11/20/2025

DRAFT MEDIUM TERM DEVELOPMENT PLAN

2026-2029 MTDP

THEME: "RESETTING-GHANA AGENDA – CREATING JOBS, ENSURING ACCOUNTABILITY AND PROMOTING SHARED PROSPERITY"

AKUAPEM NORTH MUNICIPAL ASSEMBLY

PREPARED BY MUNICIPAL PLANNING COORDINTING UNIT

AKUAPEM NORTH MUNICIPAL ASSEMBLY

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Date: 20th November, 2025

SUBMISSION OF 2026- 2029 SECOND DRAFT MEDIUM TERM DEVELOPMENT PLAN

We submit herewith, the 2026-2029 second draft Medium Term Development Plan for your kind consideration, action and retention.

Counting on your usual cooperation.

Thank you.

ALHAJI SHAMROCK ABDULAI GAFARU
MUNICIPAL COORDINATING DIRECTOR
for: **MUNICIPAL CHIEF EXECUTIVE**

THE DIRECTOR GENERAL
NATIONAL DEVELOPMENT PLANNING COMMISSION
ACCRA.

THE HON. REGIONAL MINISTER
EASTERN REGIONAL COORDINATING COUNCIL
KOFORIDUA.

ATTN: // R.E.P.O

Foreword

Akuapem North Municipal Assembly is one of the 261 Assemblies in the country established as part of government's decentralization programme to promote effective decentralized governance and speed up the development of the area. Over the years, the Assembly has performed well in the areas of infrastructure development, service delivery, and citizens' engagement, despite the many challenges that confront local government establishments in the country. The preparation of the 2026-2029 Medium-Term Development Plan (MTDP) presents an opportunity for us to project the municipality by consolidating our gains and identifying our potential, opportunities, constraints and challenges for further development. This would help transform the Assembly to the next level of excellence where jobs are created, and poverty, unemployment and income inequality gaps are reduced. The 2026-2029 MTDP proposes projects and programmes that need to be implemented in the next four years with a development focus on the development framework of the country dubbed "*Resetting–Ghana: Creating Jobs, ensuring accountability, and promoting shared prosperity*". In view of this, the municipal plan which is prepared in line with the guideline provided by NDPC and fulfills the development framework of the country focused its programmes and projects on the formulated goals, objectives, programmes and strategies aimed at addressing the identified prioritized issues. In this regard, it is envisaged that at the end of the plan period, there would be improvement in the local economic development, job creation (i.e. skills development for the unemployed youth, persons living with disability, women and the vulnerable), improvement in access to quality education, basic health care service delivery, potable water and improvement in sanitation coverage, and citizens participation in local governance. In this plan, our topmost priority is the needs and aspirations of the citizens. Our vision to create a sustainable modernized municipality in the delivery of the world class services could be achieved by ensuring that citizens own, participate actively in the governance process and the marginalized and vulnerable groups are included in the planning process for holistic development. We wish to express our appreciation to all the fine and creative people (i.e. staff, Hon. Assembly Members, traditional rulers and citizens) who contributed at the various stages of the preparation of the plan and continue to count on their support to make this plan a success.

HON. JOHN EVANS KUMORDZI
MUNICIPAL CHIEF EXECUTIVE

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List of Acronyms

AAP	Annual Action Plan
AIDS	Acquired Immune Disease Syndrome
ANMA	Akuapem North Municipal Assembly
BECE	Basic Education Certificate Examination
BRC	Business Resource Centre
CHPS	Community-Based Health Planning and Services
CHRAJ	Commission of Human Rights and Administrative Justice
CSOs	Civil Society Organizations
DACF	District Assembly Common Fund
DACF RFG	District Assembly Common Fund Response Factor Grant
DFMC	Disability Fund Management Committee
DMTDP	District Medium Term Development Plan
DOVVSU	Domestic Violence and Victim Support Unit
DPs	Development Partners
DSW&CD	Department of Social Welfare and Community Development
DVGs	Disaster Volunteer Groups
FBOs	Farmer Based Organizations
GET Fund	Ghana Education Trust Fund
GIZ	German Development Cooperation
GNFS	Ghana National Fire Service
GoG	Government of Ghana
GPS	Ghana Police Service
HIV	Human Immune Virus
HRM	Human Resource Manager
IGF	Internally Generated Fund
ISD	Information Service Department
JHS	Junior High School
LEAP	Livelihood Empowerment Against Poverty
LI	Legislative Instrument
MBA	Municipal Budget Analyst
MDA	Municipal Director of Agric
MDHS	Municipal Director of Health Service
MDPO	Municipal Development Planning Office
MED	Municipal Education Directorate
MEHU	Municipal Environmental Health Unit
MFO	Municipal Finance Office
MLGRD	Ministry of Local Government and Rural Development
MoGSCP	Ministry of Gender, Children and Social Protection
MOFA	Ministry of Food and Agriculture
MPCU	Municipal Planning Coordinating Unit
MTDP	Medium Term Development Plan
MUSEC	Municipal Security Committee
NACP	National AIDS Control Programme
NADMO	National Disaster Management Organization

NBSSI	National Board for Small Scale Industries
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organization
NHIS	National Health Insurance Scheme
NMTDPF	National Medium Term Development Policy Framework
OPD	Out-Patient Department
PBB	Programme Based Budgeting
PMTCT	Prevention of Mother-To-Child Transmission
POA	Programme of Action
PO	Procurement Officer
PPA	Public Procurement Authority
PPD	Physical Planning Department
PWD	Persons With Disability
SHS	Senior High School
SISOs	School Improvement Support Officers
SMEs	Small & Medium Enterprises
TB	Tuberculosis

Executive Summary

Pursuance to sections 12 and 13 of the Local Governance Act, 2016, Act 936 stipulates that a District Assembly shall exercise deliberative, legislative and executive function. A district assembly shall be responsible for the overall development of the district and shall ensure the preparation and submission to the National Development Planning Commission (NDPC) through the Regional Coordinating Council (RCC) for approval of the development plan and budget for the district medium term.

In fulfilling the above functions, a plan preparation team was formed and tasked to prepare the Medium-Term Development Plan (MTDP) spanning from 2026 through to 2029 and based on the National Medium-Term Development Policy Framework to replace the earlier one prepared.

This current Medium Term Development Plan (2026-2029) is based on the guidelines and the guiding principles of the National Development Planning Commission (NDPC). The plan is to help identify the municipal problems, design programmes and projects to solve the problems and implement the programmes and projects through stakeholder participation to help create wealth and reduce, among other issues such as poverty and unemployment in the municipality.

All the steps provided to guide the process of preparing the plan were followed. A participatory process was adopted in the preparation stemming from the plan preparation team (i.e., Agric, Works, Budget, Finance, SWCD, PPD, Health, Education) which comprised of diverse departments and units representing different interests and groups. The MPCU had meetings with other stakeholders such as youth groups, women groups, traditional authorities, NGOs etc.

The plan was prepared using qualitative and quantitative data gathered from the field and other relevant documents i.e., 2021 PHC reports, reports from various departments and units, NDPC planning guidelines, among others. Qualitative data was gathered through focus group discussions held at the zonal council level. There was extensive collaboration with other institutions within the municipality, i.e., health, education, security services, NCCE, MSMEs etc.

The 2026-2029 MTDP proposes projects and programmes that need to be implemented in the next four years with a development focus on the development framework of the country dubbed "Resetting–Ghana: Creating Jobs, ensuring accountability, and promoting shared prosperity". In view of this, the municipal plan which is prepared in line with the guideline provided by NDPC and fulfils the development framework of the country focused its programmes and projects on the formulated goals, objectives, programmes and strategies aimed at addressing the identified prioritized issues. The plan focuses on fourteen (14) formulated development programmes i.e., Agriculture modernization and post-harvest management programme, Local economic development programme, Education improvement programme, Youth and sports development programme among others.

The plan is organized into eight main chapters, the contents of which conform to the Commission's guideline. Chapter one outlines the background of the Assembly i.e. the Assembly's vision, mission, functions, mandate, core values as well as organizational structure and the geographical boundaries of the municipality; Chapter Two deals with the situational analysis of the Assembly which provides performance on development outcomes, analysis of financial performance, analysis of existing conditions i.e. analysis of issues relating to demographic and physical characteristics, economy, social, environment, governance, emergency preparedness and response as well as list of development issues using the SWOT analysis and estimated future development needs; Chapter Three also covers the key development issues of the municipality, prioritization criteria and the alignment of local prioritized issues with the five national prioritized SDGs targets whereas; Chapter Four focuses on development goals, objectives, strategies and programmes linked to the national objectives while ensuring integration with spatial development and land use planning; Chapter Five covers development programmes for the plan period, programme financing matrix and revenue generation measures as well as strategic environmental assessment of formulated programmes; Chapter Six focused on the Annual Action Plans for the four years planning period; whiles Chapter Seven deals with Monitoring and Evaluation, stakeholders analysis, a knowledge management and learning framework. Finally, Chapter Eight deals with communication strategies.

The MTDP covers a period of four years with an estimated budget of ***One Hundred and Two Million, Eight hundred and Fourteen Thousand, One Hundred and Eighty-Three Ghana Cedis Seventy-Four Pesewas (GH¢ 102,814,183.74).*** This amount is expected from the projected revenue sources, i.e., IGF, DACF, DACF RFG and of course support from NGOs and Development Partners for the planned period.

Chapter One: General Introduction

1.1 General Introduction

The production of this document 2026-2029 Medium Term Development Plan is based on the guidelines and the guiding principles of the National Development Planning Commission (NDPC). The plan aims to identify the municipality's problems, designing programmes and projects and implementing the programmes and projects through stakeholder participation to solve the problems bedevilling the municipality such as poverty and unemployment among others and create wealth in the municipality.

According to the National Development Planning (System) Regulations, 2016 (L.I 2232), section 1, a district planning authority, through the district planning coordinating unit, shall commence the preparation of a district development plan based on the national development policy framework and guidelines issued by the Commission.

This chapter of the Plan provides a brief background of the Akuapem North Municipal Assembly. It outlines the vision, mission, functions, mandate, core values, organizational structure and the geographical settings of the municipality which is supported by a locational map.

1.2 Establishment

The Akuapem North Municipal Assembly (ANMA) was created as a District Assembly by Legislative Instrument (L.I) 1430 in 1988 under the decentralization system to take control of the day-to-day running of the Municipality. In 2012, it was elevated to the status of a Municipality by Legislative Instrument (L.I) 2124. As a result of the creation of the new Okere District Assembly out of the Akuapem North Municipal Assembly, the Municipality now operates under the Legislative Instrument (L.I) 2306 in 2017.

1.3 Vision

The vision of the Municipal Assembly is to create a sustainable modernized Municipality in the delivery of world class services.

1.4 Mission

The Municipal Assembly exists 'to improve the living conditions of the people through efficient mobilization and equitable distribution of resources to enhance local development'.

1.5 Functions of the Assembly

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

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

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

1.6 Mandate

The mandate of the Akuapem North Municipal Assembly is derived from various provisions in the country. The provisions include Article 240 of the 1992 Constitution of Ghana, which establishes the decentralized local government system. The Local Governance Act, 2016 (Act 936), which grants Assemblies the authority to plan, implement, and manage development activities. The National Development Planning (System) Act, 1994 (Act 480), which guides the preparation and implementation of development plans.

Through this mandate, the Assembly serves as the Planning Authority responsible for coordinating development initiatives within the Municipality.

1.7 Core values

In the quest towards our strategic vision and the achievement of our mission, the Akuapem North Municipal Assembly is guided by these shared values i.e., Professionalism, Accountability, Client Focus, Transparency, Teamwork, Integrity and Punctuality.

1.8 Organizational structure of Akuapem North Municipal Assembly

The Assembly operates through a decentralized structure headed by the Municipal Chief Executive (MCE), who is the political and administrative head. The MCE works closely with the Presiding Member, who chairs Assembly meetings, and the Municipal Coordinating Director (MCD), who oversees day-to-day administrative operations of the Assembly. The structure includes:

- Decentralized departments such as Health, Education, Agriculture, Social Welfare and Community Development, Works etc.
- Statutory sub-committees including the Executive Committee, Development Planning Sub-committee, Finance and Administration Sub-committee, among others.
- Zonal Council and Unit Committees at the sub-municipal level.

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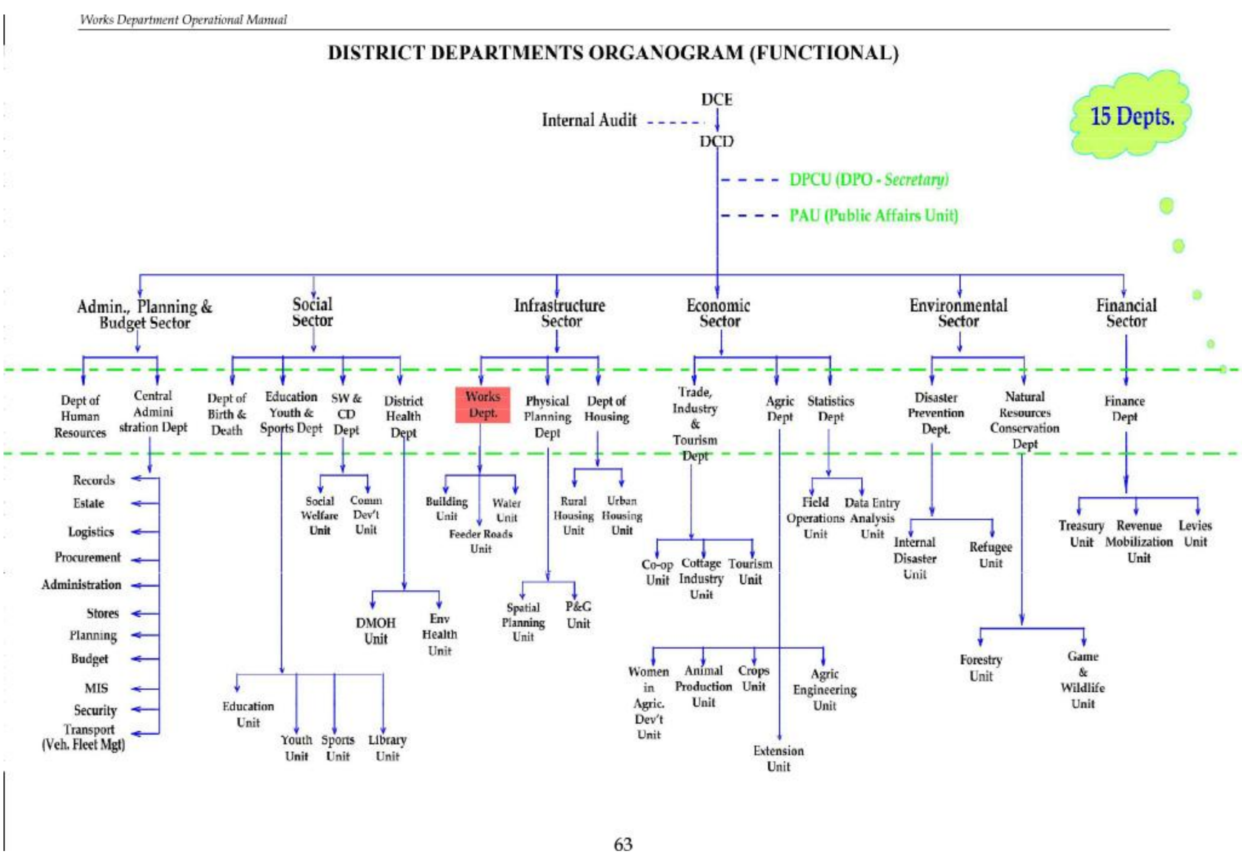

Figure 0.1 Organogram of Akuapem North Municipal Assembly

Geographical location of Akuapem North Municipal Assembly

The Akuapem North Municipal Assembly is located in the south-eastern part of the eastern region of Ghana, which is about 58km from the Greater Accra Region. It is bounded to the northeast by Okere District, to the northwest by New Juaben South and Suhum Municipalities, to the southeast by Shai Osudoku District and Kpone Katamanto Municipal all in the Greater Accra

Region and to the southwest by Akuapem South Municipal. Proximity of the municipality to both national and regional capitals has positively and negatively affected socio-economic interaction in terms of trade.

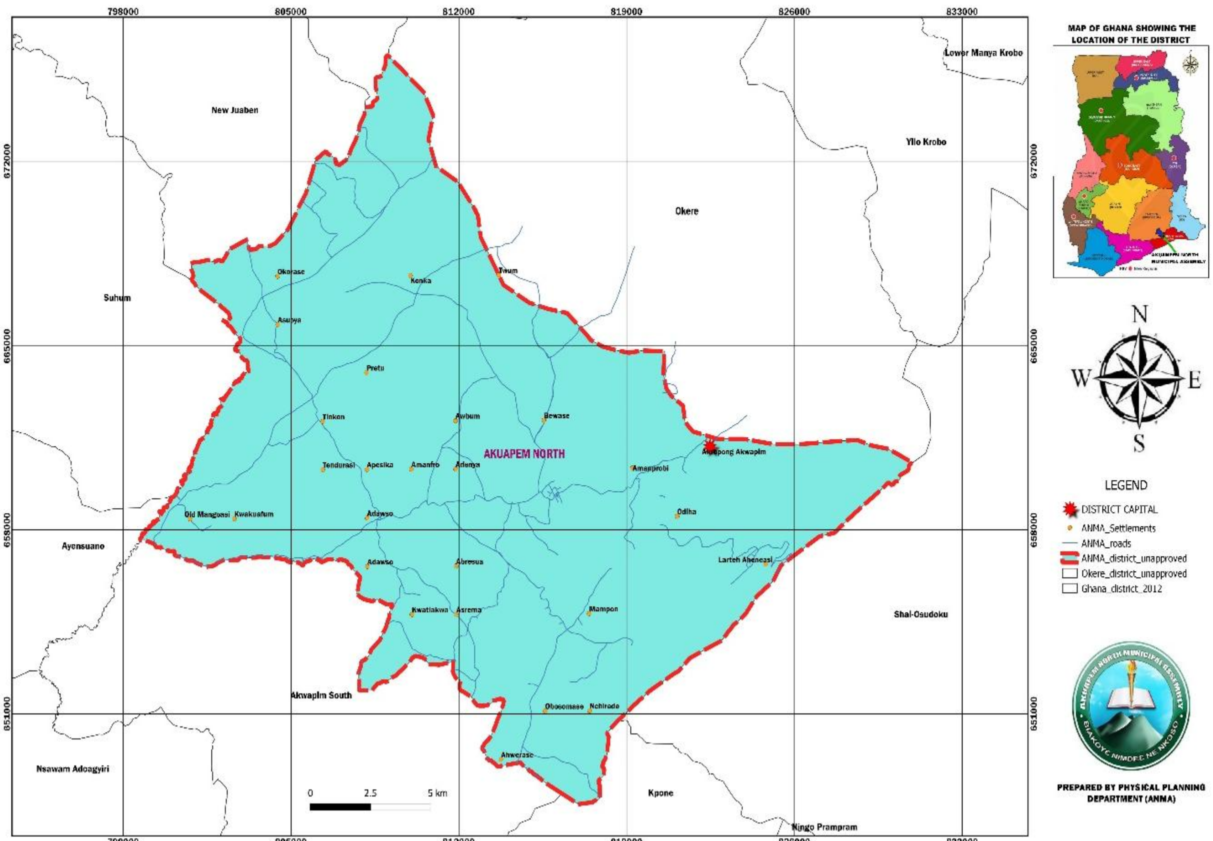

Figure 0.2 Map of Akuapem North Municipality

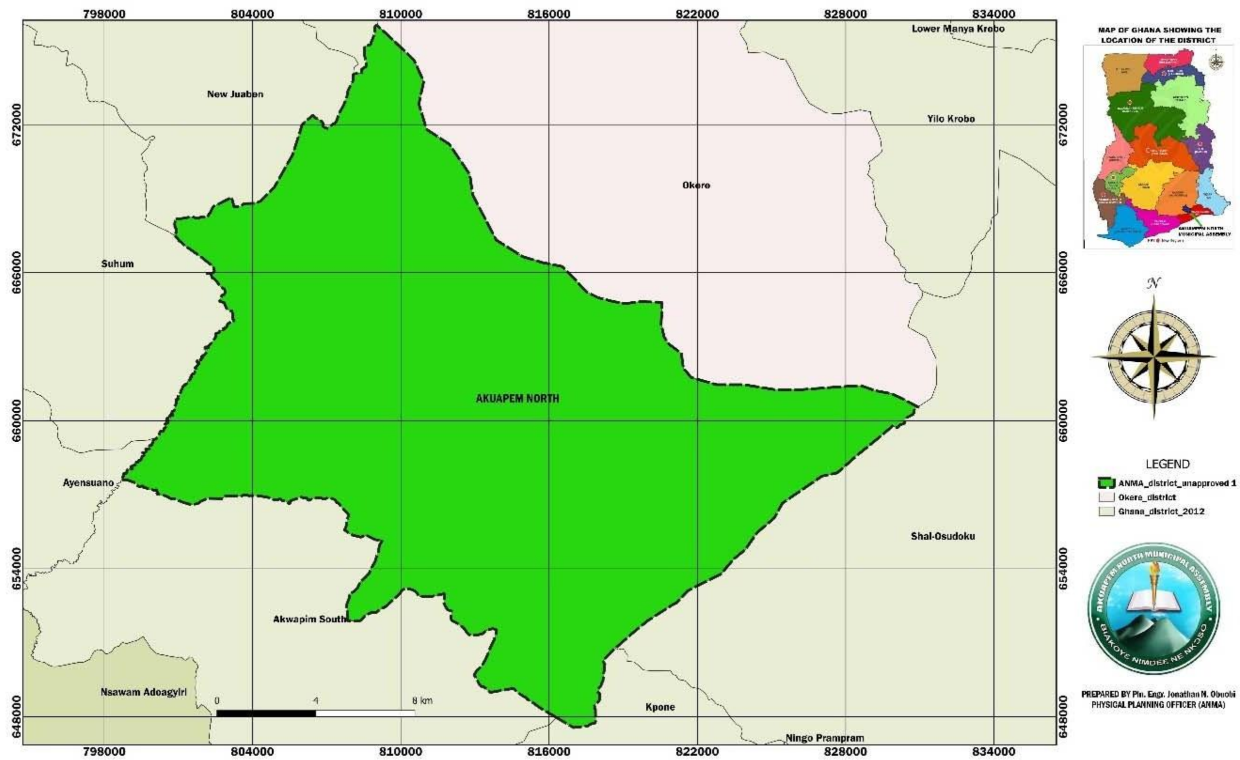

Figure 0.3 Map of Akuapem North Municipality, Regional Context

1.9 Structure of the plan

The plan is organized in eight main chapters; the contents of which conform to the Commission's guideline. Chapter one outlines the background of the Assembly i.e. the Assembly's vision, mission, functions, mandate, core values as well as organizational structure and the geographical boundaries of the municipality while Chapter two presents the situational analysis of the Assembly which includes performance on development outcomes, analysis of financial performance, analysis of existing conditions which include analysis of issues relating to demographic and physical characteristics, economy, social, environment, governance, emergency preparedness and response as well as list of development issues using the SWOT analysis and estimated future development needs. Chapter three outlines key development issues of the municipality, prioritization criteria and the alignment of local prioritized issues with the five national prioritized SDGs targets whereas Chapter four covers development goals, objectives, strategies and programmes linked to the national objectives while ensuring integration with spatial development and land use planning. Moreover, Chapter five, six and seven outlines the composite development programmes, Annual Action Plans and Monitoring and Evaluation respectively. Finally, Chapter eight deals with communication strategies.

Chapter Two: Situational Analysis

2.1 Introduction

Consistent with the planning guidelines, the Assembly's performance in the implementation of the 2022-2025 Medium Term Development Plan, under An Agenda for Jobs: Creating Prosperity and equal opportunity for all II was reviewed to ascertain progress made based on outcome and impact indicators, relevant lessons learnt and way forward for the ensuing MTDP. The source of information for the review comprised progress reports, monitoring reports, evaluation reports and baseline study reports.

The review was conducted by meetings with the relevant stakeholders, including sub district structures, to collect and collate relevant data to ascertain their levels of achievement for the plan period. Table 2.1 shows the levels of achievement of set targets for the various departments and units based on the following six development dimensions i.e., economic, social, environment, infrastructure and human settlement, governance, corruption and public accountability, emergency preparedness and response and implementation, coordination, monitoring and evaluation. It further gives the indicator for measuring the development dimension. It also gives the baseline achievement of the indicator, the target for the plan implementation period (2022-2025) as well as the cumulative achievements as of 2024 and remarks.

Table 0.1 Performance Review

Development dimension	Indicator	Baseline (2021)	2022-2025 Medium Term target	Cumulative achievements		Remarks
				Year	Data	
	Total output in agricultural production					
	Maize	16,075	55,812.40	2024	50,167.35	Annually
	Cassava	317,843	1,398,585.37	2024	977,488.7	Annually
	Plantain	15,621	68,741.88	2024	44,735.0	Annually
	Sheep	1,551	7,924	2024	5,130.0	Annually
	Goat	3,517	16,117	2024	11,154.0	Annually
	Pig	520	2,651	2024	1,781.0	Annually
	Maize	2.50	2.75	2024	2.80	Annually
	Cassava	33.38	36.72	2024	35.87	Annually
	Plantain	13.18	14.50	2024	14.01	Annually
	Maize	N/A	10%	2024	12%	Annually
	Cassava	N/A	10%	2024	7.45%	Annually

Development dimension	Indicator	Baseline (2021)	2022-2025 Medium Term target	Cumulative achievements		Remarks
				Year	Data	
Economic Development	Plantain	N/A	10%	2024	6.29%	Annually
	Sheep	N/A	10%	2024	230.8%	Annually
	Goat	N/A	10%	2024	217.1%	Annually
	Pig	N/A	10%	2024	242.5%	Annually
	Percentage of farmers with improved knowledge on best agricultural practices	50.78%	100%	2024	51.3%	Annually
	Percentage of farmers who apply improved agricultural technology	45.31%	100%	2024	50.9%	Annually
	Percentage of youth engaged in agricultural activities	N/A	100%	2024	31%	Annually
	Percentage of women engaged in agricultural activities	32.5%	50%	2024	35%	Annually
	Percentage of farmers engaged in planting for export and rural development	N/A	100%	2024	12.8%	Beneficiaries from 2022 to 2024
	Percentage of farmers engaged in planting for food and jobs	N/A	100%	2024	8.9%	Registered but inputs not received
	Percentage of farmers with access to Agric Extension Services	63%	100%	2024	28%	Using FAO standards
	Percentage of women groups provided with access to agro processing machinery	25%	75%	2024	25%	
	Percentage of farmers sensitized on livestock and local poultry vaccination	25%	50%	2024	25%	
Economic Development	Percentage increase in number of private businesses in the municipality	195%	130%	2024	450%	
	Percentage increase in number of registered medium and small-scale enterprises	10%	170%	2024	180%	
	Percentage increase in SMEs with access to credit facilities	15%	66.6%	2024	25%	
	Percentage of SMEs counselled on their business development	150%	246.6%	2024	520%	
	Percentage increase in employment opportunities created through REP	100%	600%	2024	700%	
	Percentage increase in new businesses created through REP	45%	557.7%	2024	296%	
	Percentage increase in manufacturing industries in the municipalities	2%	10%	2024	4%	
	Percentage increase in jobs provided in the manufacturing industries	5%	30%	2024	26%	
	Percentage increase in number of tradesmen / women who have written NVTI exams	8%	30%	2024	23%	
	Percentage increase in number of youths trained in income generating activities	56%	400%	2024	381%	
	Percentage of tourist sites developed	2%	10%	2024	4%	
Social Development	Net enrolment ratio					
	Kindergarten	71.2	90.1	2024	96.9	
	Primary	94.7	95.1	2024	96.1	
	JHS	52.4	55.1	2024	56.5	

Development dimension	Indicator	Baseline (2021)	2022-2025 Medium Term target	Cumulative achievements		Remarks
				Year	Data	
	Gender Parity Index					
	Kindergarten	1.04	1.04	2024	1.1	
	Primary	0.95	0.99	2024	1.1	
	JHS	0.98	0.99	2024	0.99	
	SHS	1.50	1.55	2024	1.60	
	Completion Rate					
	Kindergarten	94.9	95.1	2024	98.5	
	Primary	96.8	97.1	2024	98.2	
	JHS	95.5	95.1	2024	94.4	
	SHS	98.2	98.5	2024	98.5	
	Gross Enrolment Ratio					
	Kindergarten	118.2	120.1	2024	124.54	
	Primary	120.5	121.1	2024	119.4	
	JHS	108.1	110.0	2024	110.13	
	SHS	248.8	250.1	2024	250.3	
	Net Admission Ratio					
	Kindergarten	60.5	62.1	2024	65.7	
	Primary	50.7	51.1	2024	52.8	
	JHS	14.6	15.1	2024	17.75	
	SHS	61.2	65.1	2024	73.83	
	Gross Admission Ratio					
	Kindergarten	123.6	124.1	2024	124.3	
	Primary	125.0	126.1	2024	126.4	
	JHS	104.2	105.1	2024	105.8	
	SHS	261.2	262.5	2024	263.5	
	Percentage of public schools with functional toilet facilities	89.1%	90%	2024	90.2%	
	Percentage of public schools with functional water facilities	88.0%	89.0%	2024	89.6%	
	Percentage increase in the number of schools engaged in GSFP	0.0%	10%	2024	47.0%	
	Percentage of population with sustainable access to safe drinking water sources	60	90	2024	85%	Additional boreholes needed to serve more communities
	Proportion of population with access to improved sanitation services	65	95	2024	94%	Sensitisation needed
	Percentage of population with ODF certification	3%	5%	2024	3%	Funds and logistics needed for sensitisation and data collection
	Percentage of communities sensitized on Community Led Total Sanitation (CLTS)	80	95	2024	92%	Strides were made on this aspect
	Maternal mortality ratio (Institutional)	119	125	2024	94.5	
	Children under 5 years who are	0.06	3.6	2024	0.06	

Development dimension	Indicator	Baseline (2021)	2022-2025 Medium Term target	Cumulative achievements		Remarks
				Year	Data	
Social Development	underweight					
	Children under 5 years who are overweight	0	0	2024	0	
	PMTCT testing coverage	97.8	100	2024	99	
	Still birth rate	1.98	11.5	2024	8.0	
	Institutional Maternal Mortality Ratio per 100,000 live births	119	125	2024	94.5	
	Percentage supervised deliveries (by skilled health attendants)	58.7	65	2024	52	
	Family planning Coverage (Acceptance Rate)	18.1	40	2024	18.7	
	Adolescent birth rate (Age 10-14 years; age 12-19 years) per 1,000 women in that age group	11.3	10	2024	10	
	Prevalence of anaemia in pregnant women at 36 weeks of gestation	16.8	35.5	2024	17.3	
	Proportion of Children fully immunized (Penta 3 Coverage)	91.7	95	2024	95.9	
	Proportion of outpatients who are insured	87.9	80	2024	69.7	
	Proportion of functional Community Health Planning and Services (CHPS) zones	21	80	2024	21	
	Malaria incidence rate	21.3	16.5	2024	16.1	
	Health facility density	1:3191	1:15000	2024	1:3112	
	Case fatality rate for epidermic prone diseases (Cholera, Meningitis, Yellow Fever)	0	0	2024	0	
	Percentage change in OPD attendance	12	‹10	2024	9.7	
	TB cases detection	41	50	2024	-	
	Doctor patient ratio	1:7000	1:10000	2024	1:10270	
	Nurse patient ratio	1:450	1:450	2024	1:373	
	Midwife to Women In Fertility Age (WIFA) population ratio	1:230	1:700	2024	1:252	
	Physician Assistant population geographical equity index	0.38	0.2	2024	0.46	
	Nurse population geographical equity index	0.43	0.55	2024	0.5	
	Proportion of population with valid NHIS card	50%	70%	2024	65%	The NHIS office serves both ANMA and OkDA
	Proportion of Child abuse cases addressed	80%	85%	2024	90%	
	Proportion of Child maintenance cases settled	75%	80%	2024	83%	
	Proportion of PWDs who are using their start-ups into income generating activity	80%	80%	2024	82%	
	Percentage of PWDs empowered	46%	50%	2024	52%	
	Percentage of LEAP beneficiaries registered onto the NHIS	100%	100%	2024	100%	
	Percentage of disability fund disbursed	95%	100%	2024	97%	
	Percentage of PWDs benefitted from the disability fund	45%	50%	2024	50%	
	Percentage of PWDs enrolled on free NHIS	50%	60%	2024	55%	

Development dimension	Indicator	Baseline (2021)	2022-2025 Medium Term target	Cumulative achievements		Remarks
				Year	Data	
Social Development	Percentage of child welfare cases handled successfully	50%	70%	2024	87%	
	Percentage of communities sensitized on child protection programme	27%	50%	2024	48%	
	Percentage of communities sensitized on concerned social issues (i.e., HIV / AIDS, GBV, Teenage Pregnancy, Assembly Byelaws etc.)	25%	50%	2024	40%	
	Percentage of communities sensitized against stigma, abuse, discrimination and harassment of vulnerable people in the Municipality	20%	50%	2024	30%	
Environment, Infrastructure and Human Settlement	Percentage of communities covered by electricity	100%	100%	2024	100%	
	Percentage of communities served by Ghana Water Limited – Urban	100%	100%	2024	100%	
Governance, Corruption and Public Accountability	Proportion of IGF target achieved	85%	90%	2024	97.02%	
	Proportion of 2022-2025 MTDP activities implemented	87%	99%	2024	53%	
	Proportion of DPAT assessment that the Assembly fulfilled	100%	100%	2024	100%	The Assembly fulfilled all DPAT assessments
	Proportion of staff trained	76%	100%	2024	81.5%	Annually
	Percentage of Zonal Councils that are fully operational	90%	100%	2024	100%	All five zonal councils are operational
Emergency Planning and Response (including COVID 19 Recovery Plan)	Proportion of NADMO officers trained	70%	80%	2024	75%	
	Proportion of Ghana Fire Service officers trained	70%	100%	2024	63%	
	Proportion of Ghana Ambulance Service officers trained	100%	100%	2024	100%	
Implementation, Coordinating, Monitoring and Evaluation	Percentage of monitoring report prepared	100%	100%	2024	100%	
	Percentage of quarterly and annual progress reports prepared	100%	100%	2024	100%	
	Percentage of composite budget prepared	100%	100%	2024	100%	
	Percentage of procurement plan prepared	100%	100%	2024	100%	
	Percentage of General Assembly meetings organized	100%	100%	2024	100%	

2.2 Financial Performance

A review of financial resources for the implementation of the 2022-2025 MTDP was undertaken and presented in Table 2.1. The review highlighted the sources of funds, total estimated costs of the plan, total amount received as well as the variance.

From the analysis of financial performance, it shows that some of the sources of funds have either been overestimated or underestimated and that accounted for positive and negative variances recorded as indicated in Tables 2.1. This implied that more diligent estimations would be made in order not to overestimate the plan which might adversely affect the plan implementation.

Table 0.2 Financial Performance 2022-2025

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
GoG	3,491,100.00	7,513,327.54	(4,022,227.54)
IGF	642,835.00	9,019,384.11	(8,376,549.11)
DACF	101,941,500	7,387,551.76	94,553,948.24
DACF RFG	3,576,000.00	4,679,374.80	(1,103,374.80)
Others (GoG salaries, MAG, fumigation, Donor i.e., Goil, ERCC Tree planting)	796,530.00	15,604,125.16	(14,807,595.16)
Total	**110,447,965.00**	**44,203,763.37**	**66,244,201.63**

Source: ANMA Finance Dept. 2025

2.3 Situational analysis of Akuapem North Municipality

This section of the plan provides a data driven situational analysis. In collaboration with the statistics department, the appropriate data was collected, collated and harmonized to understand and examine the existing conditions using pictorial representations like maps, tables, charts etc. and their development implications. It would further discuss potential implications the issues could have on current and future development as well as the causes and effects. This would include analysis of issues related, but not limited to demographic and physical characteristics, economy, social, environment, governance, emergency preparedness and response.

An analysis of the strengths and opportunities that exist that could be utilized to address the identified issues and an analysis of the weaknesses and threats that could derail development efforts would be identified and analysed so that corrective measures would be formulated.

Demographic characteristics

Population is at the centre of all planning activities. It is therefore important for any development plan to consider the demographic variables in the planning process. The demographic characteristics of the population in the municipality have social and economic implications and are the benchmark for the provision of social services such as health services, education, housing, recreation etc. The age-sex structure also influences fertility and mortality levels. At the community level, age and sex are two attributes that largely influence an individual's status and role in society. The demographic characteristics of the municipality have therefore been projected. The hypothesis behind the population projection is the growth rate of the population will remain 1.0% for the plan period and that total fertility rate will also remain constant.

According to the 2021 Ghana Population and Housing Census, the total population of the Municipality was 105,315 with males and females forming 47 and 53 percent of the population respectively. The population projected to 2029 with an annual growth rate at 1.0 percent is 115,017. The population of women in the Municipality indicates that more programmes and projects if directed towards women empowerment will boost the economic growth of the Municipality. Another implication derived from such population is increase in growth rate and teenage pregnancies if measures are not put in place.

Population Size and Growth Rates

The population of the municipality has been increasing since 2010, increasing from 104,753 to 136,483 in 2010. It reduced to 105,315 after the Okere district was carved out of the Akuapem North Municipal Assembly. At a growth rate of 1.0, the municipal population is projected to increase to 115,017 by 2029. Table 2.3 details the population growth and density where it gives the year and its corresponding actual population, projected population for the plan implementation period as well as the population density.

Table 0.3 Population growth and Density

Year	Actual population	Projected population	Population density (persons/km^2)
2000	104,753		
2010	136,483		
2021	105,315		400.5
2026		111,364	423.4
2027		112,578	428.1
2028		113,796	432.7
2029		115,017	437.3

Source: GSS, 2021

Population Density

The population increase over time is reflected in the density of population recorded in the year 2010. The land area of the Akuapem North municipality (450 sq. km) was inhabited by 104,753 in 2000, 136,483 in 2010 and 105,315 in 2021 (263 sq.km) because Okere district was carved out of the Akuapem North Municipal Assembly. The population density for 2021 stands at 400.5 persons per square kilometer, increasing from 303.3 in 2010. The population density expresses the level of pressure that the sheer size of population exerts on land. The increasing density in time therefore shows the increasing pressure of the municipal population on the land and its resources. The increase in population density has implications on land for agricultural and human settlement purposes. This is evident in the rapid conversion of farmlands to estate developers, sand winning, lumber contractors, charcoal burners and many more which has diversely affected the changing pattern of rain and hence the farming pattern thereby negatively affecting agricultural productivity and food security. The projected population density for 2029 stands at 437.3 persons per square kilometer.

Households and household size

There are 30,531 households with household population of 95,613 in the municipality, accounting for an average household size of 3.1 which is slightly lower than the regional average of 3.2 and the national average of 3.6.

Ethnicity and religion

There are five (5) main ethnic groups that exist in the municipality i.e., Akan, Ewe, Guan, Ga-Dangme and Mole Dagbani. The Akan's form the largest ethnic group in the municipality representing 60.5 percent of the population followed by the Ewe which represent 19.0 percent of the population. Guan is the third largest ethnic group in the municipality with 9.4 percent while Ga-Dangme has 7.6 percent of population. Mole Dagbani forms the fifth ethnic group in the municipality with 1.9 percent. Grusi, Gurma, Mande and other ethnic groups forms 0.5, 0.4, 0.2 and 0.6 percent of the population respectively.

All the major types of religious groups in Ghana are found in the municipality. Christian, Islam and traditionalist, however, the predominant religion in the municipality is Christianity constituting 92.1 percent. This is followed by Islam with 2.8 percent and the remaining 0.8 percent belong to the traditionalist worshippers. No religion and other religion groups constitute 4.1 and 0.4 percent respectively.

