforming each problem into a positive, actionable objective, aligning them with national and global frameworks, merging related issues, and integrating cross-cutting development themes to ensure holistic planning.

1. Safeguard the natural environment to ensure the preservation of biodiversity
2. Promote sustainable and harmonious development of human settlements
3. Create an enabling environment for local economic growth and sustainable employment
4. Improve the quality of life of the citizenry by ensuring equitable access to social amenities
5. Enhance service delivery through good governance, accountability and inclusive development

4.2.1 Goal Compatibility Matrix

The formulated goals were further subjected to compatibility matrix. This is to ensure that formulated goals are coherent, mutually reinforcing, and sustainable, while identifying and managing possible conflicts. It strengthens integration, prioritization, and resource efficiency in development planning

Table 4. 1: Goal Compatibility Matrix

Goals	Safeguard the natural environment to ensure the preservation of biodiversity	Promote sustainable and harmonious development of human settlements	Create an enabling environment for local economic growth and sustainable employment	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	Enhance service delivery through good governance, accountability and inclusive development
Safeguard the natural environment to ensure the preservation of biodiversity	-	H	M	H	H

Goals	Safeguard the natural environment to ensure the preservation of biodiversity	Promote sustainable and harmonious development of human settlements	Create an enabling environment for local economic growth and sustainable employment	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	Enhance service delivery through good governance, accountability and inclusive development
Promote sustainable and harmonious development of human settlements	H	-	H	H	H
Create an enabling environment for local economic growth and sustainable employment	M	H	-	H	H
Improve the quality of life of the citizenry by ensuring equitable access to social amenities	H	H	H	-	H
Enhance service delivery through good governance, accountability and inclusive development	H	H	H	H	-

Source: MPCU-KMWA, 2025.

Scale: (H=High, M=Medium, L=Low)

From the analysis, all five goals are mutually compatible with governance as a strong and cross-cutting enabler of all. Potential trade-offs may occur if economic growth projects are pursued without environmental safeguards or spatial planning. The presence of an SDF and SEA for all programmes clears all doubt that all goals are mutually reinforcing. Details of synergies and potential conflicts are elaborated below

Potential synergies

Enhancing service delivery through good governance, accountability and inclusive development is a good foundation for the rest of the goals as it ensures that environmental laws are enforced, urban planning is participatory, economic growth benefits are widely shared, and social amenities are allocated equitably.

Safeguarding the natural environment and promoting harmonious Settlements development are mutually inclusive. Sustainable human settlements prevent encroachment on sensitive ecosystems, reducing disaster risks, and maintaining green spaces. In turn, well-planned settlements reduce environmental degradation and create space for biodiversity preservation.

Eco-friendly enterprises, climate-smart agriculture, and sustainable tourism provide job opportunities while maintaining ecological balance. The green economy concept directly links environmental stewardship with long-term economic benefits.

Settlements and Economic Growth. Well Planned settlements improve infrastructure, accessibility, and market connectivity, making the municipality attractive to investors and reducing the costs of doing business. Concentrating economic growth in planned areas helps avoid uncontrolled urban sprawl.

Higher household income from economic growth improve access to health, education, and other social amenities, while the provision of such amenities supports a healthy and productive workforce.

Environment and Quality of Life. Clean water, reduced pollution, and green spaces directly enhance public health and community wellbeing.

Potential conflict /Trade-offs

1. Rapid economic growth (Goal 3) without proper environmental safeguards (Goal 1) or settlement planning (Goal 2) could lead to land degradation, pollution, and unplanned urban expansion.
2. Infrastructure development for settlements (Goal 2) may encroach on agricultural land or ecologically sensitive areas if not guided by environmental assessments.

4.3 Matrix on Development Goals, Objectives, Strategies and Programmes

The matrix is a tool that connects national development goals to real actions in the Municipality. It shows how broad objectives are broken down into strategies and programmes that can directly improve lives.

Table 4. 2: Matrix on Goals, Objectives, Strategies and Programmes

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
Dimension/thematic area: Environment, Infrastructure and Human Settlements					
Displacement and loss of biodiversity	1. Safeguard the natural environment to ensure the preservation of biodiversity	1.Reduce the rate of forest loss from 9% to 7% per annum by 2029	Safeguard forest and protected areas	<ul style="list-style-type: none"> • Involve local communities in management of forest • Intensify forest patrols • Promote agro-forestry • Sensitize infringe communities on forest conservation. • Enforce by-laws. 	1. Climate Change and Environmental Sustainability Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
High use of non-renewable energy sources for cooking	Safeguard the natural environment to ensure the preservation of biodiversity	2. Increase the usage of green energy from 40% to 60% of the population by 2029	Safeguard forest and protected areas	<ul style="list-style-type: none"> Promote renewable energy (biogas, LPG, solar) to reduce dependence on firewood and charcoal. Support clean cookstove initiatives for households and schools. Mainstream energy efficiency in public buildings. Encourage private sector participation in renewable energy projects. 	Climate Change and Environmental Sustainability Programme
Poor Road and Transport Infrastructure	2. Promote sustainable and harmonious development of human settlements	3. Increase kilometers of motorable roads from 68% to 75% by 2029.	Improve efficiency and effectiveness of road transport infrastructure and services	<ul style="list-style-type: none"> Reshape feeder roads to link farms, markets, and social services. Maintain a regular monitoring and maintenance schedule for equipment and roads 	2. Transport Infrastructure and Road Safety Improvement
Road traffic and accidents on N6		4. To upgrade and maintain 80% of roads in the CBD with safety features by 2029	Enhance safety and security for all categories of road users	<ul style="list-style-type: none"> Relocation of traders along road shoulders Enforce traffic regulations Awareness creation on sanitation Construction parking lots Collaborate with Road Safety and Highways authority to improve safety along the N6 highway. 	Transport Infrastructure and Road Safety Improvement
		5. Increase the percentage of streets with functional lights to 80% in the CBD.	Enhance safety and security for all categories of road users	<ul style="list-style-type: none"> Rehabilitate faulty street lights Install street lights to streets without lights support security patrols Awareness creation 	Transport Infrastructure and Road Safety Improvement
Poor disaster-risk preparedness and response		6. Strengthen emergency preparedness, disaster risk reduction, and response mechanisms by 2029.	Improve national resilience to hydrological threats	<ul style="list-style-type: none"> Map and monitor disaster-prone areas and high-risk areas Intensify sensitization, early warning systems and DVGs. Strengthen municipal disaster preparedness and early warning systems. Implement flood control and erosion management measures 	3. Disaster Management Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
				(drainage, reforestation, desilting). • Integrate disaster risk reduction and climate change into local development planning.	
Weak enforcement of planning and building regulations		7. Increase the coverage of local plans from 55% to 60% by end of plan implementation.	Promote sustainable spatially integrated development of human settlements	• Ensure preparation of Spatial Development Frameworks, Structure Plans and Local Plans for the municipal	4. Spatial Development Programme
		8. Achieve 10% annual efficiency in development control processes by 2029.		• Undertake regular public education on land use • Enforce adherence to development regulations	
Dimension/thematic area: Economic Development					
Poor market infrastructure	3. Create an enabling environment for local economic growth and sustainable employment	9. Provide three modern and hygienic market spaces in the CBD by 2029	Improve connectivity & reduce transport costs	<ul style="list-style-type: none"> ▪ construct 24-hour market infrastructure ▪ Construct lockable stores to aid local economic development 	5. Local Economic Development Programme
Limited access to credit for SME's and Farmers		10. Improve support for entrepreneurship and SMEs development	Improve support for entrepreneurship and MSME development	<ul style="list-style-type: none"> ▪ Undertake skills training programmes ▪ Collaborate with financial institutions and the private sector to provide credit and start-up capital ▪ Create awareness on sustainable mining. Build the capacity of Agro based processing groups. • Facilitate linkages between SMEs/farmers and financial institutions. • Support youth and women-led enterprises skills training and credit (VLS) schemes. 	Local Economic Development Programme
		11. Increase yield of staple crops by 10% by 2029.	Enhance agricultural production and agri-business for economic transformation	• Facilitate access of farmers to planting materials, technology, AESs, veterinary services	6. Agriculture Modernization and Post Harvest Management Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
		12. Reduction in post-harvest loses by 10% by the end December 2029.	Improve post-harvest management	<ul style="list-style-type: none"> Promote the use of high resistant seeds Introduction to and use of appropriate technology 	Agriculture Modernization and Post-Harvest Management Programme
Undeveloped tourism potentials		13. Develop one eco-friendly tourist site in Kwahu West accessible by 2029	Diversify and expand the tourism industry	<ul style="list-style-type: none"> Collaborate with the Tourism Authority and private sector to promote tourism Support culture and festival activities Promote development collaboration between local authorities and citizens abroad. 	7. Tourism promotion programme
Dimension/thematic area: Social Development					
Limited coverage of social protection programmes	4. Improve the quality of life of the citizenry by ensuring equitable access to social amenities	14. Increase beneficiaries on social protection programmes by 10% by end of the plan period.	Strengthen social protection for the vulnerable	<ul style="list-style-type: none"> Expand LEAP to other communities Identify and register PWDS Provide adequate financing and specialized support for quality education, vocational training and technical skills acquisition for Persons with disabilities at all levels 	8. Vulnerability, Social and Child Protection Programme
		15. Address at least 80% of all vulnerability, social and child protection cases each year.		<ul style="list-style-type: none"> Ensure public facilities are disability friendly Organize public education against gender-based violence Form and train child protection committees Support child panels and settle child maintenance cases 	
Inadequate health infrastructure	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	16. Increase proportion of the population with access to functional primary health care facilities from 70% to 80% by 2029	Provide adequate health infrastructure and institute functional health logistics	<ul style="list-style-type: none"> Provision and maintenance of necessary healthcare infrastructure Expand community Based Health Delivery. Involve community members in health care delivery. Build capacity of health personnel Accelerate the construction of 	9. Health Improvement Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
				Permanent CHPS structure <ul style="list-style-type: none"> Intensify behavioral change strategies, especially for high-risk groups for HIV/AIDS and TB 	
Poor waste management	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	17. Increase sanitation coverage from 85% to 90% by the end of 2029	Provide adequate health infrastructure and institute functional health logistics	<ul style="list-style-type: none"> Facelift final disposal site and improve waste collection systems. Promote recycling, composting, and waste-to-energy initiatives. Strengthen environmental health education and enforcement. Promote community-level sanitation and affordable household toilets Mainstream circular economy and climate-smart waste practices. provide communal containers and waste bins 	10. Water, Environmental Health and Sanitation Programme
Inadequate supply of potable water		18. Increase access to potable water by 80% of the population by 2029.	Promote sustainable water resources development and management	<ul style="list-style-type: none"> Provision and maintenance of water facilities Improve functionality of WATSANs 	
Poor waste management	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	19. To improve sanitation enforcement by 40% at the end of the plan period.	Promote efficient and sustainable waste management Enhance access to improved and sustainable environmental sanitation services	<ul style="list-style-type: none"> Intensify environmental health inspections intensify sanitation-related prosecutions Enforce sanitation by-laws	
Limited access to quality education and training		20. Maintain a minimum of 100% net enrolment and completion rates by 2029.	Enhance equitable access to, and participation in quality education at all levels	<ul style="list-style-type: none"> Awareness/educational forums in communities Ensure equitable distribution of school feeding programme 	
		21. Reduce number of	Enhance equitable access	<ul style="list-style-type: none"> Provision and maintenance of 	

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
		deplorable school structures by 40% at the end of the plan period.	to, and participation in quality education at all levels	necessary school infrastructure	
		22. To enhance youth employability through technical, vocational, and entrepreneurial skills development by 2029		<ul style="list-style-type: none"> Enhance school / youth sports participation Train youth trained in employable skills (TVET, entrepreneurship) promote youth participation in civic education / governance programmes 	11. Youth and Sports Development Programme
Dimension/thematic area: Governance, Corruption and Public Accountability					
Low public participation in local governance	5. Enhance service delivery through good governance, accountability and inclusive development	23. Achieve 80% of statutory stakeholder engagements by the end of the plan period.	Deepen political and administrative decentralization	<ul style="list-style-type: none"> Promote effective stakeholder involvement in development planning process, local democracy and accountability Provision of platforms for citizenry participation in local governance and popular participation. Frequently organize town hall meetings, public hearings and community wide meetings 	12. Governance, Accountability and Public Safety Improvement Programme
Low women participation and representation in governance		24. Achieve at least 40% women participation in all public engagement programmes by 2029.	Strengthen democratic governance	<ul style="list-style-type: none"> Identify and sensitize women natural leaders to take up roles Appoint more women to the GA 	
Inadequate infrastructure and logistics for effective governance		25. Equip at least 10 departments with logistics by the end of the plan period.	Deepen political and administrative decentralization	<ul style="list-style-type: none"> Budgetary allocation for logistics and equipment Procurement of office furniture and equipment 	
Low IGF generation and expenditure management		26. Increase IGF collection by at least 10% per annum for the plan period.	Strengthen fiscal decentralization	<ul style="list-style-type: none"> Identify and develop new revenue items Minimize revenue leakages (Monitoring, Evaluations and audit) Embark on rigorous public education Encouraging citizens participation in programmes 	13. Financial Management Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
				<ul style="list-style-type: none"> Build capacity of revenue collectors for effective mobilization of revenue Ensure revaluation of commercial and residential properties to reflect current status of rates. 	
		27. Ensure 100% of expenses are traceable to planned activities	Strengthen fiscal decentralization	Ensure compliance with plan and budget implementation	
Ineffective substructures		28. To improve the physical infrastructure and logistics of all four Zonal Councils by 2029.	Deepen political and administrative decentralization	<ul style="list-style-type: none"> Resource and strengthen zonal councils Promote interface between citizens, DCE and MP Provide office accommodation with logistics 	14. Sub-Structure Improvement Programme
Inadequate infrastructure and logistics for effective governance	Enhance service delivery through good governance, accountability and inclusive development	29. Build Capacity of 60% of staff by the end of December 2029	Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> Organize workshop for staff on different topics Facilitate the posting of necessary staff to the district Provide office and residential accommodation for staff Promote safe work place policy	15. Capacity Building and Productivity Improvement Programme
		30. Pass about 90% of all external assessments for the plan period.		Ensure compliance with implementation guidelines	
Lack of logistics and budgetary allocation for effective monitoring and evaluation		31. Implement at least 80 percent of activities and projects of the Medium-Term Plan by the end of December 2029		<ul style="list-style-type: none"> Discourage implementation of projects outside the plan 	16. Co-ordination, Monitoring, Evaluation and Learning Programme
Lack of logistics and budgetary allocation for effective monitoring and evaluation		32. To strengthen the monitoring and evaluation system for tracking the implementation of development plans and projects by 2029		<ul style="list-style-type: none"> Regular monitoring of plan implementation Implementation communication 	

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
Ineffective information dissemination		33. Ensure at least 70% of residents have access to timely and reliable municipal information		<ul style="list-style-type: none"> • Maintain active Assembly’s website and social media platforms • Intensify community engagement and town-hall meetings • Use radio, community information centers regularly 	17. Communication and information dissemination
Poor asset maintenance culture and records management.		34. Ensure that at least 70% of planned public buildings (schools, health facilities, offices) are maintained		<ul style="list-style-type: none"> • Ensure implementation of routine maintenance plan • Intensify the formation and strengthening of facility maintenance teams 	18. Maintenance of public buildings

Source: MPCU-KMWA, 2025.

4.4 Integration of Spatial Plans

The Kwahu West Municipal Spatial Development Framework (SDF) was prepared in line with the LUSPA guidelines, as entailed in (Act 925) over the next 20 years. The SDF gives the spatial expression of the long-term development goal of the municipality. The process was participatory and took into account key issues as well as opportunities that can trigger the desired outcomes envisaged. The SDF will guide the preparation of the structural plans and realign that of the local plans for the various sectors in the municipality. The SDF and MTDP have been well integrated to ensure coordination towards a common goal. The integration of development proposals with spatial plans ensures that development initiatives are not only programmatic but also geographically grounded.

Proposed interventions such as the construction and facelift of market infrastructure, upgrading of road networks, and construction of schools, CHP compounds, agric modernization, water provision, waste management and promotion of tourism are spatially represented on maps to indicate their exact locations and coverage. This spatial alignment provides clarity on where investments will occur, prevents duplication of efforts, and supports balanced distribution of resources. The market modernization proposals in the MTDP are mapped within major growth centers like Nkawkaw, Fodoa and Asuboni Rails, while rural service centers are earmarked for smaller-scale trading facilities, community mining, agric production among forest conservation among others. Similarly, tourism development proposals are spatially represented by designating eco-tourism corridors along the Kwahu Ridge and cultural heritage sites at Oframasi and Asuboni Rails. This creates a desired future situation where infrastructure, services, and economic opportunities are distributed in line with the spatial development framework, ensuring inclusive, resilient, and sustainable municipal growth.

4.4.1 Preferred Scenario

After extensive stakeholder consultations, “Business and Services Intensification, Sustainable Mining and Transit Oriented Cluster Development” was adopted with modifications to include sustainable agriculture with designated nodes at the lower level, as the preferred scenario. This scenario aims at strengthening the tertiary sector which is the main driver of the economy by creating development nodes and clusters that will promote commerce, business and the services sector whilst ensuring sustainable settlement development by taking advantage of the major transportation and other transit-oriented infrastructure in the municipality.

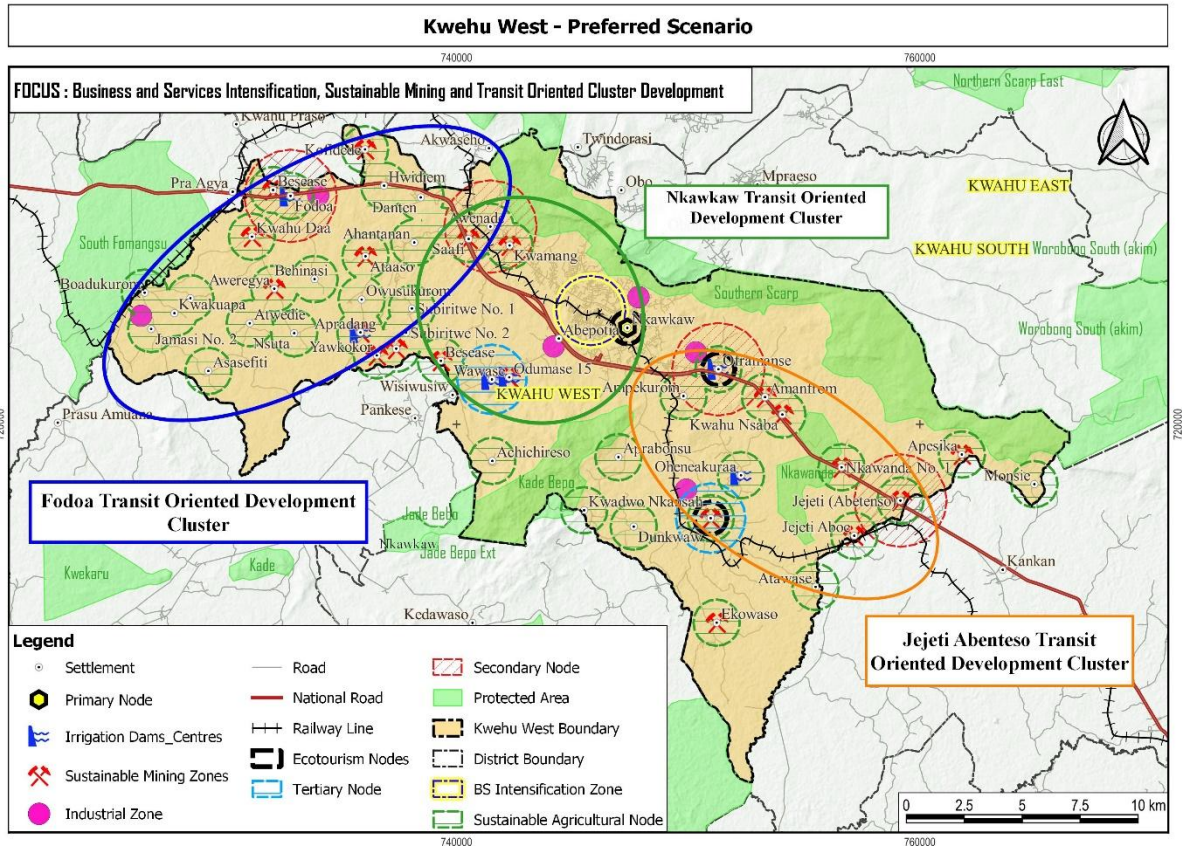
The scenario also leverages on the vast tourism potentials of the municipality by strengthening all the existing and proposed tourist sites into eco-tourism nodes to contribute to the local economic development.

This scenario intends to ensure the sustainable exploitation of the municipality’s natural resources such as gold, clay and sand deposits through industrial development aimed at boosting the local economy and improving household revenue, protect forest reserves and ecologically sensitive areas to support environmental sustainability efforts by all stakeholders. It proposes the development of five major building blocks consisting of primary, secondary, tertiary, eco-tourism, and sustainable mining nodes, and industrialization and protection of ecologically sensitive resources.

4.4.2 MSDF Map

The MSDF shows the map of development proposals over 20 years. The integration of the SDF and MTDP ensures development is not only strategic but also geographically coherent. It strengthens alignment between economic, social, and environmental objectives and the physical growth of the municipality, thereby achieving an orderly, sustainable, and inclusive desired future situation. The SDF therefore made designated land for specific development in unserved and underserved places, and redevelopment in the central business district. This is reflected in the proposed development map, where these facilities are strategically located along accessible road networks. Similarly, the MTDP’s goals and objectives are supported spatially through the allocation of land for the various projects.

Figure 4. 1: Map of the Preferred Scenario



Source: KWMA, 2024

The desired future situation map shows a balanced distribution of infrastructure, ensuring equitable service delivery and sustainable settlement growth.

4.4.3 Structure Plan

The municipality currently does not have a structural plan. Recommendations made in SDFs will be used to define future development and land use patterns, layout of trunk roads, conservation and protected areas, and other key features for managing the direction of growth.

5.0 CHAPTER FIVE COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This chapter presents a Composite Programme of Action based on the identified priorities of the Municipality. These priority programmes have been subjected to some sustainability tools and their feasibility based on specific assumptions and methodologies unique and beneficial to the implementation success of the programmes. Financial and maintenance strategies have equally been formulated to aid the smooth implementation of the plan.

The development programmes were formulated taking into consideration the following:

- The Profile of the District;
- Performance review of the previous plan
- Ongoing development interventions
- Prioritized needs
- Poverty profiling, mapping and pro-poor programming;
- Mainstreaming/Integrating cross cutting issues in District Programmes;
- Local economic development; and
- Inputs from the Municipal Sectoral Directorates, zonal Councils

Method used

In estimating the cost of the action activities, one or a combination of methods were used including expert judgement of the lead implementers based on historical data, bottom-up estimation where the cost of materials is estimated at activity level and aggregated, analogous estimation.

Assumptions

Numerous factors were considered in estimating the cost of the plan such as inflation rates, current market prices, PFM regulations, PPA price database, social, demographic and environmental factors. The cost estimates were based on assumptions that:

- The costs of all items will fluctuate at the same rate,
- The cost of construction is the same and a consideration for variation to be done every year
- Estimates exclude cost of pollution
- The rate of inflation is estimated at 12.1%.
- Risks such as disasters, commodity hikes, funding shortfalls are minimal
- The training and consultancy costs will vary according to the prevailing market price of commodities.
- Expected beneficiaries will not change

5.2 Programme of Action (PoA)

The Programme of Action for Kwahu West Municipality are captured in the Table 5.1 as follows;

Table 5. 1: Programme of Action

Development Programme	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (UNICEF)	New	Ongoing	Lead	Collaborating
Climate Change and Environmental Sustainability Programme	√	√	√	√	150,000.00	80,000.00	50,000.00			√	FC	NADMO
Transport Infrastructure and Road Safety	√	√	√	√	150,000.00	6,000,000.00	1,600,000.00			√	Roads	Works
Disaster Management Programme	√	√	√	√		200,000.00	60,000.00			√	NADMO	Central Administration
Spatial Development Programme	√	√	√	√	750,000.00	1,600,000.00	130,000.00			√	PPD	MWD, EPA. TAs
Local Economic Development Programme	√	√	√	√		25,000,000.00	630,000.00			√	BAC	KWMA
Agriculture Modernization and Post-Harvest Management Programme	√	√	√	√	130,000.00	300,000.00	65,000.00			√	Agriculture	KWMA
Tourism Promotion Programme	√	√	√	√		90,000.00	50,000.00			√	DPs, PS	BAC, Kwma
Vulnerability, Social and Child Protection Programme	√	√	√	√	150,000.00	5,000,000.00	95,000.00	200,000.00		√	DSCD	CHRAG, DoVVSU
Health Improvement Programme	√	√	√	√		12,500,000.00	60,000.00			√	GHS	EHU
Water, Environmental Health and Sanitation Programme	√	√	√	√		11,500,000.00	1,500,000.00			√	EHU	MWD
Education Improvement Programme	√	√	√	√		25,000,000.00	360,000.00			√	GES	KWMA
Youth and Sports Development Programme	√	√	√	√		800,000.00	100,000.00			√	Nat. Sports Autho.	YEA, GES, BAC
Governance, Accountability and Public Safety Improvement Programme	√	√	√	√		5,000,000.00	5,000,000.00			√	KWMA	Depts. /units TAs

Development Programme	Timeframe				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (UNICEF)	New	Ongoing	Lead	Collaborating
Financial Management Programme	√	√	√	√		800,000.00	280,000.00			√	Finance/Budget	PPD, MWD, KWMA
Sub-Structure Improvement Programme	√	√	√	√		100,000.00	40,000.00			√	KWMA	ZCs, CSOs/NGOs
Capacity Building and Productivity Improvement Programme	√	√	√	√	50,000.00	500,000.00	100,000.00			√	HR	KWMA
Co-ordination, Monitoring, Evaluation and Learning Programme	√	√	√	√		400,000.00	100,000.00			√	MPCU	KWMA
Maintenance of public buildings	√	√	√	√		500,000.00	200,000.00			√	MPCU	KWMA
Communication and information dissemination	√	√	√	√		200,000	100,000			√	MPCU	KWMA

Source: MPCU-KWMA, 2025.

5.3 Programme Financing

The total estimated cost of the projects and programs outlined in the DMTDP is One Hundred and Thirty-Nine Million, Forty-Four Thousand Ghana cedis (GH¢139,044,000.00) while the budget revenue for the four-year period from the traditional sources of funding, namely, GoG and IGF is projected at Ghana Cedis, (GH¢ 106,162,180.54) registering a budget deficit of 24%. To address the yawning gap in financing, the Assembly plans to roll out the following strategies among others:

- Explore the different forms of PPP in implementing most of the self-financing projects such as recreational facilities, markets, parking lots, waste management.
- Partner with EPA, FC and DPs to implement most of the environmental-related programmes
- Closely collaborate with mining companies in providing social amenities to communities within their catchment areas
- Collaborate with the Ministry of Trade to support activities relating to entrepreneurship and youth employability
- Scale-up the street naming and property addressing system project to create accurate database for budgeting and monitoring of revenue collection
- Establish and automated database and billing system to promote efficiency and effectiveness in revenue collection and accounting
- Partner the private sector in developing and managing tourism sites in the Municipality to generate revenue
- Build capacity of revenue collectors on strategies for revenue mobilization, set targets, monitor performance and apply rewards/sanctions as the case may be.
- Set-up a project proposal writing committee within the MPCU to develop fundable project proposals for submission to International Financing Partners for consideration and funding.
- Undertake property revaluation in most of the commercial towns to obtain realistic property values for budgeting.

Table 5.2 catalogues the financing arrangements for the DMTDP.

Table 5. 2: Programme Financing

Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding						Total (B)	Gap (C)=(B-A)
		GoG	DACF	IGF	DACF-RFG	UNICE F	DPs		
Climate Change and Environmental Sustainability Programme	800,000	150,000	80,000	50,000				280,000	520,000
Transport Infrastructure and Road Safety	7,750,000	150,000	6,000,000	1,600,000				7,750,000	0
Disaster Management Programme	2,260,000		200,000	60,000				260000	2,000,000
Spatial Development Programme	4,480,000	750,000	1,600,000	130,000				2,480,000	2,000,000
Local Economic Development Programme	35,630,000		20,292,180.54	630,000				25630000	10,000,000
Agriculture Modernization and Post-Harvest Management Programme	2,495,000	130,000	300,000	65,000				495,000	2,000,000
Tourism Promotion Programme	840,000		90,000	50,000				140000	700,000
Vulnerability, Social and Child Protection Programme	5,455,000	150,000	4,000,000	95,000		200,000		4,445,000	1,010,000
Health Improvement Programme	12,560,000		10,500,000	60,000	2,000,000			11460000	0
Water, Environmental Health and Sanitation Programme	13,000,000		9,500,000	1,500,000				11000000	2,000,000
Education Improvement Programme	28,360,000		20,000,000	360,000	2,000,000			26260000	1,000,000
Youth and Sports Development Programme	1,900,000		800,000	100,000				900000	1,000,000
Governance, Accountability and Public Safety Improvement Programme	10,000,000		5,000,000	4,000,000				9000000	1,000,000
Financial Management Programme	5,080,000		800,000	280,000				1080000	4,000,000
Sub-Structure Improvement Programme	514,000		100,000	40,000				140000	374,000
Capacity Building and Productivity Improvement Programme	1,650,000	50,000	1,500,000	100,000				650,000	1,000,000
Co-ordination, Monitoring, Evaluation and Learning Programme	2,870,000		1,400,000	400,000				500000	2,370,000
Maintenance of public buildings	2,700,000		500,000	200,000				700000	2,000,000
Communication and information dissemination	700,000		200,000	100,000				300000	400,000
	139,044,000	1,380,000	23,361,313.30	20,083,771.85	702,785.94	229,729.50		106,162,180.54	32,881,819.50

Source: MPCU-KWMA, 2025.

5.4 Revenue Generation Measures

The Assembly adopted the Integrated Financing Framework (IAFF) to holistically identify innovative sources of funding that have been less explored in the past to raise additional resources required for development purposes. This will further promote policy coherence, strengthen institutional arrangements that aligns efforts, identifies gaps and enhance available of resources to implement key activities.

An analysis of the Assembly's financing needs and available financing sources, as well as the challenges and risks the Metropolis faces when financing development priorities of the Assembly enabled us to have a clear picture of the situation and innovate appropriate sources to close the gap. Over the past four years, the municipality required an average of GHC73, 711,305 to fully implement its programs and projects. The total funding available however was GHC54, 247,932, leading to a financing gap of about GHC19, 463,373. This is a recurring yearly financial challenge as financing gap averages about 26.4% for the period ranging from 2021 to 2024.

The Assembly has the potential to attract more private sector investment for the provision of various socio-economic infrastructure to close the infrastructure gap and enhance service but is constrained by the higher level of revenue leakages. Using geographical information systems and other information technology tools to update its revenue data, training of revenue collectors, and revaluation of properties, Public-Private- Partnerships (PPP) present another huge resource potential for development.

The financing strategy seeks to:

- Consolidate traditional revenue sources
- Mobilize and sustain development partner investment
- Attract and sustain private sector investment
- Improve philanthropic and diaspora funding
- Improve revenue collection mechanisms through:
 - building capacity of revenue collectors
 - establishing an electronic and geo-reference inventory that properly identifies potential taxpayers (businesses, individuals, property owners, among others) within the Metropolis;
 - promoting an electronic system of revenue collection;
 - provision of incentives to encourage the prompt payment of fees, royalties, and levies to the Assembly;
 - Enforcement of sanctions for tax non-compliance.
- Enhance communication, advocacy and dissemination strategies through
 - Training of tax/fee collectors in communication and presentation skills to address pertinent questions from taxpayers;
 - Continuous public education on tax responsibilities to encourage the general populace to honor their tax obligations in partnership with CSOs and other stakeholders.

Table 5.3 is a summary of the revenue generation measures to improve the finances of the Assembly.

Table 5. 3: Revenue generation measures

Revenue Source	Proposed Measure/ Strategy	Responsible Unit	Timeframe	Expected Outcome
Property Rates	Undertake property revaluation; digitalize billing/collection	Budget Unit /PPD/ISD	2025–2026	90% increase in compliance
Business Operating Permits	Expand database of businesses; introduce online renewal system	Budget Unit/ Finance	2025–2027	25% increase in annual yield
Market Tolls & Fees	Modernize markets; introduce electronic ticketing system	Finance / Revenue Unit / Market Mgmt.	2025–2026	40% reduction in leakages
Lorry Park Fees	Introduce automated collection system; modernize lorry parks	Finance Department / Revenue/Works	2025–2027	Sustainable, reliable revenue flow
Building/Development Permits	Strengthen enforcement of building regulations; streamline process	Works Dept. / Physical Planning	2025–2026	20% increase in permit issuance
Natural Resource Royalties	Strengthen engagement with mining/Timber companies; ensure statutory payments	Planning Unit / Finance	Continuous	Improved revenue mobilization
Sanitation Fees	Introduce household and business waste collection fees	Environmental Health / Revenue	2025–2026	Improved cost recovery for waste management
Fines & Penalties	Strengthen enforcement of by-laws; public sensitization	Finance / ISD/ City Guards / EHU	Continuous	Higher compliance, deterrence effect
PPP Ventures	Lease assembly lands for commercial ventures	MPCU / Finance	2025–2028	Increased non-traditional revenue

Source: MPCU-KWMA, 2025.

5.5 Strategic Environmental Assessment (SEA)

The preparation of the Medium-Term Development Plan (MTDP) was subjected to a Strategic Environmental Assessment (SEA) in line with the National Development Planning Commission (NDPC) guidelines and Environmental Protection Agency (EPA) requirements. The process involved a systematic review of all programmes and projects to determine their potential environmental, social, economic, and climate-related impacts.

The SEA was carried out through the following steps:

- **Screening and Assessment:** all programs and projects were compiled and assessed against the municipal baseline situation to identify programs with significant environmental and social impacts
- **Impact Analysis:** Assessment of potential risks and benefits of proposed interventions using SEA matrices and sustainability criteria. Both direct and cumulative impacts were considered.
- **Mitigation and Enhancement Measures:** strategies were proposed to avoid or minimize adverse impacts while enhancing positive outcomes those that were found to have potential impact.
- **Integration into the MTDP:** SEA findings were mainstreamed into programme designs, safeguards, and the monitoring and evaluation framework of the MTDP.

The SEA will ensure that the MTDP is not only aligned with national policy objectives but also promotes sustainable, inclusive, and climate-resilient development at the local level.

At the end of the process all the possible environmental impact for all the activities were assessed and where there are potential negative effects, it will inform planning and mitigating measures during implementation. Appendix 3 to 40 capture all the SEA conducted for the Goals and their respective test scores are provided.

6.0 CHAPTER SIX ANNUAL ACTION PLANS

6.1 Introduction

After designing the Composite Development Programmes, it is necessary to develop the respective Annual Action Plans (AAP) under the planned period. This is expected to serve as the basis for the preparation of the corresponding Annual Composite Budgets. In carrying out this exercise, priority was given to outstanding development programmes, cost and financial availability as well as other pressing development needs for consideration into the immediate subsequent planning year(s).

Thus, this chapter is devoted to showcasing the AAPs spanning 2026-2029 detailing how the various development programmes and activities that have been carefully chosen would lead to the achievement of the objectives.

6.2 Annual Action Plan-2026

Table 6.1 is the AAP for the period 2026

Table 6. 1: Annual Action Plan – 2026

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Objective: Reduce the rate of forest loss from 9% to 7% per annum by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Plant 1000 trees to check deforestation.	Selected Communities	√	√	√	√	400,000.00	200,000.00			√		NADMO	MEHU, FC
Objective: Increase the usage of green energy from 40% to 60% of the population by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Sensitize public on usage of green energy	Municipal wide	√	√	√	√		40,000	60,000.00		√		EPA	FC
Objective: To upgrade and maintain 80% of roads in the CBD with safety features by 2029													
Programme: Transport Infrastructure and Road Safety													
Grass cutting along town roads (5km)	Selected roads	√	√	√	√	70,000.00				√		Roads	MWD
Kerb and median cleaning	Selected roads	√	√	√	√	65,000.00				√		Roads	MWD
Pothole patching and sectional repairs on some selected roads in	Nkawkaw	√	√	√	√	600,000.00				√		Roads	MWD
Traffic management and safety devices (Road line marking, speed humps, rumble strips, road sign installation, metal grating)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Objective: Increase kilometers of motorable roads from 68% to 75% by 2029													
Programme: Transport Infrastructure and Road Safety													
Grading of selected roads in Nkawkaw (5km)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Objective: Strengthen emergency preparedness, disaster risk reduction, and response mechanisms by 2029													
Programme: Disaster Management Programme													

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Sensitization on disaster prevention and provide early warning signs.	Municipal wide	√	√	√	√	60,000	40,000			√		NADMO	GNFS, GHS, GAS, GPS
Monitoring/inspection of communities and institutions adherence to safety protocols	Municipal wide	√	√	√	√	40,000	20,000			√		NADMO	GNFS, GHS, GAS, GPS
Formation and training of Disaster Volunteer Groups.	Municipal wide	√	√	√	√	120,000.00	80,000.00			√		NADMO	GNFS, GHS, GAS, GPS
Preparation and review of disaster preparedness plan	Municipal wide	√	√	√	√	80,000	60,000			√		NADMO	GNFS, GHS, GAS, GPS
Support rehabilitation services of communities affected by disaster and epidemic.	Municipal wide	√	√	√	√	100,000	80,000			√		NADMO	GNFS, GHS, GAS, GPS
Undertake emergency response and rescue missions.	Municipal wide	√	√	√	√		60,000				√	NADMO	CA
Minor drain repairs in Nkawkaw (1km)	Nkawkaw	√	√	√	√	90,000.00				√		Roads	MWD
Desilting of earth channel culverts in Nkawkaw	Nkawkaw	√	√	√	√	200,000.00				√		Roads	MWD, MEHU, NADMO
Objective: Increase the coverage of local plans from 55% to 60% by end of plan implementation													
Programme: Spatial Development Programme													
Prepare 2 structural and Local Plans	Saafi, Adensua	√	√	√	√	6,000.00		12,000.00		√		PPD	TAs
Objective: Achieve 10% annual efficiency in development control processes by 2029													
Programme: Spatial Development Programme													
Sensitization of public and consideration of Development Permit Applications	Municipal wide	√	√	√	√		20,000	40,000.00		√		PPD	MWD Department