Age and sex composition

Age and sex are the most critical characteristics of any population. The population of Akuapem North municipality comprises 53 percent females and 47 percent males indicating the dominance of females in the municipality. At the locality level about 55.6 percent of the population resides in urban localities with the females dominating in the urban areas by a proportion of 54.1 percent as against 45.9 percent males. The same applies in the rural localities where 51.5 percent of the population being females and 48.5 percent of the population being males. Further to this, Table 2.4 reveals that for population 0-14 years, the male cohort population is higher than that of the female and the reverse in favour of females from age 15-64 through to age 65+. The youth population (0-14 years) constitutes 30.1 percent of the entire population thus giving credence to the youthful nature of the municipal population while population 15-64 years representing the workforce of the Akuapem North municipal is more than half i.e., 63 percent of the population. More so the older population (65 years and older) make up 6.9 percent, indicating a rather favourable age dependency ratio of 58.6 contrary to the reality on the ground.

Table 0.4 Population by Age, Sex, Type of Locality

	Number										
	Total				Urban				Rural		
Age	Both sexes	Male	Female		Both sexes	Male	Female		Both sexes	Male	Female
Total	**105,315**	**49,546**	**55,769**		**58,523**	**26,869**	**31,654**		**46,792**	**22,677**	**24,115**

0-4	10,132	5,235	4,897		4,737	2,473	2,264		5,395	2,762	2,633
5-9	10,749	5,468	5,281		5,180	2,626	2,554		5,569	2,842	2,727
10-14	10,800	5,423	5,377		5,424	2,631	2,793		5,376	2,792	2,584
15-19	16,167	7,023	9,144		11,451	4,668	6,783		4,716	2,355	2,361
20-24	8,839	4,434	4,405		5,209	2,716	2,493		3,630	1,718	1,912
25-29	7,601	3,536	4,065		4,226	2,049	2,177		3,375	1,487	1,888
30-34	7,281	3,491	3,790		3,933	1,904	2,029		3,348	1,587	1,761
35-39	6,777	3,225	3,552		3,549	1,648	1,901		3,228	1,577	1,651
40-44	5,440	2,684	2,756		2,839	1,419	1,420		2,601	1,265	1,336
45-49	4,452	2,155	2,297		2,378	1,106	1,272		2,074	1,049	1,025
50-54	3,650	1,640	2,010		1,948	818	1,130		1,702	822	880
55-59	3,080	1,347	1,733		1,699	727	972		1,381	620	761
60-64	3,106	1,233	1,873		1,670	623	1,047		1,436	610	826
65-69	2,270	919	1,351		1,263	491	772		1,007	428	579
70-74	1,808	722	1,086		1,069	401	668		739	321	418
75-79	1,194	421	773		728	230	498		466	191	275
80-84	980	327	653		608	185	423		372	142	230
85-89	489	145	344		310	90	220		179	55	124
90-94	281	76	205		173	44	129		108	32	76
95+	219	42	177		129	20	109		90	22	68
0-14	31,681	16,126	15,555		15,341	7,730	7,611		16,340	8,396	7,944
15-64	66,393	30,768	35,625		38,902	17,678	21,224		27,491	13,090	14,401
65+	7,241	2,652	4,589		4,280	1,461	2,819		2,961	1,191	1,770
Population (18+)	63,583	29,150	34,433		36,208	16,398	19,810		27,375	12,752	14,623
Median	23.0	22.0	21.0		22.0	21.0	21.0		24.0	22.0	21.0
Mean	28.9	27.7	26.3		29.4	28.1	26.5		28.3	27.2	26.0
Age dependency ratio	58.6	61.0	56.5		50.4	52.0	49.1		70.2	73.2	67.5

Source: GSS, 2021

Occupation distribution

Occupation distribution refers to the way in which different jobs are spread across a population or a geographical area. The municipality has about 46.2 percent of its total active labour force engaged in economic activities whilst the remaining 53.8 percent are unemployed.

The 2021 population and housing census report indicated that the service industry employed more than half (62.9 percent) of the working population making the Municipality service driven. Majority of the working population are in the service sector due to the municipality's proximity to the Greater Accra region and Koforidua respectively hence rapid urbanization. Additionally, the municipality is enriched with a lot of tourist attraction centres and high standard relaxation centres i.e., hotels, guesthouse, lodges among others. The weather condition in the municipality is characterized by a wet semi equatorial climate with a mix of warm and cool temperatures throughout the year hence many people troop in the municipality during the weekends for relaxation and comfort.

The agriculture sector is the second most important sector employing about 21.0 percent of the workforce whiles the industry sector engages 16.1 percent of the working population which draws its employment strength from 'manufacturing activities' engaging about 7.4 percent of the entire workforce of the municipality.

Rural – Urban Split

The population in the municipality is 55.6 percent urban and 44.4 percent rural depicting a typical urban economy within a rural setting as majority of the communities exhibit rural characteristics. Few towns, notably, Akropong, Mamfe, Amanokrom, Abotakyi – Mampong, Mampong, Tutu, Obosomase, Larteh, Mamfe, Saforo, Kwamoso, Yensisu, Kukuom, Mampong Nkwanta, Adawso, Tinkong, Nyamebekyere, Osubeto, Nsuo Yaa, Mile 50 Okorase are urban. Most of these urban towns are located along the Accra and Koforidua trunk road which explains the concentration of socio economic and physical infrastructure in these areas. The apparent concentration of socio-economic infrastructure in the urban centres has contributed to a high level of rural-urban migration resulting in increase in the population of notably Akropong, Mamfe, Amanokrom, Mampong, and Tutu, which control about 37 percent of the municipal population. The influx of the population in these four towns has had implications on housing, health, water, sanitation and educational facilities. There is therefore the need to expand the infrastructure and services of the urban areas while developing the rural areas to be attractive to the youth to stay and engage in agricultural activities which is the mainstay of the economy especially in the rural areas.

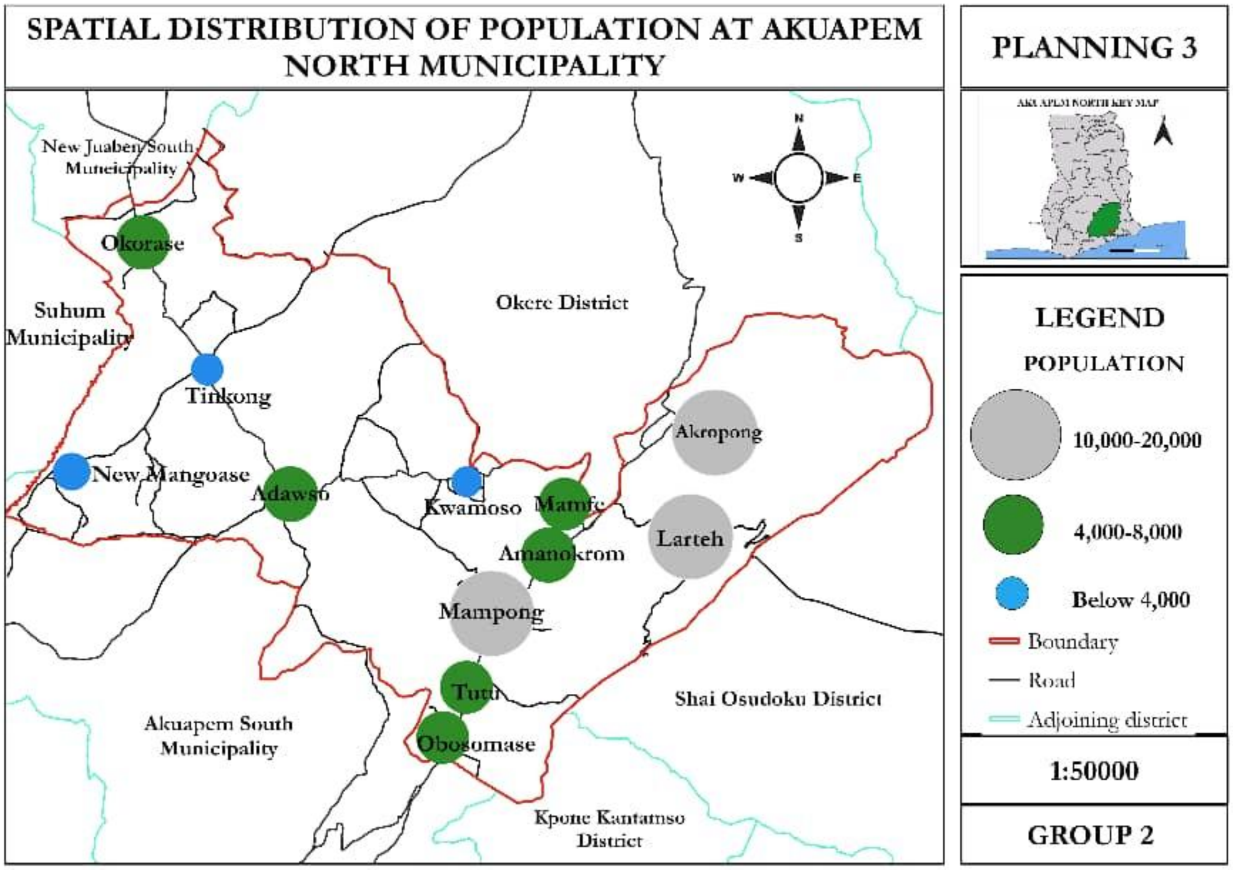

Figure 0.1 Spatial Distribution of Population at Akuapem North Municipality

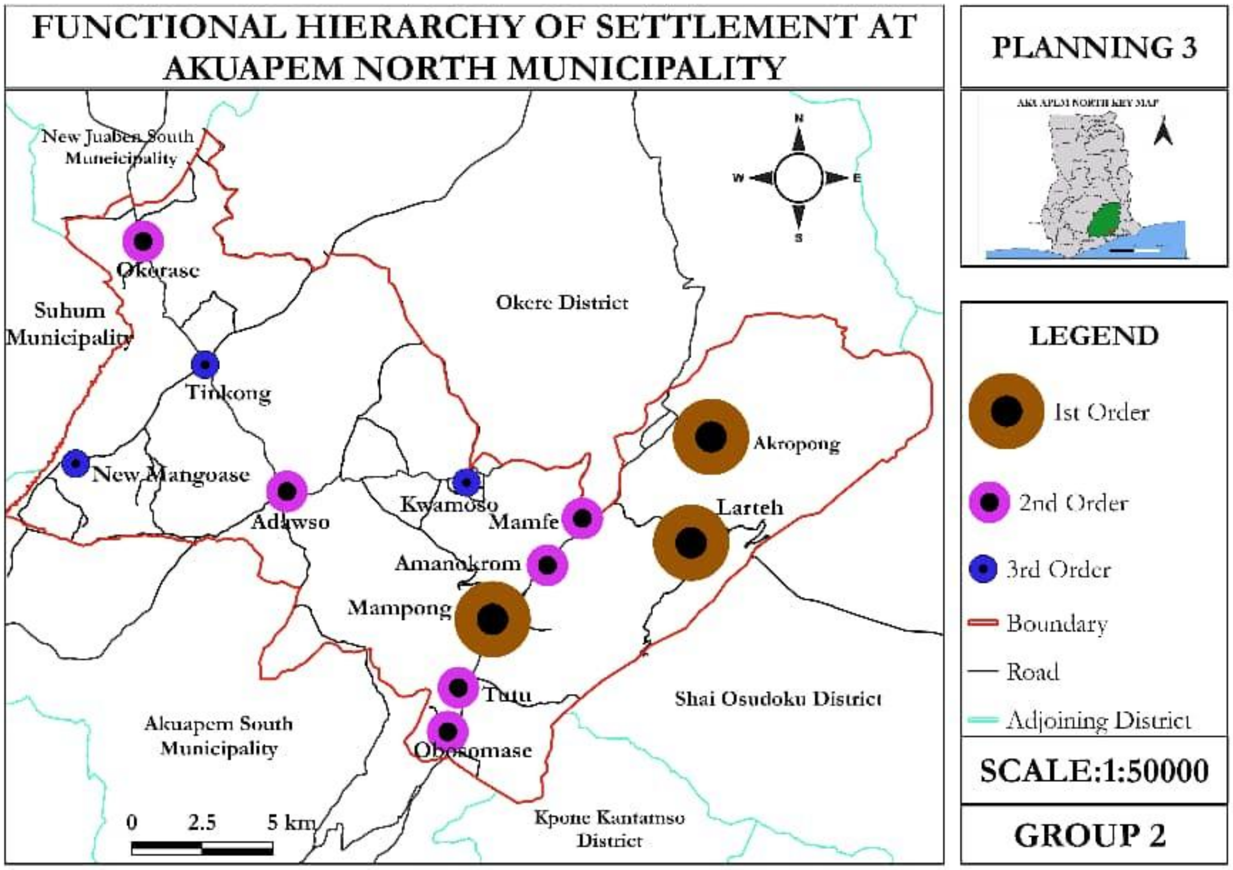

Figure 0.2 Functional Hierarchy of Settlement at Akuapem North Municipality

Physical characteristics

Topography and drainage

The topography of the Municipality is largely characterized by one main hill range called the Akuapem Range with heights ranging between 381 metres 488 metres and its highest peak reaching 500 metres and situated at Amanokrom closer to a natural water tank. Its lowest point is approximately 152 metres. The rivers Brump, Ponpon and Aponapong and their tributaries form the main drainage system in the Larteh-Mampong geographical area while the Aboabo, Nsaki and Yensi streams drain the North-west areas of the Municipality landscape. The lands are mostly undulating in nature. Topography negatively affects farming practices and construction of physical infrastructure.

Vegetation

Semi-deciduous forest zone is the dominant vegetation in the Municipality. This is characterized by the broken forest on most hill tops, secondary forest on slopes and valleys, shrubs and bushes along the major roads and main footpaths, thickets on the slopes facing the Accra plain, and forest reserves. There are two major forest reserves, and a lot of forest patches and sacred groves scattered all over the municipality. The forest reserves are rich in various species such as ebony, odom, sapele and sanfram among other rare timber species. The beautiful vegetation coupled with a number of waterfalls are potential to further develop tourism. However, bad farming practices and other activities such as real estate development and illegal chain saw operations have resulted in degradation of the natural vegetation cover.

Climate

The municipality experiences tropical rainfall and wet semi-equatorial climate and bi-modal rainfall pattern with maximum rainfall occurring between April and July and minimum between September and November. The average temperature is 23.88°C which ranges between 20°C in August and 32°C in March. The fair distribution of temperature and rainfall patterns enhances the cultivation of many food (cassava, plantain, maize etc.) and cash crops (coffee, oil palm and cocoa) throughout the Municipality. The dry season is from December to February whiles the wet season is from March to October.

Geology and Soil

There are two main types of rocks of pre-Cambrian age found in the municipality i.e., Togo Sandy Shales and Birimain series. The Birimain series are found in Adawso area comprising of benisses and schist with granite and pegmatites which are metamorphic rocks. The Togo series on the other hand are found in the northeast to the southwest from the Senya-Beraku part of the Akuapem range, west of Accra.

Rock stones, phythomites and sandy shales are found in the Kwamoso area, Manye-Adamso road near mile 36. The area stretching from the northwest slope of the Akuapem range to the Nyensi and the Nsaki valleys notably the Bump valleys near Larteh. Quarzites also cover greater part of the Akuapem range, Mampong, Tutu, Amanokrom and Larteh among others.

The nature of the soil supports farming activities, and the presence of these rocks also allows for stone quarry activities which are economic activities and major source of income to the people in the Municipality.

Biodiversity, Climate Change and Green Economy

The environment consists of water bodies, minerals, flora and fauna which are being affected by activities of human beings. The quality of both the built and the natural environments is vital for long-term growth and development. Increased production can be meaningful when it occurs in a well-managed, efficient, safe and healthy built environment. On the other hand, protecting the natural environment to prevent deforestation, land degradation and loss of ecosystems is very important. It is obvious that every development project has its environmental implications and to resolve these issues, the project should be subjected to Strategic Environmental Assessment to ensure that the necessary environmental protection measures are taken before implementing the project.

Green Economy

The UNEP (2011) defined green economy as 'an economy that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. It can be thought of as an alternative vision for ensuring inclusive economic growth, human development and improved well-being through efficient and sustainable use of natural resources while at the same time protecting the environment for generation yet unborn. It is considered as a vehicle to deliver sustainable development rather than a destination itself.

In Akuapem North Municipality, the activities of estate developers, sand wining, lumber contractors, charcoal burners and many more has diversely affected the climate and the green environment of the municipality. The intensity of these activities over the years has resulted in the changing pattern of rain and hence the farming pattern.

Based on these, the Municipality has put together some strategies to resolve the problem i.e. to encourage good indigenous environmental protection practices, protect water bodies and protected areas, encourage sustainable socio-economic livelihoods, improve waste management and disposal systems, conduct strategic environmental impact assessment before project implementation, sensitize residents on environmental issues and disasters among others.

Economy

Internally Generated Fund (IGF), Local Economic Development (LED), agriculture, employment, business / private sector development etc.)

The Internally Generated Fund (IGF) refers to the revenue generated by the assembly through its own efforts rather than relying on external sources such government allocations or grants. The trend of internally generated funds of Akuapem North Municipal Assembly for the plan implementation period indicates that lands constitute the major source of revenue for the assembly annually contributing averagely 44.8 percent to the total IGF generation annually as indicated in Table 2.5. This is followed by licenses which make average of 30.6 percent to the total IGF budget. Fees and rates also made an average contribution of 13.9 and 9.2 percent to the total IGF budget of the Assembly whiles rents and fines continuously dwindle in their annual contributions to the budget. Generally, there has been a significant increase in revenue accrued from all revenue items with revenue from lands increasing from GH¢ 672,234.40 in 2022 to GH¢ 1,455,435.55 in 2024 indicating a percentage increase of 116.5 percent.

There is therefore the need to strategize in consolidating the gains under lands and licenses while addressing the gaps in the collection of rents and fines. The plan to evaluate properties in the municipality should be prioritized in other to provide realistic values for landed properties.

Table 0.5 Internal Revenue Items and their Contributions to (IGF) 2022 -2024

Revenue Item	2022 Actual (GH¢)	%	2023 Actual (GH¢)	%	2024 Actual (GH¢)	%	Cumulative Actual (GH¢)	Cumulative %
Rate	143,271.90	11.80	133,520.98	6.25	414,379.10	9.90	691,171.98	9.17
Fees	183,671.50	15.13	443,036.00	20.74	420,018.50	10.03	1,046,726.00	13.89
Fines	19,689.00	1.62	15,611.50	0.73	9,299.00	0.22	44,599.50	0.59
Licences	175,548.70	14.46	269,967.08	12.64	1,860,562.62	44.45	2,306,078.40	30.60
Rent	19,893.40	1.64	25,312.30	1.19	26,252.00	0.63	71,457.70	0.95
Lands	672,234.40	55.36	1,248,566.00	58.45	1,455,435.55	34.77	3,376,235.95	44.80
Total	**1,214,308.90**	**100.00**	**2,136,014.77**	**100.00**	**4,185,946.77**	**100.00**	**7,536,270.44**	**100.00**

Source: ANMA Budget Unit

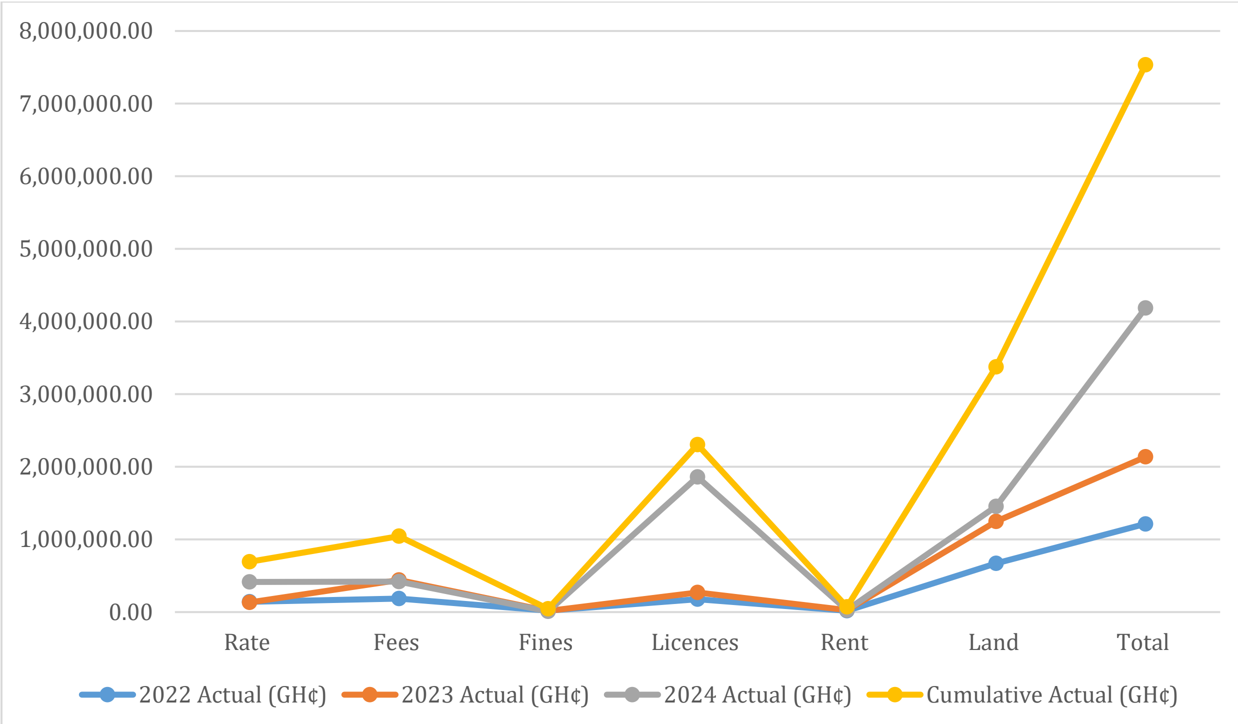

Figure 0.3 Internal Revenue Items and their Contributions to (IGF) 2022 -2024

Local economic development

The UN Habitat defines Local Economic Development (LED) as a participatory process where local people from all sectors work together to stimulate local commercial activity resulting in a resilient and sustainable economy. LED is seen as a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized. The municipal assembly has over the years put in place practical measures to foster this agenda through the provision and rehabilitation of critical infrastructure such as roads, electricity, water and markets. The Assembly in the plan period shall embark on a massive infrastructural support for agro-processing, tourism and light industry. In this vein, the agro-processing sectors will be provided with well-equipped workshops. Construction of a 24-hour economic market at Adawso and rehabilitation of roads will also be high on the agenda for local economic development. The Tourism sector will also be given a boost through the collaborative efforts of the relevant governmental and non-governmental organizations like sister assemblies within the Akuapem enclave, the Traditional Authorities, Ghana Tourism Authority among others to help in the development of tourist sites in the municipality.

Agriculture

In the Akuapem North municipality, Agriculture is the second most important sector. About 21.0 percent of the entire workforce of the municipality engage in one form of agricultural enterprise or the other. Agricultural practice in the municipality is subsistence in nature. Even though more agro-processing companies are emerging, very few people are engaged in the commercialization of the sector. The major types of agriculture activities practiced in the municipality are crop farming, livestock farming and fish farming. The cash crops farmed in the area are cocoa, oil palm and coffee. The soil and rainfall pattern supports all types of agriculture. There is therefore the need for the Municipal Assembly through the Agricultural department to encourage people to go into commercial farming in order to feed the industries emerging.

Surface accessibility to periodic markets

Surface accessibility periodic markets refer to the ease and convenience with which people can physically access and use periodic markets i.e., markets that operates on a regular schedule, often weekly, semi-weekly or biweekly. Both industrial and agricultural products produced within and outside the Akuapem North Municipality require marketing facilities and as such Adawso market, which is the largest market in the municipality, would be used to access the endogenous and exogenous flows of agriculture and industrial goods to and from the Municipality.

The endogenous flow refers to the internal circulation of goods within the municipality. It consists of two faces (endogenous inflows and outflow) i.e., goods that come into a place called inflows and those that leave an area to another area called the outflows.

Exogenous flow refers to external influences that impact a system from outside. Exogenous flows represent goods that leave the municipality to other areas outside the municipality or those that enter the municipality from other areas outside the municipality. It consists of two categories, i.e. exogenous inflows and outflows. Exogenous inflow consists of all goods that entered the Municipality from other areas outside the municipality, and the exogenous outflows are goods that leave the municipality to other places outside the municipality. The basis behind this analysis is to determine the importation or the exportation capacity of the municipality will inform proper decision market for intervention in the municipality.

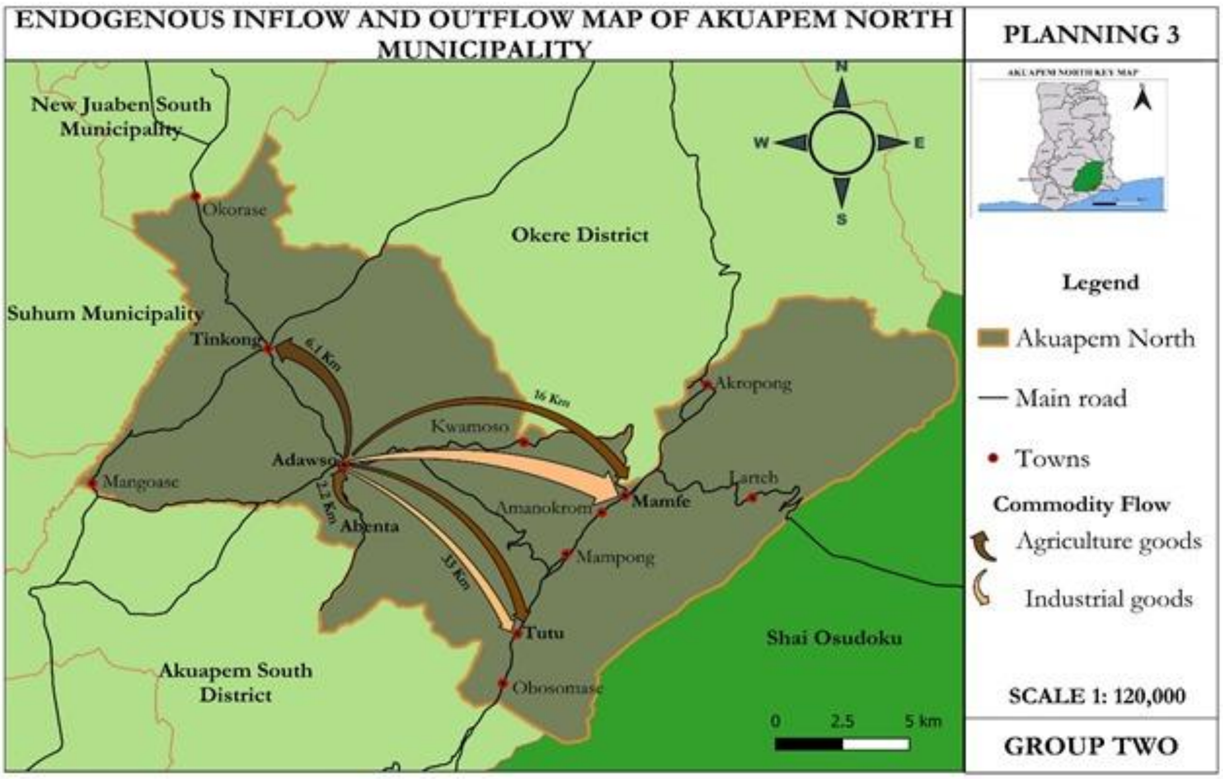

Figure 0.4 Endogenous Inflow and Outflow Map of Akuapem North Municipality

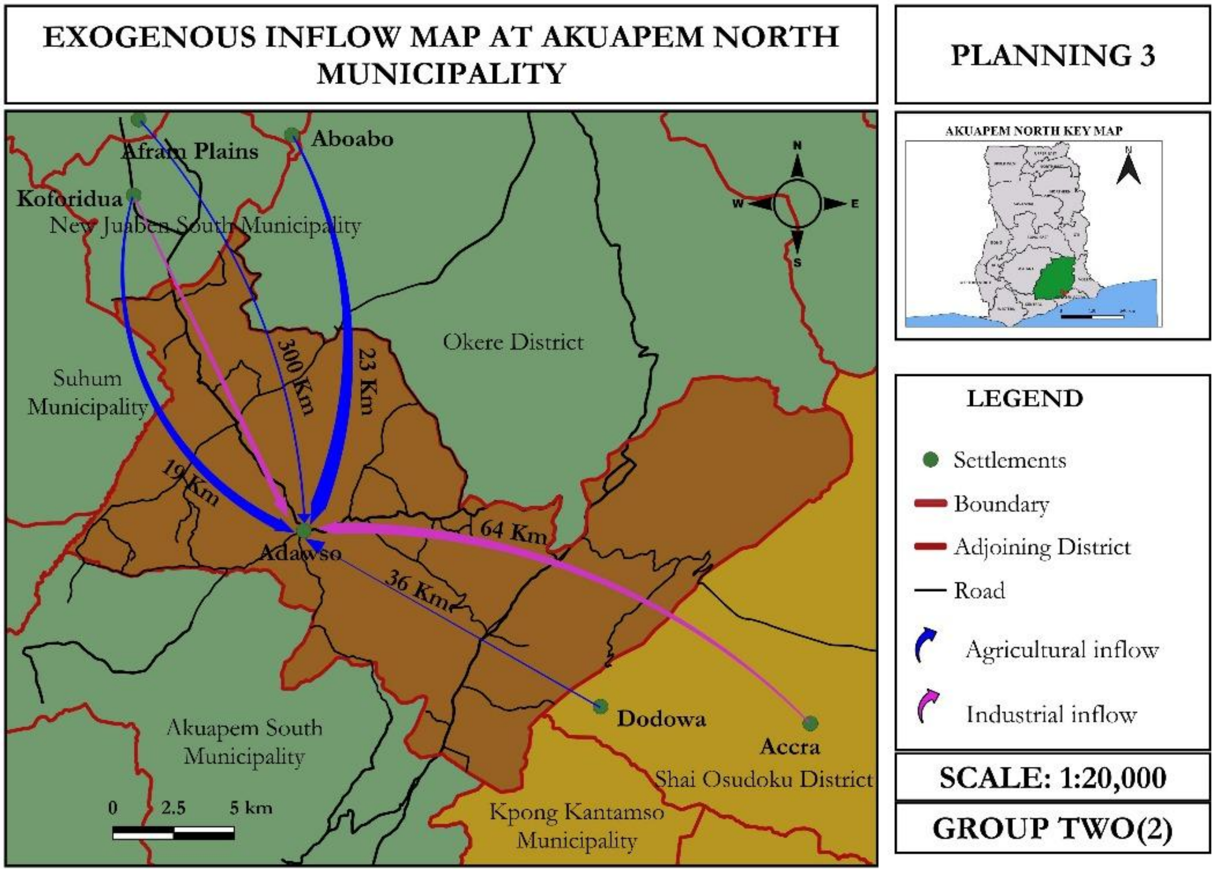

Figure 0.5 Exogenous Inflow Mao at Akuapem North Municipality

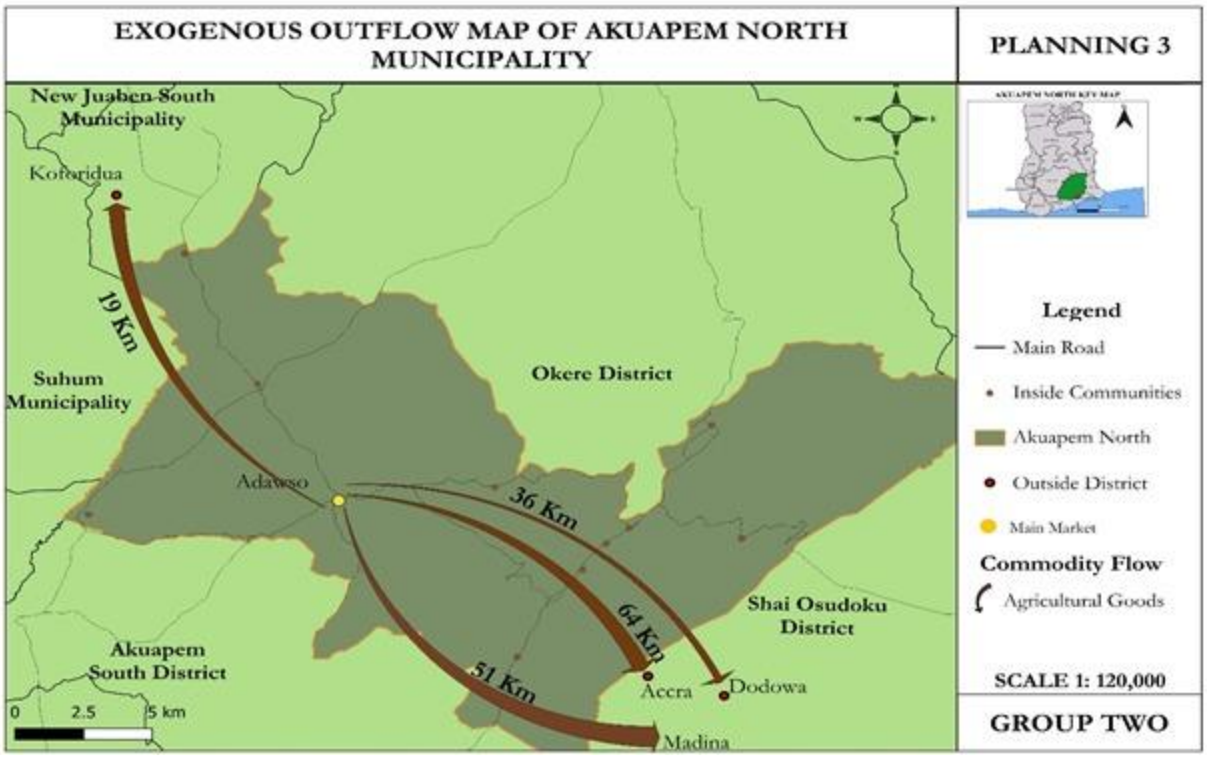

Figure 0.6 Exogenous Outflow Map of Akuapem North Municipality

Tourism

The potential of tourism to improve the local economy of the municipality is enormous. Some tourist sites located in the municipality include Obosomase Falls, Amemapa Falls, Tetteh Quarshie Cocoa Farm, Missionary Cemetery, Obom Cave, the beautiful topography and vegetation among others. There also exist a rich culture like Odwira and Ohum festivals, Akonnedi shrine, traditional attire of Kings and Queens etc.

The hospitality industry is taking advantage of all these natural factors to expand the sector. The municipality can pride itself with hotels ranging from 5 stars to 1 star. There are also good restaurants, guest houses and drinking spots in the municipality. Even though tourism is one of the leading foreign exchange earners for Ghana, its development in the Akuapem North municipality is minimal. The municipality's attractive sites should be developed and promoted as well as commercializing the Odwira and Ohum festivals to attract more tourists to the municipality hence provide employment and revenue.

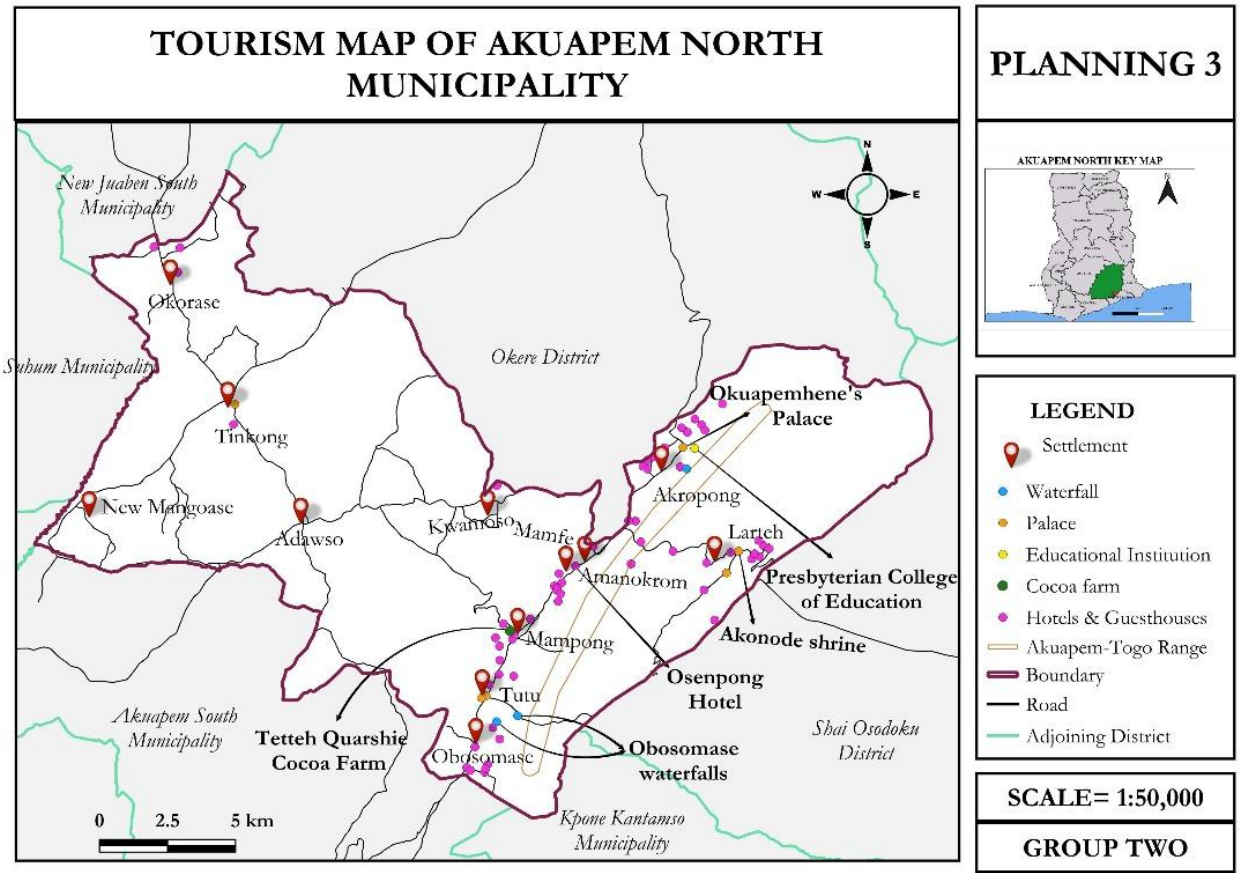

Figure 0.7 Tourism Map of Akuapem North Municipality

Education

The quality of human resource development of any municipality is largely dependent on the quality of education. This manifests in policies that bring quality and accessibility of educational facilities and infrastructure within the Municipality. The Akuapem North municipality has all the levels of educational institutions i.e., tertiary and pre-tertiary, which can be found in both the public and private sectors. Table 2.6 shows the number of public and private educational institutions in the Municipality.

Educationally, the district has been demarcated into seven (7) circuits headed by School Improvement Support Officers (SISOs) to make supervision and monitoring of schools effective and efficient. The circuits are: Akropong, Larteh, Adawso, Mampong, Mangoase, Tinkong and Okorase. There are 194 Public Basic Schools, 123 Private Basic Schools, 8 Public and 1 Private SHS, 1 Public and 1 Private vocational and technical schools, 1 Public and 2 Private tertiary institutions and 3 Public special schools. The overall student population in the municipality is 51,327 consisting of 23,597 (46%) boys and 27,730 (54%) girls. It is indicative to note that the private sector contributes quite significantly to the delivery of education in the municipality controlling 38 percent of schools in that sector. It is therefore important to acknowledge the role of the private sector and support them in ways that will help them deliver quality services. The existence of a college of education in the municipality is an added advantage to educational advancement and support services to government institutions such as the assembly and the educational institutions as students from this institution can easily be used as interns to help address the manpower gap in the education sector.