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Control development in conformity with planning schemes	Municipal wide						400,000	100,000					
Street Naming and property Addressing System	Nkawkaw	√	√	√	√	10,000.00	200,000.00			√		PPD	KWMA
Objective: provide three modern and hygienic market spaces in the CBD by 2029													
Programme: Local Economic Development Programme													
Design and Construct 1No 24-hour model Economy Market	Nkawkaw	√	√	√	√		6,000,000.00			√		MWD	CA
Construction of 1No. markets sheds	Selected communities								6,000,000			MWD	DPs
: Objective Improve support for entrepreneurship and SMEs development													
Programme: Local Economic Development Programme													
Train 50 SMEs in business management	Municipal wide	√	√	√	√		25,000.00			√		MWD	CA
Provision of start-up kits to 50 graduate apprentices	Municipal wide	√	√	√	√		145,000				√	BAC	CA
Objective: Increase yield of staple crops by 10 % by 2029													
Programme: Agriculture Modernization and Post-Harvest Management Programme													
Support the implementation of Feed Ghana Programme	Municipal wide	√	√	√	√	30,000.00	50,000.00		120,000.00	√		DoA	KWMA, DPs, MoFA
Provide agricultural inputs and seedlings for farmers	Municipal wide	√	√	√	√	20,000.00	50,000.00		10,000.00	√		DoA	KWMA, DPs, MoFA
Conduct Ghana Agricultural Production Survey	Municipal wide	√	√	√	√	10,000.00	20,000.00		35,000.00	√		DoA	KWMA, DPs, MoFA
Objective: Reduction in post-harvest losses by 10% by the end of December 2029													
Programme: Agriculture Modernization and Post-Harvest Management Programme													
Implement need-based technical assistance and extension support to 20,000 farmers	Municipal wide	√	√	√	√	30,000			68,176.00	√		DoA	KWMA, DPs, MoFA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Train 100 farmers in the usage of super grain bags and other post-harvest management practices	Municipal wide	√	√	√	√	12,000.00	20,000.00			√		DoA	KWMA, DPs, MoFA
Objective: Develop one eco-friendly tourist site in Kwahu west accessible by 2029													
Programme: Tourism Promotion Programme													
Promote tourism through community sensitization activities, site mapping	Municipal wide	√	√	√	√			50,000.00		√		GTA	CA
organization and celebration of festivals		√	√	√	√				20,000				
upgrade roads leading to sites							400,000	50,000	50,000				
Objective: Increase beneficiaries on social protection programmes by 10% by end of the plan period													
Programme: Vulnerability, Social and Child Protection Programme													
Disbursement and Monitoring of LEAP Programme	Selected Communities	√	√	√	√	65,000				√		DSWCD	MoGCSP
Registration, Support, and Monitoring of Persons with Disabilities (PWDs)	Municipality-wide	√	√	√	√		55,000		10,000	√		DSWCD	GFD, GSPD, GBU, GHS
Objective: Address at least 80% of all vulnerability, social and child protection cases each year													
Programme: Vulnerability, Social and Child Protection Programme													
Monitoring and Supervision of Day Care Centres and Attendants	Selected Zones	√	√	√	√	35,000		30,000		√		DSWCD	GNAPS, GES
Administration of Justice and Psychosocial Support for Family Welfare Cases (Child Custody, Abuse, Maintenance)	Municipality-wide	√	√	√	√	25,000		20,000		√		DSWCD	CHRAJ, Ghana Police, DOVVSU, Court
Public Sensitization on Child Protection in Communities and Institutions using the CP Toolkits	80 Communities/institutions	√	√	√	√	20,000			35,000	√		DSWCD	GES, GHS, CHRAJ, GP, DOVVSU,

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Training & Support for Child Protection/SGBV Committees	Municipal wide	√	√	√	√	30,000			25,000	√		DSWCD	NCCE, TAs, GES, GHS, CHRAJ, GP, DOVVSU
Objective: Achieve at least 40% women participation in all public engagement programmes by 2029													
Programme: Vulnerability, Social and Child Protection Programme													
Sensitize 100 women on alternative livelihood activities	Municipal wide	√	√	√	√	18,000.00	25,000.00			√		DoA	KWMA, DPs, MoFA
Monitoring the activities of Women's Income -Generation Groups in the Municipality	Selected communities	√	√	√	√	35,000				√		DSWCD	GEA-BAC,
Objective: Increase proportion of the population with access to functional primary healthcare facilities from 70% to 80% by 2029													
Programme: Health Improvement Programme													
Construct 1No CHPS Compound and supply furniture and Comfortable items	Trado Wisiwisi	√	√	√	√		4,000,000.00			√		Health Directorate	CA
Support activities on TB and HIV/AIDS	Municipal wide	√	√	√	√	150,000.00				√		Administrative Unit	CA
Health education and promotion	Municipal wide	√	√	√	√	50,000.00				√		Health Directorate	CA
Objective: Increase sanitation coverage from 85% to 90% by the end of 2029													
Programme: Water, Environmental Health and Sanitation Programme													
Undertake medical screening of food and beverage vendors	Municipal wide	√	√	√	√			16,000.00	50,000	√		MEHU	CA
Control of noise, water, air and land pollution	Municipal wide	√	√	√	√			10,000.00		√		MEHU	CA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Organization of National Sanitation Day (clean up exercises)	Municipal wide	√	√	√	√			100,000.00	50,000	√		MEHU	CA
Sanitation Improvement Package (SIP)	Municipal wide	√	√	√	√		600,000.00	1,600,000	100,000	√		MEHU	CA
Undertake fumigation and disinfection exercises	Municipal wide	√	√	√	√		220,000.00	100,000	50,000	√		CA	EHSU, ZOOMLION
Purchase of sanitary tools and implements	Nkawkaw	√	√	√	√			50,000.00	10,000	√		CA	EHSU
Objective: To improve sanitation enforcement by 40% at the end of the plan period													
Programme: Water, Environmental Health and Sanitation Programme													
Control of stray animals	Municipal wide	√	√	√	√			9,000.00	5,000	√		MEHU	ZCs, GPS, COURT
Objective: Increase access to potable water by 80% of the population by 2029													
Programme: Water, Environmental Health and Sanitation Programme													
Conduct sensitization on WASH activities	Municipal wide	√	√	√	√			50,000.00		√		MEHO	CA
Drilling and mechanization of 10No. Boreholes.	Selected Communities	√	√	√	√		1,000,000.00			√		MWD	EHU
Repair and maintenance of 6No (Banka, Aweregya, Kofi Dede, Freetown, Asuboni, Whitehouse boreholes.)	Selected	√	√	√	√		1,500,000.00			√		MWD	EHU
Drilling and mechanization of 2No Boreholes (Small town water system)	Fodoa, Asuboni Rails	√	√	√	√		2,500,000.00			√		MWD	EHU
Objective: Reduce number of deplorable school structures by 40% at the end of the plan period													
Programme: Education Improvement Programme													
Procure and supply 1000No desks for Junior and Senior High Schools	Municipal wide	√	√	√	√		600,000.00			√		GES	MWD

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Complete Construction of a new basic school (KG, Primary and JHS)	Nanchia	√	√	√	√		3,000,000.00			√		GES	MWD
Complete construction of 2No. KGs	Asuboni, Nkawkaw	√	√	√	√		50,000	50,000	440,000	√		GES	MWD
Objective: Maintain a minimum of 100% net enrolment and completion rates by 2029													
Programme: Education Improvement Programme													
carry out enrolment drive activities in all 8 circuits	Municipal wide	√	√	√	√	15,000.00				√		MED	CA
Undertake monitoring and supervision of all schools	Municipal wide	√	√	√	√	30,000.00	20,000.00			√		MED	CA
Objective: To enhance youth employability through technical, vocational and entrepreneurial skills													
Programme: Youth and Sports Development Programme													
Organize sports for peace campaigns	Municipal wide		√		√		25,000						
Sensitize youth on drug and substance abuse	Municipal wise	√	√	√			30,000					NCCE	CA
Organize entrepreneurship training in ICT and digital skills for 100 youth		√	√	√	√		45,000					BAC	CA
Undertake apprenticeship and mentorship clinics for 70 youth	Selected communities	√	√	√	√		70,000					BAC	CA
Objective: Achieve 80% of statutory stakeholder engagements by the end of the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Conduct stakeholder consultative engagements	Nkawkaw	√	√	√	√		100,000.00			√		CA	Department s/ Units
Objective: Equip at least 10 departments with logistics by the end of the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Procurement of office fittings, furniture and equipment (computers, printers, etc.)	Nkawkaw	√	√	√	√	100,000.00	10,000.00			√		Procurement Department	CA
Maintenance, insurance, and running expenses of official vehicles and other equipment	Nkawkaw	√	√	√	√			200,000.00		√		Transport Officer	CA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Objective: Increase the percentage of streets with functional lights to 80% in the CBD													
Programme: Governance, Accountability and Public Safety Improvement Programme													
procurement of poles and facilitate extension of electricity to unserved communities	Municipal wide	√	√	√	√	3,000,000.00				√		MWD	CA
Provision and maintenance of 250 streetlights	Municipal wide	√	√	√	√	185,000.00				√		MWD	CA
Objective: Pass about 90% of all external assessments for the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Documentation of all Assembly Landed Properties	Municipal wide	√	√	√	√	5,000.00		50,000.00		√		PPD	TAs
Sensitization on the importance of births/deaths registration	Municipal wide	√	√	√	√	20,000				√		Births and deaths registry	Assembly Members
Organization of General Assembly and Statutory Committees meetings	Nkawkaw	√	√	√	√			25,000.00	25,000.00	√		CA	Department s/ Units
Organization of National Celebration Days	Municipal wide	√	√	√	√			50,000.00	50,000.00	√		CA	Department s/ Units
Objective: Implement at least 80 percent of activities and projects of the Medium-Term Plan by the end of December 2029													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Preparation of Annual Action Plans, Progress Reports and Composite Budgets	Nkawkaw	√	√	√	√	80,000.00	100,000.00			√		MPCU, Budget	CA
Objective: Ensure 100% of expenses are traceable to planned activities													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Conduct reviews of MTDP, AAP and Annual Composite Budget	Nkawkaw	√	√	√	√	20,000.00	5,000.00			√		MPCU, Budget	CA
Support security, protocol and legal services	Municipal wide	√	√	√	√	100,000.00				√		CA	GPS, GNFS, JSG, TAs

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Objective: Increase IGF collection by at least 10% per annum for the plan period													
Programme: Financial Management Programme													
Prepare Fee Fixing Resolutions and Revenue Improvement Action Plan (RIAP)	Nkawkaw	√	√	√	√		5,000.00	2,000.00		√		Budget	KWMA
Revaluate landed properties	Municipal wide	√	√	√	√			100,000.00		√		MWD	CA
Objective: To improve the physical infrastructure and logistics of all four Zonal Councils by 2029													
Programme: Sub-Structure Improvement Programme													
Support the operationalization and functionality of Sub-structures	Municipal wide	√	√	√	√	20,000.00				√		Administrative Unit	CA
Provide support for community self-help projects	Municipal wide	√	√	√	√	100,000.00				√		MWD	CA
Objective: Build Capacity of 60% of staff by the end of December 2029													
Programme: Capacity Building and Productivity Improvement Programme													
Organize generic and tyolor-made training for staff and Assembly members	Nkawkaw	√	√	√	√	20,000.00	300,000			√		HR	CA
Objective: To strengthen the monitoring and evaluation system for tracking the implementation of development plans and projects by 2029													
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme													
Conduct quarterly monitoring and evaluation on development projects/activities	Municipal wide	√	√	√	√	70,000.00	10,000.00			√		MPCU	CA
Organize performance review meetings, e-learning platforms for staff	Nkawkaw	√	√	√	√		300,000	200,000		√		MPCU	Depts.
Objective: Ensure at least 70% of residents have access to timely and reliable municipal information by 2029													
Programme: Communication and information dissemination													
Update website and maintain social media presence	Nkawkaw	√	√	√	√	10,000				√			
Engage media to educate and disseminate information	Municipal wide	√	√	√	√	20,000	200,000	200,000		√		ISD	Depts

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collaborating
Organize town hall meetings, social accountability forums	Selected communities	√	√	√	√		400,000	100,000			√	MPCU	Depts., ZCs
Objective: Ensure at least 70% of planned public buildings are maintained by 2029													
Programme: maintenance of public buildings													
Rehabilitation of Office Building and public structures (O&M)	Municipal wide	√	√	√	√	50,000.00	200,000	400,000		√		MWD	CA

Source: MPCU-KWMA, 2025

Table 6. 2: Annual Action Plan -2027

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Reduce the rate of forest loss from 9% to 7% per annum by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Plant 1000 trees to check deforestation.	Selected Communities	√	√	√	√	20,000.00	60,000.00			√		NADMO	MEHU, FC
Objective: Increase the usage of green energy from 40% to 60% of the population by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Promote the usage of green energy	Municipal wide	√	√	√	√			20,000.00		√		EPA	FC
Objective: To upgrade and maintain 80% of roads in the CBD with safety features by 2029													
Programme: Transport Infrastructure and Road Safety													
Grass cutting along town roads (5km)	Selected roads	√	√	√	√	70,000.00				√		Roads	MWD
Kerb and median cleaning	Selected roads	√	√	√	√	65,000.00				√		Roads	MWD
Pothole patching and sectional repairs	Municipal wide	√	√	√	√	600,000.00				√		Roads	MWD
Traffic management and safety devices (Road line marking, speed humps, rumble strips, road sign installation, metal grating)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Objective: Increase kilometers of motorable roads from 68% to 75% by 2029													
Programme: Transport Infrastructure and Road Safety													
Grading of selected roads in Nkawkaw (5km)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Minor drain repairs in Nkawkaw (1km)	Nkawkaw	√	√	√	√	90,000.00				√		Roads	MWD

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Strengthen emergency preparedness, disaster risk reduction, and response mechanisms by 2029													
Programme: Disaster Management Programme													
Providing early warnings and sensitizations/ campaigns.	Municipal wide	√	√	√	√	60,000	40,000			√		NADMO	GNFS, GHS, GAS, GPS
Desilting of earth channel culverts	Nkawkaw and Asuboni Rails	√	√	√	√	200,000.00				√		Roads	MWD, MEHU, NADMO
Monitoring/inspection of communities and institutions adherence to safety protocols	Municipal wide	√	√	√	√	40,000	20,000			√		NADMO	GNFS, GHS, GAS, GPS
Emergency response and rescue missions' in affected communities.	Municipal wide	√	√	√	√	80,000	60,000			√		NADMO	GNFS, GHS, GAS, GPS
Support rehabilitation services of communities affected by disaster and epidemic.	Municipal wide	√	√	√	√	100,000	80,000			√		NADMO	GNFS, GHS, GAS, GPS
Formation and training of Disaster Volunteer Groups.	Municipal wide	√	√	√	√	120,000.00	80,000.00			√		NADMO	GNFS, GHS, GAS, GPS
Objective: Increase the coverage of local plans from 55% to 60% by end of plan implementation													
Programme: Spatial Development Programme													
Prepare 2 no. Local Plans	Onokwa, Odumase	√	√	√	√	6,000.00		12,000.00		√		PPD	TAs
Objective: Achieve 10% annual efficiency in development control processes by 2029													
Programme: Spatial Development Programme													
Consideration of Development Permit Applications	Municipal wide	√	√	√	√			40,000.00		√		PPD	MWD Department

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Street Naming and property Addressing System	Nkawkaw	√	√	√	√	10,000.00	200,000.00			√		PPD	Street Addressing Team (SAT)
Objective: provide three modern and hygienic market spaces in the CBD by 2029													
Programme: Local Economic Development Programme													
Construction of satellite market	Fodoa	√	√	√	√		6,000,000.00			√		MWD	CA
Objective: Improve support for entrepreneurship and SMEs developments													
Programme: Local Economic Development Programme													
Train 50 SMEs in business management	Municipal wide	√	√	√	√		100,000.00			√		BAC	CA
Provision of start-up kits to 50 graduate apprentices							145,000						
Objective: Increase yield of staple crops by 10 % by 2029													
Programme: Agriculture Modernization and Post-Harvest Management Programme													
Support the implementation of Feed Ghana Programme	Municipal wide	√	√	√	√	30,000.00	50,000.00		120,000.00	√		DoA	KWMA, DPs, MoFA
Provide agricultural inputs and seedlings for farmers	Municipal wide	√	√	√	√	20,000.00	50,000.00		10,000.00	√		DoA	KWMA, DPs, MoFA
Conduct Ghana Agricultural Production Survey	Municipal wide	√	√	√	√	10,000.00	20,000.00		35,000.00	√		DoA	KWMA, DPs, MoFA
Objective: Reduction in post-harvest losses by 10% by the end of December 2029													
Programme: Agriculture Modernization and Post-Harvest Management Programme													
Implement need-based technical assistance and extension support to 20,000 farmers	Municipal wide	√	√	√	√	30,000			68,176.00	√		DoA	KWMA, DPs, MoFA
Train 100 farmers in the usage of super grain bags and other post-harvest management practices	Municipal wide	√	√	√	√	12,000.00	20,000.00			√		DoA	KWMA, DPs, MoFA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Develop one eco-friendly tourist site in Kwahu West accessible by 2029													
Programme: Tourism Promotion Programme													
Promote tourism through community sensitization activities, site mapping	Municipal wide	√	√	√	√			50,000.00		√		GTA	CA
organization and celebration of festivals		√	√	√	√				20,000				
upgrade roads leading to sites							400,000	50,000	50,000				
Objective: Increase beneficiaries on social protection programmes by 10% by end of the plan period													
Programme: Vulnerability, Social and Child Protection Programme													
Disbursement and Monitoring of LEAP Programme	63 Communities	√	√	√	√	65,000				√		DSWCD	MoGCSP
Registration, Support, and Monitoring of Persons with Disabilities (PWDs)	Municipality-wide	√	√	√	√		55,000			√		DSWCD	GFD, GSPD, GBU, GHS
Objective: Address at least 80% of all vulnerability, social and child protection cases each year													
Programme: Vulnerability, Social and Child Protection Programme													
Monitoring and Supervision of Day Care Centres and Attendants	Selected Zones	√	√	√	√	35,000		30,000		√		DSWCD	GNAPS, GES
Administration of Justice and Psychosocial Support for Family Welfare Cases (Child Custody, Abuse, Maintenance)	Municipality-wide	√	√	√	√	25,000		20,000		√		DSWCD	CHRAJ, Ghana Police, DOVVSU, Court
Public Sensitization on Child Protection in Communities and Institutions using the CP Toolkits	80 Communities/institutions	√	√	√	√	20,000			35,000	√		DSWCD	GES, GHS, CHRAJ, DOVVSU, NCCE, TAs,
Training & Support for Child Protection/SGBV Committees	Municipal wide	√	√	√	√	30,000			25,000	√		DSWCD	GES, GHS, CHRAJ,

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
													Ghana Police, DOVVSU
Objective: Achieve at least 40% women participation in all public engagement programmes by 2029													
Programme: Vulnerability, Social and Child Protection Programme													
Sensitize 100 women on alternative livelihood activities	Municipal wide	√	√	√	√	18,000.00	25,000.00			√		DoA	KWMA, DPs, MoFA
Monitoring the activities of Women's Income -Generation Groups in the Municipality	Selected communities	√	√	√	√	35,000				√		DSWCD	GEA-BAC,
Objective: Increase proportion of the population with access to functional primary healthcare facilities from 70% to 80% by 2029													
Programme: Health Improvement Programme													
Construct 2No CHPS Compound and supply furniture and Comfortable items	Nanchia, Kwahu Nsabah	√	√	√	√		4,200,000.00			√		Health Directorate	CA
Support activities on TB and HIV/AIDS	Municipal wide	√	√	√	√	150,000.00				√		Administrative Unit	CA
Health education and promotion	Municipal wide	√	√	√	√	50,000.00				√		Health Directorate	CA
Objective: Increase sanitation coverage from 85% to 90% by the end of 2029													
Programme: Water, Environmental Health and Sanitation Programme													
Undertake medical screening of food and beverage vendors	Municipal wide	√	√	√	√			16,000.00		√		MEHU	CA
Enhancement programmes (air quality control, noise pollution, environmental education and promotion)	Municipal wide	√	√	√	√			10,000.00		√		MEHU	CA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Organization of National Sanitation Day (clean up)	Municipal wide	√	√	√	√			100,000.00		√		MEHO	CA
Sanitation Improvement Package (SIP)	Municipal wide	√	√	√	√		600,000.00			√		MEHO	CA
Undertake fumigation and disinfection exercises	Municipal wide	√	√	√	√		220,000.00			√		KWMA	EHSU, ZOOMLION
Purchase of sanitary tools and implements	Nkawkaw	√	√	√	√			12,500.00		√		KWMA	EHSU
Objective: To improve sanitation enforcement by 40% at the end of the plan period													
Programme: Water, Environmental Health and Sanitation Programme													
Control of stray animals	Municipal wide	√	√	√	√			9,000.00		√		KWMA	EHSU, GPS, COURT
Objective: Increase access to potable water by 80% of the population by 2029													
Programme: Water, Environmental Health and Sanitation Programme													
Conduct sensitization on WASH activities	Municipal wide	√	√	√	√			50,000.00		√		MEHO	CA
Drilling and mechanization of 10No. Boreholes.	Selected Communities	√	√	√	√		1,000,000.00			√		MWD	EHU
Repair and maintenance of 5No boreholes.	Selected communities	√	√	√	√		1,500,000.00			√		MWD	EHU
Drilling and mechanization of 2No Boreholes (Small town water system)	Selected communities	√	√	√	√		2,500,000.00			√		MWD	EHU
Objective: Reduce number of deplorable school structures by 40% at the end of the plan period													
Programme: Education Improvement Programme													
Procure and supply 1000No desks for Junior and Senior High Schools	Municipal wide	√	√	√	√		600,000.00			√		GES	MWD
Construct a new basic school (KG, Primary and JHS)	Atibie Amanfrom	√	√	√	√		3,000,000.00			√		GES	MWD

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Renovation of selected basic school buildings (classroom blocks)	Municipal wide	√	√	√	√		55,000.00			√		GES	MWD
Objective: Maintain a minimum of 100% net enrolment and completion rates by 2029													
Programme: Education Improvement Programme													
carry out enrolment drive activities in all 8 circuits	Municipal wide	√	√	√	√	15,000.00				√		MED	CA
Undertake monitoring of schools	Municipal wide	√	√	√	√	30,000.00	20,000.00			√		MED	CA
Objective: Enhance youth employability through technical, vocation and entrepreneurial													
Programme: Youth and Sports Development Programme													
Organize sports for peace campaigns	Municipal wide		√		√		25,000						
Sensitize youth on drug and substance abuse	Municipal wise	√	√	√			30,000					NCCE	CA
Organize entrepreneurship training in ICT and digital skills for 100 youth		√	√	√	√		45,000					BAC	CA
Undertake apprenticeship and mentorship clinics for 70 youth	Selected communities	√	√	√	√		70,000					BAC	CA
Objective: Achieve 80% of statutory stakeholder engagements by the end of the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Conduct stakeholder consultative engagements	Apradang	√	√	√	√		100,000.00			√		CA	All Departments/ Units
Objective: Equip at least 10 departments with logistics by the end of the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Procurement of office fittings, furniture and equipment (computers, printers, etc.)	Nkawkaw	√	√	√	√	100,000.00	10,000.00			√		Procurement Department	CA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Maintenance, insurance, and running expenses of official vehicles and other equipment	Nkawkaw	√	√	√	√			200,000.00		√		Transport Officer	CA
Objective: Increase the percentage of streets with functional lights to 80% in the CBD													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Extension of electricity to unserved communities	Municipal wide	√	√	√	√	3,000,000.00				√		MWD	CA
Provision and maintenance of 250 streetlights	Municipal wide	√	√	√	√	185,000.00				√		MWD	CA
Objective: Pass about 90% of all external assessments for the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Documentation of all Assembly Landed Properties	Municipal wide	√	√	√	√	5,000.00		50,000.00		√		PPD	TAs
Sensitization on the importance of births/deaths registration	Municipal wide	√	√	√	√	20,000				√		Births and deaths registry	Assembly Members
Organization of General Assembly and Statutory Committees meetings	Nkawkaw	√	√	√	√			25,000.00	25,000.00	√		CA	All Departments/ Units
Organization of National Celebration Days	Municipal wide	√	√	√	√			50,000.00	50,000.00	√		CA	Departments/ Units
Rehabilitation of Office Building and public structures	Municipal wide	√	√	√	√	50,000.00				√		MWD	CA
Objective: Implement at least 80 percent of activities and projects of the Medium-Term Plan by the end of December 2029													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Preparation of AAP, Progress Reports and Composite Budgets	Nkawkaw	√	√	√	√	80,000.00	100,000.00			√		MPCU, Budget	CA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Ensure 90% of expenses are traceable to planned activities													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Conduct reviews of MTDP, AAP and Annual Composite Budget	Nkawkaw	√	√	√	√	20,000.00	5,000.00			√		MPCU, Budget	CA
Support security, protocol and legal services	Municipal wide	√	√	√	√	100,000.00				√		CA	GPS, GNFS, JSG, TAs
Objective: Increase IGF collection by at least 10% per annum for the plan period													
Programme: Financial Management Programme													
Prepare Fee Fixing Resolutions and Revenue Improvement Action Plan (RIAP)	Nkawkaw	√	√	√	√		5,000.00	2,000.00		√		Budget	KWMA
Valuate landed properties	Municipal wide	√	√	√	√			100,000.00		√		MWD	CA
Objective: To improve the physical infrastructure and logistics of all four Zonal Councils by 2029													
Programme: Sub-Structure Improvement Programme													
Support Sub-structures	Municipal wide	√	√	√	√	20,000.00				√		CA	ZCs
support for community self-help projects	Municipal wide	√	√	√	√	100,000.00				√		MWD	CA
Objective: Build Capacity of 60% of staff by the end of December 2029													
Programme: Capacity Building and Productivity Improvement Programme													
Capacity building for staff and Assembly members	Nkawkaw	√	√	√	√	20,000.00		100,000	80,000	√		HR	CA
Objective: To strengthen the monitoring and evaluation system for tracking the implementation of development plans and projects by 2029													
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme													
Conduct quarterly monitoring and evaluation on development projects/activities	Municipal wide	√	√	√	√	70,000.00	10,000.00			√		MPCU	CA

Source: MPCU-KWMA, 2025

Table 6.3: Annual Action Plan - 2028

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Reduce the rate of forest loss from 9% to 7% per annum by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Plant 1000 trees to check deforestation.	Selected Communities	√	√	√	√	20,000.00	60,000.00			√		NADMO	MEHU, FC
Objective: Increase the usage of green energy from 40% to 60% of the population by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Promote the usage of green energy	Municipal wide	√	√	√	√			20,000.00		√		EPA	FC
Objective: To upgrade and maintain 80% of roads in the CBD with safety features by 2029													
Programme: Transport Infrastructure and Road Safety													
Grass cutting along town roads (5km)	Selected roads	√	√	√	√	70,000.00				√		Roads	MWD
Kerb and median cleaning	Selected roads	√	√	√	√	65,000.00				√		Roads	MWD
Pothole patching and sectional repairs on some selected roads	Municipal wide	√	√	√	√	600,000.00				√		Roads	MWD
Traffic management and safety devices (Road line marking, speed humps, rumble strips, road sign installation, metal grating)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Objective: Increase kilometres of motorable roads from 68% to 75% by 2029													
Programme: Transport Infrastructure and Road Safety													
Grading of selected roads in Nkawkaw (5km)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Objective: Strengthen emergency preparedness, disaster risk reduction, and response mechanisms by 2029													
Programme: Disaster Management Programme													

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Sensitize communities on disaster prevention and provide early warnings signs.	Municipal wide	√	√	√	√	60,000	40,000			√		NADMO	GNFS, GHS, GAS, GPS
Monitoring/inspection of adherence to safety protocols	Municipal wide	√	√	√	√	40,000	20,000			√		NADMO	GNFS, GHS, GAS, GPS
Minor drain repairs in Nkawkaw (1km)	Nkawkaw	√	√	√	√	90,000.00				√		Roads	MWD
Undertake emergency response and rescue missions	Municipal wide	√	√	√	√	80,000	60,000			√		NADMO	GNFS, GHS, GAS, GPS
Support rehabilitation services of communities affected by disaster and epidemic.	Municipal wide	√	√	√	√	100,000	80,000			√		NADMO	GNFS, GHS, GAS, GPS
Desilting of earth channel culverts	Nkawkaw and Asuboni Rails	√	√	√	√	200,000.00				√		Roads	MWD, MEHU, NADMO
Formation and training of Disaster Volunteer Groups.	Municipal wide	√	√	√	√	120,000.00	80,000.00			√		NADMO	GNFS, GHS, GAS, GPS
Objective: Increase the coverage of local plans from 55% to 60% by end of plan implementation													
Programme: Spatial Development Programme													
Prepare 2 no. Local Plans	Odumasi ext., Saafi	√	√	√	√	6,000.00		12,000.00		√		PPD	TAs
Objective: Achieve 10% annual efficiency in development control processes by 2029													
Programme: Spatial Development Programme													
Consideration of Development Permit Applications	Municipal wide	√	√	√	√			40,000.00		√		PPD	MWD Department

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Street Naming and property Addressing System	Nkawkaw	√	√	√	√	10,000.00	200,000.00			√		PPD	Street Addressing Team (SAT)
Objective: Provide three modern and hygienic													
Programme: Local Economic Development Programme													
Construction of satellite market	Amanfrom	√	√	√	√		6,000,000.00			√		MWD	CA
Objective: Improve support for entrepreneurship and SMEs developments													
Programme: Local Economic Development Programme													
Train 50 SMEs in business management	Municipal wide	√	√	√	√		100,000.00			√		BAC	CA
Provision of start-up kits to 50 graduate apprentices							145,000						
Objective: Increase yield of staple crops by 10 % by 2029													
Programme: Agriculture Modernization and Post-Harvest Management Programme													
Support the implementation of Feed Ghana Programme	Municipal wide	√	√	√	√	30,000.00	50,000.00		120,000.00	√		DoA	KWMA, DPs, MoFA
Provide agricultural inputs and seedlings for farmers	Municipal wide	√	√	√	√	20,000.00	50,000.00		10,000.00	√		DoA	KWMA, DPs, MoFA
Conduct Ghana Agricultural Production Survey	Municipal wide	√	√	√	√	10,000.00	20,000.00		35,000.00	√		DoA	KWMA, DPs, MoFA
Objective: Reduction in post-harvest losses by 10% by the end of December 2029													
Programme: Agriculture Modernization and Post-Harvest Management Programme													
Implement need-based technical assistance and	Municipal wide	√	√	√	√	30,000			68,176.00	√		DoA	KWMA, DPs, MoFA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
extension support to 20,000 farmers													
Train 100 farmers in the usage of super grain bags and other post-harvest management practices	Municipal wide	√	√	√	√	12,000.00	20,000.00			√		DoA	KWMA, DPs, MoFA
Objective: Develop one eco-friendly tourist site in Kwahu West accessible by 2029													
Programme: Tourism Promotion Programmes													
Promote tourism through community sensitization activities, site mapping	Municipal wide	√	√	√	√			50,000.00		√		GTA	CA
organization and celebration of festivals		√	√	√	√				20,000				
upgrade roads leading to sites							400,000	50,000	50,000				
Objective: Increase beneficiaries on social protection programmes by 10% by end of the plan period													
Programme: Vulnerability, Social and Child Protection Programme													
Disbursement and Monitoring of LEAP Programme	63 Communities	√	√	√	√	65,000				√		DSWCD	MoGCSP
Registration, Support, and Monitoring of Persons with Disabilities (PWDs)	Municipality wide	√	√	√	√		55,000			√		DSWCD	GFD, GSPD, GBU, GHS
Objective: Address at least 80% of all vulnerability, social and child protection cases each year													
Programme: Vulnerability, Social and Child Protection Programme													

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Monitoring and Supervision of Day Care Centres and Attendants	Selected Zones	√	√	√	√	35,000		30,000		√		DSWCD	GNAPS, GES
Administration of Justice and Psychosocial Support for Family Welfare Cases (Child Custody, Abuse, Maintenance)	Municipality wide	√	√	√	√	25,000		20,000		√		DSWCD	CHRAJ, Ghana Police, DOVVSU, Court
Public Sensitization on Child Protection in Communities and Institutions using the CP Toolkits	80 Communities / institutions	√	√	√	√	20,000			35,000	√		DSWCD	GES, GHS, CHRAJ, Ghana Police, DOVVSU, NCCE, TAs
Training & Support for Child Protection/SGBV Committees	Municipal wide	√	√	√	√	30,000			25,000	√		DSWCD	GES, GHS, CHRAJ, GPS, DOVVSU
Objective: Achieve at least 40% women participation in all public engagement programmes by 2029													
Programme: Vulnerability, Social and Child Protection Programme													
Sensitize 100 women on alternative livelihood activities	Municipal wide	√	√	√	√	18,000.00	25,000.00			√		DoA	KWMA, DPs, MoFA
Monitoring the activities of Women's Income -Generation Groups in the Municipality	Selected communities	√	√	√	√	35,000				√		DSWCD	GEA-BAC,
Objective: Increase proportion of the population with access to functional primary healthcare facilities from 70% to 80% by 2029													
Programme: Health Improvement Programme													
Construct 2No CHPS Compound and	Kwame Omari, Esaase	√	√	√	√		4,000,000.00			√		Health Directorate	CA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
supply furniture and Comfortable items													
Support activities on TB and HIV/AIDS	Municipal wide	√	√	√	√	150,000.00				√		Administrative Unit	CA
Health education and promotion	Municipal wide	√	√	√	√	50,000.00				√		Health Directorate	CA
Objective: Increase sanitation coverage from 85% to 90% by the end of 2029													
Programme: Water, Environmental Health and Sanitation Programme													
Undertake medical screening of food and beverage vendors	Municipal wide	√	√	√	√			16,000.00		√		MEHU	CA
Enhancement programmes (air quality control, noise pollution, environmental education and promotion)	Municipal wide	√	√	√	√			10,000.00		√		MEHU	CA
Organization of National Sanitation Day (clean up)	Municipal wide	√	√	√	√			100,000.00		√		MEHO	CA
Sanitation Improvement Package (SIP)	Municipal wide	√	√	√	√		600,000.00			√		MEHO	CA
Undertake fumigation and disinfestation exercises	Municipal wide	√	√	√	√		220,000.00			√		KWMA	EHSU, ZOOMLION
Purchase of sanitary tools and implements	Nkawkaw	√	√	√	√			12,500.00		√		KWMA	EHSU
Objective: To improve sanitation enforcement by 40% at the end of the plan period													
Programme: Water, Environmental Health and Sanitation Programme													

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Control of stray animals	Municipal wide	√	√	√	√			9,000.00		√		KWMA	EHSU, GPS, COURT
Objective: Increase access to potable water by 80% of the population by 2029													
Programme: Water, Environmental Health and Sanitation Programme													
Conduct sensitization on WASH activities	Municipal wide	√	√	√	√			50,000.00		√		MEHO	CA
Drilling and mechanization of 10No. Boreholes.	Selected Communities	√	√	√	√		1,000,000.00			√		MWD	EHU
Repair and maintenance of 5No boreholes.	Selected communities	√	√	√	√		1,500,000.00			√		MWD	EHU
Drilling and mechanization of 2No Boreholes (Small town water system)	Selected communities	√	√	√	√		2,500,000.00			√		MWD	EHU
Objective: Reduce number of deplorable school structures by 40% at the end of the plan period													
Programme: Education Improvement Programme													
Procure and supply 1000No desks for Junior and Senior High Schools	Municipal wide	√	√	√	√		600,000.00			√		GES	MWD
Construct a new basic school (KG, Primary and JHS)	Nkawkaw Jamestown	√	√	√	√		3,000,000.00			√		GES	MWD
Renovation of selected basic school buildings (classroom blocks)	Municipal wide	√	√	√	√		55,000.00			√		GES	MWD
Objective: Maintain a minimum of 100% net enrolment and completion rates by 2029													
Programme: Education Improvement Programme													

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Embark on enrolment drive in all 8 circuits	Municipal wide	√	√	√	√	15,000.00				√		MED	CA
Support the GES in the monitoring of schools	Municipal wide	√	√	√	√	30,000.00	20,000.00			√		MED	CA
Objective: To enhance youth employability through technical, vocational and entrepreneurial skills													
Programme: Youth and Sports Development Programme													
Organize sports for peace campaigns	Municipal wide		√		√		25,000						
Sensitize youth on drug and substance abuse	Municipal wise	√	√	√			30,000					NCCE	CA
Organize entrepreneurship training in ICT and digital skills for 90 youth		√	√	√	√		45,000					BAC	CA
Undertake apprenticeship and mentorship clinics for 40 youth	Selected communities	√	√	√	√		70,000					BAC	CA
Objective: Achieve 80% of statutory stakeholder engagements by the end of the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Conduct stakeholder consultative engagements	Odumasi	√	√	√	√		100,000.00			√		CA	All Departments/Units
Objective: Equip at least 10 departments with logistics by the end of the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Procurement of office fittings, furniture and equipment	Nkawkaw	√	√	√	√	100,000.00	10,000.00			√		Procurement Department	CA

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
(computers, printers, etc.)													
Maintenance, insurance, and running expenses of official vehicles and other equipment	Nkawkaw	√	√	√	√			200,000.00		√		Transport Officer	CA
Objective: Increase the percentage of streets with functional lights to 80% in the CBD													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Extension of electricity to unserved communities	Municipal wide	√	√	√	√	3,000,000.00				√		MWD	CA
Provision and maintenance of 250 streetlights	Municipal wide	√	√	√	√	185,000.00				√		MWD	CA
Objective: Pass about 90% of all external assessments for the plan period													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Documentation of all Assembly Landed Properties	Municipal wide	√	√	√	√	5,000.00		50,000.00		√		PPD	TAs
Sensitization on the importance of births/deaths registration	Municipal wide	√	√	√	√	20,000				√		Births and deaths registry	Assembly Members
Organize General Assembly and Statutory Committee meetings	Nkawkaw	√	√	√	√			25,000.00	25,000.00	√		CA	All Departments/Units
Organization of National Celebration Days	Municipal wide	√	√	√	√			50,000.00	50,000.00	√		CA	Departments/Units
Objective: Implement at least 80 percent of activities and projects of the Medium-Term Plan by the end of December 2029													
Programme: Governance, Accountability and Public Safety Improvement Programme													

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Preparation of AAP, Progress Reports and Composite Budgets	Nkawkaw	√	√	√	√	80,000.00	100,000.00			√		MPCU, Budget	CA
Objective: Ensure 90% of expenses are traceable to planned activities													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Conduct reviews of MTDP, AAP and Annual Composite Budget	Nkawkaw	√	√	√	√	20,000.00	5,000.00			√		MPCU, Budget	CA
Support security, protocol and legal services	Municipal wide	√	√	√	√	100,000.00				√		CA	GPS, GNFS, JSG, TAs
Objective: Increase IGF collection by at least 10% per annum for the plan period													
Programme: Financial Management Programme													
Prepare Fee Fixing Resolutions and Revenue Improvement Action Plan (RIAP)	Nkawkaw	√	√	√	√		5,000.00	2,000.00		√		Budget	KWMA
Valuate landed properties	Municipal wide	√	√	√	√			100,000.00		√		MWD	CA
Objective: To improve the physical infrastructure and logistics of all four Zonal Councils by 2029													
Programme: Sub-Structure Improvement Programme													
Support to Sub-structures	Municipal wide	√	√	√	√	20,000.00				√		MPCU	CA
Provide support for community self-help projects	Municipal wide	√	√	√	√	100,000.00				√		MPCU	CA
Objective: Build Capacity of 60% of staff by the end of December 2029													
Programme: Capacity Building and Productivity Improvement Programme													
Facilitate capacity building of staff	Nkawkaw	√	√	√	√	20,000.00				√		HR	CA
Objective: To strengthen the monitoring and evaluation system for tracking the implementation of development plans and projects by 2029													