Table 0.6 Educational institutions in the municipality

LEVEL	NUMBER OF SCHOOLS		
	PUBLIC	PRIVATE	TOTAL
Kindergarten	67	51	118
Primary	67	48	115
JHS	60	24	84
SHS	8	1	9
VOC/TECH	1	1	2
Tertiary	1	2	3
Special Schools	3	0	3
TOTAL	**207**	**127**	**334**

Source: Min. Edu. Directorate, April 2025

The Municipality can boost of 334 educational facilities with 62 percent being public schools. These schools are doted around the Municipality giving all school-going children the opportunity to education. The private schools are however found in only the urban centers of the Municipality.

The tertiary institutions are concentrated in the urban areas precisely the Municipal capital. The tertiary institutions in the Municipality are:

Akrofi-Christaller Institute (University of Applied Theology) at Akropong

Presbyterian University College at Akropong

Presbyterian College of Education at Akropong

There are also three (3) Special Schools in the Municipality which are also located in the major towns. These are:

Akropong School for the Blind

Mampong Demonstration School for the Deaf

Mampong Secondary Technical School for the Deaf

With the presence of all levels of educational institutions including special schools, the Municipality can be considered an all-inclusive Educational Hub. This is one of the strengths of the Municipality, that if harnessed properly would lead to the establishment of educational tourism.

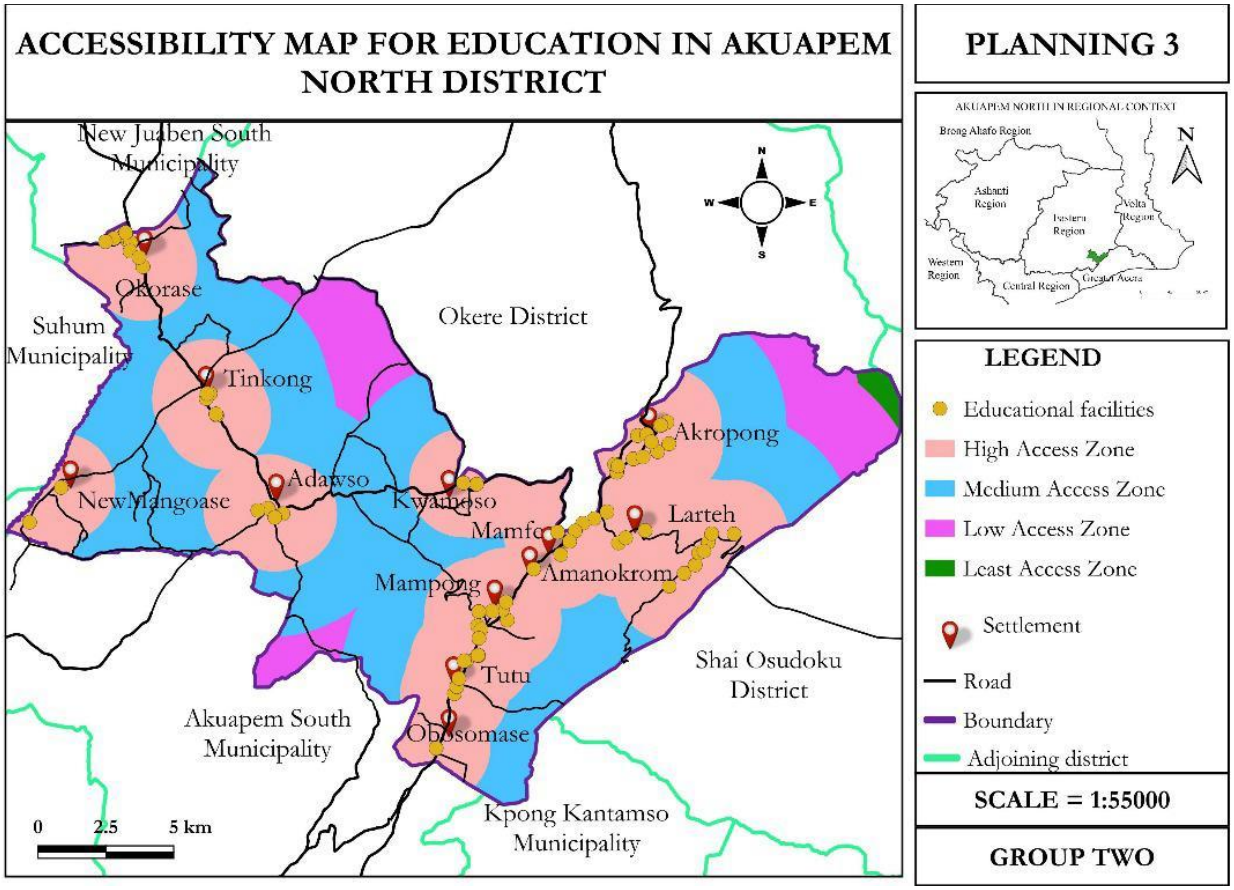

Figure 0.8 Accessibility Map for Education in Akuapem North District

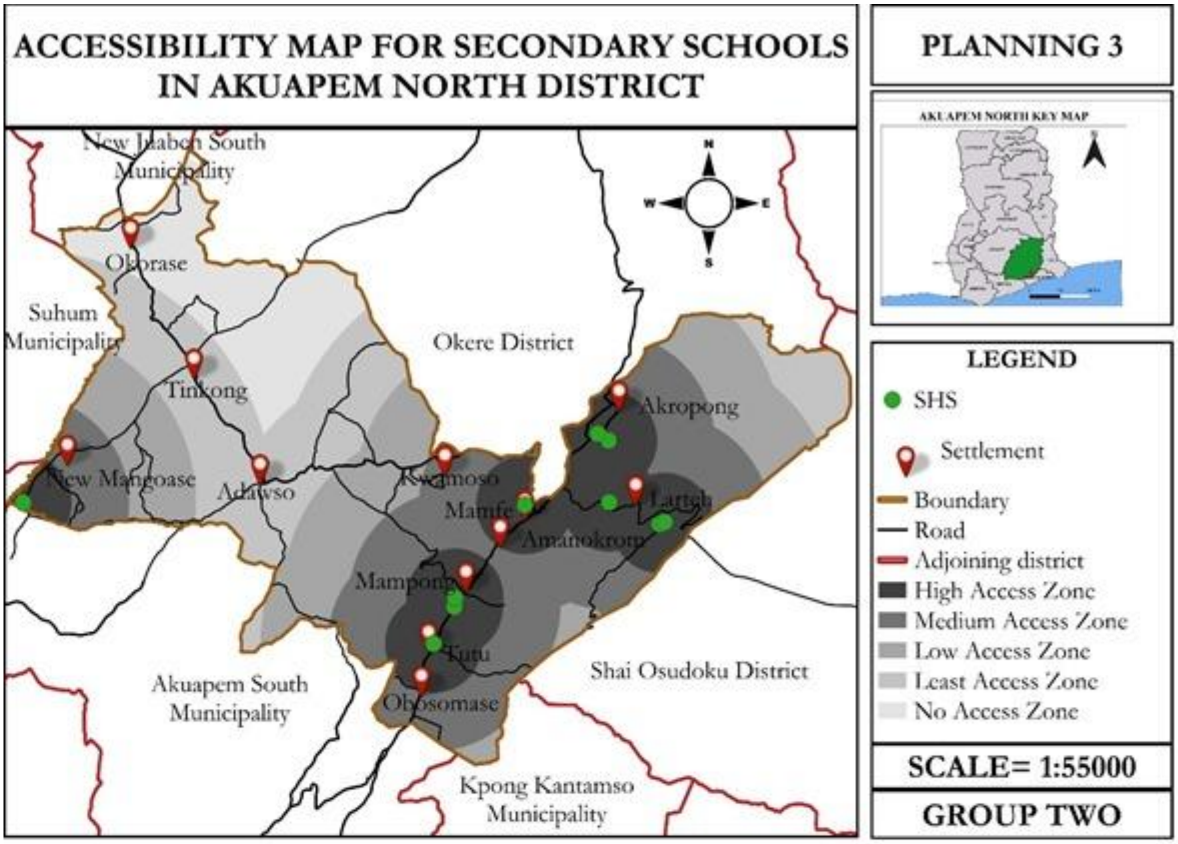

Figure 0.9 Accessibility Map for Secondary Schools in Akuapem North District

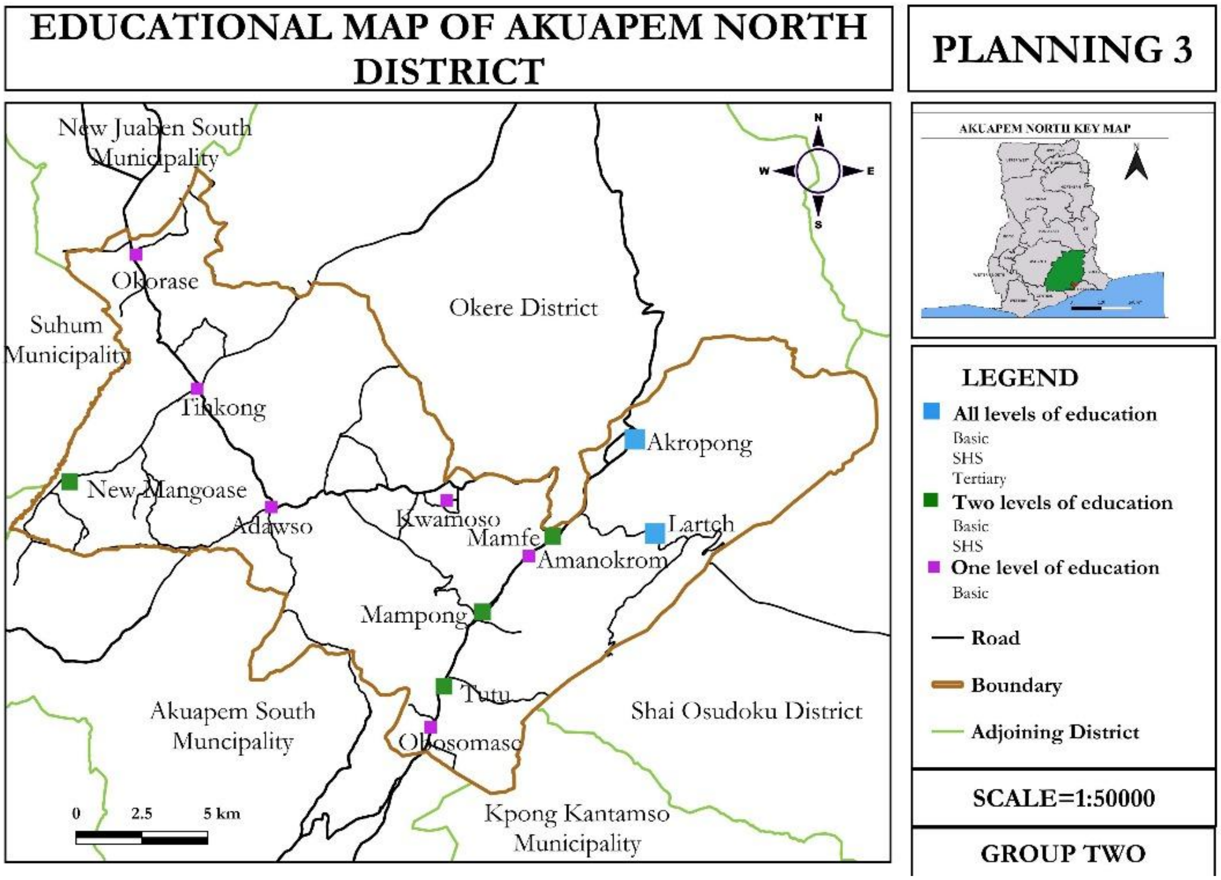

Figure 0.10 Educational Map of Akuapem North District

Health

In line with the Municipal's overall vision of excellence in disease prevention and promoting good health of the people, there has been a remarkable improvement in most of the key indicators of the various health delivery programmes within the past four years.

The health delivery system in the municipality is good. The municipality has one (1) public hospital at Mampong which serves as referral center to several health centers, clinics and CHPS compounds. Records show that there is the existence of some trained Traditional Birth Attendants (TBAs) in the municipality that supports providing maternal healthcare services in rural and underserved areas.

The municipality has in totality forty-four (44) health facilities, which are fairly distributed i.e., 2 hospitals (1 public and 1 private), I public health research centre, 4 public health centres, 33 public CHPS compounds and 4 private clinics. The high number of CHPS compounds and its role has contributed to the popularity of the municipality in areas of CHPS. Students from health institutions visit the municipality to acquire knowledge and skills in the CHPS concept. There are host of drug stores widely spread across the municipality.

Table 0.7 Types and Number of Health Facilities as at December, 2024

Type of facility	Public	Private	Total
Hospital	1	1	2
Health Research Centre	1	0	1
Health Centre	4	0	4
CHPS	33	0	33
Clinics	0	4	4
Maternity homes	0	0	0
Total	**39**	**5**	**44**

Source: MHD, Mampong, July, 2025

Table 0.8 Services Available at Hospitals as at December, 2024

No	Service	No	Service	No	Service	No
1	General Cases (OPD)	2	X-Ray	2	In-Patients	2
2	Obstetrics & Gynecology	2	EKG	1	(DOTS, Immunization)	2
3	Pediatrics	1	Laboratory	2	Public Health	1
4	Ophthalmology	1	Psychiatry	1	Pharma cy	2
5	Ear, Nose and Throat	1	Surgery	2	Referrals	2
6	Dental	1	Family Planning	2	Adolescent Friendly Services	2
7	Physiotherapy	2	Antenatal and Postnatal	2	Radiology	2

Source: MHD, Mampong, July, 2025

Table 0.9 Services Available at Health Centres as at December, 2024

No	Service	No	Service	No
1	General Cases (OPD)	4	Child Welfare Clinics	4
2	Antenatal Clinic	4	Disease Surveillance	4
3	Delivery	4	School Health Services	4
4	Postnatal Clinic	4	Immunization	4
5	Family Planning	4	Home Visits	4
6	Outreach Services	4	Weighing	4
7	Laboratory	1	Counselling Services	4
8	Pharmacy	4	Referrals	4
9	Adolescent Friendly Services	4	Health Education	4

Source: MHD, Mampong, July, 2025

Table 0.10 Services Available at CHPS Compounds as at December, 2024

No	Service	No	Service	
1	General Cases (OPD)	16	Disease Surveillance	33
2	Antenatal Clinic	16	School Health Services	33
3	Delivery	6	Immunization	33
4	Postnatal Clinic	6	Home Visits	33
5	Family Planning	16	Weighing	33
6	Outreach Services	33	Counselling Services	16
7	Adolescent Friendly Services	16	Referrals	16
8	Child Welfare Clinics	33	Health Education	33

Source: MHD, Mampong, July, 2025

Table 0.11 Services Available at Health Research Centre as at December,2024

No	Service	No	Service	No
1	General Cases (OPD)	1	Child Welfare Clinics	0
2	Antenatal Clinic	0	Disease Surveillance	0
3	Delivers	0	School Health Services	0
4	Postnatal Clinic	0	Immunization	0
5	Family Planning	0	Home Visits	0
6	Outreach Services	0	Weighing	0
7	Laboratory	1	Counselling Services	0
8	Pharmacy	1	Referrals	1
9	Adolescent Friendly Services	0	Health Education	1

Source: MHD, Mampong, July, 2025

Table 0.12 Top 10 diseases in the Municipality as at December, 2024

Diseases	2021		2022		2023		2024	
	No. of cases	% of total	No. of cases	% of total	No. of cases	% of total	No. of cases	% of total
Malaria	26,368	23.77	21,354	18.7	25,568	14.9	22,626	16.1
Upper Respiratory Tract Infections	15,951	14.38	14,612	12.8	15,809	9.2	13,520	9.6
Rheumatism / Other Joint Pains / Arthritis	7,870	7.10	6,495	5.7	9,380	5.5	12,294	8.8
Anaemia	7,674	6.92	7,544	6.6	7,328	4.3	6,069	4.3
Pneumonia	4,942	4.46	5,479	4.8	5,710	3.3	5,543	4.0
Diarrhoea Diseases	4,164	3.75	3,489	3.1	4,583	2.7	4,441	3.2
Intestinal Worms	7,387	6.66	4,714	2.8	5,429	3.2	4,094	2.9
Acute Urinary Tract Infection	3,400	3.07	3,327	2.9	5,710	3.3	3,976	2.8
Hypertension	4,075	3.67	4,392	3.8	5,884	3.4	3,123	2.2
Acute Eye Infection (2024) Ulcer (2021,2022) Typhoid (2023)	2,925	2.64	3,125	2.7	4,714	2.8	2,722	1.9
All other Diseases	26,159	23.58	80,328	46.9	80,328	46.9	61,749	44.1
Grand Total	**110,915**	**100.00**	**114,236**	**100.0**	**171,175**	**100.0**	**140,157**	**100.0**

Source: MHD Mampong, July, 2025

Table 0.13 Top 10 causes of Mortality as at December, 2024

S/N	Condition	2022	2023	2024
1	Pneumonia	19	14	20
2	Hypertension	8	9	19
3	AIDS / HIV	13	15	12
4	Cancer (Various)	8	11	9
5	CVA (Stroke)	24	30	7
6	CCF		6	7
7	Diabetes Mellitus	4	9	7
8	Wet Gengrene (Aneamia 2022,2023)	8	8	7
9	Other Heart Diseases (Malaria 2023)		4	4
10	Chronic Liver Cirrhosis (2023)	6	4	4
	All Other deaths	44	43	81
	Grand Total	**127**	**153**	**177**

Table 0.14 Population with NHIS Cards as at December, 2024

Year	Male	Female
2022	36 415	80 674
2023	39252	85 448
2024	39 051	85 028

Source: MHD, Mampong, July, 2025

Challenges to healthcare in the municipality

Lack of funds to conduct routine monitoring to ensure quality of care and improve resource utilization.

Inadequate number of technical staff and nurses.

Poor staff attitude

Poor clinical indicators in some areas, such as low birth weight, anaemia in pregnancy, stillbirth, birth asphyxia and neonatal jaundice

Some demarcated CHPS zones do not have CHPS compounds to improve primary health care in such zones

Inadequate office equipment, such as laptops, photocopiers and printers

Poor state of office furniture to ensure ergonomics and prevent occupational hazards.

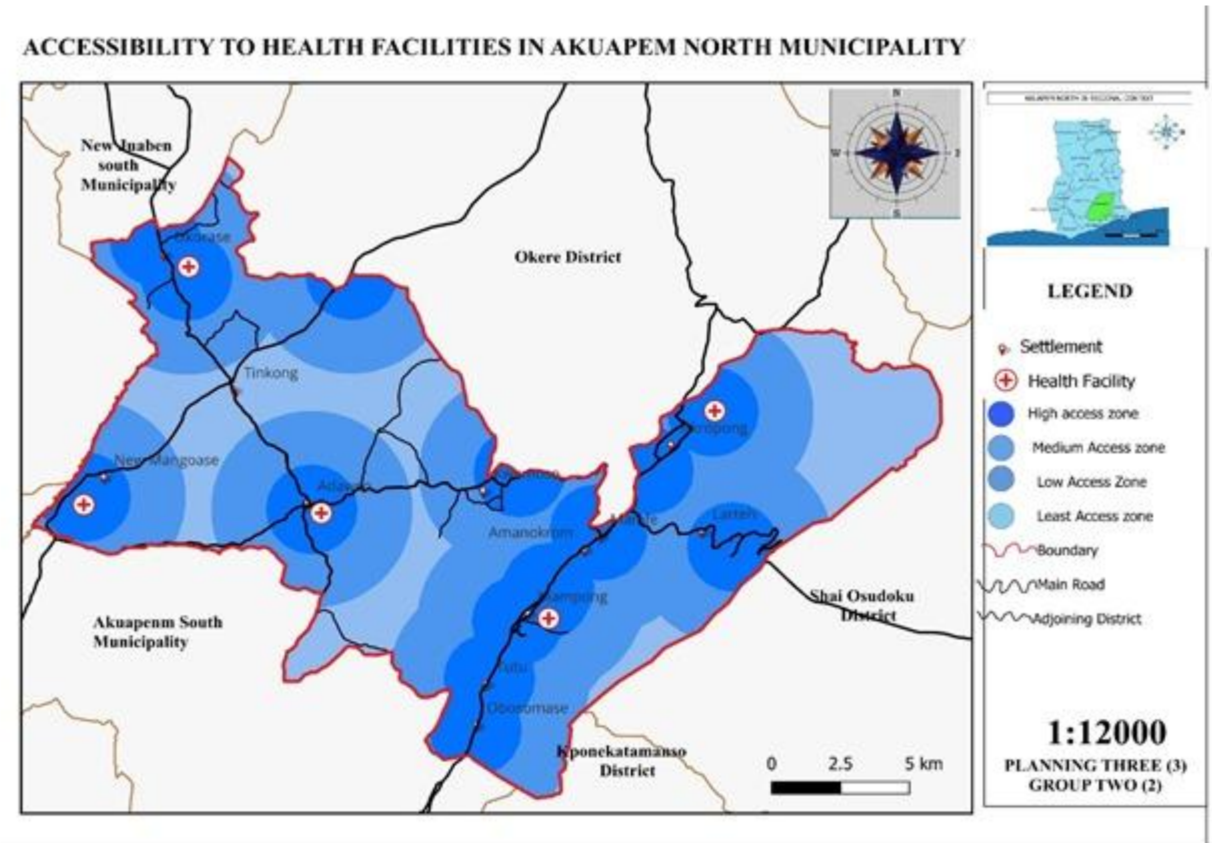

Figure 0.11 Accessibility to Health Facilities in Akuapem North Municipality

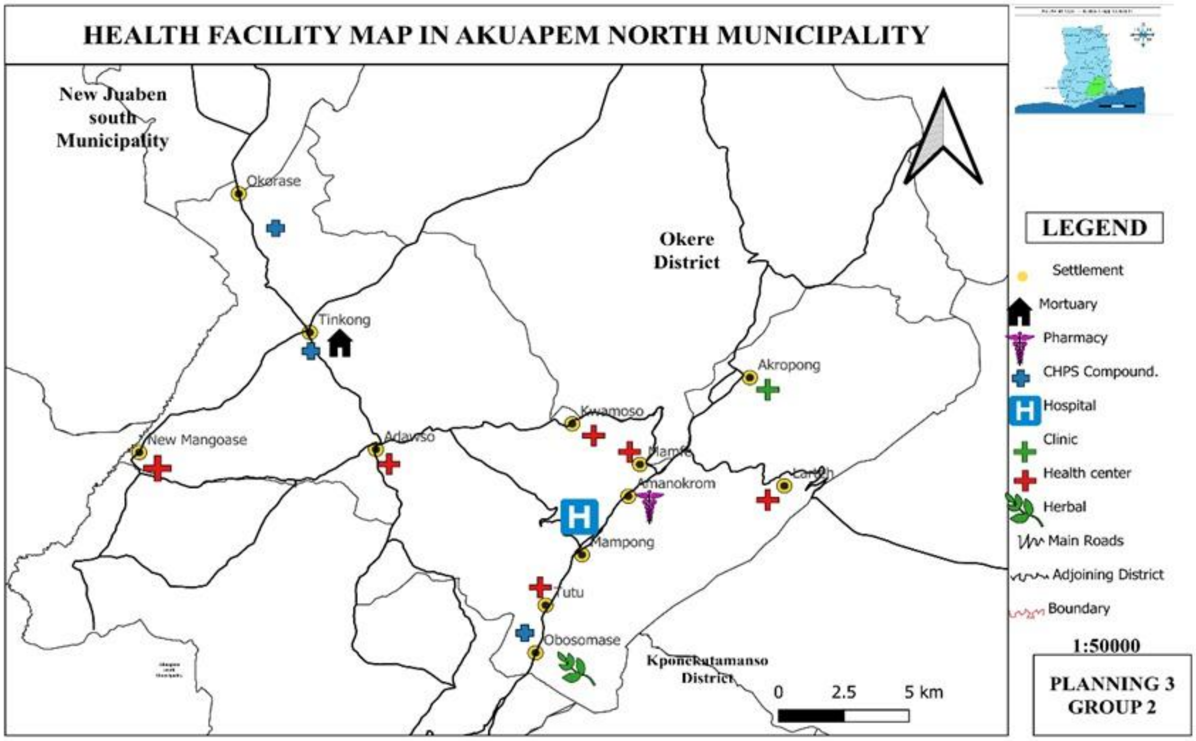

Figure 0.12 Health Facility Map in Akuapem North Municipality

Staff strength

Health Personnel

The existence of adequate and well-qualified staff is a sine-qua-non for equitable and accessible health delivery. The staffing situation in the health sector is woefully inadequate compared to the increasing population which now stands at approximately 109,026 (2024) as against staff strength of 396 in the public sector. The health personnel comprise of 17 doctors, 11 physician assistants, 234 nurses (CHN, RN), 15 laboratory staff, 5 pharmacists, 107 enrolled nurses and 7 public health. With a Doctor to Patient Ratio of 1:9336 and Nurse to Patient Ratio of 1:373 in 2024, the health sector can be said to be greatly understaffed with implication on real-time service delivery. The inadequate health personnel are partly attributed to the apparent lack of staff accommodation for health staff, and this gap must be addressed going forward to attract adequate qualified staff to the municipality.

Table 0.15 Staff Strength of Health Facilities as at December, 2024

Institution Type	Doctors	Physician Assistants	Nurses (CHN, RN)	Laboratory	Pharmacist	Enroll Nurses	Public Health	Total
Public	17	11	234	15	5	107	7	**396**

Source: MHD, Mampong, July, 2025

HIV/AIDS Situation in the Municipality

Ghana is characterized by the UNAIDS classification scheme as having a low-level generalized HIV epidemic with HIV prevalence that consistently exceeds 1 percent among pregnant women. Sexual transmission remains the major mode of HIV transmission in Ghana. The majority of infections 72 percent occur among the general low risk populations. Prevalence is consistently higher among women than among men in all age groups.

The situation in Akuapem North municipality is not different from the general situation in the country. In 2024, the municipality recorded a total of 245 new cases tested positive for HIV/AIDS. The female population contributed 64% (161) to the new HIV/AIDS. It is worth noting that HIV/AIDS has seen an increase when compared to 181 new HIV/AIDS cases in 2023. Out of the 245 new cases tested in 2024, 206 were enrolled on Anti-Retroviral Therapy. Some clients are still in the denial stage and refuse to be enrolled on therapy, while others choose to visit prayer camps. They come in HIV/AIDS stage 4, which has resulted in the high HIV/AIDS death rate. It has become difficult for most clients to achieve viral suppression due to the high rate of defaulting.

Social and Child Protection

Social protection refers to policies, programmes and interventions aimed at reducing poverty, vulnerability and social exclusion such as the National Health Insurance Scheme, Ghana School Feeding Programme, Capitation Grant, Free Senior High School, Livelihood Empowerment Against Poverty (LEAP) and the Disability Fund. The successful implementation of these programmes has brought improvement in the living conditions of beneficiaries and are expected to make greater impact in the coming years. Child protection on the other hand has to do with measures and activities designed to safeguard children from harm, abuse, neglect and exploitation. The Department of Social Welfare and Community Development through casework sessions and follow ups, undertake activities to better the lives of vulnerable groups such as children, women and persons with disabilities. Such vulnerable groups who call on or are referred to the department receive the support needed and interventions to ease off their predicaments. The 1992 constitution, the 1998 Children's Acts, the United Nation Convention on the right of children, Domestic Violence Act, Child trafficking Act, Disability Act among others are all legislations and policy documents that seeks to promote and protect the welfare of vulnerable groups such as children and persons with disabilities.

In the Akuapem North municipality, it is estimated that about 30.1 percent of its population is between the ages of 0-14 years and 6.9 percent between the ages of 65+ years (i.e., aged). This implies that the municipality has a lot of children and the aged who are dependent. Some of these children are vulnerable because of the municipality's high birth rate and inadequate parental control and responsiveness. Cases of children abandonment and abuse, defilement, rape, paternity, juveniles in conflict with the law, teenage pregnancy, child delinquency and children with HIV/AIDS are the issues most often reported. The Social Welfare and Community Development Department of the Assembly deals with these issues when they come to their notice. In addition, the department organizes programmes such as community sensitization on social welfare issues, regular home visits, provision of educational and medical support to orphans and vulnerable children, and supervision of juvenile at the correctional centres among others to address these problems.

It is also estimated that about 53.8 percent of the economically active population in the municipality are unemployed. This population is vulnerable because of their inability to live a decent life. They are usually lured into some social vices such as robbery / stealing, prostitution, gambling among others. This has led to the incidence of robbery in recent times which therefore implies that investors investment are at risk, life and properties are insecure hence, the municipal Assembly has to put up strategies for job creation in the areas of formalized agriculture, agri-businesses, industrialization (i.e. small scale industries at the Kwamoso industrial enclave), real estate development, aqua-culture, tourism, incubation centres, to bridge the unemployment gap and in effect create a self-sustaining resilient local economy.

Nutrition

Nutrition is the process of taking in and utilizing food and drinks to sustain life, support growth and maintain good health through the consumption of essential nutrients like carbohydrates, protein, fats, vitamins and minerals for proper physical and mental well-being as well as prevent disease and improve growth and development.

The District Health Administration has been monitoring and promoting growth of children and pregnant women in the municipality. In 2024, the District Health Administration did not record any incidence of malnutrition prevalence in the municipality and as such there was no severely malnourished child that required hospitalization within the period 2023-2024. The assembly intends to intensify education, monitoring and promotion of growth of children and pregnant women to enable the municipality maintain zero record of malnutrition prevalence.

Water and sanitation

Access to potable and reliable water coupled with sound environmental cleanliness contributes greatly to improving the health status and socio-economic development of every society. There are seven (7) main sources of water supply in the municipality i.e., pipe-borne, borehole, protected / unprotected well, tanker supply, protected / unprotected spring, river / stream, dugout / pond / lake / dam / canal. As at the end of 2024, water coverage in the municipality stood at 84 percent, while sanitation stood at 94 percent.

For the Akuapem North Municipal Assembly, provision of potable water has become an annual routine. Access to potable water has significantly increased. Data collected by the Municipal Development Planning Unit indicates that almost all communities have one or more sources of potable water. This was made possible through the interventions of the Assembly, NGOs, individuals and the Central Government. Communities on the ridge are those connected to Ghana Water Company pipeline, those below the ridge depend on boreholes, small community water system and hand-dug wells. It must however be emphasized that the provision of water services is not without challenges. The Ghana Water Company do not provide constant water supply to its customers. There are instances where some communities have gone weeks without water supply.

Sanitation Services

The sanitation situation in the Municipality is not bad as compared to other areas in Ghana and the Eastern Region. Many of the populace in the urban centers have household toilets specifically water Closets. In clustered areas, the situation is however different. Majority of people in such areas depend on public toilets partly because of unavailability of land to construct household toilets. Most of the rural areas use household latrines constructed either by the landlords or with aid from Plan Ghana. The environmental and sanitation unit of the Assembly has increased its sensitization on open defecation and the need for households to construct their own latrines through the community led total sanitation programme. The Assembly is hopeful that the communities will adopt the programme and make their communities open defecation free.

In terms of refuse collection, Zoomlion is in a contract with the Assembly to collect household solid waste. Zoomlion provides two services, the house-to-house service and the communal service. Irrespective of the existence of Zoomlion in the Municipality, some communities are noted for dumping refuse on unapproved sites posing treat to the environment and the health of those who live around. The Environmental Health Unit does not have adequate staff for constant monitoring of these communities. Faecal waste is, however, privately handled by individual household while public toilet facilities are handled by the unit committee.

The Municipality is, however, blessed with a landfill site, even though not engineered, plans are far advanced to develop it into an engineered landfill site to serve not only Akuapem North municipality and Okere district but the other adjoining Assemblies in the Akuapem enclaves.

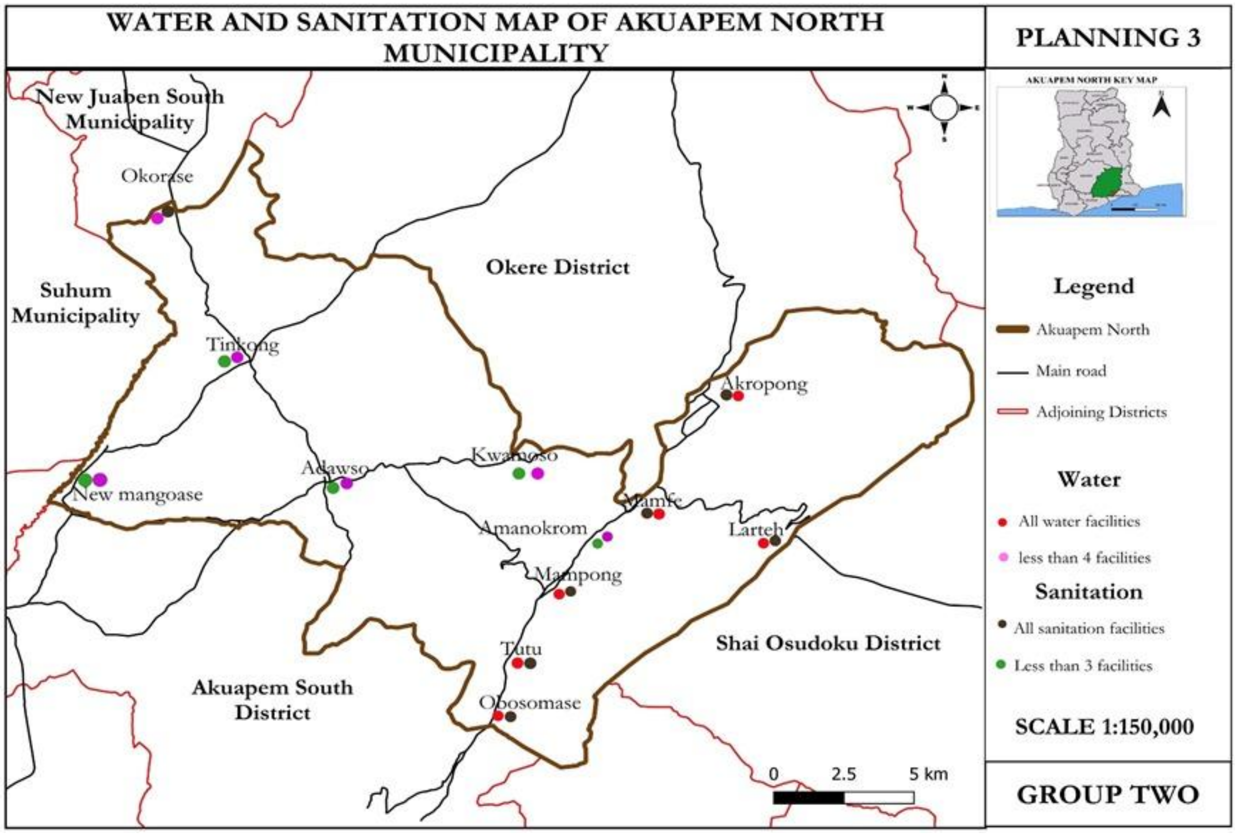

Figure 0.13 Water and Sanitation Map of Akuapem North Municipality

Housing

Conventional structures constitute the major residential type in the municipality, making a total of about 98.83 percent. About 54.1 percent of the houses are occupied by the owners, 34.3 percent of the houses are occupied by other private individuals while 10.5 percent of the houses are either family property or occupied by relatives who are not household members, private employers, estate developers among others. Wooden structures constitute the second residential type constituting 0.55 percent while metal containers constitute the third most residential type of 0.29 percent.

According to the 2021 population and housing census, the Akuapem North Municipality recorded a housing stock of 37,484. The rural areas recorded the highest proportion of the Municipality's housing stock of 19,612 as against the urban areas which recorded 17,872. The housing stock in the municipality is inadequate, as shown by the serious accommodation problems being faced by both residents and migrant workers. This situation calls for both individuals and corporate bodies to invest in the housing sector. The average household size in the municipality is 3.1 as compared to the regional average of 3.2 and the national average of 3.6.

Migration

Migration is the movement of people across a specified boundary for the purpose of establishing a new or semi – permanent residence. Migration could be within the country or from outside the country. The urban nature of the Akuapem North Municipality and the serene and conducive weather pattern with its related diverse educational institutions has continued to attract people from all walks of life (within and outside the country) into the Municipality. Migration is a critical factor of population growth in the Municipality. The impact of migration on development is in the form of Social Resources, Human Resources and Economic Resources.

Social Resources of migrants are represented by the social relationship that 'moving' persons maintain as individual, collective or organization at levels for example, with relatives, friends, colleagues or associations.

Human Resources, which consist of both poorly and highly skilled migrants, contribute through their labour, knowledge and abilities, enable all societies concerned with migration to sustain specific mode of production, consumption and welfare. An example in the Akuapem North Municipality is individual having been made to settle in the municipality because of employment.

Educational institutions, tourist attraction sites, hotels, guesthouses and other institutions employ a lot of people (locals or from other parts of the country as well as expatriates) in this regard.

Economic resources include remittances, savings and certain forms of trade and investment represent economic resources that migrants possess.

Anagkadzo campus, Kingdom estate, Eastern premier hotel, Kwayisibea hotel, blue royal hotel, eves hill hotel has invested heavily in the municipality as well as other hotels, guesthouses, MSMEs, smaller companies etc. all with the aim of getting favorable returns on their investment. Their investment has a multiplier effect on the social and economic well-being of the municipality. Banks and other financial institutions have come to take advantage of the investment opportunities in the municipality. Banks and financial institutions can offer loans and other financial services to these institutions (i.e., Anagkadzo, real estate developers, hotels, MSMEs (Micro, Small and Medium Enterprises) etc. and accept savings from the members of the municipality.

The spinal effect of migration has brought about small to medium shops providing either services or products to communities with the municipality and all these would not have been without migration.

Aged care

Aged care encompasses a range of services and support for older adults, focusing on their physical, emotional and social needs. This is done with the aim of providing support and care that enables older adults to maintain their dignity, independence and quality of life while addressing their physical, emotional and social needs in a respectful and compassionate manner.

The population of Akuapem North municipality is youthful (i.e., 0-14) constituting 30.1 percent of the entire population thus giving credence to the youthful nature of the municipal population. The workforce population (i.e., 15-64) of the municipality is more than half thus 63 percent of the municipal population. The older population (i.e., 65 years and older) make up 6.9 percent, indicating a rather favourable age dependency ratio of 58.6 percent contrary to the reality on the ground. In the municipality. The aged population of 7,241 is dominated by females constituting 63.4 percent of the total population of the aged. At the locality level about 59.1 percent of the aged population resides in urban localities with the females dominating in the urban areas by a proportion of 65.9 percent as against 34.1 percent males. The same applies in the rural localities where 59.8 percent of the population being females and 40.2 percent of the population being males.

Youth

The population of the Akuapem North municipality is youthful which simply means that the municipality's population has a characteristic of high proportion of young individuals, typically under the age of 30 years.

According to the 2021 population and housing census, the population 18+ constitutes 60.4 percent while the 0-14 age constitute 30.1 percent of the entire population of the municipality respectively giving credence to the youthful nature of the population of the municipality. The workforce population (i.e., 15-64) of the municipality is 63 percent of the entire municipal population.

Environment

The environment comprises both natural elements, such as air, water, land, ecosystems, and biodiversity, and human-made structures, which collectively support life on Earth by sustaining vital resources, regulating the climate, and maintaining ecosystem balance.

Human settlement – built environment

Human settlements are places where people live, work, and interact with one another, encompassing various types such as rural, urban and suburban settlements.

The built environment comprises all human made structures, spaces and infrastructure including buildings, roads, transportation systems, utilities and urban planning which collectively shape the physical framework for human activity and impact the quality of life, environmental sustainability and economic development of the municipality.