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme													
Conduct monitoring, evaluation of development projects/activities	Municipal wide	√	√	√	√	70,000.00	10,000.00			√		MPCU	CA
Operation and maintenance of official buildings (O&M)							90,000	60,000				MWD	CA

Source: MPCU-KWMA, 2025

Table 6. 4: Annual Action Plan - 2029

Activity	Location	Time frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Plant 1000 trees to check deforestation.	Selected Communities	√	√	√	√	20,000.00	60,000.00			√		NADMO	MEHU, FC
Objective: Increase the usage of green energy from 40% to 60% of the population by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Promote the usage of green energy	Municipal wide	√	√	√	√			20,000.00		√		EPA	FC
Objective: Reduce the rate of forest loss from 9% to 7% per annum by 2029													
Programme: Climate Change and Environmental Sustainability Programme													
Plant 1000 trees to check deforestation.	Selected Communities	√	√	√	√	20,000.00	60,000.00			√		NADMO	MEHU, FC
Train forest guards and infringe communities													
Objective: To upgrade and maintain 80% of roads in the CBD with safety features by 2029													
Programme: Transport Infrastructure and Road Safety													
Grass cutting along town roads (5km)	Selected roads	√	√	√	√	70,000.00				√		Roads	MWD
Kerb and median cleaning	Selected roads	√	√	√	√	65,000.00				√		Roads	MWD
Pothole patching and repairs on selected roads	Municipal wide	√	√	√	√	600,000.00				√		Roads	MWD
Traffic management and safety devices (Road line marking, speed humps, rumble strips, road sign installation,)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Objective: Increase kilometres of motorable roads from 68% to 75% by 2029													
Programme: Transport Infrastructure and Road Safety													
Grading of selected roads in Nkawkaw (5km)	Selected roads	√	√	√	√	400,000.00				√		Roads	MWD
Objective: Strengthen emergency preparedness, disaster risk reduction, and response mechanisms by 2029													
Programme: Disaster Management Programme													

Community sensitization on disaster prevention and provide early warnings.	Municipal wide	√	√	√	√	60,000	40,000			√		NADMO	GNFS, GHS, GAS, GPS
Monitoring/inspection of communities and institutions adherence to safety protocols.	Municipal wide	√	√	√	√	40,000	20,000			√		NADMO	GNFS, GHS, GAS, GPS
Formation and training of DVGs	Municipal wide	√	√	√	√	120,000.00	80,000.00			√		NADMO	GNFS, GHS, GAS, GPS
Minor drain repairs in Nkawkaw (1km)	Nkawkaw	√	√	√	√	90,000.00				√		Roads	MWD
Desilting of earth channel culverts in	Nkawkaw	√	√	√	√	200,000.00				√		Roads	MWD, MEHU, NADMO
Emergency response and rescue missions	Municipal wide	√	√	√	√	80,000	60,000			√		NADMO	GNFS, GHS, GAS, GPS
Support rehabilitation services of communities affected by disaster and epidemic.	Municipal wide	√	√	√	√	100,000	80,000			√		NADMO	GNFS, GHS, GAS, GPS
Objective: Increase the coverage of local plans from 55% to 60% by end of plan implementation													
Programme: Spatial Development Programme													
Prepare 2 no. Local Plans	Asuboni Rails and Wisiwisi	√	√	√	√	6,000.00		12,000.00		√		PPD	TAs
Objective: Achieve 10% annual efficiency in development control processes by 2029													
Programme: Spatial Development Programme													
Consideration of Development Permit Applications	Municipal wide	√	√	√	√			40,000.00		√		PPD	MWD Department
Street Naming and property Addressing System	Nkawkaw	√	√	√	√	10,000.00	200,000.00			√		PPD	Street Addressing Team (SAT)
Objective: Provide three modern and hygienic market spaces in the CBD by 2029													
Programme: Local Economic Development Programme													
Construction of satellite market	Asuboni	√	√	√	√		6,000,000.00			√		MWD	CA
Objective: Improve support for entrepreneurship and SMEs developments													

Programme: Local Economic Development Programme														
Train 50 SMEs in business management	Municipal wide	√	√	√	√		100,000.00				√		BAC	CA
Provision of start-up kits to 50 graduate apprentices							145,000							
Objective: Increase yield of staple crops by 10 % by 2029														
Programme: Agriculture Modernization and Post-Harvest Management Programme														
Support the implementation of Feed Ghana Programme	Municipal wide	√	√	√	√	30,000.00	50,000.00		120,000.00	√			DoA	KWMA, DPs, MoFA
Provide agricultural inputs and seedlings for farmers	Municipal wide	√	√	√	√	20,000.00	50,000.00		10,000.00	√			DoA	KWMA, DPs, MoFA
Conduct Ghana Agricultural Production Survey	Municipal wide	√	√	√	√	10,000.00	20,000.00		35,000.00	√			DoA	KWMA, DPs, MoFA
Objective: Reduction in post-harvest losses by 10% by the end of December 2029														
Programme: Agriculture Modernization and Post-Harvest Management Programme														
Implement need-based technical assistance and extension support to 20,000 farmers	Municipal wide	√	√	√	√	30,000			68,176.00	√			DoA	KWMA, DPs, MoFA
Train 100 farmers in the usage of super grain bags and other post-harvest management practices	Municipal wide	√	√	√	√	12,000.00	20,000.00			√			DoA	KWMA, DPs, MoFA
Objective: Develop one eco-friendly tourist site in Kwahu West accessible by 2029														
Programme: Tourism Promotion Programme														
Promote tourism through community sensitization activities, site mapping	Municipal wide	√	√	√	√			50,000.00		√			GTA	CA
organization and celebration of festivals		√	√	√	√				20,000					
upgrade roads leading to sites							400,000	50,000	50,000					
Objective: Increase beneficiaries on social protection programmes by 10% by end of the plan period														

Programme: Vulnerability, Social and Child Protection Programme													
Disbursement and Monitoring of LEAP Programme	63 Communities	√	√	√	√	65,000				√		DSWCD	MoGCSP
Registration, Support, and Monitoring of Persons with Disabilities (PWDs)	Municipality wide	√	√	√	√		55,000			√		DSWCD	GFD, GSPD, GBU, GHS
Objective: Address at least 80% of all vulnerability, social and child protection cases each year													
Programme: Vulnerability, Social and Child Protection Programme													
Monitoring and Supervision of Day Care Centres and Attendants	Selected Zones	√	√	√	√	35,000		30,000		√		DSWCD	GNAPS, GES
Support for Family Welfare Cases (Child Custody, Abuse, Maintenance)	Municipality wide	√	√	√	√	25,000		20,000		√		DSWCD	CHRAJ, Ghana Police, DOVVSU, Court
Public Sensitization on Child Protection in Communities and Institutions using the CP Toolkits	80 Communities/ institutions	√	√	√	√	20,000			35,000	√		DSWCD	GES, GHS, CHRAJ, Ghana Police, DOVVSU, NCCE, Traditional Authorities,
Training & Support for Child Protection/SGBV Committees	Municipal wide	√	√	√	√	30,000			25,000	√		DSWCD	GES, GHS, CHRAJ, GPS, DOVVSU
Objective: Achieve at least 40% women participation in all public engagement programmes by 2029													
Programme: Vulnerability, Social and Child Protection Programme													
Sensitize 100 women on alternative livelihood activities	Municipal wide	√	√	√	√	18,000.00	25,000.00			√		DoA	KWMA, DPs, MoFA
Monitoring the activities of Women's Income - Generation Groups in the Municipality	Selected communities	√	√	√	√	35,000				√		DSWCD	GEA-BAC,
Objective: Increase proportion of the population with access to functional primary healthcare facilities from 70% to 80% by 2029													

Programme: Health Improvement Programme													
Construct 2No CHPS Compound and supply furniture and Comfortable items	Nkawanda No. 1, Domeabra	√	√	√	√		4,000,000.00			√		Health Directorate	CA
Support activities on TB and HIV/AIDS	Municipal wide	√	√	√	√	150,000.00			√		GHS	CA	
Health education and promotion	Municipal wide	√	√	√	√	50,000.00			√		Health Directorate	CA	
Objective: Increase sanitation coverage from 85% to 90% by the end of 2029													
Programme: Water, Environmental Health and Sanitation Programme													
Evacuation and desilting	Municipal wide	√	√	√	√			16,000.00		√		MEHU	CA
Undertake medical screening of food and beverage vendors													
Enhancement programmes (air quality control, noise pollution, environmental education and promotion)	Municipal wide	√	√	√	√			10,000.00		√		MEHU	CA
Organization of National Sanitation Day(clean up)	Municipal wide	√	√	√	√			100,000.00		√		MEHO	CA
Sanitation Improvement Package (SIP)	Municipal wide	√	√	√	√		600,000.00			√		MEHO	CA
Undertake fumigation and disinfection exercises	Municipal wide	√	√	√	√		220,000.00			√		KWMA	EHSU, ZOOMLION
Purchase of sanitary tools and implements	Nkawkaw	√	√	√	√			12,500.00		√		KWMA	EHSU
Objective: To improve sanitation enforcement by 40% at the end of the plan period													
Programme: Water, Environmental Health and Sanitation Programme													
Control of stray animals	Municipal wide	√	√	√	√			9,000.00		√		KWMA	EHSU, GPS, COURT
Objective: Increase access to potable water by 80% of the population by 2029													
Programme: Water, Environmental Health and Sanitation Programme													

Conduct sensitization on WASH activities	Municipal wide	√	√	√	√			50,000.00		√		MEHO	CA
Drilling and mechanization of 10No. Boreholes.	Selected Communities	√	√	√	√		1,000,000.00			√		MWD	EHU
Repair and maintenance of 10No boreholes.	Selected communities	√	√	√	√		1,500,000.00			√		MWD	EHU
Training and supervision of WATSANs	Selected communities	√	√	√	√		2,500,000.00			√		MWD	EHU
Objective: Reduce number of deplorable school structures by 40% at the end of the plan period													
Programme: Education Improvement Programme													
Procure and supply 1000No desks for Junior and Senior High Schools	Municipal wide	√	√	√	√		600,000.00			√		GES	MWD
Construct a new basic school (KG, Primary and JHS)	Kwaku Djura	√	√	√	√		3,000,000.00			√		GES	MWD
Renovation of selected basic school buildings (classroom blocks)	Municipal wide	√	√	√	√		55,000.00			√		GES	MWD
Objective: Maintain a minimum of 100% net enrolment and completion rates by 2029													
Programme: Education Improvement Programme													
carry out enrolment drive activities in all 8 circuits	Municipal wide	√	√	√	√	15,000.00				√		MED	CA
monitoring and supervision of schools	Municipal wide	√	√	√	√	30,000.00	20,000.00			√		MED	CA
Objective: Enhance youth employability through technical, vocational and entrepreneurial skills													
Programme: Youth and Sports Development Programme													
Organize sports for peace campaigns	Municipal wide		√		√		25,000						
Sensitize youth on drug and substance abuse	Municipal wise	√	√	√			30,000					NCCE	CA
Organize entrepreneurship training in ICT and digital skills for 100 youth		√	√	√	√		45,000					BAC	CA

Undertake apprenticeship and mentorship clinics for 50 youth	Selected communities	√	√	√	√		70,000						BAC	CA
Objective: Achieve 80% of statutory stakeholder engagements by the end of the plan period														
Programme: Governance, Accountability and Public Safety Improvement Programme														
Conduct stakeholder consultative engagements	Selected communities	√	√	√	√		100,000.00			√			CA	Departments/ Units
Objective: Equip at least 10 departments with logistics by the end of the plan period														
Programme: Governance, Accountability and Public Safety Improvement Programme														
Procurement of office fittings, furniture and equipment (computers, printers, etc.)	Nkawkaw	√	√	√	√	100,000.00	10,000.00			√			Procurement Department	CA
Maintenance, insurance, and running expenses of official vehicles and other equipment	Nkawkaw	√	√	√	√			200,000.00		√			Transport Officer	CA
Objective: Increase the percentage of streets with functional lights to 80% in the CBD														
Programme: Governance, Accountability and Public Safety Improvement Programme														
Extension of electricity to unserved communities	Municipal wide	√	√	√	√	3,000,000.00				√			MWD	CA
Provision and maintenance of 250 streetlights	Municipal wide	√	√	√	√	185,000.00				√			MWD	CA
Objective: Pass about 90% of all external assessments for the plan period														
Programme: Governance, Accountability and Public Safety Improvement Programme														
Documentation of all Assembly Landed Properties	Municipal wide	√	√	√	√	5,000.00		50,000.00		√			PPD	TAs
Sensitization on the importance of births/deaths registration	Municipal wide	√	√	√	√	20,000				√			Births and deaths registry	Assembly Members
Organization of General Assembly and Statutory Committees meetings	Nkawkaw	√	√	√	√			25,000.00	25,000.00	√			CA	Departments/ Units

Organization of National Celebration Days	Municipal wide	√	√	√	√			50,000.00	50,000.00	√		CA	Departments/ Units
Rehabilitation of Office Building and public structures	Municipal wide	√	√	√	√	50,000.00				√		MWD	CA
Objective: Implement at least 80 percent of activities and projects of the Medium-Term Plan by the end of December 2029													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Preparation of AAPs, Progress Reports and Composite Budgets	Nkawkaw	√	√	√	√	80,000.00	100,000.00			√		MPCU, Budget	CA
Objective: Ensure 90% of expenses are traceable to planned activities													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Conduct reviews of MTDP, AAP and Annual Composite Budget	Nkawkaw	√	√	√	√	20,000.00	5,000.00			√		MPCU	CA
Support security, protocol and legal services	Municipal wide	√	√	√	√	100,000.00				√		CA	GPS, GNFS, JSG, TAs
Objective: Increase IGF collection by at least 10% per annum for the plan period													
Programme: Financial Management Programme													
Prepare Fee Fixing Resolutions and Revenue Improvement Action Plan (RIAP)	Nkawkaw	√	√	√	√		5,000.00	2,000.00		√		Budget	KWMA
Valuate landed properties	Municipal wide	√	√	√	√			100,000.00		√		MWD	CA
Objective: To improve the physical infrastructure and logistics of all four Zonal Councils by 2029													
Programme: Sub-Structure Improvement Programme													
Support to Sub-structures	Municipal wide	√	√	√	√	20,000.00				√		MPCU	CA
Provide support for community self-help projects	Municipal wide	√	√	√	√	100,000.00				√		MWD	CA
Objective: Build Capacity of 60% of staff by the end of December 2029													
Programme: Capacity Building and Productivity Improvement Programme													
Capacity building and training for staff and members of assembly	Nkawkaw	√	√	√	√	20,000.00				√		HR	CA

Objective: To strengthen the monitoring and evaluation system for tracking the implementation of development plans and projects by 2029													
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme													
Conduct monitoring and evaluation of development projects/activities	Municipal wide	√	√	√	√	70,000.00	10,000.00			√		MPCU	CA
Undertake maintenance of office / official building(schools, clinics)	Selected communities						100,000	80,000				MWD	CA

Source: MPCU-KWMA, 2025

7.0 CHAPTER SEVEN MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

This chapter presents the Monitoring and Evaluation activities to help the Assembly track progress of projects and programmes, for smooth implementation of the DMTDP. It contains an M&E matrix with inputs, outputs, outcomes and impacts and their corresponding activities for each DMTDP objective that has been outlined in Table 7.1. It summarizes the overall monitoring and evaluation plan by including a list of methods to be used in collecting data as well as the linkage of the DMTDP to the National Development Framework

7.2 Stakeholder Analysis

The purpose for the stakeholder analysis is to enable development reflect in all interest groups and not merely the needs of the implementing organizations. For effective participation, the MPCU identified all parties required in the M&E process at the various facilities.

Four categories of stakeholders are clearly identified and appropriately classified as follows:

- Beneficiaries of projects and programmes at the community level;
- Intermediary organizations such as NGOs, CBOs, CSOs etc.,
- Donor agencies and the private sector; and
- Government and quasi-government institutions and structures at all levels

The table below presents the stakeholder analysis; their ordering needs interest and contribution in the M&E.

Table 7. 1: Stakeholder analysis

Stakeholder	Classification	Needs/ interest/ resources	Involvement in M&E
NDPC	Primary	<ul style="list-style-type: none"> • Offer technical advice. • Policy direction, guidelines, capacity building 	M&E Plan preparation, M&E results dissemination
LGS	Primary	Technical Assistance, job analysis, Management of services	M&E Seminars, supervision, results reporting and dissemination
MLGRD	Primary	Policy direction, guidelines performance target, advisory services, capacity building	M&E Seminars, supervision, results reporting and dissemination and Evaluations
DACF Sec	Primary	Financial resources, Advisory services	M&E Seminars, supervision, results reporting and dissemination and Evaluations
RCC	Primary	Advisory, Capacity building, technical backstopping advocacy	M&E Plan Preparation, Evaluations, PM&E, data collection, supervision, results reporting and dissemination
MP	Primary	Policy formulation. Financing of programmes and projects. Monitoring of programmes and projects.	Project site meeting. Seminars. Reporting and dissemination of M& E reports.
T.As	Primary	Advise on traditional and customary rights. Influence policy. Implementation of projects. Monitoring of programmes and projects.	Data collection /validation of data. Validation visits. Projection site meetings.

Stakeholder	Classification	Needs/ interest/ resources	Involvement in M&E
DP	Secondary	Advocacy, Financial & material resources, transparency and accurate	M&E Seminars, Data Collection, PM &E
Communities	Primary	Needs Identification Data Collection Monitoring	Data gathering for monitoring purposes Monitor on –going projects/programmes
DA,	Primary	Decision Making, By laws, deliberation/ adoption of plans	Dissemination of information Monitoring Preparation of reports
Sub - Structures	Primary	Policy formulation. Implementers/Advisors. Supervision and monitoring of projects.	Data collection. Monitoring /verification visits. Holding review meetings. Link between DA and communities. Dissemination of information.
Heads of Departments	Primary	<ul style="list-style-type: none"> • Implementation of policies. • Offer technical advice. • Co-ordination of programmers and activities. • Supervision and monitoring of projects. 	<ul style="list-style-type: none"> • Meeting workshops. • Data collection and analysis. • Reporting. • Provision of logistics.
Media	Secondary	<ul style="list-style-type: none"> • Dissemination of information. • Create public awareness. • Provide platform for public education. • Serve as watchdog. 	<ul style="list-style-type: none"> • Dialogue. • Interviews. • Dissemination of information.
Civil Society Organizations (CSOs), FBOs, CBOs	Secondary	<ul style="list-style-type: none"> • Influence policy. • Demand transparency and accountability. • Implementation of projects. • Monitoring of programmes and projects. • Collaborate/co-operate with DA's programmes and activities. • Users 	<ul style="list-style-type: none"> • Dialogue, review meetings. • Monitoring of projects and policies. • Dissemination of information.
Political Parties	Secondary	<ul style="list-style-type: none"> • Demand transparency and accountability. • Influence policy. 	<ul style="list-style-type: none"> • Dialogue/discussions. • Dissemination of information.
District Assemblies' Common Fund (DACF) Secretariat	Primary	<ul style="list-style-type: none"> • Technical advice. • Management of funds. • Monitoring of projects. 	<ul style="list-style-type: none"> • Meetings. • Reporting.

Source: MPCU-KMWA, 2025.

7.3 M&E Matrix

The Monitoring Matrix in Table 7.2 show the goals, programs and, the indicators defined by type whether they are input, output, outcome and impact indicators. The matrix has the baseline for 2025. It also has the targets for 2026, 2027, 2028 and 2029, the data disaggregation has been shown with specifics being ages and gender distribution of beneficiaries together with the monitoring frequency and whose responsibility it is to provide the data.

Table 7.1: Monitoring Matrix

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Freq.	responsibility
				2026	2027	2028	2029			
Goal 1: Safeguard the natural environment to ensure the preservation of biodiversity										
Objective 1: Reduce the rate of forest loss from 9% to 7% per annum by 2029										
Objective 2: Increase the usage of green energy from 40% to 60% of the population by 2029										
Program 1: Climate Change and Environmental Sustainability										
Percentage change in forest cover.	Area of deforestation in acres expressed as a percentage of district total forest cover.	Outcome	9	8.5	8	7.5	7	Area	Annually	FC, EPA, DoA
Percentage change in green energy usage	Percentage change in population using green energy over all energy usage of total population.	Outcome	40	45	50	55	60		Quarterly	MPCU
Goal 2: Promote sustainable and harmonious development of human settlements										
Objective 3: Increase kilometers of motorable roads from 68% to 75% by 2029.										
Objective 4: To upgrade and maintain 80% of roads in the CBD with safety features by 2029										
Objective 5: Increase the percentage of streets with functional lights to 80% in the CBD.										
Objective 6: Strengthen emergency preparedness, disaster risk reduction, and response mechanisms by 2029.										
Program 2: Transport Infrastructure and Safety and Disaster Management										
Percentage change in motorable road networks	The total km of classified road network in good condition expressed	Outcome	68	70	72	74	75	km	Quarterly	Roads Dept
Proportion of roads in CBD with safety measures	Measures the total km of roads with security features in the CBD.	Output	40	50	60	70	80	km	Quarterly	MWD
% of population covered by early warning systems (SMS, radio, sirens, etc.	Measures change in population covered by early warning signs	Output	60	65	70	75	80	Gender	Quarterly	NADMO
% of emergency response plans developed and operationalized	Measures change in emergency response plans prepared and implemented	Output	10	30	50	70	80	Localities	Annual	NADMO
Goal 2: Promote sustainable and harmonious development of human settlements										
Objective 7: Increase the coverage of local plans from 55% to 60% by end of plan implementation										
Objective 8: Achieve 10% annual efficiency in development control processes by 2029.										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Freq.	responsibility
				2026	2027	2028	2029			
Program 4: Spatial Development										
Percentage coverage of local plans.	measures change in coverage of local plans	Outcome	55	56	58	59	60	Localities	Quarterly	PPD
% of development applications processed within statutory timelines	Measures change in development applications processed within statutory timelines	Outcome	70	75	80	85	90	Temporal, permanent	Quarterly	PPD
Goal 3: Create an enabling environment for local economic growth and sustainable employment										
Objective 9: Provide three modern and hygienic market spaces in the CBD by 2029										
Objective 10: Improve support for entrepreneurship and SMEs development										
Program 5: Local Economic Development										
Percentage of planned modern market spaces completed and in use in the CBD	Measures change in number of hygienic market spaces	Outcome	0	40	60	80	100	Localities	Quarterly	MWD
Percentage change in the number of SMEs accessing business development support services (training, financing, advisory services)	Measures the change in SMEs accessing business support services	Outcome	20	30	35	40	50	Gender Age	Quarterly	BAC
Goal 3: Create an enabling environment for local economic growth and sustainable employment										
Objective 11: Increase yield of staple crops by 10% by 2029.										
Objective 12: Reduction in post-harvest losses by 10% by the end December 2029.										
Program 6: Agriculture Modernization and Post-Harvest Management										
Percentage Change in staple crop production	Measures change in production of staple crops for the year	Outcome						Tonnage		
Percentage Change in post-harvest losses	Measures the level of reduction in post-harvest losses	Outcome	30	26	22	20	18	Tonnage	Annually	DoA
Goal 4: Improve the quality of life of the citizenry by ensuring equitable access to social amenities										
Objective 14: Increase beneficiaries on social protection programmes by 10% by end of the plan period.										
Objective 15: Address at least 80% of all vulnerability, social and child protection cases each year.										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Freq.	responsibility
				2026	2027	2028	2029			
Program 8: Vulnerability, Social and Child Protection										
Percentage increase in the number of beneficiaries enrolled in social protection programmes	Measures the change in numbers of vulnerable and needy benefitting from social protection	Outcome	30	35	40	50	60	Gender	Quarterly	DSWCD
Proportion of empowered/supported PWDs	Measures the change in numbers of empowered PWDs against the total numbers of PWDs	Outcome	40	45	50	55	60	Gender Age	Quarterly	DSWCD
Percentage of reported vulnerability, social, and child protection cases addressed annually	Measures the number of vulnerability, social and child protection cases addressed against the number received	Outcome	78	80	80	80	80	Gender Age	Quarterly	DSWCD
Goal 4: Improve the quality of life of the citizenry by ensuring equitable access to social amenities										
Objective 16: Increase proportion of the population with access to functional primary health care facilities from 70% to 80% by 2029										
Program 9: Health Improvement										
% of population registered and actively using PHC services	Measure change in population registered and using primary health care (PHC) services	Outcome	46	50	60	70	75	Gender Age	Quarterly	GHS
Goal 4: Improve the quality of life of the citizenry by ensuring equitable access to social amenities										
Objective 17: Increase sanitation coverage from 85% to 90% by the end of 2029										
Objective 18: Increase access to potable water by 80% of the population by 2029.										
Objective 19: To improve sanitation enforcement by 40% at the end of the plan period.										
Program 10: Water, Environmental Health and Sanitation										
Proportion of population with access to improved sanitation services	Share of the district population with access to basic sanitation services.	Outcome	65	68	70	72	75	Gender Age	Quarterly	EHU
Percentage of population with access to potable water sources	share of population with access to potable water sources	Outcome	68	70	72	75	80	Gender Age	Quarterly	MWD
Percentage change in sanitation enforcement action	Measures the change in sanitation enforcement actions	Outcome	50	60	70	80	90	Gender Age	Quarterly	EHU

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Freq.	responsibility
				2026	2027	2028	2029			
Goal 4: Improve the quality of life of the citizenry by ensuring equitable access to social amenities										
Objective 20: Maintain a minimum of 100% net enrolment and completion rates by 2029.										
Objective 21: 1. Reduce number of deplorable school structures by 40% at the end of the plan period.										
Program 11: Youth and Sports Development Programme										
• Percentage of school-age children enrolled in basic and secondary education	Measure change in net enrolment and completion rates	Outcome	85				100	Gender Age	Annually	GES
• Percentage of enrolled pupils who complete each education cycle			92				100			
Number of deplorable school structures rehabilitated	Count of deplorable classroom blocks constructed /rehabilitated	Output							Quarterly	EHU
Goal 5: Enhance service delivery through good governance, accountability and inclusive development										
Objective 23: Achieve 80% of statutory stakeholder engagements by the end of the plan period										
Objective 24: Achieve at least 40% women participation in all public engagement programmes by 2029.										
Objective 25: Equip at least 10 departments with logistics by the end of the plan period.										
Program 12: Governance, Accountability and Public Safety Improvement										
% of engagements conducted within statutory timelines	Measures change in stakeholder engagements conducted in relation to the planned	Outcome	40				80		Quarterly	MPCU
Percentage change of women participation in public engagements	Measures change in women represented at public engagements	Outcome	20				40		Quarterly	MPCU
Proportion of streets with functional lights	share of streets with functioning lights	Outcome	50				80		Quarterly	URD
Goal 5: Enhance service delivery through good governance, accountability and inclusive development										
Objective 26: Increase IGF collection by at least 10% per annum for the plan period.										
Objective 27: Ensure 100% of expenses are traceable to planned activities										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Freq.	responsibility
				2026	2027	2028	2029			
Program 13: Financial Management										
Percentage Change in IGF	Measures the change in total IGF collected for the year	Outcome		10	10	10	10		Quarterly	Finance /Budget
Percentage change in unplanned expenditure	Measures the percentage change in expenses of unplanned activities	Outcome	80	10	10	0	0		Quarterly	Finance /Budget
Goal 5: Enhance service delivery through good governance, accountability and inclusive development										
Objective 28: To improve the physical infrastructure and logistics of all four Zonal Councils by 2029.										
Program 14: Sub-Structure Improvement										
Percentage of zonal councils functional	Count of functional office buildings with logistics	Outcome	5				80		Quarterly	MPCU
Goal 5: Enhance service delivery through good governance, accountability and inclusive development										
Objective 29: Build Capacity of 60% of staff by the end of December 2029										
Objective 30: Pass about 90% of all external assessments for the plan period.										
Program 15: Capacity Building and Productivity Improvement										
Proportion of staff trained through capacity building	Measures share of staff trained	Outcome	10				60		Quarterly	HR
Percentage change in annual external assessments rate	Measures the change in external assessments	Outcome					95		Quarterly	MCD
Goal 5: Enhance service delivery through good governance, accountability and inclusive development										
Objective 31: 1. Implement at least 80 percent of activities and projects of the Medium-Term Plan by the end of December 2029										
Objective 32: To strengthen the monitoring and evaluation system for tracking the implementation of development plans and projects by 2029										
Program 16: Co-ordination, Monitoring, Evaluation and Learning										
Percentage change in MTDP implemented rate	Measures change in implementation levels	Outcome	70				95		Annually	MCE/MCD
Functionality of the M&E system	Measures the number of M&E visits and their reports	Outcome	50	60	70	80	90		Quarterly	MPCU
Proportion of residents who received accurate and relevant information within the expected time frame	Measures share of population receiving accurate and relevant information	Outcome	40	45	60	60	70		Quarterly	ISD/MPCU

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Freq.	responsibility
				2026	2027	2028	2029			
Goal 5: Enhance service delivery through good governance, accountability and inclusive development										
Objective 34: Ensure that at least 70% of planned public buildings (schools, health facilities, offices) are maintained										
Program 18: Maintenance of public buildings										
Proportion of planned public buildings maintained	Measures change on number of public buildings maintained	Outcome	10	20	30	50	70		Quarterly	MWD

Source: MPCU-KMWA, 2025.

7.4 Evaluation

Evaluation is done to ensure that interventions put in place meet project objectives. Ex-ante evaluation was considered in the prioritization of the key development intervention, ensuring the appropriate alternative interventions that will yield the greatest benefit were chosen. The Assembly will also conduct a mid-term evaluation. The municipality would conduct a terminal evaluation at the end of the implementation period for MTDP in 2029. The evaluations will be conducted at various stages using different strategies for varied purposes.

- Ex-ante evaluation: this will be employed at the planning stage to assess the project design, feasibility, relevance and sustainability, before resources are allocated. SEA, PCNs, stakeholder consultations, cost-benefit analysis among others will be used.
- Mid-term evaluation: assess the process, challenges and adjustments needed. Stakeholder feedback, field reports, performance reviews, progress report will be employed.
- Terminal evaluation: assesses overall performance of the program. Completion reports, audit reviews, beneficiary assessments will be utilized.

The evaluation process will draw stakeholders from backgrounds and jurisdictions.

7.5 Participatory Monitoring and Evaluation (PM&E)

Participatory Monitoring and Evaluation (PM&E) will be applied during the life span and post-implementation stages of programmes and projects to ensure accountability, transparency, and learning. The process will actively involve beneficiaries and stakeholders in assessing progress, identifying challenges, and proposing improvements.

The PM&E tools will enable the Assembly to among other things:

- Promote judicious use of resources
- Create an information base for future evaluation
- Provide for the definition of more relevant local indicators
- Identify problems and proffer timely solutions
- Maintain good standards

7.5.1 PM&E Tools

The Assembly will employ variety of Social Accountability methods such as Citizens' Report Cards and Community Score Cards to ascertain the outcome and impact of service provision that emanate out of the DMTDP. All major stakeholders will also be involved in the monitoring of ongoing physical and non-physical projects including site meetings and handing over/taking over meetings. During project implementation (mid-term): Tools like CSC, FGDs, and field monitoring will be used to track progress and improve delivery. After project completion (ex-post): Tools like CRC, MSC, and participatory evaluation workshops will assess sustainability, long-term impacts, and lessons learned. Other PM&E tools that will be adopted in the course of implementing the four-year DMTDP include PRA, public hearings and community meeting, joint monitoring visits.

The Assembly will equally collaborate with NGOs and others to build capacity and mobilize communities for participation in PM&E.

7.6 Knowledge Management Learning - KML

The concept of Knowledge Management and Learning (KM&L) ensures that information, experiences, and lessons are systematically generated, documented, shared, and applied to enhance decision-making and improve development outcomes. Accordingly, the Kwahu West Municipal Assembly will adopt the following KM&L frameworks, as an integral part of the action items.

7.6.1 Proposed KML Frameworks

There are several framework that will guide the KML process in the Municipality as discussed below;

Results-based management

Adopting results-based management integrates planning, monitoring, evaluation and reporting into a continuous feedback cycle. All programmes and projects will be clearly aligned with indicators and baselines. Monitoring and evaluation will be used to adjust ongoing interventions, and annual progress reports provide feedback for the next planning cycle.

Communities of practice (CoP)

Communities of practice (CoP) is a group of like-minded people who share knowledge, experiences, tools and best practices for problem solving and continuous improvement. The Kwahu West Municipality has great potential for harnessing CoP.

- Climate smart agriculture and post-harvest management: agric staff with farmers on drought resistant crops, organic composting and use of hermetic storage bags.
- Entrepreneurship and skills CoP: BAC, TVET, trade associations mentorship and job creation clinics
- WASH: EHU, NGOs, WATSANS on sanitation campaigns, borehole maintenance, waste management
- Disaster risk reduction CoP: NADMO, volunteers, GHS, ZCs joint learning on flood preparedness, early warning signs and response.

After-Action Reviews and Post-project Learning Reviews: The Assembly will capture lessons from success and challenges after project implementation. This will be applied to all projects and findings stored in municipal knowledge repository to guide future projects

Learning and knowledge sharing platforms: Assembly will strengthen stakeholder engagements, town hall meetings, inter sectoral joint reviews to promote cross-learning

Knowledge repositories and digital platforms:

A successful execution of these frameworks will improve evidence-based planning, adaptive innovative management, enhance accountability, transparency, citizen trust and ensure feedback loops.

Appendix 1 and 2 are tables that show the Knowledge management learning and the competency matric for learning

7.7 Sustainability

Sustainability in M&E is about building systems, processes, and local ownership that outlast individual projects. It ensures that evidence continues to guide decision-making, resources are used wisely, and communities retain the capacity to sustain the benefits of development initiatives as many development programmes, projects, and policies are designed to create long-term impact. Without embedding sustainability into M&E, results often fade away once projects end. It is therefore important to properly integrate M&E sustainability into the project life cycle.

Below is a summarized processes that will be adopted in order to achieve this reality.

Table 7. 2: M&E Sustainability Matrix

Component	Process / Actions	Expected outcome
Integration with Existing Systems	<ul style="list-style-type: none"> - Assess current M&E structures and reporting flows - Align new indicators with MTDP, NDPC frameworks - strengthen central M&E desk in MPCU - Develop standard reporting templates & tools 	Coherent, non-duplicative system aligned with national standards
Training & Capacity Building	<ul style="list-style-type: none"> - Conduct Training Needs Assessment (TNA) - Develop tailored training modules (M&E basics, data collection, analysis, reporting) - Train staff, sector departments, Units, Community reps - Provide mentorship & coaching support 	Skilled staff & stakeholders who own and sustain M&E processes
Digital Tools & Data Platforms	<ul style="list-style-type: none"> - Use Kobo Toolbox for mobile data collection - Integrate GIS for project mapping - Employ Excel, SPSS, Power BI for analysis - utilize the DDDP platform - Create digital knowledge hubs for document storage & access 	Accurate, real-time, accessible M&E data supporting decision-making
Stakeholder Collaboration	<ul style="list-style-type: none"> - Promote community participation (scorecards, social audits) - Include diverse voices (youth, women, vulnerable groups) 	Synergies, inclusivity, shared learning, and stronger e
Mainstreaming into Assembly Culture	<ul style="list-style-type: none"> - Secure leadership buy-in (MCE, Coordinating Director) - resource M&E Desk/Unit in MPCU - Link performance appraisals to M&E results - Recognize and reward best practices (“data champions”) 	M&E embedded in governance culture, enhancing accountability, learning, and adaptive planning

Source: MPCU-KMWA, 2025.

7.8 Accountability

The need for accountability in M&E for resources used, decisions made, and results achieved cannot be underestimated. It builds trust, ensures transparency, promotes good governance, and strengthens learning for better development outcomes. The need for accountability in Monitoring and Evaluation (M&E) is central to ensuring that programmes, projects, and policies truly serve citizens, achieve intended results, and make responsible use of public or donor resources. The assembly will adopt varied strategies to ensure open accountability and transparency including:

- Defining clear roles and responsibilities
- Setting transparent SMART indicators and targets and publicly track them
- Commit to involve communities, TAs, CSOs using social accountability tools scorecards, PRAs
- Improve collaboration with academia, NGOs in conducting independent external evaluations

- Regular reporting and disclosure of information utilizing cross platforms including social media
- Commit to tie M&E findings to budget allocations, planning and staff performance.

7.9 Lessons Learnt

The need for lessons learnt in Monitoring and Evaluation (M&E) is critical because it ensures that experience from past and ongoing interventions guides future planning, decision-making, and implementation. Here's why lessons learnt are so important in M&E: Lessons learnt in M&E help transform experiences into actionable knowledge. They ensure continuous improvement, prevent repetition of mistakes, and strengthen the overall effectiveness and sustainability of development initiatives. Capturing experiences to inform future planning, avoid repeated mistakes, and scale up successes.

- After-Action Reviews (AAR): continue to conduct post-project reflection sessions at Assembly and community levels.
- Knowledge Management Systems: Document and store lessons in a municipal repository or digital knowledge hub.
- Peer Learning & Communities of Practice: Share experiences across districts in Eastern Region for cross-learning.
- Adaptive Planning: Feed lessons into the revision of the PoA, AAPs, and next MTDP cycle.
- Policy Influence: Use evidence from lessons learned to advocate for changes in regional/national policies.
- Field Visits and Progress review meetings: we will continue use standing MPCU to strengthen field visits and meetings as a forum for staff to present and discuss lessons as part of reporting
- Institutionalized learning into procedures

8.0 CHAPTER EIGHT COMMUNICATION STRATEGY

8.1 Introduction

This chapter highlights on the Communication Strategy to be used by the Assembly for the dissemination the Medium-Term Development Plan as well as progress reports on implementation to stakeholders. It also shows how awareness would be created and the roles stakeholders are expected to play.

8.2 Objectives of the Communication Strategy

The objectives of the Communication Strategy are to:

- a. Effectively communicate the Mission, Goals and Objectives of Decentralization Policy in the Municipality.
- b. Promote and sustain stakeholder involvement-participation, consultation, support, and collaboration.
- c. Promote donor orientation, support, involvement, and coordination;
- d. Build and equip organizational participants with requisite knowledge, skills and attitudes to handle the challenges
- e. Enhance the performance of technical staff.