The Akuapem North municipality exhibits a dispersed settlement pattern with numerous small villages and towns spread across its 263sq.km area. The area is known for its hilly terrain and relatively high rainfall which has influenced settlement patterns with many communities relying on smallholder farming.

The landscape of the municipality is characterized by hills and valleys which have contributed to the dispersed pattern, with settlements often located on more level areas along roads. The municipality's proximity to both Accra and Koforidua i.e., the national and regional capitals respectively has also played a role in its settlement pattern with some communities experiencing growth due to their accessibility.

Climate change

Climate change means the long-term warning of the planet due to an increase in average global temperatures, primarily caused by human activities that release greenhouse gases, such as carbon dioxide and methane. These gases trap heat in the atmosphere leading to rising temperatures and associated impacts. Climate change is seen as one of the major environmental threats with international and national significance. Changes in the average weather conditions over a long period of time have major ramifications in the socio-economic life of the citizens.

Natural environment is of crucial importance for social and economic life. It provides food, shelter, energy and recreation. In this respect the diversity of nature not only offers man a vast power of choice for his current needs and desires, but it also enhances the role of nature as a source of solutions for the future needs and challenges of mankind. Everything that humans do has some impact on the environment. The environment consists of water bodies, minerals, flora and fauna which are being affected by activities of human beings. The quality of both the built and natural environment is vital for long term growth and development. Increased production can be meaningful when it occurs in a well-managed, efficient, safe and healthy built environment. On the other hand, protecting the natural environment to prevent deforestation, land degradation and loss of ecosystems is very important. It is obvious that every development project has its own environmental implications and to resolve these issues, a strategic environmental assessment needs to be undertaken to evaluate the environmental implications of policies, plans and programmes with the aim of assessing the potential effects of the policies, plans and programmes on the environment and inform us to consider environmental factors in strategic planning and decision making.

The United Nations Environment Programme (UNEP) defines a green economy as an economy that results in improved human wellbeing and social equity, while significantly reducing environmental risks and ecological scarcities. The green economy framework aims at promoting sustainable development, poverty eradication and environmental protection through sustainable investment, policy coherence while recognizing the economic value of natural resources and ecosystem services.

In the Akuapem North Municipality, the activities of estate developers, sand winning, lumber contractors, charcoal burners and many more have diversely affected the climate and green environment in the municipality. The intensity of these activities over the years has resulted in the changing pattern of rainfall which has inversely affected farming pattern. Based on these, the Akuapem North Municipal Assembly has outlined some adaptative and mitigation measures to help ease the effects of climate change in the municipality.

Tree planting – encourage tree planting initiatives to support reforestation and environmental stewardship

Forest preservation – protect and maintain forests, water bodies, farmlands, protected areas etc.

Rainwater harvesting – encourage rainwater harvesting system for household and community use.

Disaster preparedness – develop disaster preparedness plans and conduct regular inspections to ensure community readiness.

Climate literacy – integrate climate literacy into community education programmes to raise awareness and promote climate action.

Community engagement – engage with local communities and encourage them to develop and implement climate adaptation plans that meet their specific needs.

Income generating activities – promote income generating activities that support climate resilience such as vocational skills training and entrepreneurship programs.

Sustainable Land Use – promote sustainable land use practices i.e., landscape-level land-use planning to reduce deforestation and promote ecosystem services.

Mainstream climate change adaptation – integrate climate change adaptation into the Municipal's development plans and budgets.

Collaboration and partnership – fostering partnership with local development actors i.e., NGOs, and private sector to support climate change adaptation initiatives.

Transportation network

Transport is a non-separable part of any society. It exhibits a close relation to the style of life, the range and location of activities and the goods and services which will be available for consumption.

The road system in the Municipality can be classified into three categories namely the first-, second- and third-class roads. The first-class road is Koforidua – Accra highway that passes through Aburi. The second-class roads connect and provide accessibility among the major settlements in the Municipality like Larteh, Akropong, and Mamfe. The rest of the road network could be classified as third class and are mainly feeder roads which link villages to each other and to the main commercial and administrative towns. The general conditions of roads, especially feeder roads, are poor. Most of the feeder roads have deteriorated. During rainy seasons, surface accessibility becomes very poor hence hindering the movement of people and farm produce especially to the market centers and increasing the maintenance cost of vehicles plying them, with the effect of high fares.

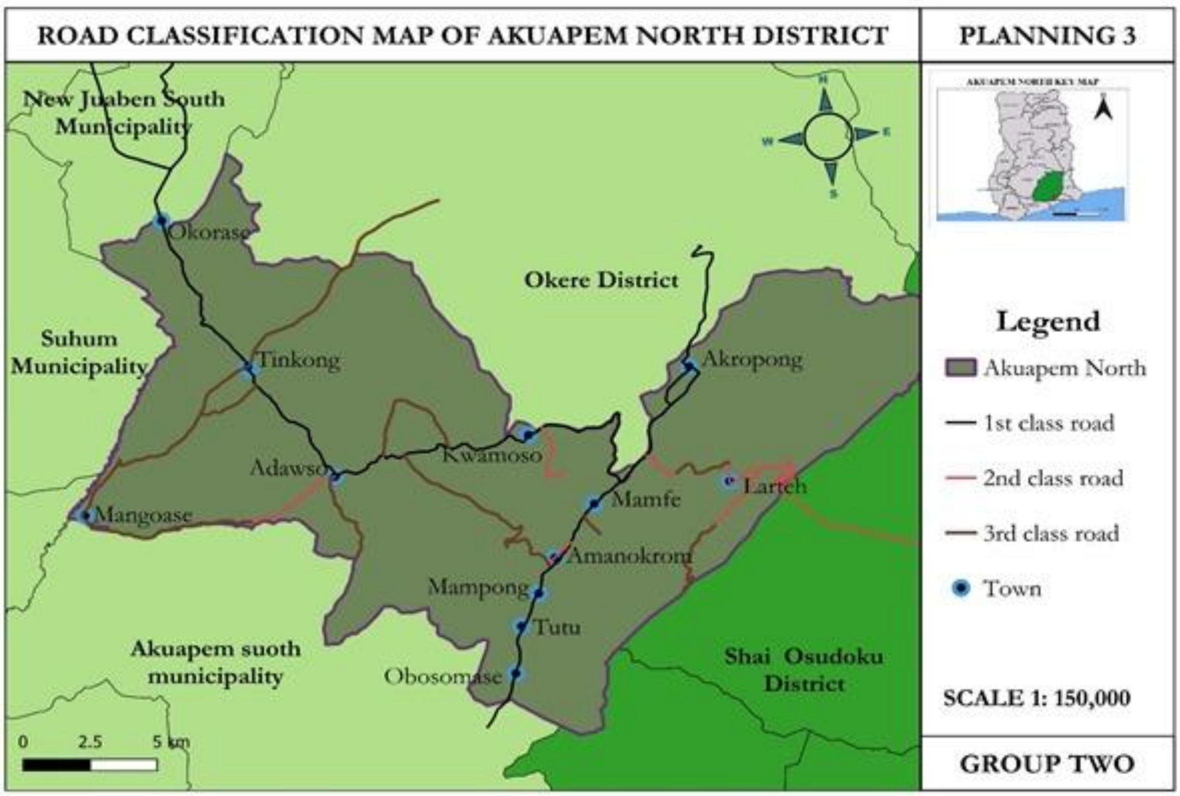

Figure 0.14 Road Classification Map of Akuapem North District

Postal and Telecommunication

Facilities for postal and telecommunications are limited in the Municipality. The Municipality has post offices at Akropong, Larteh, Okorase, Adawso, and Mampong. There are also telecommunication network facilities such as MTN, Vodafone and AT providing communication and mobile money transfer services to people in the Municipality.

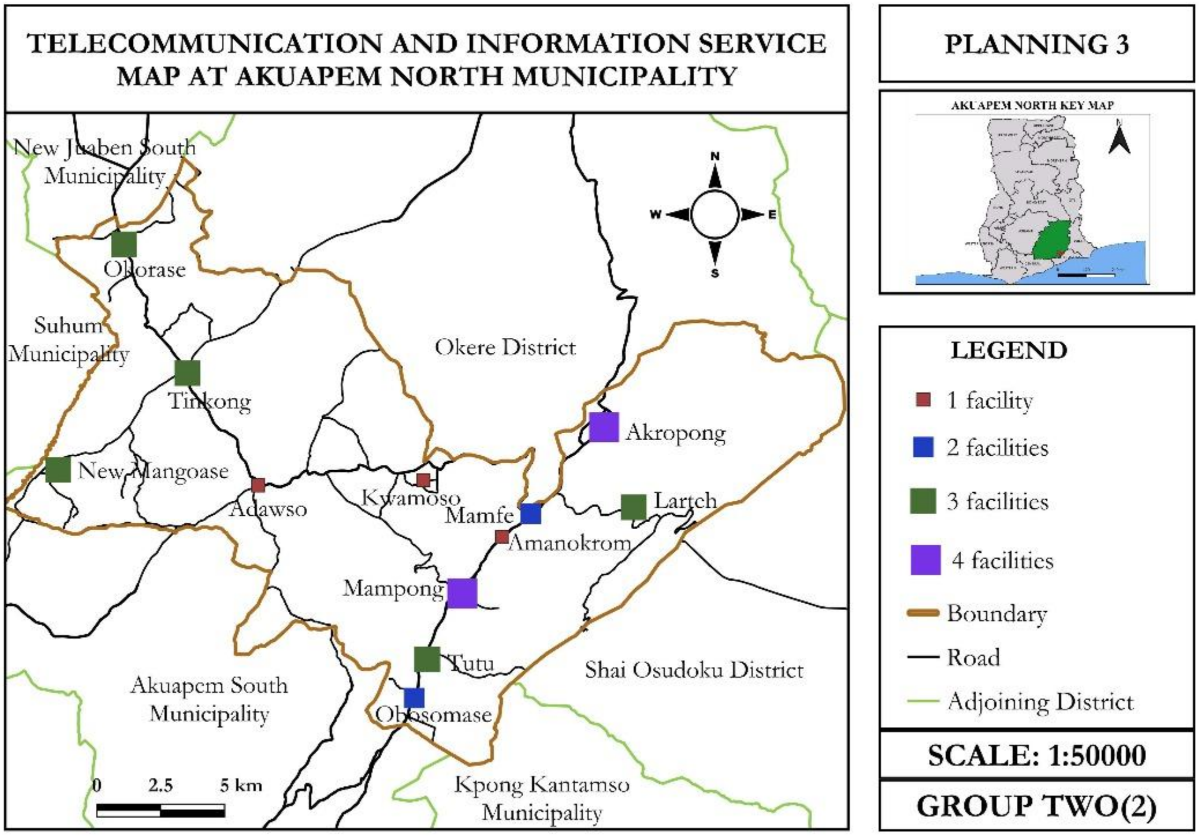

Figure 0.15 Telecommunication and information service map at Akuapem North Municipality

Peace and security

Peace and safety are needed for improved wellbeing within any geographical location. Maintenance of security within the municipality is the sole responsibility of the Municipal Security Committee (MUSEC) comprising; the Municipal Chief Executive, the Municipal Police Commander, the Divisional National Investigation Bureau (NIB), the District Officer - National Investigation Bureau (NIB), the Municipal Chief Fire Officer, the Immigration officer in charge of the Municipality, the Municipal National Disaster Management Organization (NADMO) Director, the Municipal Ambulance Service with the Municipal Coordinating Director as the Secretary. The MUSEC is charged with the responsibility of formulating plans to combat crime within the municipality and to take actions it deems fit in time of security threats to forestall peace within the municipality. 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 agencies in combating crime in the municipality. So far, the municipality is relatively peaceful.

The Municipality has its Police Divisional Headquarters at Akropong. The Division oversees three districts, thus Akuapem North and Akuapem South Municipal Assembly as well as the Okere District Assembly. Akuapem North Municipal Assembly has nine (9) Police Stations with one hundred and forty-nine (140) Police personnel made up of 103 males and 37 females. They are also supported by the recruits under the Youth in Security module of the Youth Employment Authority to discharge their duties. Currently the Municipality has two Police District Commands namely Akropong and Mampong with a few Police Stations located in Akropong, Mamfe, Adawso, Larteh, Mangoase, and Mampong.

The presence of these Police stations and the 24 hours Police patrol has helped to reduce the frequent incidence of armed robbery in the Municipality. The challenges confronting the service are lack of permanent structures for most of the police stations since some of them operate in rented houses and lack of residential accommodation for Police personnel.

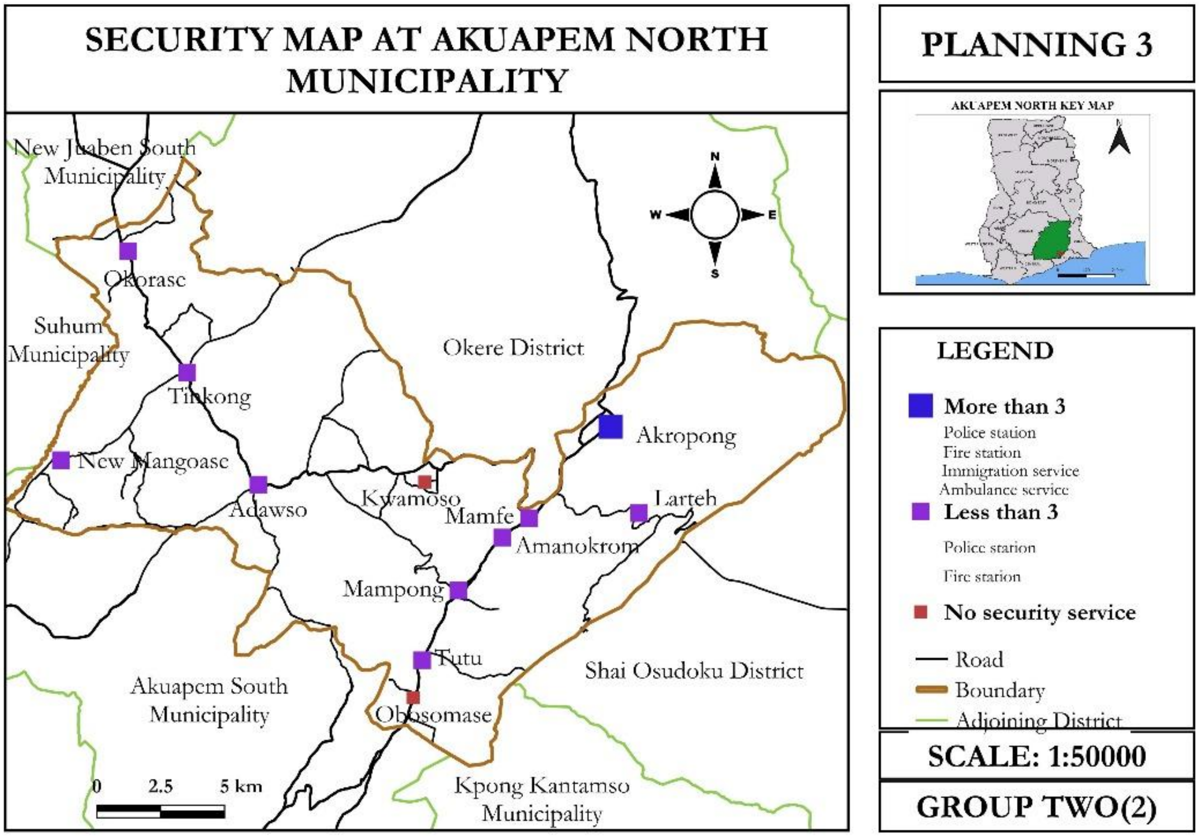

Figure 0.16 Security map at Akuapem North Municipality

2.4 Community Action Planning

In the preparation of the MTDP, the Assembly in collaboration with the sub district structures, stakeholders, community members etc. to develop community action planning to help identify community needs and priorities, develop strategies and plans to address these needs. Community action planning is a powerful tool for driving positive change and improving community wellbeing.

Popular participation

Popular participation involves the active participation of citizens in decision making processes, and community development to empower individuals or communities contributes to policy making and planning, holding leaders accountable and driving positive change.

In the Akuapem North municipality, governance and traditional authorities traverse in different ways most especially at the local level. The Assembly collaborates with the traditional authorities in the development of the municipality since they represent their communities at the Assembly level. There is a smooth collaboration between the traditional authorities and the Assembly in the municipality which ensures effective infrastructure development. The Assembly in exercising its responsibilities is faced with some challenges such as inadequate office space and to accommodate all the decentralized departments, inadequate logistics to undertake official duties i.e., lack vehicle to undertake monitoring activities, unwillingness of some departments to provide data for reporting, inadequate critical officers for some departments i.e., agric veterinary officers and agric extension officers, health disease control officers among others. In terms of accountability, the Assembly in every fiscal year undertakes town hall meetings to inform citizens, traditional authorities, stakeholders among others on how the Assembly implemented its planned activities with the resource at their disposal and the level of development in the municipality. This activity helps the citizens to appreciate the Assembly and encourages them to pay their levies to enable the Assembly to get more funds for the development of the municipality.

Emergency preparedness and response

The main objective of this development dimension is to promote proactive planning for disaster prevention and mitigation. This is usually achieved through collaboration between departments in the municipality's preparedness and response to disaster incidents and disaster risk management, disaster preparedness and response. Response to disaster and preparedness has been enhanced through the formation and training of disaster volunteer groups; planting of trees to serve as wind breaks, public education on bushfire prevention and management of forest and wetlands. Public education and covid-19 prevention and awareness creation on outbreak of new virus disease is usually undertaken by a collaborative effort between the Health, Education, NADMO and Agriculture departments. The regular provision of fuel and logistics to these departments would enhance swift response to disaster and emergencies. There are so many disaster incidents, however a few can be said about such disasters in the municipality. These include but not limited to natural, man-made, biological, environmental, technological, geological, industrial, and nuclear among others. An example of natural disasters includes floods, earthquake, tsunami etc. man-made disaster includes but not limited to industrial accidents, nuclear accidents, chemical spills, transportation accidents etc. An example of biological disaster incident that occurred in the country is COVID 19 pandemic. An example of environmental disasters includes wildfires, droughts, pollution and examples of technological disasters include cyber-attacks, infrastructural failure among others. These incidents show diverse nature of disasters which can often have multiple causes and consequences however, with effective preparedness and response, some of these disaster incidents can be prevented.

Disaster Risk Management

Disaster risk management is a systematic approach to identify, assess and reduce the risks associated with disaster with the main aim of minimizing the impact of disasters on communities and the environment. In the Akuapem North Municipality, the management of disaster is under the jurisdiction of the National Disaster Management Organization (NADMO). The Organization is an integral part of the Municipal Assembly's structure, operating under the Assembly's framework to provide disaster preparedness, response, and relief services. NADMO is primarily mandated to coordinate disaster risk management activities which includes a range of activities from preparedness and response to recovery as well as prevention and awareness creation. In times of disaster, the organization plays a frontline role in assessing damage, relocating victims, and ensuring the provision of basic needs such as food, shelter, and clothing.

Although NADMO has made commendable efforts in disaster response, its effectiveness is often hindered by limited logistics, inadequate staffing, and insufficient funding. Strengthening NADMO's operational capacity—through better resourcing, inter-agency collaboration, and community-based disaster risk reduction initiatives—will enhance resilience and minimize the impact of future disasters on lives, properties and livelihoods in the Municipality.

Disaster Risk Reduction

Disaster risk reduction is a systematic approach to reducing the risks and impacts of disasters with the aim of minimizing the vulnerability of communities and further strengthening the ability of communities and systems to withstand and recover from disasters. In the Akuapem North municipality, the organization responsible for this, is NADMO and as such they have strategies that are adopted to reduce the risk and impacts of disasters in the municipality.

Risk management – the organization identify and assess potential disaster risks after which they alert communities of the potential disaster. The organization then implements measures to reduce the impact of disasters while developing plans and procedures for disaster response and recovery. Communities are engaged in the disaster risk reduction planning and implementation. When these strategies are followed thoroughly, they reduce the impact of disasters on human life, reduce economic losses and promote sustainable development. It further protects the environment and natural resources as well as enhances the resilience of communities and infrastructure.

Effective residual risk management requires ongoing monitoring and review to ensure that mitigation strategies are effective and adaptable to changing circumstances.

Management of Residual Risk

Residual risk management has to do with identifying, assessing and mitigating risks that remain after implementing risk reduction measures. This involves the identification of residual risk i.e. the risks that remain after implementing risk reduction measures; evaluate the likelihood and potential impact of residual risks; prioritize residual risk based on their likelihood and potential impact and implement strategies to mitigate or manage residual risks. The management of residual risk helps in better understanding and management of residual risk; make informed decisions about risk management and develop strategies to mitigate or manage residual risks.

Strengthening of Resilience

Strengthening resilience involves enhancing the ability of individuals, communities and systems to withstand and recover from shocks, stresses and disasters. In strengthening resilience, it must be handled in three different levels i.e., individual, community and systemic. Individual resilience basically has to do with developing skills to manage stress and adversity, foster strong social connection and support networks and prioritize physical and mental health. With community resilience, the Assembly would encourage community participation and engagement, foster social cohesion and community unity and build local capacity and resources. Systemic resilience deals with design and building resilience infrastructure, strengthening institutional capacity and governance and developing adaptive planning and management approaches. When all these measures are implemented, the municipality's ability to withstand shocks and stress is enhanced, recovery is improved and ability to adapt to changing circumstances is enhanced. However, strengthening resilience requires a multi-faceted approach that addresses individual, community and systemic factors.

Reduction of Disaster Losses

Disaster loss reduction involves implementing measures to minimize the impact of disasters on communities, infrastructure and the environment. The Assembly will implement key strategies in both preventive and mitigation, preparedness, response and recovery measures. The preventive and mitigation strategies basically will deal with identifying potential disaster risks, design infrastructure to withstand disasters and plan land use to help minimize disaster risk. The preparedness strategies will have to do with the Assembly establishing early warning systems, developing emergency response plans and educating the public on disaster risks and preparedness. Under the response and recovery strategies, measures will be put in place to respond quickly and effectively to disasters, assess damage and prioritize recovery efforts and rebuild infrastructures and communities sustainably.

SWOT Analysis

Identifying Strengths, Weaknesses, Opportunities and Threats (SWOT) undertake an analysis of the strengths and opportunities that exist that could be utilized to address identified issues. Weaknesses and threats that can derail development efforts would also be identified and analyzed so that corrective measures would be formulated.

Table 0.16 SWOT Analysis

Development issues	Strengths	Weaknesses	Opportunities	Threats
Poor water and environmental sanitation service and facilities i.e., borehole, public latrines, skip containers, stray animals, etc.	Availability of DACF to provide water and sanitation facilities / services Availability of MWST Existence of MEHU Proactive judicial system to prosecute sanitation related offences Enforcement of sanitation byelaws	Lack of expansion in the coverage by GWCL Mountainous nature of the municipality Absence of well-established waste management unit Frequent breakdown of waste management equipment Lack of commitment to prosecute sanitation	Existence of Ministry of Local Government, Chieftaincy and Religious Affairs Existence of Water Resource Commission Preparedness of the private sector to collaborate with Assembly Existence of NGOs in water and sanitation	Irregular flow of funds from central government Increasing cost of waste management especially maintenance of equipment, fuel and lubricants Inactiveness of CWSA Dwindling donor support

Development issues	Strengths	Weaknesses	Opportunities	Threats
		offenders Inadequate skip containers Inadequate MEHU staff	service delivery	
Conclusion: Adequate potential and opportunities exist to address issues of water and environmental sanitation. The assembly will collaborate with all relevant ministries, departments, agencies, and institutions including the private sector to address the challenges and constraints in water and environmental sanitation.				
Poor infrastructure delivery services i.e., road, electricity extension, streetlight, drainage, market etc.	Existence of Works and urban roads departments Assembly's routine maintenance of roads Existence of ECG district	Poor road infrastructure to market areas Poor road network from farm to market centres	Government initiative on construction of 24-hour economy model market	Inadequate storage and processing facilities Low value addition to fresh farm produce Security threat due to unavailability of streetlight in most communities in the municipality
Conclusion: The high capital-intensive requirements for the provision of roads, electricity, drainage and market infrastructure pose a major weakness and threats to the assembly. There is thus the need to collaborate with all relevant institutions and stakeholders, including the private sector, to address the weaknesses and threats.				
Poor investment in processing and value addition infrastructure i.e., processing facilities etc.	Existence of vibrant market Existence of farmers Existence of MSMEs Existence of fresh farm produce Availability of raw materials	Poor storage facilities Inadequate processing facility Post-harvest losses	Existence of BRC, Cooperatives and Agric departments Existence of MLGCRA and MOFA Government initiative on construction of 24-hour economy model market	Inadequate storage and processing facilities Low value addition to fresh farm produce
Conclusion: The high capital-intensive requirements for the setting up of processing and value addition infrastructure pose a major weakness and threats to the assembly. There is thus the need to collaborate with all relevant institutions and stakeholders, including the private sector, to address the weaknesses and threats.				
Poor access to and participation in quality educational delivery facilities i.e., school block, teaching and learning materials, infrastructure etc.	Availability of educational institutions at all levels Availability of trained teachers Availability of DACF Existence of Works department Established institutions to promote education Commitment of MA to improve educational service delivery and infrastructure Availability of SISOs	Inadequate support for logistics from MOE/GES Inadequate supply of teaching and learning materials Lack of maintenance culture on the part of school management	Oversight roles of GES / MoE Availability of School Feeding Programme Existence of PA Revised guideline on utilization of DACF to improve educational infrastructure Donor support for education	Inadequate logistics for monitoring and supervision Ineffective supervision Inadequate teaching and learning materials Irregular flow of funds from central government
Conclusion: The provision of educational infrastructure including teacher accommodation, teaching and learning materials coupled with regular supervision will contribute to enhancing the performance of students and teachers and hence improve academic performance in general.				
Poor healthcare and health service delivery facilities i.e., Inadequate CHPS compound, inadequate technical staff,	Availability of health facilities at all levels Presence of MHMT Availability of DACF Existence of Works department	Inadequate CHPS compound Inadequate health education campaign Inadequate trained health personnel	Expansion of health training institutions in the country Posting of qualified health personnel Support from donor	Lack of special incentives for health staff who accept postings to rural districts and rural communities in the

Development issues	Strengths	Weaknesses	Opportunities	Threats
	Existence of National Health Insurance Scheme Commitment of MA to improve health service delivery Use of DACF RFG and IGF to provide accommodation for health staff	Reluctance of health personnel to accept postings to rural areas	partners to improve health infrastructure and services Availability of NGOs in health service delivery	country Inadequate accommodation for health personnel Irregular flow of funds from central government
Conclusion: Issues on health can be addressed through collaboration among all stakeholders. The commitment of central government and the assembly to improve health delivery and commitment of health personnel should provide adequate incentive for improved health delivery system.				
Inadequate social protection programmes for vulnerable groups in the municipality	Existence of Department of Social Welfare and community development Existence of LEAP programme Existence of PWD CF MA's commitment	Inadequate funding Inadequate social safety nets	Support from the MoGSP Existence of MLGCRA Government policy on vulnerability	Increase in teenage pregnancies Incidence of single parenting Social and cultural discrimination and stigmatization against disability Low coverage of disability fund
Conclusion: The strength and opportunities to address issues of social protection programmes for vulnerable groups exist which can be explored further through advocacy and collaboration with relevant agencies while the weakness and threats can be addressed.				
Inadequate disaster and risk management plans i.e., hazard identification, emergency response, lack of relief items etc.	Existence of NADMO, Ambulance Service, Fire Service and Police	Inadequate funding Frequent breakdown of fire hydrant Lack of disaster preparedness plan	Support from GoG, NGOs and other donor partners	Inadequate support for disaster risk management plans
Conclusion: The strength and opportunities for addressing disaster related issues in the municipality exist. The weakness and threats can be addressed through public sensitization on disaster management and prevention and well as strict enforcement of sanitation by-laws				
Inadequate security service personnel and facilities i.e., personnel, equipment, infrastructure, etc.	Existence of GPS, GNFS, GIS, GAS etc,	Inadequate funds from Central Government to support security activities Delay in dispensing justice	Provision of logistics by Central gov't Existence of MoI and MoD	Inadequate resources Inadequate office and residential accommodation
Conclusion: The strength and opportunities for addressing the weakness and threat facing inadequate security service personnel and facilities exist. However, it needs to be explored by the intervention of government and all stakeholders including the private sector.				
Inadequate technical staff for agric extension services	Existence of Agric department Existence of farmers	Inadequate funds from central government Inadequate extension officers	Existence of MLGCRA Existence of MoFA Existence of NGOs in agriculture productivity	Inadequate extension services to farmers which can reduce productivity
Conclusion: The strength and opportunities for addressing the weakness and threat facing inadequate technical staff in the agriculture sector. However, it needs to be explored by the intervention of government and all stakeholders including NGOs, DPs and private agencies.				
Lack funds to undertake planned activities i.e., Inadequate funds, office equipment, furniture, stationery etc.	Strong revenue base i.e., lands, property rate, etc. Large rateable properties Qualified revenue personnel Adequate system in place to prosecute rate defaulters Active internal audit unit	Central government ceilings on the imposition of certain levies	Collaboration of the private sector Support of donor-funded programmes to improve revenue collection Access to government training programmes Deployment of GIFMIS system	Un-updated revenue data base Ineffective monitoring Lack of commitment on the part of revenue collectors Inadequate revenue collectors Unwillingness of the people to pay rates
Conclusion: Huge strength and opportunities exist to address the issue of lack of funds. The assembly should prioritize. The Audit Unit				

Development issues	Strengths	Weaknesses	Opportunities	Threats
should be strengthened to perform its gatekeeping role. The use of ICT in revenue mobilization and management should be vigorously explored.				
Low level of grassroot participation in local governance	Existence of Act 936 and L.I. 2232 Existence of Client Service Unit Organization of Town Hall Meetings	Inadequate funds from central government	Involvement of CSOs / NGOs in development MLGCRA policy on popular participation IMCC	Inadequate funds
Conclusion: Huge strength and opportunities exist to address the weakness and threats. The MPCU has its full complement of qualified and dedicated staff. The assembly should prioritize and release adequate funds for MPCU activities. The government should provide dedicated vehicles for MPCU activities.				
Undeveloped tourist and historical sites	Existence of tourist sites Fast growing hospitality industries	Poor road infrastructure to tourist sites Low patronage from natives	Existence of Ghana Tourism Authority Presence of private tourism developers	Topography of the municipality makes infrastructure development expensive
Conclusion: The presence of waterfalls and caves is a huge potential for the Municipality. With outlined strategies and political will, the challenges of tourism development would be solved.				
Inadequate office space and accommodation for departments, and other government agencies as well as logistics	Availability of dedicated land for development Large rateable properties Qualified revenue personnel Adequate system in place to prosecute rate defaulters Active internal audit unit	Assembly's commitment	Collaboration of the private sector Support of donor funded programmes to improve revenue collection Existence of MLGCRA Existence of DACF secretariat	Lack of dedicated funds for the construction of office / accommodation from the central government
Conclusion: Huge strength and opportunities exist to address the issue of inadequate office space and accommodation. The assembly should prioritize construction and rehabilitation of existing infrastructures. However, the weaknesses and threats should be addressed when the government prioritizes and dedicates funds to solve this issue.				
Inadequate spatial plans	Existence of Physical Planning Department Existence of Works Department	Inadequate funding for preparation of spatial plans	Political commitment Funding from Central Government Traditional Authority commitments	Interference from Traditional and Political rulers Most traditional rulers are not custodians of the lands in the municipality
Conclusion: preparation of spatial plans can be enhanced as strength and opportunities exist. The assembly will collaborate with all relevant institutions and stakeholders, including the private sector to address the weakness and threats in spatial planning.				
High rent charges	Existence of accommodation for rent Existence of real estate developers	High rent charges	Existence of rent control Existence of MLGCRAs, MWH	Lack of funds
Conclusion: Huge strength and opportunities exist to address the issue of high rent charges. The government and other agencies and institutions in the municipality should channel their resources in addressing weaknesses and threats by investing in construction accommodation for their staff while the government invests in providing decent office space.				

Medium-Term Needs Assessment and Projections

This section would provide the medium-term needs of the municipality for all focus areas identified under the existing condition. The future needs for the periods of 2026-2029 would be identified and analysed. The needs of future population would be estimated and harmonized with community solicited needs through various public fora and consultations.

Demand for Schools

Projections of enrolment for schools from KG to JHS.

Standards used:

KG	= 28 pupils per class
Primary	= 35 pupils per class
JHS	= 45 pupils per class
SHS	= 26 students per class of A to F

Table 0.17 Projected enrolments and demand for schools

Year	KG				Primary				JHS			
	Enrol't	**Fac. Exist.**	**Fac. Req.**	**Back log**	**Enrol't**	**Fac. Exist.**	**Fac. Req.**	**Back log**	**Enrol't**	**Fac. Exist.**	**Fac. Req.**	**Back log**
2025	3183	67	114	47	12715	67	363	296	6298	60	140	80
2026	3263		167		13033		372		6455		143	
2027	3345		119		13359		382		6616		147	
2028	3429		122		13693		391		6781		151	
2029	3515		126		14035		401		6951		154	

The demand for schools has been calculated in Table 2.17 using the estimated enrolment and the standards. Within the plan period, additional 59 KG, 334 primary schools and 94 JHS would be required within the municipality. While constructing new schools, the Assembly should also pay attention to rehabilitating the existing schools in deplorable conditions. This would also imply that there would be the need for additional teachers to be provided to help improve quality education delivery in the municipality.

Table 0.18 Number of schools in the district by type, level and circuit

Circuits	KG			Primary			JHS			SHS			TVET	
	Public	**Private**	**Total**	**Public**	**Private**	**Total**	**Public**	**Private**	**Total**	**Public**	**Private**	**Total**	**Public**	**Priva**
Akropong	8	12	20	8	6	14	8	6	14	2		2		
Larteh	11	8	19	11	8	19	9	4	13	3	1	4		
Adawso	12	6	18	12	6	18	11	3	14	0		0		
Mampong	12	8	20	13	9	22	11	4	15	2		2	1	
Mangoase	9	0	9	8	1	9	7	1	8	1		1		
Tinkong	10	1	11	10	1	11	9		9			0		
Okorase	5	16	21	5	16	21	5	7	12			0		
Total	**67**	**51**	**118**	**67**	**47**	**114**	**60**	**25**	**85**	**8**	**1**	**9**	**1**	**0**

Source: MED, ANM, Sept, 2025

Table 0.19 Projected enrolments and demand for schools

Year	KG				Primary				JHS			
	Enrol't	**Fac. Exist.**	**Fac. Req.**	**Back log**	**Enrol't**	**Fac. Exist.**	**Fac. Req.**	**Back log**	**Enrol't**	**Fac. Exist.**	**Fac. Req.**	**Back log**
2025	3183	67	67		12715	67	3		6298	60	4	
2026	3263				13033				6455			
2027	3345				13359				6616			
2028	3429				13693				6781			
2029	3515				14035				6951			

Source: MED, ANM, Sept, 2025

Health Needs

Hospital, CHPS Compounds and Doctors are the key health needs that were taken into consideration since they offer optimal services when they operate within a specified population threshold. The demand for more health facilities in the district has been assessed based on the following standards considered in the projection and the assumptions that; the population growth rate i.e., 1.0 percent and fertility rate would remain constant for the plan period. The standard used was based on the Ghana Health Service; 2020 holistic assessment guideline which gives the standard as follows:

Table 0.20 Health Facilities and Service Thresholds

Health Facility/Service	Population Threshold
1 Hospital	80,000 up to 200,000
1Health Centre	25,000
1 CHPS Compound	3,000 to 5,000
1 Doctor	7,000
1 Public/Community Health Nurse	450
1Midwife to Women in fertility age (15-49)	700

Source: GHS, 2020 Holistic Assessment Guideline

The projected health needs of the district are shown below.

Table 0.21 Hospital Needs

Year	Population	Existing No.	No. Required	Backlog
2021	105,315			
2025	110,279	2	1	0
2026	111,364		1	
2027	112,578		1	
2028	113,796		1	
2029	115,017		1	

Source: MHD, Mampong, July, 2025

Table 0.22 Doctor Needs

Year	Population	Existing No.	No. Required	Backlog
2021	105,315			
2025	110,279	17	16	0
2026	111,364		16	
2027	112,578		16	
2028	113,796		16	
2029	115,017		16	

Source: MHD, Mampong, July, 2025

Table 0.23 CHPS Compound Needs

Year	Population	Existing No.	No. Required	Backlog	Surplus
2021	105,315				
2025	110,279	33	37	4	
2026	111,364		37	4	
2027	112,578		38	5	
2028	113,796		38	5	
2029	115,017		38	5	

Source: MHD, Mampong, July, 2025

Based on the above analysis, it could be said that the district at the end of the plan period would require 4 additional CHPS compounds in other to bridge the equity gap in geographical access to health services. Additionally, the doctor need might be okay however, Tetteh Quarshie is a referral point for most health centres and also serve people from Accra and Koforidua hence, the need to have additional critical health workers to the municipality. The health situation could be good but in practice it has its own challenges in terms of proximity especially the rural areas, bad road network, poor staff attitude, which usually affect quality health services delivery in the municipality.

Water and Sanitation

The availability and accessibility to improved drinking water is an important aspect of the health of household members. The United Nations Sustainable Development Goal (SDG 6) targets to 'achieve universal and equitable access to safe and affordable drinking water and access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations by 2030'. This target places an enormous task on Ghana and for that matter Akuapem North Municipal Assembly to work extra hard on the provision of potable water and sanitation facilities with the view to increasing coverage in the short, medium to long term.

In terms of institutions in charge of water supply, the Ghana Water Company Limited distribution line covers the least communities in the water supply subsector whiles the District Assembly covers the larger communities. The Assembly over the past few years have drilled and mechanized a number of boreholes especially in the rural communities to bring potable water at the door steps of its citizens.

The Assembly have also made enough allocation in the current plan for the provision of potable water to its citizens to help achieve the SDG 6 and also minimize the suffering of children and women in search of water for basic household chores.

In terms of sanitation, the Assembly in collaboration with zoomlion company limited provided household bins to houses for the safe and hygienic way of handling household refuse. The Assembly in collaboration with traditional rulers and members of the communities have made enough provisions in the 2026-2029 MTDP to educate rural communities on the need to have household latrines through education on community led total sanitation approach. This would reduce the burden of the Assembly in the provision of public latrines in communities but rather focus its attention at public places (i.e., lorry stations, markets, among others) and help reduce open defecation in the short to medium term and make communities open defecation free in the very long term.

2.5 List of Development Issues

Development issues were identified through the Zonal Council Public Hearings and needs assessment as the basis for the programme of development priorities for the preparation of the Medium-Term Development Plan (MTDP 2026-2029). In this section the prioritized development needs identified are linked to the problems or gaps identified through the performance review of the 2022-2025 MTDP to determine their compatibility. The development issues have been categorized under the six (6) main development dimensions.

Economic Development

Inadequate technical staff for agric extension services

Poor investment in processing and value addition infrastructure i.e., processing facilities etc.

Undeveloped tourist and historical sites

Social Development

Poor access to and participation in quality educational delivery facilities i.e., school block, teaching and learning materials, infrastructure etc.

Poor healthcare and health service delivery facilities i.e., Inadequate CHPS compound, inadequate technical staff,

Inadequate social protection programmes for vulnerable groups in the municipality

Poor water and environmental sanitation service and facilities i.e., borehole, public latrines, skip containers, stray animals, etc.

Environment, Infrastructure and Human Settlement

Poor infrastructure delivery services i.e., road, electricity extension, streetlight, drainage, market etc.

Inadequate spatial plans

Governance, Corruption and Public Accountability

Low level of grassroot participation in local governance

Lack funds to undertake planned activities i.e., Inadequate funds, office equipment, furniture, stationery etc.