8.3 Targeted Audience

It is beneficial to clearly identify key stakeholders or audience who can affect and or be affected by the implementation of the Medium-Term Development Plan. Below is a list of carefully identified groups in order to determine the most effective way of communicating with them

- MLGRD, RCC, NDPC, DACF, MoF etc
- Decentralized Departments and subverted agencies
- Pressure Groups and Political Parties
- Development Partners
- Identifiable groups (Women, youth, farmers, others)
- Religious bodies
- Assembly member and unit committees
- Traditional Authorities
- Business, Trade groups and associations
- Security agencies
- Media
- NGO's, CBOs, CSOs

8.4 Communication Channels

The framework of dissemination and communications strategy shall include the following among other things while the details are outlined in Table 8.1:

- Traditional: Community durbars, radio announcements, local FM talk shows, churches/mosques.
- Modern/Tech: Municipal website, WhatsApp groups, Facebook pages, short videos (vlogs), infographics.

- Direct Engagement: Stakeholder meetings, town-hall forums, focus group discussions, participatory workshops.
- Feedback Channels: Hotlines, WhatsApp feedback numbers, suggestion boxes at Assembly offices, zonal council offices

8.5 Key Messages

Communicating the right messages to the right audience propels buy-ins and ownership of development interventions. The assembly will adopt tailored key messages to accord and appeal to the authority and needs of all kinds of stakeholders.

Table 8. 1: Audience and style of messages

Audience	Key Message	Tone & Style
Management of Assembly	Your leadership and accountability drive the success of our projects.	Formal, professional
Traditional leaders & opinion leaders	Your influence ensures community support and ownership of Assembly initiatives.	Respectful, culturally sensitive
Citizens (general)	These projects are for your benefit. Here’s how you can participate and hold us accountable.	Simple, clear, participatory
Youth	Your voice and energy can transform our Municipality — join the change!	Energetic, engaging, youth-friendly
Women & vulnerable groups	Your participation matters. We are ensuring inclusivity and fairness.	Empathetic, empowering
Development partners	We are committed to transparency and impact — your support strengthens our results.	Data-driven, formal

Source: MPCU-KWMA, 2025.

Further Table 8.2 provide details on communication in the activity matrix

Table 8. 2 : Communication Activity Matrix

Activity	Target Audience	Purpose	Method/Tools	Timeframe	Responsibilities	Effective indicator
Public forum/Town hall meetings	Men women, children Traditional authorities, CSOs, development partners disability groups , market women etc.	Create awareness and assess performance on the DMTDP and Budget	Community durbars, use of PFM Template	Quarterly	Media Group, MPCU, DCC	1. No. of Reports written 2. Attendance 3. Participatory Rural appraisal 4. Ratio of male and female. 5. No. issues addressed and actions taken
Social accountability form meetings	CSOs, SA Groups	Create awareness and assess performance on the DMTDP and Budget	Presentation and focus group discussions	Quarterly	Media Group, MPCU, DCC	1. % in MTDP implementation 2. No. issues addressed and actions taken
Sensitization and consultations	Zonal Council Members, Organized Groups, CSOs	Update and collect data on implementation of the DMTDP and Budget	Meetings and workshops	Annually	MPCU	1. No of communities involved 2. % of funds released 3. No of review done
General Assembly and Sub-Committee Meetings	Assembly members, Zonal Council Members, HODs, CSOs Disability groups,	1.Get them to appreciate and make inputs into the DMTDP & Budget 2.Update them on the status of implementation of the DMTDP	MCE's address, PPT presentations by MPO	Quarterly	MCE/MCD/MPO	1. No. general assembly and subcommittee meeting organized 2. Attendance
Information sharing through electronic media	Internal and external stakeholders	Share information on the implementation of the DMTDP& Budget	Assembly Web site Social media site KbMA Facebook, News Letters Flyers Radio Discussion Notice Board	Weekly and Quarterly	MIS/DCC/C SU/HOD/MPCU	1. No. of radio programs organized. 2. No of updates made on social media 3. No. of notice board Erected
Submission of progress reports	1.NDPC, 2. RPCU, 3. DPs 4. disability groups 5.gender base groups 6. Zonal council Members.	Reporting on DMTDP implementation and M&E activities	Delivery of hard & soft reports through the RPCU	End of: April, July, October & January and on demand	MCD/MPO/MPCU	1.No of reports submitted

Source: MPCU-KWMA, 2025.

List of Appendices

Appendix 1: knowledge Mapping Matrix

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
1	<p>Local Government Administration</p> <ul style="list-style-type: none"> ➤ Structure and Functions of the Assembly ➤ Roles of Political and Administrative heads ➤ Interplay between local and central government 	MCE, MCD HoDs	<p>Local Governance Act, 2016 (Act 936)</p> <p>Constitution of Ghana (Chapter 20)</p> <p>MLGDRD Policy Documents</p> <p>Civil/Public Service Training Manuals</p>	<p>Limited understanding of recent amendments to the Local Governance Act (Act 936)</p> <p>Poor appreciation of the separation of powers between political heads (MCE) and administrative heads (Coordinating Director)</p> <p>Weak capacity to manage interdepartmental collaboration</p>
2	<p>Development Planning and Budgeting</p> <ul style="list-style-type: none"> ➤ Medium Term Development Planning (MTDP) ➤ Annual Action Plans ➤ Composite Budgeting ➤ District Development Data Collection; DDDP 	Municipal Planning Officer Budget Officer Coordinating Director	<p>NDPC Guidelines (MTDPF)</p> <p>Public Financial Management Act, 2016 (Act 921)</p> <p>Ministry of Finance Composite Budget Manual</p>	<p>Inadequate skills in evidence-based planning and data analysis</p> <p>Difficulty aligning District Plans with National Medium-Term Development Policy Framework (MTDPF)</p> <p>Weak use of participatory planning approaches at the grassroots</p>
3	<p>Legal and Regulatory Framework within</p> <ul style="list-style-type: none"> ➤ Relevant Acts and Legislative Instruments ➤ Assembly bye-laws development and enforcement ➤ Procurement procedures 	MCD Legal Officer Procurement Officer	<p>Local Governance Act (Act 936)</p> <p>Public Procurement Act (Act 663, as amended)</p> <p>Assembly Bye-laws</p> <p>Financial Administration Act (Act 654)</p>	<p>Limited awareness of updated legal instruments</p> <p>Poor capacity to draft enforceable bye-laws</p> <p>Weak enforcement and compliance mechanisms at the Assembly level</p>
4	<p>Public Financial Management Internally Generated Funds (IGF)</p> <p>Financial reporting and auditing</p> <p>Revenue mobilization and management</p>	Finance Officer Internal Auditor Budget Officer Coordinating Director	<p>Public Financial Management Act (Act 921)</p> <p>CAGD Financial Procedures Manual</p> <p>Internal Audit Agency Guidelines</p>	<p>Insufficient understanding of the Public Financial Management Act (Act 921) and IGF regulations</p> <p>Weak internal controls and audit follow-up mechanisms</p> <p>Delays in preparing and submitting financial statements</p> <p>Poor revenue forecasting and mobilization strategies</p>
5	<p>Monitoring and Evaluation (M&E)</p> <ul style="list-style-type: none"> ➤ M&E tools and indicators 	<p>Planning Officer</p> <p>HoDs</p>	<p>NDPC M&E Guidelines</p> <p>Annual Progress Report Templates</p>	<p>Low capacity in designing performance indicators and conducting impact evaluations</p>

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
	<ul style="list-style-type: none"> ➤ Data collection and reporting ➤ Performance measurement and reporting 		Ghana Statistical Service (GSS) data collection frameworks	Over-reliance on manual data collection instead of digital tools Inconsistent submission of Annual Progress Reports (APRs) to NDPC Weak feedback loops for learning and adaptation
6	<p>Community Engagement and Participatory Governance</p> <ul style="list-style-type: none"> ➤ Stakeholder mapping ➤ Participatory planning and budgeting ➤ Grievance redress and feedback mechanisms 	MPO, ISD Social Welfare & Community Development Officer Assembly Members	Local Government Service Training Manuals District Assembly Operational Manuals Civil Society Organization (CSO) toolkits	Tokenistic engagement of community members in planning and budget processes Limited use of local languages and inclusive tools during townhall meetings Poor grievance redress mechanisms and citizen feedback tracking
7	<p>Environmental Health and Sanitation</p> <ul style="list-style-type: none"> ➤ Waste management ➤ Public health inspection ➤ Water and sanitation regulations 	Environmental Health Officer Waste Management Officer Public Health Officers	Environmental Sanitation Policy Guidelines from the Environmental Protection Agency (EPA) Ghana Health Service protocols WHO sanitation standards	Poor enforcement of sanitation bye-laws Lack of data on waste generation and disposal Inadequate technical knowledge on climate resilience and public health linkages Weak inter-agency collaboration with EPA and GHS
8	<p>Infrastructure and Works</p> <ul style="list-style-type: none"> ➤ Feeder road and urban road planning ➤ Building permit systems ➤ Public works maintenance 	Municipal Works Engineer Physical Planning Officer Roads Engineer	Department of Urban Roads manuals Ghana Building Code Physical Planning Department Standards	Poor knowledge of urban planning standards and building codes Inadequate supervision of local contractors and procurement irregularities Limited training in climate-smart infrastructure and maintenance planning
9	<p>Disaster Risk Reduction and Emergency Management</p> <ul style="list-style-type: none"> ➤ Disaster preparedness and response ➤ Risk assessment ➤ Safety protocols and drills 	NADMO Coordinator Planning Officer Social Welfare Officer	National Disaster Management Organisation (NADMO) policies District Disaster Management Plans United Nations and Red Cross manuals	Weak capacity in risk mapping and contingency planning NADMO Units often undertrained and under-resourced Low public education and simulation practice in disaster-prone communities
1	<p>Human Resource and Administrative Management</p> <ul style="list-style-type: none"> ➤ Public service ethics ➤ Performance appraisals ➤ Records and registry management 	Human Resource Officer Coordinating Director Departmental Heads	Local Government Service Secretariat (LGSS) HR policy frameworks Office of the Head of Local Government	Poor knowledge of Local Government Service HR policies Lack of performance appraisal tools tailored for local government

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
			Service (OHLGS) Training Manuals Civil Service Code of Conduct	Weak support for staff capacity development and retention strategies
1	ICT and Digital Governance <ul style="list-style-type: none"> ➤ Use of MIS systems for planning, budgeting and service delivery ➤ Digital platforms for citizen engagement ➤ Cybersecurity and data protection 	IT Officer MIS Officer Coordinating Director	Ghana.gov platform user guidelines GIZ e-governance manuals Data Protection Commission regulations District Development Data Platform Manuals	Low digital literacy among staff Poor adoption of digital platforms (e.g., Ghana.gov) Lack of cybersecurity protocols and data protection awareness Outdated IT equipment and weak internet connectivity

Source: MPCU-KMWA, 2025.

Appendix 2: Competency Matrix for Learning

Competence	Training Programme	Evaluation Criteria	Learning Objective
Knowledge Management & Documentation	Training on records management, knowledge mapping, digital archiving	Accuracy of records kept, timeliness of updates, ability to retrieve information	To strengthen institutional memory and improve decision-making
Project Planning & Management	Workshops on project cycle management, logical framework approach (LFA), and M&E	Completion of project work plans, alignment with MTDP, quality of reports submitted	To enhance capacity in planning, implementing, and monitoring development projects
Financial Management & Revenue Mobilization	Training on budgeting, IGF mobilization strategies, and financial accountability	Increased IGF collection rates, audit compliance, proper use of financial tools	To improve financial discipline and enhance resource mobilization
Participatory Governance & Community Engagement	Capacity building in stakeholder engagement, facilitation of community action plans (CAPs)	Level of community participation, inclusiveness of decision-making, citizen feedback	To promote inclusive planning and strengthen local ownership of development initiatives
Disaster Risk Reduction & Climate Resilience	Training in disaster preparedness, climate adaptation, early warning systems	Response time to disasters, preparedness scorecards, community resilience indicators	To reduce vulnerability and enhance community resilience to disasters and climate shocks
ICT & Digital Literacy	Training on data management systems, GIS, MS Office, and e-governance platforms	Staff ability to use ICT tools, adoption of e-reporting systems, reduced manual errors	To promote digital transformation and efficiency in service delivery
Leadership & Change Management	Leadership and team management workshops, conflict resolution training	Demonstrated leadership in teams, improved staff morale, reduced workplace conflicts	To build effective leadership skills for managing change and driving performance
Monitoring, Evaluation & Learning (MEL)	Training on results-based M&E, indicator	Quality of M&E reports, evidence of adaptive	To strengthen evidence-based planning, reporting, and accountability

Competence	Training Programme	Evaluation Criteria	Learning Objective
	development, data analysis & reporting	learning, integration of lessons learned	

Source: MPCU-KMWA, 2025.

Appendix 3: Climate Change and Environmental Sustainability -Sustainability Environmental Assessment (SEA)

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
Sustainability Test						
Programme: Climate Change and Environmental Sustainability						
<u>Effects of Natural Resources</u>						
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4 5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4 5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4 5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4 5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4 5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4 5
<u>Effects on Social and Cultural Conditions</u>						
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4 5
Health and wellbeing: <i>Activities should benefit the work force, and local</i>	Number of people exposed to water borne disease, or lacking adequate	(0)	1	2	3	4 5
<i>communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	food and shelter to be assessed					
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4 5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4 5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	4 5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4 5

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Sustainability Test							
Programme: Climate Change and Environmental Sustainability							
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 4: Climate Change and Environmental Sustainability - Sustainability Test: Record Sheet

Description of Program: Climate Change and Environmental Sustainability		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	5	Strongly supports the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	5	Strongly supports the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	5	Strongly supports the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	5	Strongly supports the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	5	Strongly supports the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aims
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well being nutrition, shelter, education and cultural well being	4	Supports the aim
Gender: Activities should empower women	3	Has neutral effects on the aim
Job Creation: Activity should create jobs for local people particularly women and young people	4	Supports the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	4	Supports the aim
Access to Land Activity should improve access to land	4	Supports the aim
Access to Water Activity should improve access to water	5	Strongly supports the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	5	Strongly supports the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourage and stable conditions of economic growth	4	Supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim

Description of Program: Climate Change and Environmental Sustainability		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly supports the aim

Source: MPCU-KWMA, 2025

Appendix 5: Disaster Management Programme -Sustainability Environmental Assessment (Sea)

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Sustainability Test							
Programme: Disaster Management Programme							
Effects of Natural Resources							
Protected Areas and Wildlife: <i>Should be conserved and this resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Sustainability Test							
Programme: Disaster Management Programme							
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	s

Appendix 6: Disaster Management Programme -Sustainability Test: Record Sheet

Description of Program: Disaster Management Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
<i>EFFECTS ON NATURAL RESOURCES</i>		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	4	Support the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	4	Support the aim
Energy the activity should be encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	4	Support the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	4	Support the aim
Rivers and Water Bodies Should retained their natural character	5	Strongly support the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Support the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well being nutrition, shelter, education and cultural well being	4	Support the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation: Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly supports the aim
Access to Land: Activity should improve access to land	3	Has neutral effects on the aim
Access to Water: Activity should improve access to water	4	Support the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	3	Has neutral effects on the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	5	Strongly support the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	4	Support the aim

Description of Program: Disaster Management Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	4	Supports the aim
Inadequate Office The Activity should be improved	4	Supports the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 7: Transport Infrastructure and Road Safety Improvement -Sustainability Environmental Assessment (SEA)

Sustainability Test								
Programme: Transport Infrastructure and Road Safety Improvement								
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS		PERFORMANCE MEASURE					
<u>Effects of Natural Resources</u>								
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps		(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps		(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified		(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified		(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials		(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set		(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>								

Sustainability Test							
Programme: Transport Infrastructure and Road Safety Improvement							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Character: Cohesion of local communities should be enhanced where practicable	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: Activity should empower women	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people	Number of people to be employed	(0)	1	2	3	4	5
Participation: Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: Drought, bushfires flood crises and epidemics should be reduced	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: The PPP should result in the raw use materials and services from local industries where possible	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor	Description of investment strategy	(0)	1	2	3	4	5

Sustainability Test							
Programme: Transport Infrastructure and Road Safety Improvement							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	s

Source: MPCU-KWMA, 2025

Appendix 8: Transport Infrastructure and Road Safety Improvement -Sustainability Test: Record Sheet

Description of Program: Transport Infrastructure and Road Safety Improvement		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	3	Has neutral effects on the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well being nutrition, shelter, education and cultural well being	3	Has neutral effects on the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation	3	Has neutral effects on the aim

Description of Program: Transport Infrastructure and Road Safety Improvement		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Activity should create jobs for local people particularly women and young people		
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	5	Strongly supports the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	3	Has neutral effects on the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	4	Supports the aim
Inadequate Office The Activity should be improved	4	Support the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 9: Spatial Development Programme- Sustainability Environmental Assessment (SEA)

Sustainability Test		
Programme:		
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
Effects of Natural Resources		

Sustainability Test							
Programme:							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5

Sustainability Test							
Programme:							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 10: Spatial Development Programme - Sustainability Test: Record Sheet

Description of Program: Spatial Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	4	Support the aim

Description of Program: Spatial Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	5	. Strongly support the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well being nutrition, shelter, education and cultural well being	3	Has neutral effects on the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	4	Supports the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	4	Support the aim
Access to Land Activity should improve access to land	5	Strongly support the aim
Access to Water Activity should improve access to water	4	Support the aim
Access to Transportation Activity should improve access to transport	5	Strongly supports the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	4	Supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	4	Supports the aim
Local investment of Capital	3	Has neutral effects on the aim

Description of Program: Spatial Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour		
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	4	Supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly supports the aim

Source: MPCU-KWMA, 2025

Appendix 11: Local Economic Development Programme - Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Local Economic Development Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
Effects of Natural Resources									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps			(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified			(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified			(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials			(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set			(0)	1	2	3	4	5
Effects on Social and Cultural Conditions									
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed			(0)	1	2	3	4	5

Sustainability Test							
Programme: Local Economic Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							

Sustainability Test							
Programme: Local Economic Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines. The activity should be improved	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 12: Local Economic Development Programme -Sustainability Test: Record Sheet

Description of Program: Local Economic Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	4	Support the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	4	Support the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well being nutrition, shelter, education and cultural well being	5	Supports the aim

Description of Program: Local Economic Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Gender Activities should empower women	4	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	5	Strongly support the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	5	Strongly supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	4	Supports the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	5	Strongly supports the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	5	Strongly supports the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 13: Agriculture Modernization and Post-Harvest Management Programme -Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Agriculture Modernization and Post-Harvest Management Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<u>Effects of Natural Resources</u>							
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5

Sustainability Test							
Programme: Agriculture Modernization and Post-Harvest Management Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 14: Agriculture Modernization and Post-Harvest Management -Sustainability Test: Record Sheet

Description of Program: Agriculture Modernization and Post-Harvest Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	5	Strongly support the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	5	Strongly support the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	4	Support the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	4	Support the aim
Rivers and Water Bodies Should retained their natural character	4	Support the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	5	Strongly supports the aim
Gender Activities should empower women	5	Strongly supports the aim
Job Creation Activity should create jobs for local people particularly women and young people	5	Strongly support the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	5	Strongly supports the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	4	Supports the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim

Description of Program: Agriculture Modernization and Post-Harvest Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	5	Strongly supports the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	5	Strongly supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	4	Supports the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	5	Strongly supports the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	5	Strongly supports the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	4	Supports the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	4	Supports the aim

Source: MPCU-KWMA, 2025

Appendix 15: Tourism promotion programme -Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Tourism promotion programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<u>Effects of Natural Resources</u>							
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5

Sustainability Test							
Programme: Tourism promotion programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

Sustainability Test							
Programme: Tourism promotion programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Effects on Economy							
Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 16: Tourism promotion programme -Sustainability Test: Record Sheet

Description of Program: Tourism promotion programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	5	Strongly support the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	4	Supports the aim
Energy	3	Has neutral effects on the aim