Inadequate office space and accommodation for departments, and other government agencies as well as logistics

High rent charges

Emergency Planning and Response

Inadequate security service personnel and facilities i.e., personnel, equipment, infrastructure, etc.

Inadequate disaster and risk management plans i.e., hazard identification, emergency response, lack of relief items etc.

Chapter Three: Key Development Priorities

3.1 Introduction

Ghana's Development Planning System highlights the importance of popular participation and as such active community participation in the planning process. In line with this, all the five zonal councils as well as thirty-two electoral areas were consulted to identify the needs and aspirations of community members within the municipality. With the limited resource at the Assembly's disposal, these development issues were subjected to strict prioritization process at both the community, zonal council and municipal levels involving all key stakeholders in development.

The main aim of this multi-level prioritization exercise was to ensure that the most pressing and aspirations of the citizens in the municipality are addressed within the planned period, thereby making efforts to achieve the vision of the Assembly.

3.2 Key Development Priorities

The key development issues from Chapter Two were prioritized based on an agreed criteria and a prioritization tool. In this section, the prioritization of development issues was undertaken through a multi-dimensional analytical framework that reflects local development needs which is aligned with broader national development policy goals. The criteria used in the prioritization of these development issues considered the following parameters.

Severity and diversity of the problem and intended benefits in addressing social, economic and environmental needs of citizens.

Significant multiplier effect on the local economy- attraction of investors, job creation, increases in incomes and growth, etc.

Significant linkage to meeting basic human needs and rights - e.g., immunization for children and quality basic schooling link to productive citizens in future, reduction of gender discrimination linked to sustainable development among others.

Significant multiplier effects in the sustainable spatial development of designated spaces or corridors.

Opportunities for addressing key cross cutting development themes such as

Marginalized and vulnerable groups i.e., the disability groups, HIV and AIDS etc.

Gender equality and equity with respect to practical and strategic needs and interests.

Environmental concerns including climate, biodiversity, disaster risk reduction, etc.

3.3 List of Prioritized Development Issues

The prioritised development issues are indicated below:

Poor water and environmental sanitation service and facilities i.e., borehole, public latrines, skip containers, stray animals, etc.

Poor infrastructure delivery services i.e., road, electricity extension, streetlight, drainage, market etc.

Poor healthcare and health service delivery facilities i.e., Inadequate CHPS compound, inadequate technical staff etc.

Poor access to and participation in quality educational delivery facilities i.e., school block, teaching and learning materials, infrastructure etc.

Inadequate technical staff for agric extension services

Poor investment in processing and value addition infrastructure i.e., processing facilities etc.

Inadequate security service personnel and facilities i.e., personnel, equipment, infrastructure, etc.

Inadequate social protection programmes for vulnerable groups in the municipality

Undeveloped tourist and historical sites

Inadequate disaster and risk management plans i.e., hazard identification, emergency response, lack of relief items etc.

Low level of grassroot participation in local governance

Inadequate spatial plans

Lack funds to undertake planned activities i.e., Inadequate funds, office equipment, furniture, stationery etc.

Inadequate office space and accommodation for departments, and other government agencies as well as logistics

High rent charges

Chapter four: Development Goals, Objectives and Strategies

4.1 Introduction

This chapter is devoted to the formulation of development goals, objectives and strategies in addressing the development issues identified in chapter three whiles taking into consideration cross cutting issues and emerging development themes.

4.2 Development goals

The formulation of development goals is aimed at addressing the identified prioritized development issues whiles taking into consideration cross cutting issues and development themes. After the goals are formulated, it would be assessed with the compatibility matrix tool in other to evaluate and compare the compatibility or consistency of the formulated goals against each other. A positive relationship implied that the issues should be addressed holistically while negative relationship connoted the need to reconsider the issues adopted as indicated in tables 2.9 to 2.12. All the development issues were found to be compatible with each other and thus making holistic implementation practicable.

Table 0.1 Goal Compatibility Matrix

No.	Formulated goal
Goal 1	To develop and implement sustainable economic strategies that promote prosperity and reduce poverty
Goal 2	Provide equal access to social opportunities, enabling all individuals to reach their full potential and thrive
Goal 3	Protect and preserve the natural environment while promoting sustainable and resilient infrastructure development
Goal 4	Promote peace, stability and safety for all citizens

Table 0.2 Goal Compatibility Matrix

Goal	Goal 1 (G1)	Goal 2 (G2)	Goal 3 (G3)	Goal 4 (G4)
Goal 1 (G1)				
Goal 2 (G2)	+1			
Goal 3 (G3)	+1	+1		
Goal 4 (G4)	+1	+1	+1	

Legend

+1 : Goals are high or mutually supportive

0 : Goals are neutral or independent

-1 : Goals are low or conflicting

Compatibility assessment explanation

G1 (Economic Development)

G2: Economic development can create opportunities for individuals to improve their socio-economic status

G3: Enhanced infrastructure encourages local businesses and start ups

G4: Good governance creates an enabling environment to the private sector to thrive

G2 (Social Development)

G1: Investing in education, healthcare and skills training can enhance economic productivity

G3: Infrastructure development can improve access to healthcare, education and other social services.

G4: social development can promote citizen engagement and participation in governance

G3: (Environment, Infrastructure and Human Settlement)

G1: Investing in environmental development can create new economic opportunities

G2: A healthy environment can enhance overall wellbeing

G4: Effective governance can establish and enforce environmental regulations

G4: (Governance, Corruption and Public Accountability)

G1: Effective governance institutions can support economic development

G2: Good governance can promote social inclusion and equity

G3: Governance can establish and enforce environmental regulations

Implementation, coordination, monitoring and evaluation, and emergency preparedness and response are well aligned with other goals and mutually supportive

The narrative above shows that all the goals are mutually supportive of each other

Table 0.3 Matrix on Development Goals, Objectives, Strategies and Programmes

Prioritised issues	Goals	Objectives	Aligned national objectives	Strategies	Development programmes
Economic development					
i. Undeveloped tourist and historical sites	To increase tourism revenue by attracting investors and promoting local attractions	To increase job creation by 30% in the tourism industry by the end of 2029	Diversify and expand the tourism industry	Encourage community initiatives in tourism development and partner with chiefs and other traditional authorities to promote the commercialization of heritage festivals Improve tourism infrastructure including road networks leading to tourist centres	Local economic development programme
ii. Inadequate technical staff for agriculture extension delivery	To improve agricultural productivity and farmer knowledge	To increase access to extension delivery services by 10% by the end of 2029	Enhance agricultural production and agri-business for economic transformation	Provide consistent and quality extension service delivery and technical support	Agriculture modernization and post-harvest management programme
iii. Inadequate investment in processing and value addition	To create jobs and improve standard of living	To encourage investment in processing and value addition by 10% by the end of 2029	Boost local production through improved access to quality raw materials	Promote commercial / contract farming to provide adequate raw materials for agro-processing	Agriculture modernization and post-harvest management programme
Social development					
iv. Poor access to and participation in quality educational delivery facilities i.e., school block, teaching and learning materials, infrastructure etc.	To improve student performance	To improve quality of teaching and learning at all levels by 40% by the end of 2029 To increase literacy rate at all levels by 40% by the end of 2029	Enhance equitable access to, and participation in quality education at all levels	Enhance quality of teaching and learning environment at all levels Construct and furnish school infrastructures Provide teaching and learning materials	Education improvement programme
v. Poor healthcare and health service delivery facilities i.e., Inadequate CHPS compound, inadequate	To improve access to quality healthcare delivery services	To increase OPD attendance by 20% by the end of 2029	Ensure equitable, affordable and quality Universal Health Coverage (UHC)	Construct and furnish CHPS compounds Strengthen outreach programmes Strengthen district and sub-district health systems as the	Health improvement programme

Prioritised issues	Goals	Objectives	Aligned national objectives	Strategies	Development programmes
technical staff, etc.				bedrock of the national primary healthcare strategy (SDG Targets 3.8, 16.6)	
vi. Inadequate social protection programmes for vulnerable groups in the municipality	To reduce poverty, vulnerability and inequality	To expand access to social protection services for the vulnerable by 20% by the end of 2029	Strengthen social protection for the vulnerable	Identify and register the vulnerable people Sensitise them on the social protection programmes at their disposal Help them identify the relevant social protection programmes they need and support them accordingly	Vulnerability, social and child protection programme
vii. Poor water and environmental sanitation service and facilities i.e., borehole, public latrines, skip containers, stray animals, etc.	To improve public health and quality of life	To improve access to potable water supply and sanitation services by 80% and 60% respectively by the end of 2029	Improve access to safe, reliable and sustainable water supply services for all. Enhance access to improved and sustainable environmental sanitation services Reduce Environmental Pollution	Drill more boreholes Establish WATSAN committees to manage the boreholes Ensure routine maintenance of water infrastructure Develop and implement District Water and Sanitation Plans Provide tools and equipment for waste management Promote Community Led Total Sanitation (CLTS) programme Organize regular clean up exercise Construct modern institutional and public latrines Intensify sanitation inspection exercise Procure more skip containers	Water, environmental health and sanitation programme
Environment, infrastructure and human settlement					
viii. Poor infrastructure delivery services i.e., road,	To improve transportation, boost economic growth, enhance public safety and	To reshape and maintain 70% of road networks by the end of 2029	Improve efficiency and effectiveness of road transport infrastructure	Take road inventories Reshape deplorable feeder roads	Transport, infrastructure and safety management programme

Prioritised issues		Goals	Objectives	Aligned national objectives	Strategies	Development programmes
	electricity extension, streetlight, drainage, market etc.	improve quality of life	To improve street lighting by 50% by the end of 2029 To extend electricity to 5 communities by the end of 2029	and services Enhance access to clean and affordable energy Enhance safety and security for all categories of road users	Undertake pothole patching and resealing works Procure and distribute streetlights Maintain and repair faulty streetlights Procure poles Write to Ministry of energy for consideration during rural electrification project	
ix.	Inadequate spatial plans	To ensure organised developments, efficient resource allocation and improve quality of life	To prepare SDF, structural plans and local plans for 8 communities by the end of 2029	Promote sustainable spatially integrated development of human settlements	Conduct community engagement and needs assessment Gather and analyse data on demographics, infrastructure and environment Develop plans with stakeholder inputs	Spatial development programme
x.	Inadequate disaster and risk management plans i.e., hazard identification, emergency response, lack of relief items etc.	To reduce flooding and property damage	To mitigate disaster by 10% by the end of 2029	Promote effective disaster prevention and mitigation	Implement flood mitigation measures Enhance community awareness and participation	Climate change and environmental sustainability programme
Governance, corruption and public accountability						
xi.	Inadequate office space and accommodation for departments, and other government agencies as well as logistics	To boost employee satisfaction and productivity and improve public service delivery	To improve working environment for public servants by the end of 2029 To accommodate 50% of heads of government institutions in the municipality by the end of 2029	Provide conducive working environments for all Provide affordable housing infrastructure for public servants	Renovate the old Assembly block Construct new bungalows for public servants Renovate existing staff bungalows Procure logistics i.e. laptop, swivel chairs, cabinet, stationaries etc.	Governance, accountability and public safety improvement programme

Prioritised issues	Goals	Objectives	Aligned national objectives	Strategies	Development programmes
xii. Low level of grassroot participation in local governance	To foster inclusivity, transparency and accountability	To improve citizens' participation by 50% by the end of 2029	Strengthening mainstreaming, coordination and implementation of interventions in all sectors	Implement participatory planning and budgeting Implement participatory monitoring and evaluation Conduct town hall meetings Conduct stakeholder engagement programmes Sensitise citizens on the functions of the Assembly and the services available to the citizens	Governance, accountability and public safety improvement programme
xiii. High rent charges	To reduce financial stress and enhance job satisfaction	To reduce rent charges on public servants by the end of 2029	Provide adequate, safe, secure, quality and affordable housing for public servants	Construct bungalows for public servants	Governance, accountability and public safety improvement programme
xiv. Inadequate security service personnel (i.e., GPS, GNFS, GNAS, GIS etc.) and logistics (i.e. fire tender etc.)	To improve public safety and reduce crime	To increase the number of security personnel by 30% by the end of 2029	Enhance public safety and security	Write officially to the security headquarters for additional personnel in the municipality	Emergency planning and preparedness
xv. Late release of funds affects implementation of planned activities	To enhance efficiency, productivity and performance	To improve implementation of planned activities by 100% by the end of 2029	Ensure improved fiscal performance and sustainability	Update revenue database Improve capacity of revenue collectors Invest in local economic development activities	Implementation, coordination, monitoring and evaluation

4.3 Spatial plans

Integration of Spatial Plans

Pursuance to Section 2 (1a) of the National Development Planning (System) Act, 1994 (Act 480), every development plan should come with a spatial component in a manner prescribed by the National Development Planning Commission (NDPC). In view of this, the Akuapem North Municipal Assembly have reflected spatial dimensions of its development proposals in the 2026-2029 MTDP. Development proposals for infrastructures in all sectors such as education, health, water and sanitation, road, tourism, security, telecommunication and information, among others have been represented spatially. The physical planning department of the Akuapem North Municipal Assembly made use of the guidelines prescribed by the Land Use and Spatial Planning Authority (LUSPA) for the preparation of spatial plans (Spatial Development Frameworks (SDFs), Structure Plans and Local Plans.

The Akuapem North Municipal Assembly would prepare structure plans to cover all urban areas or towns and their peripheries within their jurisdiction. Structure plan is a 15-year plan showing coordinated land uses and trunk infrastructure proposals and areas with substantial development that is usually categorized into zones such as industrial, commercial, residential, educational, civic developments, agricultural and open space enclaves. Structure plans serve as a guide for the preparation of Local Plans which focus on neighbourhoods in a township. It also shows primary transport corridors such as arterial roads, airports, rail networks, water transport terminals and routes. Other highlights of a Structure Plan include essential utilities, such as water supply, drainage, sewerage, and electricity.

Chapter five: Composite Development Programmes

5.1 Introduction

Composite development programmes are initiatives that integrate multiple components or sectors to achieve comprehensive and sustainable development. These programmes often combine entrepreneurship, job creation, education, healthcare, social welfare, roads, bridges, energy and water supply as well as conservation, renewable energy and climate resilience. The composite development programme aims at creating holistic approach to development, addressing interconnected challenges and promoting sustainable growth, poverty reduction, improved quality of life as well as resilience and adaptability.

Table 5.1 gives details of what the Programme of Action entails. It highlights on the development programme with its associated timeframe in the planned period and the cost under the various funding sources. It further details the programme status as well as the implementation institution.

Table 0.1 Programme of Action (PoA)

Development programme	Time frame				Cost (GH¢)				Programme status		Implementation institution / departments	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
1. Agriculture modernization and post-harvest management programme	457,313.85	235,580.00	281,265.00	329,811.60	9,455.60	277,050.00	917,464.85	100,000.00	√		Agric department	ANMA, farmers, etc.
2. Local economic development programme	20,269,095.63	7,741,835.89	8,108,489.50	9,055,603.20	0	32,313,869.28	386,500.00	12,475,655.00	√		BRC	Agric dept.
3. Education improvement programme	9,238,752.51	5,574,868.72	6,248,391.64	7,006,082.56	0	27,071,095.43	103,000.00	530,000.00	√		GES	ANMA, DPs
4. Youth and sports development programme	20,000.00	20,000.00	20,000.00	20,000.00	0	80,000.00	0	80,000.00	√		GES	Basic schools, ANMA
5. Health improvement programme	4,224,376.25	2,724,934.36	3,082,195.82	3,385,041.28	20,000.00	12,917,547.71	152,000.00	329,000.00	√		GHS	ANMA, DPs
6. Water, environmental health and sanitation programme	7,881,699.74	4,518,934.36	4,854,195.82	5,378,841.28	0	22,378,171.20	235,500.00	20,000.00	√	√	MEHU / Works department	Zoomlion, Works dept., Urban roads, Zonal councils etc.
7. Vulnerability, social and child protection programme	278,300.00	309,900.00	344,500.00	386,000.00	1,048,700.00	-	270,000.00	-	√		SW&CD	ANMA, DPs, NGOs, CSOs etc.
8. Transport, infrastructure and safety management programme	6,387,897.75	18,678,523.71	19,094,046.64	20,721,737.56	6,570,000.00	28,350,240.66	3,935,000.00	26,026,965.00	√	√	Works / Urban roads department	ANMA
9. Spatial development programme	295,348.00	314,282.00	335,048.80	359,744.30	102,118.22	68,800.00	1,133,504.88	0	√		PPD	EPA, Lands commission

Development programme	Time frame				Cost (GH¢)				Programme status		Implementation institution / departments	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
10. Climate change and environmental sustainability programme	116,900.00	120,800.00	120,800.00	160,000.00	437,800.00	72,700.00	8,000.00	0	√		NADMO	Fire service, EPA, Forestry commission
11. Governance, accountability and public safety improvement programme	3,514,431.61	2,533,515.00	2,844,871.20	3,201,376.52	51,051.00	2,278,701.61	8,699,577.72	1,064,864.00	√	√	Administration / Procurement	ANMA
12. Sub structure improvement programme	30,000.00	44,000.00	55,000.00	66,000.00	-	140,000.00	55,000.00	-	√		Zonal council	ANMA
13. Capacity building and productivity improvement programme	139,000.00	174,000.00	210,000.00	261,000.00		360,000.00	259,000.00	165,000.00	√		HRM	RCC, LGS, DPs
14. Communication and information dissemination programme	150,000.00	230,000.00	340,000.00	410,000.00	-	540,000.00	590,000.00	-			MIS / MBA	ANMA
15. Coordination, monitoring, evaluation and learning programme	265,000.00	342,500.00	431,000.00	830,000.00	-	705,000.00	1,163,500.00	-	√		MDPO / MBA /	ANMA
Total	**53,268,115.34**	**43,563,674.04**	**46,369,804.42**	**51,571,238.30**	**8,239,124.82**	**127,553,175.89**	**17,908,047.45**	**40,791,484.00**				

NB: Others include funding from DACF RFG, UNICEF, Mastercard Foundation, MP’s support.

5.2 Programme financing

This would cover indicative financial resources, mechanisms and strategies that would be employed to fund development programmes and projects within plan implementation period. This would involve resource mobilization, budgeting and financial management which when done well would ensure programme sustainability, achieve development goals and maximize the impact of projects / programmes on beneficiary communities.

Table 5.2 analyses the possible resources available for the implementation of all the programmes under the various development programmes for the planned period. It also highlights the gap between the programme cost and the expected revenue for the planned period under the various funding sources.

Table 0.2 Programme Financing

Development programme	Programme cost (A)	Expected revenue and sources of funding						Total (B)	Gap (C)=(A-B)
		GoG	IGF	DACF	DACF RFG	DPs	Others (Specify)		
Agriculture modernization and post-harvest management programme	1,303,970.45	132,000.00	917,465.25	220,000.00	0	0	100,000.00	1,369,465.25	-65,494.80
Local economic development programme	45,175,024.22	0	385,500.00	32,293,869.29	8,675,655.00	0	3,800,000.00	45,155,024.29	19,999.93
Education improvement programme	28,068,095.43	0	113,000.00	25,835,095.42	0	113,000.00	200,000.00	26,261,095.42	1,807,000.01
Youth and sports development programme	80,000.00	0	0	0	0	0	0	0.00	80,000.00
Health improvement programme	13,416,547.71	20,000.00	152,000.00	12,917,547.71	0	0	200,000.00	13,289,547.71	127,000.00
Water, environmental health and sanitation programme	22,633,671.20	0	205,500.00	12,917,547.71	0	0	0.00	13,123,047.71	9,510,623.49
Vulnerability, social and child protection programme	1,318,700.00	1,048,700.00	281,000.00	0	0	0	0	1,329,700.00	-11,000.00
Transport, infrastructure and safety management programme	64,882,205.66	6,570,000.00	3,935,000.00	22,098,168.72	26,026,965.00	0	0	58,630,133.72	6,252,071.94
Spatial development programme	1,304,423.10	115,280.87	1,133,504.88	68,800.00	0	0	0	1,317,585.75	-13,162.65
Climate change and environmental sustainability programme	518,500.00	437,800.00	8,000.00	54,800.00	0	0	0	500,600.00	17,900.00
Governance, accountability and	12,094,194.33	40,051.00	7,839,716.68	1,339,307.00	0	0	0	9,219,074.68	2,875,119.65

Development programme	Programme cost (A)	Expected revenue and sources of funding						Total (B)	Gap (C)=(A-B)
		GoG	IGF	DACF	DACF RFG	DPs	Others (Specify)		
public safety improvement programme									
Sub structure improvement programme	195,000.00	0	55,000.00	0	0	0	0	55,000.00	140,000.00
Capacity building and productivity improvement programme	784,000.00	0	259,000.00	360,000.00	1,159,456.00	0	0	1,778,456.00	-994,456.00
Communication and information dissemination programme	1,130,000.00	0	0.00	200,000.00	0	0	0	200,000.00	930,000.00
Coordination, monitoring, evaluation and learning programme	1,868,500.00	0.00	1,423,500.00	965,000.00	0.00	0	0.00	2,388,500.00	-520,000.00
TOTAL	**194,772,832.10**	**8,363,831.87**	**16,708,186.81**	**109,270,135.85**	**35,862,076.00**	**113,000.00**	**4,300,000.00**	174,617,230.53	20,155,601.57

NB: Others include funding from UNICEF, Mastercard Foundation, MP's support.

5.3 Assumptions and methodologies used for costing

The assumptions and methodology used in the costing of the 2026-2029 MTDP is in pursuant with the Public Financial Management Regulation Act 2019, (LI 2378) section 31 sub section 1 and the policy framework from the National Development Planning Commission. The costing considered economic, social, demographic and other indicators as stipulated in L.I. 2378 and the policy framework.

In estimating the cost of the activities in the MTDP, a combination of methods was 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 as well as analogous estimation.

The assumptions will consider numerous factors in the estimation of 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 cost of all items will fluctuate at the same rate, construction cost is the same and variation will be considered each year, estimates will exclude cost of pollution, EPA permit and land acquisition, inflation rate is estimated at 10% whiles risk such as commodity hikes, funding shortfalls are estimated to be minimal. Training and consultancy costs will vary according to prevailing market prices whiles expected beneficiaries will not change.

5.4 Revenue generation measures

Population plays an important role in resource mobilization for development of the municipality which occurs in the area of both inflow and outflow of incomes. This is by virtue of the fact that every income is a potential expenditure especially for promoting the welfare of the citizenry. Resource mobilization of the municipality comprises of four important dimensions which are related to population i.e., fiscal policy formulation, revenue mobilization, monitoring of operations and performance assessment.

The main source of internally generated revenue to the Akuapem North Municipal Assembly is licenses (revenue from business operating permit) and land (revenue from sale of building permit jackets and processing of development application). In terms of property rates, the assembly is also doing marvellously well. However, the Assembly plans to review its modus operandi in the collection of revenue in these two critical areas among others. The following are some of the strategies to be adopted:

Update database for properties and businesses within the Municipality

Public education and sensitization of landlords, property owners and tenants on radio, face-to-face etc. on rates payment

Create and update database on Building Permit applications and Landed properties in the Municipality

Sensitize the public on the importance of acquiring a permit before developing.

Equip the physical planning and Works departments to enable them regulate development in the municipality

Train and resource revenue collectors

Participatory Fee Fixing Resolution and Budgeting

Prosecution of recalcitrant rate defaulters

Setting performance targets and signing of bonds by revenue collectors

Strengthening and ceding some revenue items to Zonal Councils.

Ensure Assembly's qualification under District Assembly Performance Assessment Tool (DPAT).

Implementation of effective and efficient internal controls to ensure prudent financial management.

Release of counterpart funding of projects / activities

Alternative Course of Action

Good internal control systems shall be put in place to reduce fraud and irregularities

Ensure the functionality and capacities of the internal audit unit

Demand periodic internal audit report and ensure prompt and appropriate responses to all issues including a discussion of the report with management.

Adherence to Procurement Act.

Reaching out to development partners and NGOs through proposal writing for funding support.

Adopting Public Private Partnership (PPP) financing approach.

Chapter Six: Annual Action Plans

6.1 Introduction

An Annual Action Plan consists of projects that are formulated to implement the development programmes in the previous chapter. The formulated projects could be new or ongoing projects that would be implemented. In costing the formulated projects, the medium-term expenditure framework is taken into consideration. The formulated projects took into consideration monitoring and evaluation, communication strategy, maintenance of key infrastructure and cross cutting and emerging development themes among others.

Table 6.1 gives details of the project description, location, time frame in quarterly basis and the cost under the various funding sources. It also shows the project status i.e., new or ongoing as well as the implementing department thus the lead of the project implementation and the supporting department.

Table 0.1 Annual Action Plan for 2026

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Objective: Enhance efficiency, improve quality and increase market access by 10% by the end of 2029													
Programme: Agriculture Modernization and Post-Harvest Management													
1. Conduct surveillance on livestock, pests and diseases. Carry out various vaccination campaigns and vaccinations.	Municipal wide	√	√	√	√		800.00	800.00s		√		Agric Department	ANMA, farmers, FBOs etc.
2. Undertake crop yield studies	Municipal wide	√	√	√	√		800.00	1,600.00		√		Agric Department	ANMA, farmers, FBOs etc.
3. Train (2) women processing groups on post-production activities.	Municipal wide		√	√			00.00	1,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
4. Conduct five (5) demonstration farms on improved variety and good agronomic practices in the agricultural zones.	Akropong, Kwamoso		√	√	√			6,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
5. Conduct one (1) RELC planning session(s) for farmers and other stakeholders in the agricultural zones.	Akropong			√			2,000.00	2,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
6. Sensitize farmers on safe use and handling of agrochemicals.	Municipal wide	√	√	√	√			2,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
7. Maintenance support for official vehicle.	Akropong	√	√	√	√		1,600.00	1,600.00		√		Agric Department	ANMA, farmers, FBOs etc.
8. Maintenance support for official motorbikes.	Municipal-wide	√	√	√	√		4,000.00	4,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
9. Eight (8) AEAs conducting 1536 home and farm visits for effective extension delivery.	Municipal-wide	√	√	√	√		8,000.00	8,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
10. Facilitate agricultural officers' sensitizations and registrations of 30 farmer groups / FBOs for Feed Ghana Programme (FGP)	Municipal-wide	√	√	√	√		2,000.00	6,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
11. Train 30 Farmer groups / FBO on good Agronomic practices / animal husbandry practices	Municipal-wide	√	√	√	√			4,800.00		√		Agric Department	ANMA, farmers, FBOs etc.
12. Conduct monitoring and evaluation of Feed Ghana Programme (FGP) projects and activities.	Municipal-wide	√	√	√	√			8,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
13. Conduct twelve (12) monthly staff technical review and at least six (6)	Akropong	√	√	√	√		1,500.00	4,500.00		√		Agric Department	ANMA, farmers, FBOs etc.

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
management meetings													
14. Conduct six (6) good agronomic practices / climate smart agriculture trainings for technical staff	Akropong	√	√	√	√			6,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
15. Train 350 farmers or 15 FBOs on improved agricultural practices for improved productivity and incomes	Municipal-wide	√	√	√	√			3,313.85		√		Agric Department	ANMA, farmers, FBOs etc.
16. Facilitate marketing of small-holder farmers value added products at the Eastern Commodity Satellite Market (ECSM)	Koforidua			√				7,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
17. Establishment of warehouse for safe storage of agricultural inputs and produce	ANMA	√	√	√	√		50,000.00	50,000.00	100,000.00	√		Agric Department	ANMA, farmers, FBOs etc.
18. Maintenance of 2 tractors	Kwamoso	√	√	√	√			50,000.00		√		Agric Department	ANMA
19. Organization of Municipal Level National Farmers Day celebration	ANMA	√	√	√	√		20,000.00	100,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
Sub total							**90,700.00**	**266,613.85**	**100,000.00**				
Objective Improve wellbeing and quality of life for SMEs by 10% by the end of 2029 through targeted tailored programmes													
Programme: Local Economic Development													
20. Construction of 24-hour economy market	Adawso	√	√	√	√		10,328,440.63			√		HOWs	Akuapem North Municipal Ass.
21. Construction of market	Akropong	√	√	√	√				8,675,655.00	√		HOWs	ANMA, Market Queens, MSMEs
22. BizBox Project	Municipality wide	√	√	√	√				500,000.00	√		GEA (BRC)	Mastercard Foundation
23. Organise business counselling and follow-ups	Municipality wide	√	√	√	√			5,000.00		√		GEA (BRC)	Akuapem North Municipal
24. Organize stakeholder's forum	Selected communities				√			5,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
25. Kaizen & OSHEM	Selected communities	√	√	√	√			5,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
26. Training in general business management	Municipality wide	√	√	√	√			5,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
27. Association strengthening	Municipality wide	√	√	√	√			5,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
28. Technical Trainings	Municipality wide	√	√	√	√			5,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
29. Trade fair and exhibition	Municipality wide	√	√	√	√			10,000.00	60,0000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
30. Formalization of Business	Municipality wide	√	√	√	√			10,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
31. Promotion and development of tourist sites in the municipality	Municipality wide	√	√	√	√		5,000.00	10,000.00				ANMA	Tourism sub committee
Sub total							**10,333,440 .63**	**60,000.00**	**9,875,655. 00**				
Objective: Enhance equitable access to quality education													
Programme: Education improvement programme													
32. Procurement of 1700 No. dual desks for public Primary Schools	Selected Schools	√	√	√	√		1,820,000. 00			√		GES	ANMA
33. Procurement of 400No. Octagon tables and chairs for KG schools.	Selected schools	√	√	√	√		491,376.25			√		GES	ANMA
34. Procurement of 1700No. Mono Desks for JHS Schools	Selected Schools	√	√	√	√		1,820,000. 00			√		GES	ANMA
35. Construct and furnish 2No. 2-Units KG block with office and store	Apasare / Pantoase	√	√	√	√		1,868,463. 35			√		GES	ANMA
36. Construction of 1No. KG block with all ancillary facilities	Otareso	√	√	√	√		934,231.68			√		GES	ANMA
37. Construction of 1no. 6 Unit block (Primary)	Nana Ankobea Takyiwa M/A	√	√	√	√		1,328,681. 23			√		GES	ANMA
38. Organize 'My first day' at school	Selected Schools				√			10,000.00		√		GES (S&M)	ANMA
39. Organize regular monitoring of schools	Municipality wide	√	√	√	√			10,000.00		√		GES (S&M)	ANMA
40. Conduct annual census for basic schools and senior high schools	Municipality wide	√							5,000.00	√		GES (PLG)	ANMA
41. Conduct monitoring of 33 GALOP schools	GALOP schools	√	√	√	√				8,000.00	√		GES (S&M)	JICA
42. Conduct monitoring of PLCS	Municipality wide	√	√	√	√				4,000.00	√		GES (S&M)	ANMA
43. Group / team monitoring of schools	Municipality wide	√			√			10,000.00		√		GES (S&M)	ANMA
44. Organize reading competition for KG learners	Municipality wide	√						8,000.00		√		GES (S&M)	ANMA
45. Organize orientation for newly posted teachers	Municipality wide	√							15,000.00	√		GES (HR)	Cooperate bodies
46. Conduct work inspection for confirmation	Municipality wide		√						5,000.00	√		GES (S&M)	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
47. Organize workshop on capitation grant	Municipality wide			√					5,000.00	√		GES (F&A)	ANMA
48. Organize capacity building workshop for headteachers	Municipality wide			√					12,000.00	√		GES (HR)	ANMA
49. Organize BECE orientation for final year candidates	Municipality wide			√					5,000.00	√		GES (PLG)	ANMA
50. Conduct two municipal mocks for BECE candidates	Municipality wide		√						50,000.00	√		GES (PLG)	ANMA
51. Organize workshop on school selection	Municipality wide		√						2,000.00	√		GES (PLG)	ANMA
52. Undertake monitoring of 2026 BECE and WASSCE examination	Municipality wide		√	√					4,000.00	√		GES (S&M)	ANMA
53. Organize Independence Day debate and quiz competitions for senior high schools	Municipality wide	√			√				10,000.00	√		GES (S&M)	ANMA
54. Conduct comprehensive schools in all basic schools	Municipality wide	√	√				6,000.00			√		GES (S&M)	ANMA
55. Organize capacity building for teachers	Municipality wide	√					15,000.00			√		GES (HR)	ANMA
56. Organize workshop for DL schools	Municipality wide		√	√			8,000.00			√		GES (S&M)	ANMA
57. Organize school performance appraisal meeting	Municipality wide				√		15,000.00			√		GES	ANMA
58. Conduct accounting to Director-General through the Municipal Director of education	Municipality wide		√						8,000.00	√		GES (S&M)	ANMA
59. Organize Independence Day celebration	Akropong		√				50,000.00			√		GES (S&M)	ANMA
60. Organize best teacher awards	Municipality wide			√			150,000.00			√		GES (S&M)	ANMA
61. Organize training for School Improvement Support Officers (SISOs) in coaching and supervision	Municipality wide	√							5,000.00	√		GES (S&M)	ANMA
62. Completion of payment for renovation at Larteh PSTS	Larteh		√	√	√		65,000.00				√	GES	ANMA
63. Completion of payment for Akropong Presby	Akropong		√	√	√		500,000.00				√	GES	ANMA
Sub total							**9,071,752.51**	**38,000.00**	**129,000.00**				

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Objective: Enhance equitable access to sports infrastructure for all													
Programme: Youth and sports development programme													
64. Organize sports competition for Basic and Senior High Schools			√				20,000.00			√		GES (S&M)	ANMA
65. Organize municipal cultural festival				√					20,000.00	√		GES (Cultural coordinator)	ANMA
Sub total							**20,000.00**	**-**	**20,000.00**				
Objective: To improve universal primary health care													
Programme: Health improvement programme													
66. Construction and furnishing of 2No. CHPS compounds	Osabene / Mamfe	√	√	√	√		1,868,463.35			√		GHS	MA
67. Construction and furnishing of 2No. CHPS compounds	Adawso Ahenkorase Zongo, Tutu Akuapem	√	√	√	√		2,262,912.90			√		GHS	MA
68. Undertake quarterly Expanded Programme on Immunization (EPI)	Akuapem North	√	√	√	√				8,000.00	√		GHS	MA
69. Undertake quarterly supportive supervision of health facilities	Akuapem North	√	√	√	√	5,000.00			8,000.00	√		GHS	MA
70. Organize annual performance review	Akuapem North	√						8,000.00		√		GHS	MA
71. Organize half year performance Review	Akuapem North			√				8,000.00		√		GHS	MA
72. Provision of shelves for patient folders	Mampong Urban CHPS	√	√	√	√			5,000.00		√		GHS	MA
73. Provision of shelves for patient folders	Obosomase	√	√	√	√			5,000.00		√		GHS	MA
74. Provision of shelves for drug storage	Akropong Health Center	√	√	√	√			8,000.00		√		GHS	MA
75. Celebration of World Malaria Day	Adawso			√					6,000.00	√		GHS	MA
76. Celebration of World Sickle Cell Disease Day	Akropong		√						6,000.00	√		GHS	MA
77. Organize supportive supervision for Network of Practice (NOP)	Akropong, Adawso		√						5,000.00	√		GHS	MA
78. Organize staff performance appraisal	Mampong		√		√				8,000.00	√		GHS	MA
79. Conduct quarterly financial Monitoring to all health facilities	All facilities	√	√	√	√				8,000.00	√		GHS	MA
80. Organize Midwives forum to reduce maternal deaths	Mampong	√							5,000.00	√		GHS	MA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Sub total						**5,000.00**	**4,131,376 .25**	**34,000.00**	**54,000.00**				
Objective: To protect environmental health and hygiene practice													
Programme: Water, Environmental Health and Sanitation programme													
81. Drilling and mechanization of 16No. borehole with high rise concrete stand and 250 capacity storage Tank	Selected communities	√	√	√	√		1,920,000. 00			√		Works department	ANMA
82. Drilling of 16No. boreholes with hand pump	Selected communities	√	√	√	√		1,088,000. 00			√		Works department	ANMA
83. Repair and maintain 35No. boreholes	Selected communities	√	√	√	√		1,123,376. 25			√		Works department	ANMA
84. Completion of payment for 1No. 12-seater W/C mechanized toilet facility	Mangoase	√	√	√	√		497,753.79				√	Works department	ANMA
85. Completion of payment for Larteh Ahenase toilet facility	Larteh Ahenase	√	√	√	√		395,900.00				√	Works department	ANMA
86. Completion of payment for Larteh Kubease toilet facility	Larteh Kubease	√	√	√	√		836,669.70				√	Works department	ANMA
87. Maintenance of final disposal site and evacuation of refuse dumps	Kwamoso Adawso Akropong	√	√	√	√		920,000.00			√		MEHU	Works / Procurement
88. Acquisition of land for public cemetery	Kwamoso	√	√	√	√		50,000.00			√		MEHU	PPD / Works
89. Organize monthly fumigation exercise	Municipality wide	√	√	√	√		200,000.00			√		MEHU	Procurement
90. Procure 2No. skip containers	Adawso Akropong	√	√	√	√		100,000.00			√		MEHU	Procurement
91. Organize monthly clean-up exercises	Municipal wide	√	√	√	√		35,000.00			√		MEHU	M/A
92. Sanitation Improvement Package	Municipal wide	√	√	√	√		450,000.00			√		MEHU	Service Provider
93. Monitoring and supervision of sanitation activities	Municipal wide	√	√	√	√		25,000.00			√		MEHU	M/A
94. Conduct sensitization on WASH activities	Municipal wide	√	√	√	√		20,000.00			√		MEHU	M/A
95. Procurement of sanitary tools and equipment	Municipal office	√	√				20,000.00			√		MEHU	Procurement
96. Support implementation of CLTS in 5No. communities	Kwamoso, Budu, Apasare, Saforo, Kokormu	√	√	√	√		30,000.00			√		MEHU	M/A
97. Construction of animal pond	Municipal office	√	√				15,000.00	10,000.00		√		MEHU	Works
98. Conduct sensitization on food vendors	Municipal wide		√	√				30,000.00		√		MEHU	M/A

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
99. Develop MESSAP	Municipal wide			√	√			35,000.00	20,000.00	√		MEHU	Dev't planning
100. Dislodging of institutions and public toilets.	Municipal wide	√	√	√	√		30,000.00	30,000.00		√		MEHU	M/A
Sub total							**7,756,699.74**	**105,000.00**	**20,000.00**				
Objective: To protect the vulnerable, promote child welfare and safety and enhance social protection													
Programme: Vulnerability, social and child protection programme													
101. Identify, enrol and renew 1000 PWDs, OVCs, aged and indigents unto the NHIS	Municipal wide	√	√	√	√			3,000.00		√		DSWCD	NHIS
102. Identify and register 20 PWDs unto the disability album	Municipal wide	√	√	√	√			3,000.00		√		DSWCD	ANMA community leaders
103. Support 70 PWDs (items, education, health, assistive devices) and appropriate rehabilitation	Municipal Wide	√	√	√	√	200,000.00				√		DSWCD	ANMA, PWD Association, DFMC
104. Facilitate the registration and renewal of certificates of forty (40) NPOs, CBOs, FBOs, Day-care centers and RHC.	Municipality Wide	√	√	√	√	1,500.00		1,500.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
105. Supervise and monitor the operations of NPOs, CBOs, FBOs, Day-care centres and RHC	Municipal Wide	√	√	√	√			5,000.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
106. Provide care, support, counselling and supervision services to seventy (70) distressed families, patients and vulnerable children	Municipal Wide	√	√	√	√	5,000.00		2,000.00		√		DSWCD	GHS, DOVVSU, ANMA, community leaders
107. Mobilize LEAP communities for cash out and other activities	LEAP communities	√	√	√	√			2,500.00		√		DSWCD	ANMA, LEAP CFPS, PFI
108. Provide vocational trainings in IGAs for 50 PWDs, LEAP beneficiaries and vulnerable groups	Municipal Wide	√	√	√	√			6,000.00		√		DSWCD	ANMA, PWD Associations, BRC
109. Embark on four (4) gender mainstreaming and women economic empowerment activities	Municipal Wide	√	√	√	√			4,000.00		√		DSWCD	ANMA, BRC
110. Observe National Social celebrations (World AIDS Day, PWD day, girl child day, child labour)	Municipal Wide	√	√	√	√	1,000.00		9,000.00		√		DSWCD	ANMA, CPCs, NCCE, ISD, corporate organization
111. Conduct sensitization on Sexual and	Municipal Wide	√	√	√	√	1,500.00		1,500.00		√		DSWCD	DOVVSU, ANMA,