Description of Program: Tourism promotion programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels		
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	4	Support the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	4	Supports the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	5	Strongly support the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	4	Supports the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	5	Strongly supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital	5	Strongly supports the aim

Description of Program: Tourism promotion programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour		
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	4	Supports the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	4	Supports the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	4	Supports the aim

Source: MPCU-KWMA, 2025

Appendix 17: Vulnerability, Social and Child Protection Programme - Sustainability Environmental Assessment (SEA)

Sustainability Test						
Programme: Vulnerability, Social and Child Protection Programme						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE		
<u>Effects of Natural Resources</u>						
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4 5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4 5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4 5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4 5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4 5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4 5
<u>Effects on Social and Cultural Conditions</u>						

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream</i>	Description of investment strategy	(0)	1	2	3	4	5

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>utilizing focal raw materials product and labor</i>							
<u>Institutional Issues</u>							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 18: Vulnerability, Social and Child Protection Programme -Sustainability Test: Record Sheet

Description of Program: Vulnerability, Social and Child Protection Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim

Description of Program: Vulnerability, Social and Child Protection Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	4	Supports the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	4	Supports the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	4	Supports the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	4	Supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	4	Supports the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	4	Supports the aim

Description of Program: Vulnerability, Social and Child Protection Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	4	Supports the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 19: Health Improvement Programme -Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Effects of Natural Resources							
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5

Sustainability Test						
Programme: Health Improvement Programme						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	5
<u>Effects on Economy</u>						
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	5
<u>Institutional Issues</u>						
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	5

Source: MPCU-KWMA, 2025

Appendix 20: Health Improvement Programme -Sustainability Test: Record Sheet

Description of Program: Health Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	4	Supports the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	4	Supports the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	5	Strongly support the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	4	Supports the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity	5	Strongly supports the aim

Description of Program: Health Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups		
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	4	Supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	4	Supports the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 21: Water, Environmental Health and Sanitation Programme -Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Water, Environmental Health and Sanitation Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
Effects of Natural Resources									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5

Sustainability Test							
Programme: Water, Environmental Health and Sanitation Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5

Sustainability Test							
Programme: Water, Environmental Health and Sanitation Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
<u>Institutional Issues</u>							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 22: Water, Environmental Health and Sanitation Programme -Sustainability Test: Record Sheet

Description of Program: Water, Environmental Health and Sanitation Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		

Description of Program: Water, Environmental Health and Sanitation Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	5	Strongly support the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	5	Strongly support the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	5	Strongly support the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	5	Strongly support the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	5	Strongly support the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	5	Strongly support the aim
Gender Activities should empower women	5	Strongly support the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	5	Strongly support the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk	5	Strongly support the aim

Description of Program: Water, Environmental Health and Sanitation Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Drought, bush fires, flood, crises and epidemics should be reduced		
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	4	Supports the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly supports the aim

Source: MPCU-KWMA, 2025

Appendix 23: Education Improvement Programme -Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Education Improvement Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
<u>Effects of Natural Resources</u>									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps			(0)	1	2	3	4	5

Sustainability Test							
Programme: Education Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

Sustainability Test									
Programme: Education Improvement Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
Effects on Economy									
Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth	Economic output to be evaluated			(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources			(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy			(0)	1	2	3	4	5
Institutional Issues									
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed			(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information			(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built			(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed			(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 24: Education Improvement Programme -Sustainability Test: Record Sheet

Description of Program: Education Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim

Description of Program: Education Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	4	Supports the aim
Gender Activities should empower women	4	Supports the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim

Description of Program: Education Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Strongly supports the aim

Source: MPCU-KWMA, 2025

Appendix 25: Youth and Sports Development Programme - Sustainability Environmental Assessment (SEA)

Sustainability Test						
Programme: Youth and Sports Development Programme						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE		
Effects of Natural Resources						
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4 5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4 5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4 5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4 5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4 5

Sustainability Test							
Programme: Youth and Sports Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5

Sustainability Test							
Programme: Youth and Sports Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
<u>Institutional Issues</u>							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 26: Youth and Sports Development Programme - Sustainability Test: Record Sheet

Description of Program: Youth and Sports Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Description of Program: Youth and Sports Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	4	Supports the aim
Gender Activities should empower women	4	Supports the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim

Description of Program: Youth and Sports Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Strongly supports the aim

Source: MPCU-KWMA, 2025

Appendix 27: Governance, Accountability and Public Safety Improvement Program - Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Governance, Accountability and Public Safety Improvement Program							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE			
Effects of Natural Resources							
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5

Sustainability Test						
Programme: Governance, Accountability and Public Safety Improvement Program						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4 5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4 5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s 5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4 5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4 5
<u>Effects on Economy</u>						
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4 5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4 5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4 5
<u>Institutional Issues</u>						
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4 5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4 5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4 5

Sustainability Test								
Programme: Governance, Accountability and Public Safety Improvement Program								
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS		PERFORMANCE MEASURE					
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed		(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 28: Governance, Accountability and Public Safety Improvement Program - Sustainability Test: Record Sheet

Description of Program: Governance, Accountability and Public Safety Improvement Program		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	4	Supports the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	4	Supports the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	4	Supports the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	4	Supports the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	4	Supports the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being	4	Supports the aim

Description of Program: Governance, Accountability and Public Safety Improvement Program		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being		
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	5	Strongly support the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines	3	Has neutral effects on the aim

Description of Program: Governance, Accountability and Public Safety Improvement Program		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
The activity should be improved		

Source: MPCU-KWMA, 2025

Appendix 29: Financial Management Programme -Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Financial Management Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Effects of Natural Resources							
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps	(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified	(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be</i>	Level of participation proposed	(0)	1	2	3	4	5

Sustainability Test						
Programme: Financial Management Programme						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<i>encouraged (especially vulnerable alluded section)</i>						
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4 5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4 5
<u>Effects on Economy</u>						
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4 5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4 5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4 5
<u>Institutional Issues</u>						
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4 5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4 5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4 5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4 5

Source: MPCU-KWMA, 2025

Appendix 30: Financial Management Programme Sustainability Test: Record Sheet

Description of Program: Financial Management Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	3	Has neutral effects on the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	5	Strongly support the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim

Description of Program: Financial Management Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	5	Strongly supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	5	Strongly supports the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	4	Supports the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 31: Sub-Structure Improvement Programme - Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Sub-Structure Improvement Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
<u>Effects of Natural Resources</u>									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps			(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified			(0)	1	2	3	4	5

Sustainability Test							
Programme: Sub-Structure Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							

Sustainability Test							
Programme: Sub-Structure Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
<u>Institutional Issues</u>							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 32: Sub-Structure Improvement Programme - Sustainability Test: Record Sheet

Description of Program: Sub-Structure Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim

Description of Program: Sub-Structure Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	3	Has neutral effects on the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	3	Has neutral effects on the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim

Description of Program: Sub-Structure Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 33: Capacity Building and Productivity Improvement Programme - Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Capacity Building and Productivity Improvement Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
Effects of Natural Resources									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps			(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified			(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified			(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials			(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set			(0)	1	2	3	4	5
Effects on Social and Cultural Conditions									

Sustainability Test							
Programme: Capacity Building and Productivity Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5

Sustainability Test									
Programme: Capacity Building and Productivity Improvement Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy			(0)	1	2	3	4	5
Institutional Issues									
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed			(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information			(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built			(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed			(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 34: Capacity Building and Productivity Improvement Programme - Sustainability Test: Record Sheet

Description of Program: Capacity Building and Productivity Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim

Description of Program: Capacity Building and Productivity Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	4	Supports the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	3	Has neutral effects on the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	3	Has neutral effects on the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim

Description of Program: Capacity Building and Productivity Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-KWMA, 2025

Appendix 35: Co-ordination, Monitoring, Evaluation and Learning Programme - Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
Effects of Natural Resources									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps			(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified			(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified			(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials			(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set			(0)	1	2	3	4	5
Effects on Social and Cultural Conditions									

Sustainability Test							
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5

Sustainability Test								
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme								
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS		PERFORMANCE MEASURE					
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy		(0)	1	2	3	4	5
Institutional Issues								
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed		(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information		(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built		(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed		(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 36: Co-ordination, Monitoring, Evaluation and Learning Programme -Sustainability Test: Record Sheet

Description of Program: Co-ordination, Monitoring, Evaluation and Learning Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution	3	Has neutral effects on the aim

Description of Program: Co-ordination, Monitoring, Evaluation and Learning Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Discharge of pollutants and waste products to the atmosphere, water and land should be avoided		
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	5	Strongly support the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	3	Has neutral effects on the aim
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	4	Supports the aim

Description of Program: Co-ordination, Monitoring, Evaluation and Learning Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly support the aim

Source: MPCU-KWMA, 2025

Appendix 37: Communication and Information dissemination - Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Communication and Information dissemination									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
Effects of Natural Resources									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps			(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified			(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified			(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials			(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set			(0)	1	2	3	4	5
Effects on Social and Cultural Conditions									

Sustainability Test							
Programme: Communication and Information dissemination							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5

Sustainability Test							
Programme: Communication and Information dissemination							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-KWMA, 2025

Appendix 38: Communication and Information dissemination -Sustainability Test: Record Sheet

Description of Program: Communication and Information dissemination		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	3	Has neutral effects on the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	5	Strongly support the aim
Health and Well Being	3	Has neutral effects on the aim

Description of Program: Communication and Information dissemination		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being		
Gender Activities should empower women	4	Supports the aim
Job Creation Activity should create jobs for local people particularly women and young people	4	Supports the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	4	Supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	4	Supports the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	3	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly support the aim

Appendix 39: Maintenance of public buildings -Sustainability Environmental Assessment (SEA)

Sustainability Test									
Programme: Maintenance of public buildings									
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS			PERFORMANCE MEASURE					
<u>Effects of Natural Resources</u>									
Protected Areas and Wildlife: <i>Should be conserved and these resource should be enhanced when practical</i>	Sensitive areas shown on maps			(0)	1	2	3	4	5
Degraded Land: <i>Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced</i>	Vulnerable areas shown on maps			(0)	1	2	3	4	5
Energy: <i>The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels</i>	Quantity and type of fuel/energy to be identified			(0)	1	2	3	4	5
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified			(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials			(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set			(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>									
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed			(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed			(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered			(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed			(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed			(0)	1	2	3	4	5

Sustainability Test						
Programme: Maintenance of public buildings						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4 5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4 5
Effects on Economy						
Growth: <i>The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4 5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4 5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4 5
Institutional Issues						
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4 5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4 5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4 5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4 5

Source: MPCU-KWMA, 2025

Appendix 40: Maintenance of public buildings - Sustainability Test: Record Sheet

Description of Program: Maintenance of public buildings		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife Should be conserved and these resources should be enhanced when practical	3	Has neutral effects on the aim
Degraded Land Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced	3	Has neutral effects on the aim
Energy the activity be should encourage efficient energy use and maximize used of renewable rather than fossil fuels	3	Has neutral effects on the aim
Pollution Discharge of pollutants and waste products to the atmosphere, water and land should be avoided	3	Has neutral effects on the aim
Use of Raw Materials All raw materials should be used with maximum efficiency	4	Supports the aim
Rivers and Water Bodies Should retained their natural character	3	Has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character Cohesion of local communities should be enhanced where practicable	5	Strongly support the aim
Health and Well Being Activities should benefit the work force, and local communities, in terms of health and well-being nutrition, shelter, education and cultural well being	3	Has neutral effects on the aim
Gender Activities should empower women	3	Has neutral effect on the aim
Job Creation Activity should create jobs for local people particularly women and young people	5	Strongly supports the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	5	Strongly support the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity	5	Strongly supports the aim

Description of Program: Maintenance of public buildings		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups		
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	4	Supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	4	Supports the aim
Local investment of Capital Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labour	4	Supports the aim
INSTITUTIONAL ISSUES		
Adherence to Democracy Poverty on the part of women should be addresses	3	Has neutral effects on the aim
Access to Information The activity should be enhanced	5	Strongly supports the aim
Inadequate Office The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly support the aim

Source: MPCU-KWMA, 2025



KWAHU WEST MUNICIPAL ASSEMBLY

P.O. Box 253, Nkawkaw - Kwahu, Ghana
Tel: 03431 - 22337 Fax: 03431 - 22542



REPUBLIC OF GHANA

Your Ref: _____

Our Ref: KIOMA/51/20/08/19

25th September, 2025.

INVITATION TO PUBLIC HEARING TO ADOPT THE 2026-2029 DISTRICT MEDIUM TERM DEVELOPMENT PLAN

The Municipal Planning Coordinating Unit (MPCU) has prepared the draft 2026-2029 MDTDP in fulfilment of the provisions in LI 2232. You are hereby invited to participate in the public hearing at the town hall meeting to discuss and adopt the plan. The meeting will also provide the platform for participants to make inputs into the plan.

The meeting is scheduled as follows:

Date: Wednesday, 1st October, 2025.
Venue: St. Michael Parish Hall, Nkawkaw.
Time: 10:00 am prompt.

Thank You.

FOR: MUN. CHIEF EXECUTIVE
(DANIEL NKUMAH)
MUN. COORDINATING DIRECTOR

DISTRIBUTION LIST

1. The Hon. Member of Parliament, Nkawkaw Constituency
2. Municipal Chief Executive
3. Municipal Coordinating Director
4. Okwahuman Youth Association
5. All Assembly Members
6. Political Party Representatives
7. Zonal Councilors (Chairperson and their Secretaries)
8. All MPCU Members / Heads of Decentralized Departments
9. Traditional Authorities
10. Representatives of Local Council of Churches.
11. Chief Imam, Nkawkaw
12. Representatives of Market Queens, Whole/Retailors, Hairdressers etc
13. Transport Unions
14. Trade Associations
15. All Heads of Department
16. Cocoa Co-operative Association
17. Auto Mechanic Association

APPENDIX 41: PUBLIC HEARING REPORT

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

DISTRICT:

KWAHU WEST MUNICIPAL ASSEMBLY

REGION: EASTERN REGION

VENUE: ST. MICHAEL PARISH HALL, NKAWKAW

DATE: 1ST OCTOBER, 2025

Introduction

Pursuance to the legislative instrument 2232, there shall be a public hearing on the draft medium term development plan, open to all citizens within the municipality. To this end, a public hearing of the draft 2026 – 2029 medium term development plan was undertaken at a town hall meeting

A. Medium of Invitation:

- ✚ Letter were used to invite specific individuals and groups including the member of parliament, zonal council and assembly members, heads of department, chiefs, trade groups and associations, pressure groups, opinion and religious leaders, etc. to the hearing.
- ✚ Announcements were equally made at the community information centers, and other public places to create awareness and invite the public to the programme.

B. Identifiable Representation at the public hearing:

- Hon. Member of Parliament
- Municipal Chief Executive
- Municipal Coordinating Director
- Traditional Authorities
- Presiding Member
- Local Council of Churches
- Private Sector / Contractors
- Vulnerable and Marginalized Groups
- Farmer-based Organization
- Trade groups (market women)
- Political Party Representatives
- Non-decentralized Departments
- Decentralized Departments
- Civil Society Organization
- Muslim Community
- The Media
- All Heads of Department

C. Total Number of Persons at the Hearing:

A total of One Hundred and Thirty-four (134) stakeholders participated in the meeting. 99 (73.9%) of them were males and 35 (26.1%) females.

Males: 99 (73.9%)

Females: 35 (26.1%)

Total 134 (100%)

D. Languages used at the Public Hearing

Two main languages were used at the hearing, Twi and English. Twi is the commonly spoken language in the Municipality and was hence used to the understanding of the majority. English was however used occasionally to explain some terms and commonly understood portions of the presentation.

E. Major Issues Discussed at the Public Hearing include the following:

- ✚ The distribution of development projects evenly across all electoral areas
- ✚ The need to facelift structures and equipment of zonal councils
- ✚ Poor road network within the municipality and its impact on livelihoods
- ✚ Increasing incidence of teenage pregnancy, substance and drug abuse in the municipality
- ✚ Communication network challenges and ways to resolve them
- ✚ Perineal flooding at the new station
- ✚ Lack of electricity in most newly developed sites
- ✚ Traffic congestion in Nkawkaw Township
- ✚ Frequent accidents on the N-6 highway and over speeding on the Abirem road
- ✚ Road repairs at Nsuta and Betrams
- ✚ Uncontrolled noise from drinking spots and some churches as night
- ✚ Assembly plans to boost private sector business
- ✚ Completion of Nkawkaw sports stadium
- ✚ Upgrade of Fodoa SHS to a boarding school

F. Main controversies and major area of complaints:

- Completion of the Nkawkaw Sports Stadium Complex (MCE refused to allow Hon. Bryan Achempong to complete it)

- Communities not connected to electricity
- The siting of development projects
- Unmotorable roads especially during raining season
- Galamsey menace and effects on school dropouts, teenage pregnancy, substance and drug abuse
- Continuous flooding of new station
- Pragyea ridder and indiscipline on the roads especially in the CBD

G. Proposals/Responses for the resolution of controversies and complaints:

- The Municipal Chief Executive gave extensive briefing on the issue, stating that the National Sports Authority requested Hon. Acheampong to submit a proposal, indicating his intentions, so that there is documentary evidence that it is a support and no individual can claim ownership of the stadium in the future. This was translated to mean a refusal of his support to the town. The MCE assured the public that the NSA is taking steps to see to its completion.
- Hon. MCE indicated that the DRIP committee has been constituted and drivers trained. The team will develop a road map that allows all communities access to the machines for the reshaping, ones there is approval from the ministry of local government for the usage of the equipment.
- Hon. MP briefed the gathering on his rural electrification project and assured them that he had secured most of the materials and will soon return to complete the ongoing connection.
- On the flooding situation of the new station, the public was informed that a team from the Ghana Hydrological authority together with the technical team from the highways authority, works, roads and planning departments have accessed the situation. Dredging had been carried out awaiting desilting of the choked drains.
- The Hon. MCE indicated the security agencies have his full backing to arrest anyone involved in galamsey. He indicated that the youth and communities can engage in responsible mining, away from water bodies. He urged all to help clamp down on the perpetrators of the galamsey in the communities.

- MCD indicated that management had a meeting with the praygea riders and will soon relocate them to the railways, in order to reduce the traffic congestion and loading in the middle of the roads in the CBD

H. Unresolved questions / queries

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


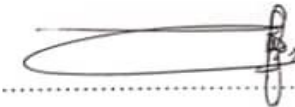


I. Brief Comment on the General Level of Participation

Generally, the public hearing was participatory and engaging. All stakeholders' present showed interest in the discussion with enthusiasm. The atmosphere gave hope that local level participation in governance and decision is the way to go. The stakeholder made proposals with reason for the relocation of some projects such as the CHPS compound from Wisiwisi to Kwahu Nsabah.

The presence of the Hon. MP, Hon. PM, Chiefs, religious leaders, leadership of organized and pressure groups ensure a fair representation of the population and the provision of appropriate information required at the right time. There were no unresolved questions or queries since rumors were cleared especially concerning the sports stadium. All the concerns of the citizens were addressed by the Hon. Municipal Chief Executive, Municipal Coordinating Director and some Heads of Departments. The stakeholders recommended for the adoption of the 2026-2029 DMTDP of the municipality.

ASSENT TO ACCEPTANCE OF PUBLIC HEARING REPORT:

SIGNATURE OF:

NAME	DESIGNATION	SIGNATURE
1. HON. TAMIMU HALIDU	MCE	
2. MR. DANIEL NKURUMAH	MCD	
3. HON. EMMANUEL KOFI BAMFO	PM	
4. HON. ROBERT AGBELEKUSI	DEV'T PLANNING SUB-COMMITTEE	
5. PAULINA AWETUA AGAAH	MPO	