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Gender based violence (SGBV) and gender stereotypes in 4 communities and coordinate GBV cases													NCCE, CHRAJ, GHS
112. Build the capacity of community child protection committees on child welfare and protection in five (5) communities	Municipal Wide	√	√	√	√	2,500.00		2,500.00		√		DSWCD	CHRAJ, GHS, CCPCS, ANMA GES, DOVVSU
113. Train 50 caregivers and proprietors of ECDCs / RHCs and inspect, register and renew 20 ECDCs.	Municipal Wide	√	√	√	√			2,000.00		√		DSWCD	ANMA, RHC, Day Care Centers
114. Sensitize 20 communities on social issues (adolescent and reproductive health, drug abuse, child labour, teenage pregnancy etc.).	Municipal Wide	√	√	√	√			5,000.00		√		DSWCD	ANMA, GES, GHS, NCCE, DOVVSU
115. Ensure effective implementation of Child welfare, Family and Juvenile Tribunal activities	Municipal Wide	√	√	√	√			5,000.00		√		DSWCD	Judicial service
116. Sensitize 1000 School children on social issues and indiscipline/formation and monitoring of Scrabble Learning Clubs (SLCs) in 3 schools.	Municipal Wide	√	√	√	√			2,000.00		√		DSWCD	ANMA, GES
117. Educate 30 households on management of homes, childcare and specific tailored education.	Municipal Wide	√	√	√	√			2,000.00		√		DSWCD	ANMA
118. Implement MAC activities and organize educational programmes on HIV and AIDS for 4 communities	Municipal Wide	√	√	√	√			2,000.00		√		MAC	MAC, GES, DSWCD, GHS
119. Build the capacity of staff on technical reporting, communication skills, client handling and sign language translation	Akropong	√	√	√	√			5,000.00		√		DSWCD	ANMA, Resource personnel
120. Sensitise and guide school children on academic performance and career progression through formation of school clubs	Municipality wide	√	√	√	√			1,000.00				DSWCD	ANMA, GES
121. Register births and deaths	Municipality wide	√	√	√	√	800.00				√		Births and deaths registry	Akuapem North Municipal
122. Educate citizenry on the importance of registering births and deaths	Municipality wide	√	√	√	√			2,000.00		√		Births and deaths registry	Akuapem North Municipal
Sub total						**212,300.**	**0.00**	**66,000.00**	**0.00**				

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
						00							
Objective: Improve efficiency and effectiveness of road transport, infrastructure maintenance and safety services													
Programme: Transport, infrastructure and safety management programme													
123. Completion of payment for of 0.6m U drain 3 No. 2 cell 0.6 pipe culvert and 10.1 km paved road at Borehyem in Akropong	Borehyem	√	√	√	√		1,398,242.00				√	Urban roads	ANMA
124. Completion of payment for reshaping and gravelling of Adawso/ Mangoase enclave road	Adawso / Mangoase enclave road	√	√	√	√		110,000.00				√	Works department	ANMA
125. Completion of payment for building materials procured to support self-help projects	ANMA	√	√	√	√		314,655.75				√	Works department	ANMA
126. Implementation of District Road Improvement Program (DRIP)	Municipality wide	√	√	√	√		1,500,000.00			√		Works department	Akuapem North Municipal
127. MP supported projects / programmes etc.	Municipality wide	√	√	√	√		500,000.00			√		Works department (MP)	ANMA
128. Organize weekly inspection of physical development to enforce development control	Municipality wide	√	√	√	√		50,000.00	50,000.00		√		Building inspectorate unit	Akuapem North Municipal
129. Maintenance and repair of Assembly properties (operations and maintenance) i.e., schools, bungalows, CHPS compounds etc.	Akropong	√	√	√	√			300,000.00		√		Works department	ANMA
130. Undertake contract management activities	ANMA	√	√	√	√		10,000.00	10,000.00		√		Works department	ANMA
131. Reshape of selected feeder roads in the municipality	Municipality wide	√	√	√	√			100,000.00		√		Works department	ANMA
132. Repair, procure and instal streetlights	Municipality wide	√	√	√	√		100,000.00			√		Works department	ANMA
133. Undertake pothole patching and resealing works within the municipality	Municipality wide	√	√	√	√	500,000.00				√		Urban road	Dev't planning, MBA, Finance, Procurement
134. Undertake road inventories within the Municipality	Municipality wide	√	√	√	√		30,000.00	20,000.00		√		Urban road	MDPO, MFO, MBA, Procurement
135. Undertake routine maintenance works (Grass cutting, kerb cleaning, desilting works, drain repairs,) within the	Municipality wide	√	√	√	√	300,000.00		85,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Municipality													
136. Undertake traffic management and road safety exercise (road sign cleaning, installation of road signs, installation of speed calming devices, installation of guide rails) within the Municipality	Municipality wide	√	√	√	√	100,000.00	5,000.00	40,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
137. Construction and documentation of drain works, culvert and sealing works in selected location within the Municipality	Municipality wide	√	√	√	√	780,000.00		85,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
Sub total						**1,680,000.00**	**4,017,897.75**	**690,000.00**	**0.00**				
Objective: To promote sustainable land use and infrastructure planning													
Programme: Spatial development programme													
138. Inspection of sites for processing development applications for permitting	Municipality Wide	√	√	√	√			41,280.00		√		PPD	TSC
139. Holding of monthly Technical Sub Planning Committee meetings.	ANMA	√	√	√	√			49,200.00		√		PPD	PPD/TSC
140. Holding of monthly Spatial Planning Committee meetings.	ANMA	√	√	√	√			61,200.00		√		PPD	ANMA-SPC
141. Planning Education of two (2) selected Communities without planning schemes	Pantoase & Okorase	√	√	√	√	8,800.00				√		PPD	TSC
142. Preparation and completion of two (2) local plans	Selected communities	√	√	√	√	4,000.00	6,000.00	30,000.00		√		PPD	Selected communities
143. Street Naming & Property Addressing-mount or erect twenty-five (25) signages within the municipal capital	Akropong	√	√	√	√		6,000.00	60,868.00		√		PPD	ANMA-SAT
144. Preparation of Spatial Development Framework (SDF)	Municipality wide	√	√	√	√	10,000.00	5,000.00			√		PPD	ANMA
145. Preparation of Structure Plan (SP)	Municipality wide	√	√	√	√		3,000.00	10,000.00		√		PPD	ANMA
Sub total						**22,800.00**	**20,000.00**	**252,548.00**					
Objective: To build a disaster resilient community and the capacity of communities through social mobilization													
Programme: Climate change and environmental sustainability programme													
146. Organization of 4No. Municipal Disaster Management Committee	Municipality office	√	√	√	√	10,000.00	6,000.00			√		NADMO	MDMC

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Meeting.													
147. Organization of quarterly staff meetings.	Municipality office	√	√	√	√	6,000.00				√		NADMO	ANMA
148. Undertake quarterly staff and stakeholders' capacity building.	Larteh, Okorase, Akropong	√	√	√	√	10,000.00				√		NADMO	GNFS, GPS, GHS, GNAS, NCCE
149. Organization of 4No. field trips for monitoring and assessment exercise	Municipality wide	√	√	√	√	6,000.00				√		NADMO	ANMA
150. Education and inspection of hospitality centers, churches, filling stations and small-scale industries within the municipality	Municipality wide		√			2,500.00				√		NADMO	GHFS, ECG, MEHO
151. Organization of 4No. public sensitization on disaster risk reduction.	Municipality wide	√	√	√	√	7,000.00	1,400.00			√		NADMO	NCCE
152. Organize 2No. Tree planting exercise	First and Second Cycle Institutions		√	√		3,000.00	2,000.00			√		NADMO	FSD, Assembly members, Opinion leaders
153. Formation and training of DVG's and DVCs in six communities within the municipality	Mamfe, Adawso, Akropong, Kwamoso, Tinkong,Okorase	√	√	√	√	4,000.00				√		NADMO	ANMA
154. Organize quarterly emergency preparedness and resource mobilization exercise.	Municipality wide	√	√	√	√	30,000.00	5,000.00			√		NADMO	ANMA
155. Organize disaster week celebration.	Larteh				√	7,500.00	1,500.00			√		NADMO	ANMA
156. Organize 2No. clean up exercise and undertake tree pruning in the municipality.	Municipality wide		√	√		6,000.00	2,000.00			√		NADMO	Opinion leaders MEHO
157. Organize quarterly public engagement on climate change.	Municipality wide	√	√	√	√	7,000.00				√		NADMO	GES, FSD, GHS Opinion leaders
Sub total						**99,000.00**	**17,900.00**	**0.00**	**0.00**				
Objective: Improve decentralized planning													
Programme: Governance, accountability and public safety improvement programme													
158. Completion and furnishing of MCE bungalow – Larteh Junction	Larteh junction	√	√	√	√		35,604.61				√	DACF secretariat	ANMA (Works department)
159. Internal management of the organization (i.e., utilities, data, insurance, donations, consultancy fees, etc.)	ANMA	√	√	√	√			500,000.00		√		Administration	ANMA
160. Completion of payment for Tinkong Police Station	Tinkong	√	√	√	√		490,000.00				√	Works department	ANMA, Ghana Police Service

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
161. Organization of quarterly statutory subcommittee and other ad hoc subcommittee meetings	ANMA	√	√	√	√		5,000.00	27,420.00		√		Administration	Assembly members
162. Organization of quarterly statutory meetings and other ad hoc meetings (General Assembly, Executive committee, etc.)	ANMA	√	√	√	√		50,000.00	150,347.00		√		Administration	Assembly members
163. Organization of quarterly Education Oversight Committee meetings	ANMA	√	√	√	√		5,000.00	18,778.00		√		Administration	Education oversight members
164. Organization of quarterly Health Committee meetings	ANMA	√	√	√	√		5,000.00	17,220.00		√		Administration	Health committee members
165. Organization of quarterly audit committee meetings	ANMA	√	√	√	√			38,000.00		√		Administration	Audit committee members
166. Organization of MUSEC meetings	ANMA	√	√	√	√		5,000.00	57,288.00		√		Administration	MUSEC members
167. Organization of quarterly PRCC meetings	ANMA	√	√	√	√		5,000.00	10,120.00		√		Administration	PRCC members
168. Undertake marriage and divorce registry	ANMA	√	√	√	√		5,000.00	13,000.00		√		Administration	Akuapem North Municipality
169. Facilitate MCEs Community engagement with citizenry	Municipality wide	√	√	√	√		5,000.00	60,000.00		√		Administration	Akuapem North Municipality
170. Provide support to traditional authorities for the celebration of festivals and other events	Municipality wide	√	√	√	√			50,000.00		√		Administration	Akuapem North Municipality
171. Implement Client Service activities	ANMA	√	√	√	√			5,000.00		√		Administration	Akuapem North Municipality
172. Monitor the activities of Ghana School Feeding programme (GSFP)	Municipality wide	√	√	√	√			5,000.00		√		Administration	GSFP schools
173. NALAG contribution	ANMA	√	√	√	√		59,790.00			√		Administration	ANMA
174. Insure, maintain and repair official / project vehicles (movable / immovable assets)	ANMA	√	√	√	√			300,000.00		√		Administration	ANMA
175. Fuel and lubricants for official running of the organization	ANMA	√	√	√	√			300,000.00		√		Administration	ANMA
176. Provide support for self–help and community-initiated projects	Akropong	√	√	√	√			10,000.00		√		Administration	
177. Support to security services in the municipality (i.e., GNFS, GPS, GNAS, GIS etc.)	ANMA	√	√	√	√		30,000.00	30,000.00		√		Administration	GNFS, GPS, GNAS, GIS etc.
178. Training on Administrative data compilation and DDDP	ANMA	√	√	√	√			5,500.00		√		Statistics	All Departments / Units

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
179. Data collection on economic activities	ANMA	√	√	√	√	5,500.00				√		Statistics	Municipal wide
180. Training on Stats Bank & Stats App	ANMA	√	√	√	√	5,500.00				√		Statistics	All departments / Units
181. Monitoring of surveys and census	ANMA	√	√	√	√			5,500.00		√		Statistics	Municipal Wide
182. Procure stationaries and printing materials (A4, comb binding materials etc.)	Akropong	√	√	√	√		80,000.00	20,000.00		√		PRO	ANMA
183. Procurement of office equipment i.e., laptop, printer etc.	Akropong	√	√	√	√		80,000.00	20,000.00	259,864.00	√		PRO	ANMA
184. Procurement of furniture and fittings (cabinets, receptionist desk, swivel chairs, visitors' chairs etc.)	Akropong	√	√	√	√		120,000.00	20,000.00		√		PRO	ANMA
185. Procure 1No. Pickup	ANMA	√	√	√	√			600,000.00		√		PRO / TO	ANMA
Sub total						**11,000.00**	**980,394.61**	**2,263,173.00**	**259,864.00**				
Objective: Deepen political, financial and administrative decentralization													
Programme: Sub structures improvement programme													
186. Strengthening of sub district structures	Zonal councils	√	√	√	√		10,000.00	5,000.00		√		Administration	Zonal council members
187. Furnishing of sub district structures offices	Zonal councils	√	√	√	√		10,000.00	5,000.00		√		Administration	Zonal council members
Sub total							**20,000.00**	**10,000.00**					
Objective: To develop organizational capacity for effective productivity and performance													
Programme: Capacity building and productivity improvement programme													
188. Facilitate the implementation of capacity building plan	ANMA	√	√	√	√		60,000.00		30,000.00	√		Consultant	HR, MDPO, MBA, MFO
189. Staff performance management and salary validation verification exercise	ANMA	√	√	√	√			9,000.00				HR	MIA, MBA, MFO
190. Organize staff durbar and orientation / sensitization training for newly recruited, posted and NSS Personnel	ANMA	√	√	√	√			40,000.00		√		HR	Budget and Finance
Sub total							**60,000.00**	**49,000.00**	**30,000.00**				
Objective: To increase awareness and knowledge of residents through effective dissemination of accurate and timely information													
Programme: Communication and information dissemination programme													
191. Update Assembly website / official social media platform and reduce the threat of viruses on all computers	ANMA	√	√	√	√			10,000.00		√		MIS	Akuapem North Municipality
192. Organize 2No. town hall meetings	ANMA	√	√	√	√		70,000.00	70,000.00		√		MBA	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
(PFM) to engage stakeholders on budget preparation and implementation													
Sub total							**70,000.00**	**80,000.00**					
Objective: To enhance data-driven decision-making for improved programme effectiveness													
Programme: Coordination, monitoring, evaluation and learning programme													
193. Organize quarterly budget committee meetings and mid-year budget review meeting	ANMA	√	√	√	√			20,000.00		√		MBA	ANMA
194. Implement 2026 Revenue Improvement Action Plan (RIAP) activities	Akropong	√	√	√	√			10,000.00		√		MBA	ANMA
195. Prepare 2027 Composite budget, fee fixing and gazette of the fee fixing resolution	ANMA	√	√	√	√		40,000.00	40,000.00		√		MBA	Budget committee members
196. Organize quarterly MPCU meetings, mid-year and annual review meetings	ANMA	√	√	√	√			30,000.00		√		MDPO	MPCU members
197. Organize quarterly monitoring and evaluation exercise	Municipality wide	√	√	√	√		50,000.00			√		MDPO	MPCU members
198. Review 2026 AAP and prepare 2027 AAP	Akropong	√	√	√	√			10,000.00		√		MDPO	MPCU members
199. Prepare and submit quarterly and annual progress reports on plan implementation	ANMA	√	√	√	√			5,000.00		√		MDPO	MPCU members
200. Organize 2No. Inter-service / inter-sectoral collaboration and cooperation meetings	ANMA	√	√	√	√			40,000.00		√		MDPO	MPCU members
201. Organize quarterly Tender committee meetings and prepare procurement plan	ANMA	√	√	√	√			10,000.00		√		PRO	Tender committee members
202. Prepare 2027 audit work plan	ANMA				√			10,000.00		√		Internal Audit Unit	Audit committee members
Sub total							**90,000.00**	**175,000.00**					
Grand total						**2,030,100.00**	**36,680,161.49**	**,089,334.85**	**10,488,519.00**				

Table 0.2 Annual Action Plan For 2027

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Objective: Enhance efficiency, improve quality and increase market access by 10% by the end of 2029													
Programme: Agriculture Modernization and Post-Harvest Management													
1. Conduct surveillance on livestock, pests and diseases. Carry out various vaccination campaigns and vaccinations.	Municipal wide	√	√	√	√	880.00		880.00		√		Agric Department	ANMA, farmers, FBOs etc.
2. Undertake crop yield studies	Municipal wide	√	√	√	√	880.00		1,760.00		√		Agric Department	ANMA, farmers, FBOs etc.
3. Train (2) women processing groups on post-production activities.	Municipal wide		√	√		00.00		1,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
4. Conduct five (5) demonstration farms on improved variety and good agronomic practices in the agricultural zones.	Akropong, Kwamoso		√	√	√			1,100.00		√		Agric Department	ANMA, farmers, FBOs etc.
5. Conduct one (1) RELC planning session(s) for farmers and other stakeholders in the agricultural zones.	Akropong			√				6,600.00		√		Agric Department	ANMA, farmers, FBOs etc.
6. Sensitize farmers on safe use and handling of agrochemicals.	Municipal wide	√	√	√	√			2,200.00		√		Agric Department	ANMA, farmers, FBOs etc.
7. Maintenance support for official vehicle.	Akropong	√	√	√	√		1,700.00	1,700.00		√		Agric Department	ANMA, farmers, FBOs etc.
8. Maintenance support for official motorbikes.	Municipal-wide	√	√	√	√			4,400.00		√		Agric Department	ANMA, farmers, FBOs etc.
9. Eight (8) AEAs conducting 1536 home and farm visits for effective extension delivery.	Municipal-wide	√	√	√	√			8,800.00		√		Agric Department	ANMA, farmers, FBOs etc.
10. Facilitate agricultural officers' sensitizations and registrations of 30 farmer groups / FBOs for Feed Ghana Programme (FGP)	Municipal-wide	√	√	√	√			6,600.00		√		Agric Department	ANMA, farmers, FBOs etc.
11. Train 30 Farmer groups / FBO on good Agronomic practices / animal husbandry practices	Municipal-wide	√	√	√	√			5,280.00		√		Agric Department	ANMA, farmers, FBOs etc.
12. Conduct monitoring and evaluation of Feed Ghana Programme (FGP) projects and activities.	Municipal-wide	√	√	√	√			8,800.00		√		Agric Department	ANMA, farmers, FBOs etc.
13. Conduct twelve (12) monthly staff technical review and at least six (6)	Akropong	√	√	√	√		1,500.00	3,500.00		√		Agric Department	ANMA, farmers, FBOs etc.

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
management meetings													
14. Conduct six (6) good agronomic practices / climate smart agriculture trainings for technical staff	Akropong	√	√	√	√			6,600.00		√		Agric Department	ANMA, farmers, FBOs etc.
15. Train 350 farmers or 15 FBOs on improved agricultural practices for improved productivity and incomes	Municipal-wide	√	√	√	√			3,700.00		√		Agric Department	ANMA, farmers, FBOs etc.
16. Facilitate marketing of small-holder farmers value added products at the Eastern Commodity Satellite Market (ECSM)	Koforidua			√				7,700.00		√		Agric Department	ANMA, farmers, FBOs etc.
17. Organization of Municipal Level National Farmers Day celebration	ANMA	√	√	√	√		40,000.00	120,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
Sub total							**1,760.00**	**43,200.00**	**190,620.00**				
Objective: Improve wellbeing and quality of life for SMEs by 10% by the end of 2029 through targeted tailored programmes													
Programme: Local Economic Development													
18. Construction of 24-hour economy market	Adawso	√	√	√	√		6,447,335.89			√		HOWs	Akuapem North Municipal
19. BizBox Project	Municipality wide	√	√	√	√				500,000.00	√		GEA (BRC)	Mastercard Foundation
20. Organise business counselling and follow-ups	Municipality wide	√	√	√	√			5,500.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
21. Organize stakeholder’s forum	Selected communities				√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
22. Kaizen & OSHEM	Selected communities	√	√	√	√			10,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
23. Training in general business management	Municipality wide	√	√	√	√			8,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
24. Association strengthening	Municipality wide	√	√	√	√			8,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
25. Technical Trainings	Municipality wide	√	√	√	√			8,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
26. Trade fair and exhibition	Municipality wide	√	√	√	√			20,000.00	60,0000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
27. Formalization of Business	Municipality wide	√	√	√	√			10,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
28. Promotion and development of tourist sites in the municipality	Municipality wide	√	√	√	√		5,000.00	10,000.00				ANMA	Akuapem North Municipal, MSMEs

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Sub total							**6,452,335. 89**	**89,500.00**	**1,200,000. 00**				
Objective: Enhance equitable access to quality education													
Programme: Education improvement programme													
29. Procurement of school furniture (i.e., Dual desks for Primary, Octagon tables and chairs for KG and Mono desk for JHS schools)	Selected Schools	√	√	√	√		2,578,934. 36			√		GES	ANMA
30. Construct and furnish a new classroom block (i.e., KG, Primary and JHS) with office and store	Selected schools	√	√	√	√		2,578,934. 36			√		GES	ANMA
31. Organize 'My first day' at school	Selected Schools				√			10,000.00		√		GES (S&M)	ANMA
32. Organize regular monitoring of schools	Municipality wide	√	√	√	√			10,000.00		√		GES (S&M)	ANMA
33. Conduct annual census for basic schools and senior high schools	Municipality wide	√							5,000.00	√		GES (PLG)	ANMA
34. Conduct monitoring of 33 GALOP schools	GALOP schools	√	√	√	√				8,000.00	√		GES (S&M)	JICA
35. Conduct monitoring of PLCS	Selected schools	√	√	√	√				4,000.00	√		GES (S&M)	ANMA
36. Group / team monitoring of schools	Municipality wide	√			√		10,000.00			√		GES (S&M)	ANMA
37. Organize reading competition for KG learners	Municipality wide	√					8,000.00			√		GES (S&M)	ANMA
38. Organize orientation for newly posted teachers	Municipality wide	√							15,000.00	√		GES (HR)	Cooperate bodies
39. Conduct work inspection for confirmation	Municipality wide		√						2,000.00	√		GES (S&M)	ANMA
40. Organize workshop on capitation grant	Municipality wide			√					5,000.00	√		GES (F&A)	ANMA
41. Organize capacity building workshop for headteachers	Municipality wide			√					12,000.00	√		GES (HR)	ANMA
42. Organize BECE orientation for final year candidates	Municipality wide			√					5,000.00	√		GES (PLG)	ANMA
43. Conduct two municipal mocks for BECE candidates	Municipality wide		√						50,000.00	√		GES (PLG)	ANMA
44. Organize workshop on school selection	Municipality wide		√						2,000.00	√		GES (PLG)	ANMA
45. Undertake monitoring of 2027 BECE and WASSCE examination	Municipality wide		√	√					4,000.00	√		GES (S&M)	ANMA
46. Organize Independence Day debate	Municipality	√			√				10,000.00	√		GES (S&M)	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
and quiz competitions for senior high schools	wide												
47. Conduct comprehensive schools in all basic schools	Municipality wide	√	√				6,000.00			√		GES (S&M)	ANMA
48. Organize capacity building for teachers	Municipality wide	√					15,000.00			√		GES (HR)	ANMA
49. Organize workshop for DL schools	Selected schools		√	√			8,000.00			√		GES (S&M)	ANMA
50. Organize school performance appraisal meeting	Municipality wide				√		15,000.00			√		GES	ANMA
51. Conduct accounting to Director-General through the Municipal Director of education	Akropong		√						8,000.00	√		GES (S&M)	ANMA
52. Organize Independence Day celebration	Akropong		√				50,000.00			√		GES (S&M)	ANMA
53. Organize best teacher awards	Municipality wide			√			150,000.00			√		GES (S&M)	ANMA
54. Organize training for School Improvement Support Officers (SISOs) in coaching and supervision	Municipality wide	√							5,000.00	√		GES (S&M)	ANMA
Sub total							**5,419,868.72**	**20,000.00**	**135,000.00**				
Objective: Enhance equitable access to sports infrastructure for all													
Programme: Youth and sports development programme													
55. Organize sports competition for Basic and Senior High Schools	Municipality wide		√				20,000.00			√		GES (S&M)	ANMA
56. Organize municipal cultural festival	Municipality wide			√					20,000.00	√		GES (Cultural coord)	ANMA
Sub total							**20,000.00**	**-**	**20,000.00**				
Objective: To improve universal primary health care													
Programme: Health improvement programme													
57. Construction and furnishing of 2No. CHPS compounds	Kentenkren / Tetteh Kofi	√	√	√	√		2,578,934.36			√		GHS	MA
58. Undertake quarterly Expanded Programme on Immunization (EPI)	Akuapem North	√	√	√	√				8,000.00	√		GHS	MA
59. Undertake quarterly supportive supervision of health facilities	Akuapem North	√	√	√	√	5,000.00			8,000.00	√		GHS	MA
60. Organize annual performance review	Akuapem North	√						8,000.00		√		GHS	MA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
61. Organize half year performance Review	Akuapem North			√				8,000.00		√		GHS	MA
62. Conduct malnutrition case search	Akuapem North			√					4,000.00	√		GHS	MA
63. Organize municipal public health emergency meeting	Akropong	√						8,000.00		√		GHS	MA
64. Organize municipal health committee meeting	Akropong			√				6,000.00		√		GHS	MA
65. Conduct mop-up exercise for the Expanded Programme on Immunization (EPI)	Akropong				√				6,000.00	√		GHS	MA
66. Organize data management training	Akuapem North			√				14,000.00		√		GHS	MA
67. Organize training for community health management members	Akropong, Adawso, Mampong			√					30,000.00	√		GHS	MA
68. Celebration of World HIV Day	Akropong			√					5,000.00	√		GHS	MA
69. Celebration of Hand Washing Day	Mangoase		√						5,000.00	√		GHS	
70. Organize supportive supervision for Network of Practice (NOP)	Akropong / Adawso	√							5,000.00	√		GHS	MA
71. Organize staff performance appraisal	Mampong		√		√				8,000.00	√		GHS	MA
72. Operationalize Laboratory Service at Larteh Health Center	Larbikrom	√							20,000.00	√		GHS	MA
Sub total						**5,000.00**	**2,578,934.36**	**44,000.00**	**99,000.00**				
Objective: To protect environmental health and hygiene practice													
Programme: Water, Environmental Health and Sanitation programme													
73. Construct water facilities (i.e., drilling, mechanisation and repairs of boreholes)	Municipality wide	√	√	√	√		2,578,934.36			√		Works department	ANMA
74. Maintenance of final disposal site and evacuation of refuse dumps	Kwamoso	√	√	√	√		950,000.00			√		MEHU	Works / Procurement
75. Organize monthly clean up exercise	Municipality wide	√	√	√	√		50,000.00			√		MEHU	PPD / Works
76. Organize monthly fumigation exercise	Municipality wide	√	√	√	√		200,000.00			√		MEHU	Procurement
77. Procure 2No. skip containers	Mamfe / Mampong	√	√	√	√		120,000.00			√		MEHU	Procurement
78. Sanitation Improvement Package	Municipal wide	√	√	√	√		470,000.00			√		MEHU	Service Provider
79. Monitoring and supervision of sanitation activities	Municipal wide	√	√	√	√		30,000.00			√		MEHU	M/A

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
80. Conduct sensitization on WASH activities	Municipal wide	√	√	√	√		20,000.00			√		MEHU	M/A
81. Procurement of sanitary tools and equipment	Municipal office	√	√				20,000.00			√		MEHU	Procurement
82. Support implementation of CLTS in 5No. communities	Addo Nkwanta, Obom, Otareso, kwamoso qtrs, Mampong Nkwanta	√	√	√	√		40,000.00			√		MEHU	M/A
83. Conduct sensitization on food vendors	Municipal wide		√	√	√			30,000.00		√		MEHU	M/A
84. Control of stray animals	Municipal wide	√	√	√	√			10,000.00		√		MEHU	Dev't planning
Sub total							**4,478,934.36**	**40,000.00**					
Objective: To protect the vulnerable, promote child welfare and safety and enhance social protection													
Programme: Vulnerability, social and child protection programme													
85. Identify, enrol and renew 1500 PWDs, OVCs, aged and indigents unto the 86. NHIS	Municipal wide	√	√	√	√			4,000.00		√		DSWCD	NHIS
87. Identify and register 30 PWDs unto the disability album	Municipal wide	√	√	√	√	3,000.00				√		DSWCD	ANMA community leaders
88. Support 80 PWDs (items, education, health, assistive devices) and appropriate rehabilitation	Municipal Wide	√	√	√	√	220,000.00				√		DSWCD	ANMA, PWD Association, DFMC
89. Facilitate the registration and renewal of certificates of forty (40) NPOs, CBOs, FBOs, Day care centers and RHC.	Municipality Wide	√	√	√	√	2,000.00		2,000.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
90. Supervise and monitor the operations of NPOs, CBOs, FBOs, Day care centres and RHC	Municipal Wide	√	√	√	√			6,000.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
91. Provide care, support, counselling and supervision services to eighty (80) distressed families, patients and vulnerable children	Municipal Wide	√	√	√	√	2,500.00		5,500.00		√		DSWCD	GHS, DOVVSU, ANMA, community leaders
92. Mobilize LEAP communities for cash out and other activities	LEAP communities	√	√	√	√			3,000.00		√		DSWCD	ANMA, LEAP CFPS, PFI
93. Provide vocational trainings in IGAs for 50 PWDs, LEAP beneficiaries and vulnerable groups	Municipal Wide	√	√	√	√			7,000.00		√		DSWCD	ANMA, PWD Associations, BRC

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
94. Embark on four (4) gender mainstreaming and women economic empowerment activities	Municipal Wide	√	√	√	√	5,000.00				√		DSWCD	ANMA, BRC
95. Observe National Social celebrations (World AIDS Day, PWD day, girl child day, child labour)	Municipal Wide	√	√	√	√	1,000.00		9,000.00		√		DSWCD	ANMA, CPCs, NCCE, ISD, corporate organization
96. Conduct sensitization on Sexual and Gender based violence (SGBV) and gender stereotypes in four (4) communities and coordinate GBV cases	Municipal Wide	√	√	√	√	1,500.00		1,500.00		√		DSWCD	DOVVSU, ANMA, NCCE, CHRAJ, GHS
97. Build the capacity of community child protection committees (CCPC) on child welfare and protection in five (5) communities	Municipal Wide	√	√	√	√	3,000.00		3,000.00		√		DSWCD	CHRAJ, GHS, CCPCS, ANMA GES, DOVVSU
98. Train 50 caregivers and proprietors of Early Childhood Development Centres (ECDCs) and RHCs and inspect, register and renew 20 ECDCs	Municipal Wide	√	√	√	√			3,000.00		√		DSWCD	ANMA, RHC, Day Care Centers
99. Sensitize 20 communities on social issues (adolescent and reproductive health, drug abuse, child labour, teenage pregnancy etc.).	Municipal Wide	√	√	√	√			10,000.00		√		DSWCD	ANMA, GES, GHS, NCCE, DOVVSU
100. Ensure effective implementation of Child welfare, Family and Juvenile Tribunal activities	Municipal Wide	√	√	√	√	6,000.00				√		DSWCD	Judicial service
101. Sensitize 1,500 School children on social issues and indiscipline / formation and monitoring of Scrabble Learning Clubs (SLCs) in 3 schools.	Municipal Wide	√	√	√	√	3,000.00				√		DSWCD	ANMA, GES
102. Educate 30 households on management of homes, childcare and specific tailored education.	Municipal Wide	√	√	√	√			2,500.00		√		DSWCD	ANMA
103. Implement MAC activities and organize educational programmes on HIV and AIDS for 4 communities	Municipal Wide	√	√	√	√	3,000.00				√		MAC	MAC, GES, DSWCD, GHS
104. Register births and deaths	Municipality wide	√	√	√	√	900.00				√		Births and deaths registry	Akuapem North Municipal

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
105. Educate citizenry on the importance of registering births and deaths	Municipality wide	√	√	√	√			2,500.00		√		Births and deaths registry	Akuapem North Municipal
Sub total						**250,900.00**	**-**	**59,000.00**					
Objective: Improve efficiency and effectiveness of road transport, infrastructure maintenance and safety services													
Programme: Transport, infrastructure and safety management programme													
106. Implementation of District Road Improvement Program (DRIP)	Municipality wide	√	√	√	√		1,500,000.00			√		Works / Urban roads department	Akuapem North Municipal
107. MP supported projects / programmes etc.	Municipality wide	√	√	√	√		500,000.00			√		Works department (MP)	ANMA
108. Implementation of proposed DACF RFG projects for 2025 DPAT assessment workplan	Municipality wide	√	√	√	√				8,675,655.00	√		HOWs	Akuapem North Municipal
109. Complete payment for legacy projects	Municipality wide	√	√	√	√		5,157,868.71				√	Works department	ANMA
110. Organize weekly inspection of physical development to enforce development control	Municipality wide	√	√	√	√		60,000.00	60,000.00		√		Building inspectorate unit	Akuapem North Municipal
111. Maintenance and repair of Assembly properties (operations and maintenance) i.e., schools, bungalows, CHPS compounds etc.	Akropong	√	√	√	√			400,000.00		√		Works department	ANMA
112. Undertake contract management activities	ANMA	√	√	√	√		20,000.00	20,000.00		√		Works department	ANMA
113. Reshape of selected feeder roads in the municipality	Municipality wide	√	√	√	√			150,000.00		√		Works department	ANMA
114. Repair, procure and instal streetlights	Municipality wide	√	√	√	√		150,000.00			√		Works department	ANMA
115. Undertake pothole patching and resealing works within the municipality	Municipality wide	√	√	√	√	500,000.00		50,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
116. Undertake road inventories within the Municipality	Municipality wide	√	√	√	√		10,000.00	40,000.00		√		Urban road	MDPO, MFO, MBA, Procurement
117. Undertake routine maintenance works (Grass cutting, kerb cleaning, desilting works, drain repairs,) within the	Municipality wide	√	√	√	√	300,000.00		70,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Municipality													
118. Undertake traffic management and road safety exercise (road sign cleaning, installation of road signs, installation of speed calming devices, installation of guide rails) within the Municipality	Municipality wide	√	√	√	√	90,000.00	10,000.00	50,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
119. Construction and documentation of drain works, culvert and sealing works in selected location within the Municipality	Municipality wide	√	√	√	√	780,000.00		85,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
Sub total						**1,670,000.00**	**7,407,868.71**	**925,000.00**	**8,675,655.00**				
Objective: To promote sustainable land use and infrastructure planning													
Programme: Spatial development programme													
120. Inspection of sites for processing development applications for permitting	Municipality Wide	√	√	√	√			45,408.00		√		PPD	TSC
121. Holding of monthly Technical Sub Planning Committee meetings.	ANMA	√	√	√	√			54,120.00		√		PPD	PPD/TSC
122. Holding of monthly Spatial Planning Committee meetings.	ANMA	√	√	√	√			63,320.00		√		PPD	ANMA-SPC
123. Planning Education of two (2) selected Communities without planning schemes	Pantoase & Okorase	√	√	√	√	9,680.00				√		PPD	TSC
124. Preparation and completion of two (2) local plans	Selected communities	√	√	√	√	4,000.00	2,000.00	33,000.00		√		PPD	Selected communities
125. Street Naming & Property Addressing-mount or erect twenty-five (25) signages within the municipal capital	Akropong	√	√	√	√		6,000.00	66,954.00		√		PPD	ANMA-SAT
126. Preparation of Spatial Development Framework (SDF)	Municipality wide	√	√	√	√	10,000.00	5,500.00			√		PPD	ANMA
127. Preparation of Structure Plan (SP)	Municipality wide	√	√	√	√		3,300.00	11,000.00		√		PPD	ANMA
Sub total						**23,680.00**	**16,800.00**	**273,802.00**					
Objective: To build a disaster resilient community and the capacity of communities through social mobilization													
Programme: Climate change and environmental sustainability programme													
128. Organization of 4No. Municipal Disaster Management Committee	Municipality office	√	√	√	√	10,000.00	6,000.00			√		NADMO	MDMC

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Meeting.													
129. Organization of quarterly staff meetings.	Municipality office	√	√	√	√	6,000.00				√		NADMO	ANMA
130. Undertake 2No. staff and stakeholders' capacity building.	Larteh, Okorase, Akropong	√		√		10,000.00				√		NADMO	GNFS, GPS, GHS, GNAS, NCCE
131. Organization of 4No. field trips for monitoring and assessment exercise	Municipality wide	√	√	√	√	6,000.00	1,500.00			√		NADMO	ANMA
132. Education and inspection of hospitality centers, churches, filling stations and small-scale industries within the municipality	Municipality wide		√			2,500.00				√		NADMO	GHFS, ECG, MEHO
133. Organization of 4No. public sensitization on disaster risk reduction.	Municipality wide	√	√	√	√	8,400.00	1,400.00			√		NADMO	NCCE
134. Organize 2No. Tree planting exercise	First and Second Cycle Institutions		√	√		5,000.00				√		NADMO	FSD, Assembly members, Opinion leaders
135. Formation and training of DVG's and DVCs in five communities within the municipality	Larteh, Okorase, Mangoase, Tinkong, Kwamoso	√		√		4,000.00				√		NADMO	ANMA
136. Organize quarterly emergency preparedness and resource mobilization exercise.	Municipality wide	√	√	√	√	30,000.00	5,000.00			√		NADMO	ANMA
137. Organize disaster week celebration.	Larteh				√	7,500.00	1,500.00			√		NADMO	ANMA
138. Organize 1No. clean up exercise and undertake tree pruning in the municipality.	Municipality wide		√	√		7,000.00	2,000.00			√		NADMO	Opinion leaders MEHO
139. Organize quarterly public engagement on climate change.	Municipality wide	√	√	√	√	7,000.00				√		NADMO	GES, FSD, GHS Opinion leaders
Sub total						**103,400.00**	**17,400.00**	**0.00**	**0.00**				
Objective: Improve decentralized planning													
Programme: Governance, accountability and public safety improvement programme													
140. Internal management of the organization (i.e., utilities, data, insurance, donations, consultancy fees, etc.)	ANMA	√	√	√	√			500,000.00		√		Administration	ANMA
141. Organization of quarterly statutory subcommittee and other ad hoc subcommittee meetings	ANMA	√	√	√	√			31,000.00		√		Administration	Assembly members

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
142. Organization of quarterly statutory meetings and other ad hoc meetings (General Assembly, Executive committee, etc.)	ANMA	√	√	√	√		5,000.00	170,000.00		√		Administration	Assembly members
143. Organization of quarterly Education Oversight Committee meetings	ANMA	√	√	√	√			20,655.80		√		Administration	Education oversight members
144. Organization of quarterly Health Committee meetings	ANMA	√	√	√	√			18,942.00		√		Administration	Health committee members
145. Organization of quarterly audit committee meetings	ANMA	√	√	√	√			41,800.00		√		Administration	Audit committee members
146. Organization of MUSEC meetings	ANMA	√	√	√	√			63,016.80		√		Administration	MUSEC members
147. Organization of quarterly PRCC meetings	ANMA	√	√	√	√			11,132.00		√		Administration	PRCC members
148. Undertake marriage and divorce registry	ANMA	√	√	√	√			15,000.00		√		Administration	Akuapem North Municipality
149. Facilitate MCEs Community engagement with citizenry	Municipality wide	√	√	√	√			66,000.00		√		Administration	Akuapem North Municipality
150. Provide support to traditional authorities for the celebration of festivals and other events	Municipality wide	√	√	√	√			60,000.00		√		Administration	Akuapem North Municipality
151. Implement Client Service activities	ANMA	√	√	√	√			8,000.00		√		Administration	Akuapem North Municipality
152. Monitor the activities of Ghana School Feeding programme (GSFP)	Municipality wide	√	√	√	√			8,000.00		√		Administration	GSFP schools
153. NALAG contribution	ANMA	√	√	√	√		65,769.00			√		Administration	ANMA
154. Insure, maintain and repair official / project vehicles (movable / immovable assets)	ANMA	√	√	√	√			350,000.00		√		Administration	ANMA
155. Fuel and lubricants for official running of the organization	ANMA	√	√	√	√			350,000.00		√		Administration	ANMA
156. Provide support for self–help and community-initiated projects	Akropong	√	√	√	√			10,000.00		√		Administration	Akuapem North Municipal
157. Support to security services in the municipality (i.e., GNFS, GPS, GNAS, GIS etc.)	ANMA	√	√	√	√		30,000.00	30,000.00		√		Administration	GNFS, GPS, GNAS, GIS etc.
158. Training on Administrative data compilation and DDDP	ANMA	√	√	√	√			6,050.00		√		Statistics	All Departments / Units
159. Data collection on economic activities	ANMA	√	√	√	√	6,050.00				√		Statistics	Municipal wide
160. Training on Stats Bank & Stats App	ANMA	√	√	√	√	6,050.00				√		Statistics	All departments / Units

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
161. Monitoring of surveys and census	ANMA	√	√	√	√			6,050.00		√		Statistics	Municipal Wide
162. Procure stationaries and printing materials (A4, comb binding materials etc.)	Akropong	√	√	√	√		85,000.00	30,000.00		√		PRO	ANMA
163. Procurement of office equipment i.e., laptop, printer etc.	Akropong	√	√	√	√		90,000.00	30,000.00	265,000.00	√		PRO	ANMA
164. Procurement of furniture and fittings (cabinets, receptionist desk, swivel chairs, visitors' chairs etc.)	Akropong	√	√	√	√		120,000.00	35,000.00		√		PRO	ANMA
Sub total						**12,100.00**	**395,769.00**	**1,860,646.60**	**265,000.00**				
Objective: Deepen political, financial and administrative decentralization													
Programme: Sub structures improvement programme													
165. Strengthening of sub district structures	Zonal councils	√	√	√	√		15,000.00	7,000.00		√		Administration	Zonal council members
166. Furnishing of sub district structures offices	Zonal councils	√	√	√	√		15,000.00	7,000.00		√		Administration	Zonal council members
Sub total							**30,000.00**	**14,000.00**					
Objective: To develop organizational capacity for effective productivity and performance													
Programme: Capacity building and productivity improvement programme													
167. Facilitate the implementation of capacity building plan	ANMA	√	√	√	√		80,000.00		35,000.00	√		Consultant	HR, MDPO, MBA, MFO
168. Staff performance management and salary validation verification exercise	ANMA	√	√	√	√			9,000.00		√		HR	MIA, MBA, MFO
169. Organize staff durbar and orientation / sensitization training for newly recruited, posted and NSS Personnel	ANMA	√	√	√	√			50,000.00		√		HR	Budget and Finance
Sub total							**80,000.00**	**59,000.00**	**35,000.00**				
Objective: To increase awareness and knowledge of residents through effective dissemination of accurate and timely information													
Programme: Communication and information dissemination programme													
170. Update Assembly website / official social media platform and reduce the threat of viruses on all computers	ANMA	√	√	√	√			30,000.00		√		MIS	Akuapem North Municipality
171. Organize 2No. town hall meetings (PFM) to engage stakeholders on budget preparation and implementation	ANMA	√	√	√	√		100,000.00	100,000.00		√		MBA	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Sub total							**100,000.00**	**130,000.00**					
Objective: To enhance data-driven decision-making for improved programme effectiveness													
Programme: Coordination, monitoring, evaluation and learning programme													
172. Organize quarterly budget committee meetings and mid-year budget review meeting	ANMA	√	√	√	√			25,000.00		√		MBA	ANMA
173. Implement 2026 Revenue Improvement Action Plan (RIAP) activities	Akropong	√	√	√	√			10,000.00		√		MBA	ANMA
174. Prepare 2027 Composite budget, fee fixing and gazette of the fee fixing resolution	ANMA	√	√	√	√		50,000.00	50,000.00		√		MBA	Budget committee members
175. Organize quarterly MPCU meetings, mid-year and annual review meetings	ANMA	√	√	√	√		10,000.00	25,000.00		√		MDPO	MPCU members
176. Organize quarterly monitoring and evaluation exercise	Municipality wide	√	√	√	√		50,000.00	30,000.00		√		MDPO	MPCU members
177. Review 2026 AAP and prepare 2027 AAP	Akropong	√	√	√	√			10,000.00		√		MDPO	MPCU members
178. Prepare and submit quarterly and annual progress reports on plan implementation	ANMA	√	√	√	√			5,000.00		√		MDPO	MPCU members
179. Organize 2No. Inter-service / inter-sectoral collaboration and cooperation meetings	ANMA	√	√	√	√		10,000.00	40,000.00		√		MDPO	MPCU members
180. Organize quarterly Tender committee meetings and prepare procurement plan	ANMA	√	√	√	√			12,500.00		√		PRO	Tender committee members
181. Prepare 2028 audit work plan	ANMA				√			15,000.00		√		Internal Audit Unit	Audit committee members
Sub total							**120,000.00**	**222,500.00**					
Grand total						**2,065,080.00**	**27,117,911.04**	**3,737,448.60**	**10,429,655.00**				

Table 0.3 Annual Action Plan For 2028

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Objective: Enhance efficiency, improve quality and increase market access by 10% by the end of 2029													
Programme: Agriculture Modernization and Post-Harvest Management													
1. Conduct surveillance on livestock, pests and diseases. Carry out various vaccination campaigns and vaccinations.	Municipal wide	√	√	√	√	968.00		968.00		√		Agric Department	ANMA, farmers, FBOs etc.
2. Undertake crop yield studies	Municipal wide	√	√	√	√	968.00		1,936		√		Agric Department	ANMA, farmers, FBOs etc.
3. Train (2) women processing groups on post-production activities.	Municipal wide		√	√		00.00		1,210.00		√		Agric Department	ANMA, farmers, FBOs etc.
4. Conduct five (5) demonstration farms on improved variety and good agronomic practices in the agricultural zones.	Akropong, Kwamoso		√	√	√			7,260.00		√		Agric Department	ANMA, farmers, FBOs etc.
5. Conduct one (1) RELC planning session(s) for farmers and other stakeholders in the agricultural zones.	Akropong			√				2,420.00		√		Agric Department	ANMA, farmers, FBOs etc.
6. Sensitize farmers on safe use and handling of agrochemicals.	Municipal wide	√	√	√	√			2,200.00		√		Agric Department	ANMA, farmers, FBOs etc.
7. Maintenance support for official vehicle.	Akropong	√	√	√	√	1,815.00		2,420.00		√		Agric Department	ANMA, farmers, FBOs etc.
8. Maintenance support for official motorbikes.	Municipal-wide	√	√	√	√			4,400.00		√		Agric Department	ANMA, farmers, FBOs etc.
9. Eight (8) AEAs conducting 1536 home and farm visits for effective extension delivery.	Municipal-wide	√	√	√	√			8,800.00		√		Agric Department	ANMA, farmers, FBOs etc.
10. Facilitate agricultural officers' sensitizations and registrations of 30 farmer groups / FBOs for Feed Ghana Programme (FGP)	Municipal-wide	√	√	√	√			7,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
11. Train 30 Farmer groups / FBO on good Agronomic practices / animal husbandry practices	Municipal-wide	√	√	√	√			5,400.00		√		Agric Department	ANMA, farmers, FBOs etc.
12. Conduct monitoring and evaluation of Feed Ghana Programme (FGP) projects and activities.	Municipal-wide	√	√	√	√			9,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
13. Conduct twelve (12) monthly staff technical review and at least six (6)	Akropong	√	√	√	√		1,500.00	4,000.00		√		Agric Department	ANMA, farmers, FBOs etc.

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
management meetings													
14. Conduct six (6) good agronomic practices / climate smart agriculture trainings for technical staff	Akropong	√	√	√	√			7,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
15. Train 350 farmers or 15 FBOs on improved agricultural practices for improved productivity and incomes	Municipal-wide	√	√	√	√			4,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
16. Facilitate marketing of small-holder farmers value added products at the Eastern Commodity Satellite Market (ECSM)	Koforidua			√				8,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
17. Organization of Municipal Level National Farmers Day celebration	ANMA	√	√	√	√		60,000.00	140,000.00		√		Agric Department	ANMA, farmers, FBOs etc.
Sub total						**3,751.00**	**61,500.00**	**216,014.00**	**-**				
Objective: Improve wellbeing and quality of life for SMEs by 10% by the end of 2029 through targeted tailored programmes													
Programme: Local Economic Development													
18. Construction of 24-hour economy model market	Selected community	√	√	√	√		7,285,489. 56			√		HOWs	Akuapem North Municipal, MSMEs
19. Organise business counselling and follow-ups	Municipality wide	√	√	√	√			8,000.00		√		GEA (BRC)	Master card foundation
20. Organize stakeholder's forum	Selected communities				√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
21. Kaizen & OSHEM	Selected communities	√	√	√	√			10,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
22. Training in general business management	Municipality wide	√	√	√	√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
23. Association strengthening	Municipality wide	√	√	√	√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
24. Technical Trainings	Municipality wide	√	√	√	√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
25. Trade fair and exhibition	Municipality wide	√	√	√	√			40,000.00	60,0000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
26. Formalization of Business	Municipality wide	√	√	√	√			10,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
27. Promotion and development of tourist sites in the municipality	Municipality wide	√	√	√	√		5,000.00	10,000.00				ANMA	Tourism sub committee
Sub total							**7,290,489.**	**118,000.00**	**700,000.00**				

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
							56						
Objective: Enhance equitable access to quality education													
Programme: Education improvement programme													
28. Procurement of school furniture (i.e., Dual desks for Primary, Octagon tables and chairs for KG and Mono desk for JHS schools)	Selected Schools	√	√	√	√		2,914,195.82			√		GES	ANMA
29. Construct and furnish a new classroom block (i.e., KG, Primary and JHS) with office and store	Selected schools	√	√	√	√		2,914,195.82			√		GES	ANMA
30. Organize 'My first day' at school	Selected Schools				√			10,000.00		√		GES (S&M)	ANMA
31. Organize regular monitoring of schools	Municipality wide	√	√	√	√			10,000.00		√		GES (S&M)	ANMA
32. Conduct annual census for basic schools and senior high schools	Municipality wide	√							5,000.00	√		GES (PLG)	ANMA
33. Conduct monitoring of 33 GALOP schools	GALOP schools	√	√	√	√				8,000.00	√		GES (S&M)	JICA
34. Conduct monitoring of PLCS	Selected Schools								4,000.00	√		GES (S&M)	ANMA
35. Group / team monitoring of schools	Municipality wide	√			√		10,000.00			√		GES (S&M)	ANMA
36. Organize reading competition for KG learners	Municipality wide	√					8,000.00			√		GES (S&M)	ANMA
37. Organize orientation for newly posted teachers	Municipality wide	√							15,000.00	√		GES (HR)	Cooperate bodies
38. Conduct work inspection for confirmation	Municipality wide		√				5,000.00			√		GES (S&M)	ANMA
39. Organize workshop on capitation grant	Municipality wide			√					5,000.00	√		GES (F&A)	ANMA
40. Organize capacity building workshop for headteachers	Municipality wide			√					12,000.00	√		GES (HR)	ANMA
41. Organize BECE orientation for final year candidates	Municipality wide			√					5,000.00	√		GES (PLG)	ANMA
42. Conduct two municipal mocks for BECE candidates	Municipality wide		√						50,000.00	√		GES (PLG)	ANMA
43. Organize workshop on school selection	Municipality wide		√						2,000.00	√		GES (PLG)	ANMA
44. Undertake monitoring of 2028 BECE and WASSCE examination	Municipality wide		√	√					4,000.00	√		GES (S&M)	ANMA
45. Organize Independence Day debate and quiz competitions for senior high	Municipality wide	√			√				10,000.00	√		GES (S&M)	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
schools													
46. Conduct comprehensive schools in all basic schools	Municipality wide	√	√				6,000.00			√		GES (S&M)	ANMA
47. Organize capacity building for teachers	Municipality wide	√					15,000.00			√		GES (HR)	ANMA
48. Organize workshop for DL schools	Selected schools		√	√			8,000.00			√		GES (S&M)	ANMA
49. Organize school performance appraisal meeting	Municipality wide				√		15,000.00			√		GES	ANMA
50. Conduct accounting to Director-General through the Municipal Director of education	Municipality wide		√						8,000.00	√		GES (S&M)	ANMA
51. Organize Independence Day celebration	Akropong		√				50,000.00			√		GES (S&M)	ANMA
52. Organize best teacher awards	Municipality wide			√			150,000.00			√		GES (S&M)	ANMA
53. Organize training for School Improvement Support Officers (SISOs) in coaching and supervision	Municipality wide	√							5,000.00	√		GES (S&M)	ANMA
Sub total							6,095,391.64	20,000.00	133,000.00				
Objective: Enhance equitable access to sports infrastructure for all													
Programme: Youth and sports development programme													
54. Organize sports competition for Basic and Senior High Schools	Municipality wide		√				20,000.00			√		GES (S&M)	ANMA
55. Organize municipal cultural festival	Municipality wide			√					20,000.00	√		GES (Cultural coord)	ANMA
Sub total							**20,000.00**		**20,000.00**				
Objective: To improve universal primary health care													
Programme: Health improvement programme													
56. Construction and furnishing of 2No. CHPS compounds	Korkomu / Osubetor - Tei Nkwanta	√	√	√	√		2,914,195.82			√		GHS	MA
57. Undertake quarterly Expanded Programme on Immunization (EPI)	Akuapem North	√	√	√	√				8,000.00	√		GHS	MA
58. Undertake quarterly supportive supervision of health facilities	Akuapem North	√	√	√	√	5,000.00			8,000.00	√		GHS	MA
59. Organize annual performance review	Akuapem North	√						8,000.00		√		GHS	MA
60. Organize half year performance	Akuapem North			√						√		GHS	MA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Review								8,000.00					
61. Conduct malnutrition case search	Akuapem North			√					4,000.00	√		GHS	MA
62. Organize municipal public health emergency meeting	Akropong	√						8,000.00		√		GHS	MA
63. Organize municipal health committee meeting	Akropong			√				6,000.00		√		GHS	MA
64. Conduct mop-up exercise for the Expanded Programme on Immunization (EPI)	Akropong				√				6,000.00	√		GHS	MA
65. Organize data management training	Akuapem North			√				14,000.00		√		GHS	MA
66. Organize training for community health management members	Akropong, Adawso, Mampong			√					30,000.00	√		GHS	MA
67. Celebration of World HIV Day	Akropong			√					5,000.00	√		GHS	MA
68. Celebration of Hand Washing Day	Mangoase		√						5,000.00	√		GHS	MA
69. Procure laptops for municipal health directorate	Mampong	√	√	√	√				20,000.00			GHS	MA
70. Organize supportive supervision for Network of Practice (NOP)	Akropong / Adawso	√							5,000.00	√		GHS	MA
71. Organize staff performance appraisal	Mampong		√		√				8,000.00	√		GHS	MA
72. Operationalize Laboratory Service at Larteh Health Center	Larbikrom	√							20,000.00	√		GHS	MA
Sub total						**5,000.00**	**2,914,195.82**	**44,000.00**	**119,000.00**				
Objective: To protect environmental health and hygiene practice													
Programme: Water, Environmental Health and Sanitation programme													
73. Construct water facilities (i.e., drilling, mechanisation and repairs of boreholes)	Municipality wide	√	√	√	√		2,914,195.82			√		Works department	ANMA
74. Maintenance of final disposal site and evacuation of refuse dumps	Kwamoso	√	√	√	√		950,000.00			√		MEHU	Works / Procurement
75. Organize monthly clean up exercise	Municipality wide	√	√	√	√		50,000.00			√		MEHU	PPD / Works
76. Organize monthly fumigation exercise	Municipality wide	√	√	√	√		200,000.00			√		MEHU	Procurement
77. Procure 2No. skip containers	Mampong / Amanokrom	√	√	√			120,000.00			√		MEHU	Procurement
78. Sanitation Improvement Package	Municipal wide	√	√	√	√		470,000.00			√		MEHU	Service Provider

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
79. Monitoring and supervision of sanitation activities	Municipal wide	√	√	√	√		30,000.00			√		MEHU	M/A
80. Conduct sensitization on WASH activities	Municipal wide	√	√	√	√		20,000.00			√		MEHU	M/A
81. Procurement of sanitary tools and equipment	Municipal office	√	√	√			20,000.00			√		MEHU	Procurement
82. Support implementation of CLTS in 5No. communities	Ankwani, Gbolo Kofi, Behenease, Apawu, Bewase	√	√	√	√		40,000.00			√		MEHU	M/A
83. Organize health education programs for food vendors	Municipal wide		√	√	√			30,000.00		√		MEHU	M/A
84. Control of stray animals	Municipal wide	√	√	√	√			10,000.00		√		MEHU	Dev't planning
Sub total							**4,814,195.82**	**40,000.00**					
Objective: To protect the vulnerable, promote child welfare and safety and enhance social protection													
Programme: Vulnerability, social and child protection programme													
85. Identify, enrol and renew 2000 PWDs, OVCs, aged and indigents unto the 86. NHIS	Municipal wide	√	√	√	√			5,000.00		√		DSWCD	NHIS
87. Identify and register 40 PWDs unto the disability album	Municipal wide	√	√	√	√	4,000.00				√		DSWCD	ANMA community leaders
88. Support 90 PWDs (items, education, health, assistive devices) and appropriate rehabilitation	Municipal Wide	√	√	√	√	240,000.00				√		DSWCD	ANMA, PWD Association, DFMC
89. Facilitate the registration and renewal of certificates of forty (40) NPOs, CBOs, FBOs, Day care centers and RHC.	Municipality Wide	√	√	√	√	2,500.00		2,500.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
90. Supervise and monitor the operations of NPOs, CBOs, FBOs, Day care centres and RHC	Municipal Wide	√	√	√	√			8,000.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
91. Provide care, support, counselling and supervision services to eighty (80) distressed families, patients and vulnerable children	Municipal Wide	√	√	√	√	3,000.00		6,000.00		√		DSWCD	GHS, DOVVSU, ANMA, community leaders
92. Mobilize LEAP communities for cash out and other activities	LEAP communities	√	√	√	√			3,500.00		√		DSWCD	ANMA, LEAP CFPS, PFI
93. Provide vocational trainings in IGAs for 50 PWDs, LEAP beneficiaries and	Municipal Wide	√	√	√	√			8,000.00		√		DSWCD	ANMA, PWD Associations, BRC

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
vulnerable groups													
94. Embark on four (4) gender mainstreaming and women economic empowerment activities	Municipal Wide	√	√	√	√	6,000.00				√		DSWCD	ANMA, BRC
95. Observe National Social celebrations (World AIDS Day, Disability Day, girl child day, child labour day, women day etc.)	Municipal Wide	√	√	√	√			3,000.00		√		DSWCD	ANMA, CPCs, NCCE, ISD, corporate organization
96. Conduct sensitization on Sexual and Gender based violence (SGBV) and gender stereotypes in four (4) communities and coordinate GBV cases	Municipal Wide	√	√	√	√	2,500.00		2,500.00		√		DSWCD	DOVVSU, ANMA, NCCE, CHRAJ, GHS
97. Build the capacity of community child protection committees (CCPC) on child welfare and protection five (5) communities	Municipal Wide	√	√	√	√	3,500.00		3,500.00		√		DSWCD	CHRAJ, GHS, CCPCS, ANMA GES, DOVVSU
98. Train 50 caregivers and proprietors of Early Childhood Development Centres (ECDCs) and RHCs and inspect, register and renew 20 ECDCs	Municipal Wide	√	√	√	√			5,000.00		√		DSWCD	ANMA, RHC, Day Care Centers
99. Sensitize 20 communities on social issues (adolescent and reproductive health, drug abuse, child labour, teenage pregnancy etc.).	Municipal Wide	√	√	√	√			10,000.00		√		DSWCD	ANMA, GES, GHS, NCCE, DOVVSU
100. Ensure effective implementation of Child welfare, Family and Juvenile Tribunal activities	Municipal Wide	√	√	√	√	6,000.00				√		DSWCD	Judicial service
101. Sensitize 2000 School children on social issues and indiscipline / formation and monitoring of Scrabble Learning Clubs (SLCs) in 3 schools.	Municipal Wide	√	√	√	√	3,000.00				√		DSWCD	ANMA, GES
102. Educate 70 households on management of homes, childcare and specific tailored education.	Municipal Wide	√	√	√	√			3,000.00		√		DSWCD	ANMA
103. Implement MAC activities and organize educational programmes on HIV and AIDS for 4 communities	Municipal Wide	√	√	√	√	4,000.00				√		MAC	MAC, GES, DSWCD, GHS
104. Capacity building for staff	Akropong	√	√	√	√			6,000.00		√		DSWCD	ANMA, Resource

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
													personnel
105. Register births and deaths	Municipality wide	√	√	√	√	1,000.00				√		Births and deaths registry	Akuapem North Municipal
106. Educate citizenry on the importance of registering births and deaths	Municipality wide	√	√	√	√			3,000.00		√		Births and deaths registry	Akuapem North Municipal
Sub total						**275,500.00**	**-**	**69,000.00**					
Objective: Improve efficiency and effectiveness of road transport, infrastructure maintenance and safety services													
Programme: Transport, infrastructure and safety management programme													
107. Implementation of District Road Improvement Program (DRIP)	Municipality wide	√	√	√	√		1,500,000.00			√		Works / Urban roads department	Akuapem North Municipal
108. MP supported projects / programmes etc.	Municipality wide	√	√	√	√		200,000.00			√		Works department (MP)	ANMA
109. Implementation of proposed DACF RFG projects for 2026 DPAT assessment workplan	Municipality wide	√	√	√	√				8,675,655.00	√		HOWs	Akuapem North Municipal
110. Complete payment for legacy projects	Municipality wide	√	√	√	√		5,828,391.64				√	Works department	ANMA
111. Organize weekly inspection of physical development to enforce development control	Municipality wide	√	√	√	√		60,000.00	65,000.00		√		Building inspectorate unit	Akuapem North Municipal
112. Maintenance and repair of Assembly properties (operations and maintenance) i.e., schools, bungalows, CHPS compounds etc.	Akropong	√	√	√	√			500,000.00		√		Works department	ANMA
113. Undertake contract management activities	ANMA	√	√	√	√		25,000.00	25,000.00		√		Works department	ANMA
114. Reshape of selected feeder roads in the municipality	Municipality wide	√	√	√	√			200,000.00		√		Works department	ANMA
115. Repair, procure and install streetlights	Municipality wide	√	√	√	√		200,000.00			√		Works department	ANMA
116. Undertake pothole patching and resealing works within the municipality	Municipality wide	√	√	√	√	320,000.00		50,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
117. Undertake road inventories within the Municipality	Municipality wide	√	√	√	√		20,000.00	15,000.00		√		Urban road	MDPO, MFO, MBA, Procurement

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
118. Undertake routine maintenance works (Grass cutting, kerb cleaning, desilting works, drain repairs,) within the Municipality	Municipality wide	√	√	√	√	410,000.00		100,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
119. Undertake traffic management and road safety exercise (road sign cleaning, installation of road signs, installation of speed calming devices, installation of guide rails) within the Municipality	Municipality wide	√	√	√	√	90,000.00	10,000.00	50,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
120. Construction and documentation of drain works, culvert and sealing works in selected location within the Municipality	Municipality wide	√	√	√	√	650,000.00		100,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
Sub total						**1,470,000.00**	**7,843,391.64**	**1,105,000.00**	**8,675,655.00**				
Objective: To promote sustainable land use and infrastructure planning													
Programme: Spatial development programme													
121. Inspection of sites for processing development applications for permitting	Municipality Wide	√	√	√	√			49,948.80		√		PPD	TSC
122. Holding of monthly Technical Sub Planning Committee meetings.	ANMA	√	√	√	√			59,532.00		√		PPD	PPD/TSC
123. Holding of monthly Spatial Planning Committee meetings.	ANMA	√	√	√	√			74,052.00		√		PPD	ANMA-SPC
124. Planning Education of two (2) selected Communities without planning schemes	Pantoase & Okorase	√	√	√	√	10,648.00				√		PPD	TSC
125. Preparation and completion of two (2) local plans	Selected communities	√	√	√	√	4,000.00	2,000.00	40,000.00		√		PPD	Selected communities
126. Street Naming & Property Addressing- mount or erect twenty-five (25) signages within the municipal capital	Akropong	√	√	√	√		6,000.00	60,868.00		√		PPD	ANMA-SAT
127. Preparation of Spatial Development Framework (SDF)	Municipality wide	√	√	√	√	10,000.00	6,000.00			√		PPD	ANMA
128. Preparation of Structure Plan (SP)	Municipality wide	√	√	√	√		2,000.00	10,000.00		√		PPD	ANMA
Sub total						**24,648.00**	**16,000.00**	**294,400.80**					
Objective: To build a disaster resilient community and the capacity of communities through social mobilization													

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Programme: Climate change and environmental sustainability programme													
129. Organization of 4No. Municipal Disaster Management Committee Meeting.	Municipality office	√	√	√	√	10,000.00	6,000.00			√		NADMO	MDMC
130. Organization of quarterly staff meetings.	Municipality office	√	√	√	√	6,000.00				√		NADMO	ANMA
131. Undertake 2No. staff and stakeholders' capacity building.	Larteh, Okorase, Akropong	√		√		10,000.00				√		NADMO	GNFS, GPS, GHS, GNAS, NCCE
132. Organization of 4No. field trips for monitoring and assessment exercise	Municipality wide	√	√	√	√	6,000.00	1,500.00			√		NADMO	ANMA
133. Education and inspection of hospitality centers, churches, filling stations and small-scale industries within the municipality	Municipality wide		√			2,500.00				√		NADMO	GHFS, ECG, MEHO
134. Organization of 4No. public sensitization on disaster risk reduction.	Municipality wide	√	√	√	√	8,400.00	1,400.00			√		NADMO	NCCE
135. Organize 2No. Tree planting exercise	First and Second Cycle Institutions		√	√		5,000.00				√		NADMO	FSD, Assembly members, Opinion leaders
136. Formation and training of DVG's and DVCs in six communities within the municipality	Adawso,Okorase Mampong Tinkong Kwamoso Akropong	√		√		4,000.00				√		NADMO	ANMA
137. Organize quarterly emergency preparedness and resource mobilization exercise.	Municipality wide	√	√	√	√	30,000.00	5,000.00			√		NADMO	ANMA
138. Organize disaster week celebration.	Larteh				√	7,500.00	1,500.00			√		NADMO	ANMA
139. Organize 1No. clean up exercise and undertake tree pruning in the municipality.	Municipality wide		√	√		7,000.00	2,000.00			√		NADMO	Opinion leaders MEHO
140. Organize quarterly public engagement on climate change.	Municipality wide	√	√	√	√	7,000.00				√		NADMO	GES, FSD, GHS Opinion leaders
Sub total						**103,400.00**	**17,400.00**	**0.00**	**0.00**				
Objective: Improve decentralized planning													
Programme: Governance, accountability and public safety improvement programme													
141. Internal management of the organization (i.e., utilities, data, insurance, donations, consultancy fees,	ANMA	√	√	√	√			600,000.00		√		Administration	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
etc.)													
142. Organization of quarterly statutory subcommittee and other ad hoc subcommittee meetings	ANMA	√	√	√	√			32,904.00		√		Administration	Assembly members
143. Organization of quarterly statutory meetings and other ad hoc meetings (General Assembly, Executive committee, etc.)	ANMA	√	√	√	√		5,000.00	180,410.40		√		Administration	Assembly members
144. Organization of quarterly Education Oversight Committee meetings	ANMA	√	√	√	√			22,533.00		√		Administration	Education oversight members
145. Organization of quarterly Health Committee meetings	ANMA	√	√	√	√			20,664.00		√		Administration	Health committee members
146. Organization of quarterly audit committee meetings	ANMA	√	√	√	√			45,980.00		√		Administration	Audit committee members
147. Organization of MUSEC meetings	ANMA	√	√	√	√			68,745.60		√		Administration	MUSEC members
148. Organization of quarterly PRCC meetings	ANMA	√	√	√	√			12,245.20		√		Administration	PRCC members
149. Undertake marriage and divorce registry	ANMA	√	√	√	√			16,000.00		√		Administration	Akuapem North Municipality
150. Facilitate MCEs Community engagement with citizenry	Municipality wide	√	√	√	√			72,000.00		√		Administration	Akuapem North Municipality
151. Provide support to traditional authorities for the celebration of festivals and other events	Municipality wide	√	√	√	√			70,000.00		√		Administration	Akuapem North Municipality
152. Implement Client Service activities	ANMA	√	√	√	√			8,000.00		√		Administration	Akuapem North Municipality
153. Monitor the activities of Ghana School Feeding programme (GSFP)	Municipality wide	√	√	√	√			8,000.00		√		Administration	GSFP schools
154. NALAG contribution	ANMA	√	√	√	√		65,769.00			√		Administration	ANMA
155. Insure, maintain and repair official / project vehicles (movable / immovable assets)	ANMA	√	√	√	√			400,000.00		√		Administration	ANMA
156. Fuel and lubricants for official running of the organization	ANMA	√	√	√	√			400,000.00		√		Administration	ANMA
157. Provide support for self–help and community-initiated projects	Akropong	√	√	√	√			10,000.00		√		Administration	
158. Support to security services in the municipality (i.e., GNFS, GPS, GNAS, GIS etc.)	ANMA	√	√	√	√		30,000.00	30,000.00		√		Administration	GNFS, GPS, GNAS, GIS etc.
159. Training on Administrative data	ANMA	√	√	√	√			6,655.00		√		Statistics	All Departments /

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
compilation and DDDP													Units
160. Data collection on economic activities	ANMA	√	√	√	√	6,655.00				√		Statistics	Municipal wide
161. Training on Stats Bank & Stats App	ANMA	√	√	√	√	6,655.00				√		Statistics	All departments / Units
162. Monitoring of surveys and census	ANMA	√	√	√	√			6,655.00		√		Statistics	Municipal Wide
163. Procure stationaries and printing materials (A4, comb binding materials etc.)	Akropong	√	√	√	√		95,000.00	40,000.00		√		PRO	ANMA
164. Procurement of office equipment i.e., laptop, printer etc.	Akropong	√	√	√	√		100,000.00	40,000.00	270,000.00	√		PRO	ANMA
165. Procurement of furniture and fittings (cabinets, receptionist desk, swivel chairs, visitors' chairs etc.)	Akropong	√	√	√	√		130,000.00	45,000.00		√		PRO	ANMA
Sub total						**13,310.00**	**425,769.00**	**2,135,792.20**	**270,000.00**				
Objective: Deepen political, financial and administrative decentralization													
Programme: Sub structures improvement programme													
166. Strengthening of sub district structures	Zonal councils	√	√	√	√		20,000.00	7,500.00		√		Administration	Zonal council members
167. Furnishing of sub district structures offices	Zonal councils	√	√	√	√		20,000.00	7,500.00		√		Administration	Zonal council members
Sub total							**40,000.00**	**15,000.00**					
Objective: To develop organizational capacity for effective productivity and performance													
Programme: Capacity building and productivity improvement programme													
168. Facilitate the implementation of capacity building plan	ANMA	√	√	√	√		100,000.00		40,000.00	√		Consultant	HR, MDPO, MBA, MFO
169. Staff performance management and salary validation verification exercise	ANMA	√	√	√	√			10,000.00		√		HR	MIA, MBA, MFO
170. Organize staff durbar and orientation / sensitization training for newly recruited, posted and NSS Personnel	ANMA	√	√	√	√			60,000.00		√		HR	Budget and Finance
Sub total							**100,000.00**	**70,000.00**	**40,000.00**				
Objective: To increase awareness and knowledge of residents through effective dissemination of accurate and timely information													
Programme: Communication and information dissemination programme													
171. Update Assembly website / official social media platform and reduce the threat of viruses on all computers	ANMA	√	√	√	√		10,000.00	30,000.00		√		Administration	Akuapem North Municipality

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
172. Organize 2No. town hall meeting (PFM) to engage stakeholders on budget preparation and implementation	ANMA	√	√	√	√		150,000.00	150,000.00		√		MBA	ANMA
Sub total							**100,000.00**	**70,000.00**	**40,000.00**				
Objective: To enhance data-driven decision-making for improved programme effectiveness													
Programme: Coordination, monitoring, evaluation and learning programme													
173. Organize quarterly budget committee meetings and mid-year budget review meeting	ANMA	√	√	√	√			30,000.00		√		MBA	ANMA
174. Implement 2026 Revenue Improvement Action Plan (RIAP) activities	Akropong	√	√	√	√			10,000.00		√		MBA	ANMA
175. Prepare 2027 Composite budget, fee fixing and gazette of the fee fixing resolution	ANMA	√	√	√	√		60,000.00	60,000.00		√		MBA	Budget committee members
176. Organize quarterly MPCU meetings, mid-year and annual review meetings	ANMA	√	√	√	√		15,000.00	30,000.00		√		MDPO	MPCU members
177. Organize quarterly monitoring and evaluation exercise	Municipality wide	√	√	√	√		60,000.00	40,000.00		√		MDPO	MPCU members
178. Review 2026 AAP and prepare 2027 AAP	Akropong	√	√	√	√			15,000.00		√		MDPO	MPCU members
179. Prepare and submit quarterly and annual progress reports on plan implementation	ANMA	√	√	√	√			6,000.00		√		MDPO	MPCU members
180. Organize 2No. Inter-service / inter-sectoral collaboration and cooperation meetings	ANMA	√	√	√	√		20,000.00	50,000.00		√		MDPO	MPCU members
181. Organize quarterly Tender committee meetings and prepare procurement plan	ANMA	√	√	√	√			15,000.00		√		PRO	Tender committee members
182. Prepare 2029 audit work plan	ANMA				√			20,000.00		√		Internal Audit Unit	Audit committee members
Sub total						-	**155,000.00**	**276,000.00**	-				
Grand total						**1,895,609.00**	**29,953,333.48**	**4,583,207.00**	**9,957,655.00**				

Table 0.4 Annual Action Plan For 2029

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Objective: Enhance efficiency, improve quality and increase market access by 10% by the end of 2029													
Programme: Agriculture Modernization and Post-Harvest Management													
1. Conduct surveillance on livestock, pests and diseases. Carry out various vaccination campaigns and vaccinations.	Municipal wide	√	√	√	√	1,064.80		1,064.80		√		Agric Department	ANMA, farmers, FBOs etc.
2. Undertake crop yield studies	Municipal wide	√	√	√	√	1,064.80		2,129.60		√		Agric Department	ANMA, farmers, FBOs etc.
3. Train (2) women processing groups on post-production activities.	Municipal wide		√	√		00.00		1,331.00		√		Agric Department	ANMA, farmers, FBOs etc.
4. Conduct five (5) demonstration farms on improved variety and good agronomic practices in the agricultural zones.	Akropong, Kwamoso		√	√	√			7,986.00		√		Agric Department	ANMA, farmers, FBOs etc.
5. Conduct one (1) RELC planning session(s) for farmers and other stakeholders in the agricultural zones.	Akropong			√				2,662.00		√		Agric Department	ANMA, farmers, FBOs etc.
6. Sensitize farmers on safe use and handling of agrochemicals.	Municipal wide	√	√	√	√			2,662.00		√		Agric Department	ANMA, farmers, FBOs etc.
7. Maintenance support for official vehicle.	Akropong	√	√	√	√	1,815.00		2,662.00		√		Agric Department	ANMA, farmers, FBOs etc.
8. Maintenance support for official motorbikes.	Municipal-wide	√	√	√	√			4,880.00		√		Agric Department	ANMA, farmers, FBOs etc.
9. Eight (8) AEAs conducting 1536 home and farm visits for effective extension delivery.	Municipal-wide	√	√	√	√			9,800.00		√		Agric Department	ANMA, farmers, FBOs etc.
10. Facilitate agricultural officers' sensitizations and registrations of 30 farmer groups / FBOs for Feed Ghana Programme (FGP)	Municipal-wide	√	√	√	√			7,700.00		√		Agric Department	ANMA, farmers, FBOs etc.
11. Train 30 Farmer groups / FBO on good Agronomic practices / animal husbandry practices	Municipal-wide	√	√	√	√			6,040.00		√		Agric Department	ANMA, farmers, FBOs etc.
12. Conduct monitoring and evaluation of Feed Ghana Programme (FGP) projects and activities.	Municipal-wide	√	√	√	√			9,900.00		√		Agric Department	ANMA, farmers, FBOs etc.
13. Conduct twelve (12) monthly staff technical review and at least six (6)	Akropong	√	√	√	√		1,650.00	4,500.00		√		Agric Department	ANMA, farmers, FBOs etc.

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
management meetings													
14. Conduct six (6) good agronomic practices / climate smart agriculture trainings for technical staff	Akropong	√	√	√	√			7,700.00		√		Agric Department	ANMA, farmers, FBOs etc.
15. Train 350 farmers or 15 FBOs on improved agricultural practices for improved productivity and incomes	Municipal-wide	√	√	√	√			4,400.00		√		Agric Department	ANMA, farmers, FBOs etc.
16. Facilitate marketing of small-holder farmers value added products at the Eastern Commodity Satellite Market (ECSM)	Koforidua			√				8,800.00		√		Agric Department	ANMA, farmers, FBOs etc.
17. Organization of Municipal Level National Farmers Day celebration	ANMA	√	√	√	√		80,000.00	160,000.00		√		Agric Department	ANMA
Sub total						**3,944.60**	**81,650.00**	**244,217.40**	**0.00**				
Objective: Improve wellbeing and quality of life for SMEs by 10% by the end of 2029 through targeted tailored programmes													
Programme: Local Economic Development													
18. Construction of 24-hour economy model market	Selected community	√	√	√	√		4,671,158.38			√		HOWs	Akuapem North Municipal, MSMEs
19. Organise business counselling and follow-ups	Municipality wide	√	√	√	√			8,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
20. Organize stakeholder's forum	Selected communities				√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
21. Kaizen & OSHEM	Selected communities	√	√	√	√			10,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
22. Training in general business management	Municipality wide	√	√	√	√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
23. Association strengthening	Municipality wide	√	√	√	√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
24. Technical Trainings	Municipality wide	√	√	√	√			10,000.00		√		GEA (BRC)	Akuapem North Municipal, MSMEs
25. Trade fair and exhibition	Municipality wide	√	√	√	√			40,000.00	60,0000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
26. Formalization of Business	Municipality wide	√	√	√	√			10,000.00	50,000.00	√		GEA (BRC)	Akuapem North Municipal, MSMEs
27. Promotion and development of tourist sites in the municipality	Municipality wide	√	√	√	√		5,000.00	10,000.00				ANMA	Tourism sub committee
Sub total							**8,237,603.20**	**118,000.00**	**700,000.00**				
Objective: Enhance equitable access to quality education													

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Programme: Education improvement programme													
28. Procurement of school furniture (i.e., Dual desks for Primary, Octagon tables and chairs for KG and Mono desk for JHS schools)	Selected Schools	√	√	√	√		3,293,041.28			√		GES	ANMA
29. Construct and furnish a new classroom block (i.e., KG, Primary and JHS) with office and store	Selected schools	√	√	√	√		3,293,041.28			√		GES	ANMA
30. Organize 'My first day' at school	Selected Schools				√			10,000.00		√		GES (S&M)	ANMA
31. Organize regular monitoring of schools	Municipality wide	√	√	√	√			10,000.00		√		GES (S&M)	ANMA
32. Conduct annual census for basic schools and senior high schools	Municipality wide	√							5,000.00	√		GES (PLG)	ANMA
33. Conduct monitoring of 33 GALOP schools	GALOP schools	√	√	√	√				8,000.00	√		GES (S&M)	JICA
34. Conduct monitoring of PLCS	Selected schools	√	√	√	√				4,000.00	√		GES (S&M)	ANMA
35. Group / team monitoring of schools	Municipality wide	√			√		10,000.00			√		GES (S&M)	ANMA
36. Organize reading competition for KG learners	Municipality wide	√					8,000.00			√		GES (S&M)	ANMA
37. Organize orientation for newly posted teachers	Municipality wide	√							15,000.00	√		GES (HR)	Cooperate bodies
38. Conduct work inspection for confirmation	Municipality wide		√					5,000.00		√		GES (S&M)	ANMA
39. Organize workshop on capitation grant	Municipality wide			√					5,000.00	√		GES (F&A)	ANMA
40. Organize capacity building workshop for headteachers	Municipality wide			√					12,000.00	√		GES (HR)	ANMA
41. Organize BECE orientation for final year candidates	Municipality wide			√					5,000.00	√		GES (PLG)	ANMA
42. Conduct two municipal mocks for BECE candidates	Municipality wide		√						50,000.00	√		GES (PLG)	ANMA
43. Organize workshop on school selection	Municipality wide		√						2,000.00	√		GES (PLG)	ANMA
44. Undertake monitoring of 2028 BECE and WASSCE examination	Municipality wide		√	√					4,000.00	√		GES (S&M)	ANMA
45. Organize Independence Day debate and quiz competitions for senior high schools	Municipality wide	√			√				10,000.00	√		GES (S&M)	ANMA
46. Conduct comprehensive schools in all	Municipality	√	√				6,000.00			√		GES (S&M)	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
basic schools	wide												
47. Organize capacity building for teachers	Municipality wide	√					15,000.00			√		GES (HR)	ANMA
48. Organize workshop for DL schools	Selected schools		√	√			8,000.00			√		GES (S&M)	ANMA
49. Organize school performance appraisal meeting	Municipality wide				√		15,000.00			√		GES	ANMA
50. Conduct accounting to Director-General through the Municipal Director of education	Municipality wide		√						8,000.00	√		GES (S&M)	ANMA
51. Organize Independence Day celebration	Akropong		√				50,000.00			√		GES (S&M)	ANMA
52. Organize best teacher awards	Municipality wide			√			150,000.00			√		GES (S&M)	ANMA
53. Organize training for School Improvement Support Officers (SISOs) in coaching and supervision	Municipality wide	√							5,000.00	√		GES (S&M)	ANMA
Sub total							**6,848,082.56**	**25,000.00**	**133,000.00**				
Objective: Enhance equitable access to sports infrastructure for all													
Programme: Youth and sports development programme													
54. Organize sports competition for Basic and Senior High Schools	Municipality wide		√				20,000.00			√		GES (S&M)	ANMA
55. Organize municipal cultural festival	Municipality wide			√					20,000.00	√		GES (Cultural coord)	ANMA
Sub total							**20,000.00**	**-**	**20,000.00**				
Objective: To improve universal primary health care													
Programme: Health improvement programme													
56. Construction and furnishing of 2No. CHPS compounds	Pantoase & Benkum Larteh	√	√	√	√		3,293,041.28			√		GHS	MA
57. Undertake quarterly Expanded Programme on Immunization (EPI)	Akuapem North	√	√	√	√				8,000.00	√		GHS	MA
58. Undertake quarterly supportive supervision of health facilities	Akuapem North	√	√	√	√	5,000.00			8,000.00	√		GHS	MA
59. Organize annual performance review	Akuapem North	√						8,000.00		√		GHS	MA
60. Organize half year performance Review	Akuapem North			√				8,000.00		√		GHS	MA
61. Conduct malnutrition case search	Akuapem North			√					4,000.00	√		GHS	MA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
62. Organize municipal public health emergency meeting	Akropong	√						8,000.00		√		GHS	MA
63. Organize municipal health committee meeting	Akropong			√				6,000.00		√		GHS	Health committee members
64. Conduct mop-up exercise for the Expanded Programme on Immunization (EPI)	Akropong				√				6,000.00	√		GHS	ANMA
65. Celebration of World HIV Day	Mampong			√					5,000.00	√		GHS	ANMA
66. Celebration of Hand Washing Day	Obosomase		√						5,000.00	√		GHS	ANMA
67. Organize staff orientation for newly posted nurses	Akropong		√						8,000.00			GHS	ANMA
68. Organize supportive supervision for Network of Practice (NOP)	Akropong / Adawso	√							5,000.00	√		GHS	ANMA
69. Organize staff performance appraisal	Mampong		√		√				8,000.00	√		GHS	ANMA
Sub total						**5,000.00**	**3,293,041.28**	**30,000.00**	**57,000.00**				
Objective: To protect environmental health and hygiene practice													
Programme: Water, Environmental Health and Sanitation programme													
70. Construct water facilities (i.e., drilling, mechanisation and repair of boreholes)	Municipality wide	√	√	√	√		3,293,041.28			√		Works department	ANMA
71. Maintenance of final disposal site and evacuation of refuse dumps	Kwamoso	√	√	√	√		1,000,000.00			√		MEHU	Works / Procurement
72. Organize monthly clean up exercise	Municipality wide	√	√	√	√		55,000.00			√		MEHU	PPD / Works
73. Organize monthly fumigation exercise	Municipality wide	√	√	√	√		210,000.00			√		MEHU	Procurement
74. Procure 2No. skip containers	Akropong / Adawso	√	√	√			150,000.00			√		MEHU	Procurement
75. Sanitation Improvement Package	Municipal wide	√	√	√	√		500,000.00			√		MEHU	Service Provider
76. Monitoring and supervision of sanitation activities	Municipal wide	√	√	√	√		30,000.00			√		MEHU	M/A
77. Conduct sensitization on WASH activities	Municipal wide	√	√	√	√		20,000.00	5,000.00		√		MEHU	M/A
78. Procurement of sanitary tools and equipment	Municipal office	√	√	√			20,300.00			√		MEHU	Procurement
79. Support implementation of CLTS in 5No. communities	Attakrom, Pakro, Teiko, Akokua, Tei - Nkwanta	√	√	√	√		50,000.00			√		MEHU	M/A
80. Organize health education programs	Municipal wide		√	√	√			30,000.00		√		MEHU	M/A

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
for food vendors													
81. Control of stray animals	Municipal wide	√	√	√	√			15,500.00		√		MEHU	ANMA
Sub total							**5,328,341.28**	**50,500.00**					
Objective: To protect the vulnerable, promote child welfare and safety and enhance social protection													
Programme: Vulnerability, social and child protection programme													
82. Identify, enrol and renew 2500 PWDs, OVCs, aged and indigents unto the 83. NHIS	Municipal wide	√	√	√	√			6,000.00		√		DSWCD	NHIS
84. Identify and register 45 PWDs unto the disability album	Municipal wide	√	√	√	√	5,000.00				√		DSWCD	ANMA community leaders
85. Support 100 PWDs (items, education, health, assistive devices) and appropriate rehabilitation	Municipal Wide	√	√	√	√	260,000.00				√		DSWCD	ANMA, PWD Association, DFMC
86. Facilitate the registration and renewal of certificates of forty (40) NPOs, CBOs, FBOs, Day care centers and RHC.	Municipality Wide	√	√	√	√	3,000.00		3,000.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
87. Supervise and monitor the operations of NPOs, CBOs, FBOs, Day care centres and RHC	Municipal Wide	√	√	√	√			8,000.00		√		DSWCD	ANMA, CBOs, FBOs, RHCs, NPOS, ECDC
88. Provide care, support, counselling and supervision services to eighty (80) distressed families, patients and vulnerable children	Municipal Wide	√	√	√	√	3,500.00		6,500.00		√		DSWCD	GHS, DOVVSU, ANMA, community leaders
89. Mobilize LEAP communities for cash out and other activities	LEAP communities	√	√	√	√	5,000.00				√		DSWCD	ANMA, LEAP CFPS, PFI
90. Provide vocational trainings in IGAs for 50 PWDs, LEAP beneficiaries and vulnerable groups	Municipal Wide	√	√	√	√			9,000.00		√		DSWCD	ANMA, PWD Associations, BRC
91. Embark on four (4) gender mainstreaming and women economic empowerment activities	Municipal Wide	√	√	√	√	7,000.00				√		DSWCD	ANMA, BRC
92. Observe National Social celebrations (World AIDS Day, Disability Day, girl child day, child labour day, women day etc.)	Municipal Wide	√	√	√	√			4,000.00		√		DSWCD	ANMA, CPCs, NCCE, ISD, corporate organization
93. Conduct sensitization on Sexual and Gender based violence (SGBV) and	Municipal Wide	√	√	√	√	3,000.00		3,000.00		√		DSWCD	DOVVSU, ANMA, NCCE, CHRAJ,

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
gender stereotypes in four (4) communities and coordinate GBV cases													GHS
94. Build the capacity of community child protection committees (CCPC) on child welfare and protection five (5) communities	Municipal Wide	√	√	√	√	4,000.00		4,000.00		√		DSWCD	CHRAJ, GHS, CCPCS, ANMA GES, DOVVSU
95. Train 50 caregivers and proprietors of Early Childhood Development Centres (ECDCs) and RHCs and inspect, register and renew 20 ECDCs	Municipal Wide	√	√	√	√			5,000.00		√		DSWCD	ANMA, RHC, Day Care Centers
96. Sensitize 20 communities on social issues (adolescent and reproductive health, drug abuse, child labour, teenage pregnancy etc.).	Municipal Wide	√	√	√	√			20,000.00		√		DSWCD	ANMA, GES, GHS, NCCE, DOVVSU
97. Ensure effective implementation of Child welfare, Family and Juvenile Tribunal activities	Municipal Wide	√	√	√	√	8,000.00				√		DSWCD	Judicial service
98. Sensitize 2000 School children on social issues and indiscipline / formation and monitoring of Scrabble Learning Clubs (SLCs) in 3 schools.	Municipal Wide	√	√	√	√	5,000.00				√		DSWCD	ANMA, GES
99. Educate 70 households on management of homes, childcare and specific tailored education.	Municipal Wide	√	√	√	√			3,500.00		√		DSWCD	ANMA
100. Implement MAC activities and organize educational programmes on HIV and AIDS for 4 communities	Municipal Wide	√	√	√	√	5,000.00				√		MAC	MAC, GES, DSWCD, GHS
101. Register births and deaths	Municipality wide	√	√	√	√	1,500.00				√		Births and deaths registry	Akuapem North Municipal
102. Educate citizenry on the importance of registering births and deaths	Municipality wide	√	√	√	√			4,000.00		√		Births and deaths registry	Akuapem North Municipal
Sub total						**310,000.00**	**-**	**76,000.00**					
Objective: Improve efficiency and effectiveness of road transport, infrastructure maintenance and safety services													
Programme: Transport, infrastructure and safety management programme													
103. Implementation of District Road Improvement Program (DRIP)	Municipality wide	√	√	√	√		1,500,000.00			√		Works / Urban roads department	Akuapem North Municipal

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
104. MP supported projects / programmes etc.	Municipality wide	√	√	√	√		550,000.00			√		Works department (MP)	ANMA
105. Implementation of proposed DACF RFG projects for 2027 DPAT assessment workplan	Municipality wide	√	√	√	√				8,675,655.00	√		HOWs	Akuapem North Municipal
106. Complete payment for legacy projects	Municipality wide	√	√	√	√		6,586,082.56				√	Works department	ANMA
107. Organize weekly inspection of physical development to enforce development control	Municipality wide	√	√	√	√		70,000.00	75,000.00		√		Building inspectorate unit	Akuapem North Municipal
108. Maintenance and repair of Assembly properties (operations and maintenance) i.e., schools, bungalows, CHPS compounds etc.	Akropong	√	√	√	√			600,000.00		√		Works department	ANMA
109. Undertake contract management activities	ANMA	√	√	√	√		30,000.00	30,000.00		√		Works department	ANMA
110. Reshape of selected feeder roads in the municipality	Municipality wide	√	√	√	√			300,000.00		√		Works department	ANMA
111. Repair, procure and install streetlights	Municipality wide	√	√	√	√		300,000.00			√		Works department	ANMA
112. Undertake pothole patching and resealing works within the municipality	Municipality wide	√	√	√	√	400,000.00		50,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
113. Undertake road inventories within the Municipality	Municipality wide	√	√	√	√		20,000.00	20,000.00		√		Urban road	MDPO, MFO, MBA, Procurement
114. Undertake routine maintenance works (Grass cutting, kerb cleaning, desilting works, drain repairs,) within the Municipality	Municipality wide	√	√	√	√	380,000.00	5,000.00	10,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
115. Undertake traffic management and road safety exercise (road sign cleaning, installation of road signs, installation of speed calming devices, installation of guide rails) within the Municipality	Municipality wide	√	√	√	√	150,000.00	10,000.00	60,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement
116. Construction and documentation of drain works, culvert and sealing works in selected location within the	Municipality wide	√	√	√	√	820,000.00	10,000.00	70,000.00		√		Urban road	Dev't planning, MBA, Finance, Procurement

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Municipality													
Sub total						**1,750,000 .00**	**9,081,082. 56**	**1,215,000. 00**	**8,675,655. 00**				
Objective: To promote sustainable land use and infrastructure planning													
Programme: Spatial development programme													
117. Inspection of sites for processing development applications for permitting	Municipality Wide	√	√	√	√			54,943.68		√		PPD	TSC
118. Holding of monthly Technical Sub Planning Committee meetings.	ANMA	√	√	√	√			65,485.20		√		PPD	PPD/TSC
119. Holding of monthly Spatial Planning Committee meetings.	ANMA	√	√	√	√			81,457.20		√		PPD	ANMA-SPC
120. Planning Education of two (2) selected Communities without planning schemes	Pantoase & Okorase	√	√	√	√	11,712.80				√		PPD	TSC
121. Preparation and completion of two (2) local plans	Selected communities	√	√	√	√	4,000.00	2,000.00	40,000.00		√		PPD	Selected communities
122. Street Naming & Property Addressing-mount or erect twenty-five (25) signages within the municipal capital	Akropong	√	√	√	√		6,000.00	60,868.00		√		PPD	ANMA-SAT
123. Preparation of Spatial Development Framework (SDF)	Municipality wide	√	√	√	√	10,000.00	6,000.00			√		PPD	ANMA
124. Preparation of Structure Plan (SP)	Municipality wide	√	√	√	√		2,000.00	10,000.00		√		PPD	ANMA
125. Acquisition of Assets: office equipment	PPD	√	√	√	√	5,277.42				√		PPD	ANMA
Sub total						**30,990.22**	**16,000.00**	**312,754.08**	**0.00**				
Objective: To build a disaster resilient community and the capacity of communities through social mobilization													
Programme: Climate change and environmental sustainability programme													
126. Organization of 4No. Municipal Disaster Management Committee Meeting.	Municipality office	√	√	√	√	13,000.00		6,000.00		√		NADMO	MDMC
127. Organization of quarterly staff meetings.	Municipality office	√	√	√	√	8,000.00				√		NADMO	ANMA
128. Undertake 2No. staff and stakeholders' capacity building.	Larteh, Okorase, Akropong	√		√		15,500.00				√		NADMO	GNFS, GPS, GHS, GNAS, NCCE
129. Organization of 4No. field trips for monitoring and assessment exercise	Municipality wide	√	√	√	√	9,000.00				√		NADMO	ANMA
130. Education and inspection of hospitality centers, churches, filling stations and	Municipality wide		√			4,000.00				√		NADMO	GHFS, ECG, MEHO

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
small-scale industries within the municipality													
131. Organization of 4No. public sensitization on disaster risk reduction.	Municipality wide	√	√	√	√	10,000.00	2,000.00			√		NADMO	NCCE
132. Organize 2No. Tree planting exercise	First and Second Cycle Institutions		√	√		7,000.00	2,000.00	2,000.00		√		NADMO	FSD, Assembly members, Opinion leaders
133. Formation and training of DVG's and DVCs in six communities within the municipality	Adawso,Okorase Mampong Tinkong Kwamoso Akropong	√		√		6,000.00				√		NADMO	ANMA
134. Organize quarterly emergency preparedness and resource mobilization exercise.	Municipality wide	√	√	√	√	35,000.00	10,000.00			√		NADMO	ANMA
135. Organize disaster week celebration.	Larteh				√	9,000.00	4,000.00			√		NADMO	ANMA
136. Organize 1No. clean up exercise and undertake tree pruning in the municipality.	Municipality wide		√	√		7,500.00	2,000.00			√		NADMO	Opinion leaders MEHO
137. Organize quarterly public engagement on climate change.	Municipality wide	√	√	√	√	8,000.00				√		NADMO	GES, FSD, GHS Opinion leaders
Sub total						**132,000.00**	**20,000.00**	**8,000.00**	**0.00**				
Objective: Improve decentralized planning													
Programme: Governance, accountability and public safety improvement programme													
138. Internal management of the organization (i.e. utilities, data, insurance, donations, consultancy fees, etc.)	ANMA	√	√	√	√			700,000.00		√		Administration	ANMA
139. Organization of quarterly statutory subcommittee and other ad hoc subcommittee meetings	ANMA	√	√	√	√			35,646.00		√		Administration	Assembly members
140. Organization of quarterly statutory meetings and other ad hoc meetings (General Assembly, Executive committee, etc.)	ANMA	√	√	√	√		7,000.00	190,500.00		√		Administration	Assembly members
141. Organization of quarterly Education Oversight Committee meetings	ANMA	√	√	√	√			24,411.40		√		Administration	Education oversight members
142. Organization of quarterly Health Committee meetings	ANMA	√	√	√	√			22,386.00		√		Administration	Health committee members

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
143. Organization of quarterly audit committee meetings	ANMA	√	√	√	√			50,578.00		√		Administration	Audit committee members
144. Organization of MUSEC meetings	ANMA	√	√	√	√			74,474.40		√		Administration	MUSEC members
145. Organization of quarterly PRCC meetings	ANMA	√	√	√	√			13,469.72		√		Administration	PRCC members
146. Undertake marriage and divorce registry	ANMA	√	√	√	√			16,000.00		√		Administration	Akuapem North Municipality
147. Facilitate MCEs Community engagement with citizenry	Municipality wide	√	√	√	√			79,860.00		√		Administration	Akuapem North Municipality
148. Provide support to traditional authorities for the celebration of festivals and other events	Municipality wide	√	√	√	√			80,000.00		√		Administration	Akuapem North Municipality
149. Implement Client Service activities	ANMA	√	√	√	√			10,000.00		√		Administration	Akuapem North Municipality
150. Monitor the activities of Ghana School Feeding programme (GSFP)	Municipality wide	√	√	√	√			8,000.00		√		Administration	GSFP schools
151. NALAG contribution	ANMA	√	√	√	√		69,769.00			√		Administration	ANMA
152. Insure, maintain and repair official / project vehicles (movable / immovable assets)	ANMA	√	√	√	√			450,000.00		√		Administration	ANMA
153. Fuel and lubricants for official running of the organization	ANMA	√	√	√	√			450,000.00		√		Administration	ANMA
154. Provide support for self–help and community-initiated projects	Akropong	√	√	√	√			10,000.00		√		Administration	
155. Support to security services in the municipality (i.e., GNFS, GPS, GNAS, GIS etc.)	ANMA	√	√	√	√		30,000.00	30,000.00		√		Administration	GNFS, GPS, GIS, GNAS, etc.
156. Training on Administrative data compilation and DDDP	ANMA	√	√	√	√			7,320.50		√		Statistics	All Departments / Units
157. Data collection on economic activities	ANMA	√	√	√	√	7,320.50				√		Statistics	Municipal wide
158. Training on Stats Bank & Stats App	ANMA	√	√	√	√	7,320.50				√		Statistics	All departments / Units
159. Monitoring of surveys and census	ANMA	√	√	√	√			7,320.50		√		Statistics	Municipal Wide
160. Procure stationaries and printing materials (A4, comb binding materials etc.)	Akropong	√	√	√	√		100,000.00	50,000.00		√		PRO	ANMA
161. Procurement of office equipment i.e., laptop, printer etc.	Akropong	√	√	√	√		120,000.00	60,000.00	270,000.00	√		PRO	ANMA
162. Procurement of furniture and fittings (cabinets, receptionist desk, swivel	Akropong	√	√	√	√		150,000.00	70,000.00		√		PRO	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
chairs, visitors' chairs etc.)													
Sub total						**14,641.00**	**476,769.00**	**2,439,966.52**	**270,000.00**				
Objective: Deepen political, financial and administrative decentralization													
Programme: Sub structures improvement programme													
163. Strengthening of sub district structures	Zonal councils	√	√	√	√		25,000.00	8,000.00		√		Administration	Zonal council members
164. Furnishing of sub district structures offices	Zonal councils	√	√	√	√		25,000.00	8,000.00		√		Administration	Zonal council members
Sub total							**50,000.00**	**16,000.00**					
Objective: To develop organizational capacity for effective productivity and performance													
Programme: Capacity building and productivity improvement programme													
165. Facilitate the implementation of capacity building plan	ANMA	√	√	√	√		120,000.00			√		Consultant	HR, MDPO, MBA, MFO
166. Staff performance management and salary validation verification exercise	ANMA	√	√	√	√			11,000.00		√		HR	MIA, MBA, MFO
167. Organize staff durbar and orientation / sensitization training for newly recruited, posted and NSS Personnel	ANMA	√	√	√	√			70,000.00		√		HR	Budget and Finance
Sub total							**120,000.00**	**81,000.00**					
Objective: To increase awareness and knowledge of residents through effective dissemination of accurate and timely information													
Programme: Communication and information dissemination programme													
168. Update Assembly website / official social media platform and reduce the threat of viruses on all computers	ANMA	√	√	√	√		10,000.00	40,000.00		√		Administration	Akuapem North Municipality
169. Organize 2No. town hall meeting (PFM) to engage stakeholders on budget preparation and implementation	ANMA	√	√	√	√		200,000.00	200,000.00		√		MBA	ANMA
Sub total							**210,000.00**	**240,000.00**					
Objective: To enhance data-driven decision-making for improved programme effectiveness													
Programme: Coordination, monitoring, evaluation and learning programme													
170. Organize quarterly budget committee meetings and mid-year budget review meeting	ANMA	√	√	√	√			35,000.00		√		MBA	ANMA
171. Implement 2026 Revenue Improvement Action Plan (RIAP)	Akropong	√	√	√	√			10,000.00		√		MBA	ANMA

Project	Location	Time frame				Cost				Project status		Implementing department / institution	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
activities													
172. Prepare 2027 Composite budget, fee fixing and gazette of the fee fixing resolution	ANMA	√	√	√	√		70,000.00	70,000.00		√		MBA	Budget committee members
173. Organize quarterly MPCU meetings, mid-year and annual review meetings	ANMA	√	√	√	√		20,000.00	40,000.00		√		MDPO	MPCU members
174. Organize quarterly monitoring and evaluation exercise	Municipality wide	√	√	√	√		70,000.00	50,000.00		√		MDPO	MPCU members
175. Preparation of 2030-2033 MTDP	ANMA	√	√	√	√		150,000.00	150,000.00		√		MPCU	Akuapem North Municipal
176. Review 2026 AAP and prepare 2027 AAP	Akropong	√	√	√	√			20,000.00		√		MDPO	MPCU members
177. Prepare and submit quarterly and annual progress reports on plan implementation	ANMA	√	√	√	√			10,000.00		√		MDPO	MPCU members
178. Organize 2No. Inter-service / inter-sectoral collaboration and cooperation meetings	ANMA	√	√	√	√		30,000.00	60,000.00		√		MDPO	MPCU members
179. Organize quarterly Tender committee meetings and prepare procurement plan	ANMA	√	√	√	√			20,000.00		√		PRO	Tender committee members
180. Prepare 2030 audit work plan	ANMA				√			25,000.00		√		Internal Audit Unit	Audit committee members
Sub total						**-**	**340,000.00**	**490,000.00**	**-**				
Grand total						**2,246,575.82**	**34,122,569.88**	**5,346,438.00**	**9,855,655.00**				

Chapter Seven: Monitoring and Evaluation Arrangements

7.1 Introduction

The monitoring and evaluation procedures and structures outlined in this document are essential management tools designed to provide additional incentive for the realization of the set objectives and goals of the planned programmes and projects. Monitoring and Evaluation is one of the critical stages in the successful implementation of programmes and projects outlined in the Medium-Term Development Plan (2026-2029). The ultimate goal of the monitoring and evaluation is to effectively monitor the implementation of the planned activities and evaluate their results and impacts in improving the living condition of the people in the municipality.

Within the plan period, Monitoring and Evaluation activities will seek to achieve the following objectives:

i. Assess the programmes and projects to improve ongoing effectiveness.

ii. Introduce a participatory monitoring system which includes all stakeholders.

iii. Track the progress of project activities during implementation and alert decision makers in case of shortfalls or deviations for early corrective action.

iv. Provide the right people with the right information at the right time.

v. Accumulate information / data that may be used during an outcome or impact evaluation; and

vi. Engender active community participation in project implementation with the view to promoting ownership and sustainability.

The total cost of the monitoring and evaluation plan is 3% of the total cost of the Medium-Term Development Plan (MTDP) for the four-year plan implementation period.

7.2 Monitoring

Monitoring is a process which ensures that at any given stage of a project, the required inputs are delivered on time, used as intended and is producing the desired results. Since plans are affected by uncontrollable situations such as socio-economic changes, political climate and international relations, it is necessary that they are constantly monitored, and adjustments made accordingly.

The monitoring system is designed for the annual plan with three (3) main activities i.e., monitoring activities cover the implementation period, ongoing evaluation occurs at specific points within the implementation phase and terminal evaluation occurs at specific end of the project implementation.

7.3 Stakeholder analysis

Stakeholders are a vital component of the monitoring and evaluation plan. It analysis all organizations and groups of people with interest, roles and responsibilities in the conduct of monitoring and evaluation. This process helps to recognize diverse views and concerns, engage stakeholders in decision making and anticipate and mitigate potential issues. Table 7.1 give details of the organizations or groups with interest and roles in the conduct of monitoring and evaluation.

Table 0.1 Stakeholder Analysis

No.	Organization	Interest	Roles / responsibility
i.	National Development Planning Commission	Policy direction, guidelines, capacity building etc.	M & E plan preparation, M & E results dissemination, etc.
ii.	Local Government Service Secretariat	Technical; assistance, job analysis, management of services etc.	M & E seminars and meetings, M & E results reporting and dissemination, supervision, project inspection, evaluation etc.
iii.	Ministry of Local Government, Chieftaincy and Religious Affairs	Policy direction guidelines, performance targets, advisory services etc.	M & E seminars and meetings, M & E results reporting and dissemination, supervision, project inspection, evaluation etc.
iv.	DACF Secretariat	Financial resources advisory services etc.	M & E seminars and meetings, M & E results reporting and dissemination, supervision, project inspection, evaluation etc.
v.	RCC	Technical assistance, advisory services, capacity building, performance targets etc.	M & E plan preparation, evaluation, PM&E, data collection, M&E results reporting and dissemination etc.
vi.	District Assembly	Decision making, by laws, deliberation and adoption of plans, programmes and projects etc.	M&E plan preparation, M&E seminars and meetings supervision, project inspections, evaluation, M&E results reporting and dissemination, etc.
vii.	Member of Parliament	Decision making, common fund for programmes and projects etc.	M&E seminars and meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination etc.
viii.	Traditional Authority	Advisory services, transparency and accountability	M&E seminars and meetings, supervision, project inspection, M&E results reporting and dissemination etc.
ix.	Ministries, Departments and Agencies	Guidelines, performance targets, advisory service etc.	Data collection, M&E results reporting and dissemination etc.
x.	Consultants	Technical assistance	M&E plan preparation, evaluation, PM&E etc.
xi.	CSOs	Advocacy financial and material resources, transparency and accountability etc.	M&E seminars and meetings, supervision, project inspection, PM&E, data collection, M&E results reporting etc.
xii.	DPs	Transparency and accountability, financial and material resources, technical assistance etc.	M&E seminars and meetings, supervision, project inspection, data collection, M&E results reporting etc.

No.	Organization	Interest	Roles / responsibility
xiii.	Media	Transparency and accountability etc.	Project inspection, dissemination and communication of M&E results etc.

7.4 Monitoring matrix

Monitoring indicators are needed for measuring progress while targets are specific, planned level of results expected to be achieved within a timeframe. These measurements lead to the stated goal and objectives indicated in the POA and AAP. The MPCU has selected some core and district specific indicators to be used to track expected outputs, outcomes and impacts of planned programmes and projects. In the selection of these indicators, the MPCU considered sustainability of development interventions and accountability. A system for obtaining data to assess the performance of these indicators was developed. This system entailed identifying relevant responsible institutions and modifying data collection processes to capture the needs of identified indicators. These indicators are disaggregated into location specific where possible.

Table 7.2 gives details of the indicators, indicator definition, indicator and baseline. It also shows the targets for the implementation period (i.e., 2026, 2027, 2028, 2029), disaggregation, monitoring frequency as well as responsibility.

Table 0.2 Monitoring Matrix

Indicators	Indicator definition	Indicator type	Baseline 2025	Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
Goal: Create an enabling environment for agribusiness to thrive										
Objective: Enhance efficiency, improve quality and increase market access by 10% by the end of 2029 Programme: Agriculture modernization and post-harvest management programme										
1. Share of women processing groups adopting improved post-harvest practices after training	Percentage of women led processing groups that have started adopting improved post-harvest practices	Outcome	100%	100%	100%	100%	100%	Male Female	Quarterly	Agric department
2. Proportion of RELC action points implemented within the plan implementation season	Percentage of RELC action points implemented	Outcome	100%	100%	100%	100%	100%		Annually	Agric department
3. Share of farmers adopting the safe use and handling of agrochemicals	Percentage of farmers that have started adopting the safe use and handling of agrochemicals	Outcome	90%	100%	100%	100%	100%	Male Female	Quarterly	Agric department
4. Proportion of farmers access to effective extension delivery	Percentage of farmers who have received effective extension service	Outcome	50%	80%	80%	80%	80%	Male Female	Quarterly	Agric department
Goal: Create an enabling environment for SMEs to thrive through sustainable employment										
Objective: Improve wellbeing and quality of life for SMEs by 10% by the end of 2029 through targeted tailored programmes Programme: Local Economic Development programme										
5. Proportion of tourist sites developed and functional	Percentage of tourist sites in use	Outcome	0%	20%	20%	20%	20%	Rural Urban	Quarterly	Tourism sub committee
6. Proportion of 24-hour economy market fully functional	Percentage of 24-hour economy market in use	Outcome	0%	100%	100%	100%	100%	Rural Urban	Quarterly	MPCU
7. Proportion of SMEs who had access to counselling and follow-ups on their businesses	Percentage of SMEs counselled	Outcome	60%	80%	100%	120%	140%	Male Female	Quarterly	BRC
8. Proportion of communities Assembly engaged in stakeholder forum	Percentage of communities engaged	Outcome	50%	100%	100%	100%	100%	Male Female	Quarterly	BRC
Goal: Promote equal access to social amenities										

Indicators	Indicator definition	Indicator type	Baseline 2025	Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
Objective: Enhance equitable access to quality education Programme: Education improvement programme										
9. Net enrolment ratio Kindergarten Primary JHS	No. of children which are at right ages and levels	Outcome	 96.9 96.1 56.5	 96.90 96.1 56.7	 96.91 96.2 57.3	 96.9 96.3 57.9	 96 96.4 60.0	Male Female	Annually	Planning and statistic unit of municipal education directorate
10. Gender Parity Index Kindergarten Primary JHS SHS	Male and female ratio	Outcome	 1:1 1:1 0.99 1.50	 1:1 1:1 1:1 1.55	 1:1 1:1 1:1 1.58	 1:1 1:1 1:1 1.60	 1:1 1:1 1:1 1.62	Male Female	Annually	Planning and statistic unit of municipal education directorate
11. Completion rate Kindergarten Primary JHS SHS	No. of children who are able to complete their levels from start to finish	Outcome	 98.5 98.2 97.4 98.5	 98.6 98.3 97.5 98.6	 98.7 98.4 97.6 98.7	 98.8 98.5 97.7 98.9	 99.0 98.8 98.0 99.0	Male Female	Annually	Planning and statistic unit of municipal education directorate
12. Gender Enrolment Ration Kindergarten Primary JHS SHS	Pupils / children in a particular class with different ages	Outcome	 124.5 119.4 110.1 250.3	 124.5 119.5 110.1 250.4	 124.6 119.6 110.2 250.5	 124.7 119.7 110.3 250.6	 125.3 120.0 110.4 250.7	Male Female	Annually	Planning and statistic unit of municipal education directorate
13. Net Admission Ratio Kindergarten Primary JHS SHS	No. of children in school	Outcome	 65.7 52.8 71.7 73.8	 65.7 52.9 71.9 73.9	 65.8 53.2 72.1 74.1	 65.9 53.5 72.3 74.2	 60.0 54.5 72.6 74.5	Male Female	Annually	Planning and statistic unit of municipal education directorate
14. Gross Admission Ration Kindergarten Primary JHS SHS	No. of children who are supposed to be in school but are not in school	Outcome	 120.3 118.0 105.8 263.5	 120.4 118.6 105.8 263.5	 120.5 118.7 105.9 263.6	 120.6 118.8 106.2 263.7	 120.7 118.9 106.4 263.8	Male Female	Annually	Planning and statistic unit of municipal education directorate
15. BECE Pass Rate	How many students pass the BECE	Outcome	54.2%	56.4%	58.5%	60.8%	62.5%	Male Female	Annually	Planning and statistics unit of municipal education directorate
Goal: Promote equal access to social amenities										
Objective: Enhance equitable access to sports infrastructure for all Programme: Youth and sports development programmes										

Indicators	Indicator definition	Indicator type	Baseline 2025	Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
16. Proportion of sports competitions fully participated by both basic and second high schools	Percentage of sports competitions in which all participating schools have taken part in the event	Outcome	100%	100%	100%	100%	100%	Male Female	Annually	GES
17. Proportion of cultural festivals fully participated effectively	Percentage of cultural festivals in which all intended groups participated	Outcome	100%	100%	100%	100%	100%	Male Female	Annually	GES
Goal: Promote equal access to social amenities										
Objective: To improve universal primary health care Programme: Health improvement programmes										
18. Health service utilisation	Percentage of individuals in the health facility zone who receive at least one specified health services	Outcome	100%	100%	100%	100%	100%	Rural Urban	Quarterly	MPCU
19. Patient adherence	Proportion of HIV positive patients on antiretroviral therapy (ART) who have taken the full prescribed dose of their medication	Outcome	N/A	100%	100%	100%	100%	Male Female	Quarterly	GHS
20. Proportion of world event days fully participated	Percentage of world event days on which all intended participants actively engaged and fully carried out	Outcome	100%	100%	100%	100%	100%	Male Female	Annually	GHS
Goal: Promote equal access to social amenities										
Objective: To protect environmental health and hygiene practice Programme: Water, environmental health and sanitation programmes										
21. Proportion of communities with sustainable access to potable water source	Percentage of communities that have functional, safely managed drinking water source available and accessible to the population	Outcome	85%	90%	95%	100%	100%	Rural Urban	Quarterly	MPCU
22. Proportion of communities with access to improved sanitation services	Percentage of communities that	Outcome	94%	97%	97%	97%	97%	Rural Urban	Quarterly	MPCU
Goal: Promote equal access to social amenities										

Indicators	Indicator definition	Indicator type	Baseline 2025	Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
Objective: To protect the vulnerable, promote child welfare and safety and enhance social protection Programme: Vulnerability, social and child protection programmes										
23. Proportion of PWDs, OVCs, aged and indigents having access to basic health services	Percentage of PWDs, OVCs, aged and indigents that utilise essential healthcare services	Outcome	N/A	90%	90%	90%	90%	Male Female	Annually	SW&CD
24. Proportion of PWDs empowered in income generating activities	Percentage of PWDs that have been empowered economically	Outcome	N/A	80%	90%	90%	90%	Male Female	Annually	SW&CD
Goal: Ensure a resilient built environment										
Objective: To promote sustainable land use and infrastructure planning Programme: Spatial development programme										
25. Proportion of communities that are well built and planned spatially	Percentage of communities that satisfy a set of spatial planning criteria	Outcome	N/A	10%	15%	20%	25%	Male Female	Monthly	PPD
Goal: Enhance road transport infrastructure and services										
Objective: Improve efficiency and effectiveness of road transport, infrastructure maintenance and safety services Programme: Transport, infrastructure and safety management programme										
26. Proportion of communities that have their roads in good shape	Percentage of communities that have their roads reshaped	Outcome`	N/A	100km	100km	100km	100km	Rural Urban	Annually	Works department
Goal: Safeguard the natural environment										
Objective: To build a disaster resilient community and the capacity of communities through social mobilization Programme: Climate change and environmental sustainability programme										
27. Proportion of disaster risk intervention that have achieved desired outcome	Percentage of disaster risk interventions that have achieved the intended objective	Outcome	N/A	100%	100%	100%	100%	Male Female	Annually	NADMO
Goal: Strengthen decentralised governance										
Objective: Improve decentralized planning Programme: Governance, accountability and public safety improvement programme										
28. Percentage of legislative oversight effectiveness improved	Proportion of legislative oversight activities that show measurable improvement in	Outcome	100%	100%	100%	100%	100%	Male Female	Quarterly	Administration

Indicators	Indicator definition	Indicator type	Baseline 2025	Targets				Disaggregation	Monitoring frequency	Responsibility
				2026	2027	2028	2029			
	effectiveness									
29. Proportion of results achieved as a consequence of administrative action plan	Percentage of results that have actually been realised as a direct consequence of the administrative action plan	Outcome	100%	100%	100%	100%	100%	Rural Urban	Quarterly	Administration
Goal: Strengthen decentralised governance										
Objective: Deepen political, financial and administrative decentralization Programme: Sub structure improvement programme										
30. Proportion of sub district structures that are fully functional	Percentage of sub district that is operational	Outcome	100%	100%	100%	100%	100%	Male Female	Annually	Administration
Goal: Humana development										
Objective: To develop organizational capacity for effective productivity and performance Programme: Capacity building and productivity improvement programme										
31. Proportion of staff who demonstrate professionalism in service delivery after undergoing capacity building program	Percentage of staff who after completing a capacity program demonstrate professionalism in their field of work	Outcome	90%	95%	95%	95%	95%	Male Female	Quarterly	HRM
Goal: Increase awareness and knowledge of citizens about the work of the Assembly										
Objective: To increase awareness and knowledge of residents through effective dissemination of accurate and timely information Programme: Communication and information dissemination programme										
32. Proportion of citizens who are aware of Assembly's responsibility in the municipality	Percentage of citizens who have knowledge about the role and responsibilities of the Municipal Assembly's	Outcome	50%	100%	100%	100%	100%	Male Female	Annually	MIS
Goal: Strengthen decentralised governance										
Objective: To enhance data-driven decision-making for improved programme effectiveness Programme: Coordination, monitoring, evaluation and learning programme										
33. Local governance delivery (i.e., action plan, composite budget, town hall, M&E etc.	Proportion of local government services that meets performance standard	Outcome	100%	100%	100%	100%	100%	Rural Urban	Quarterly	MDPO, MBA

7.5 Evaluation

Evaluation is key in improving decision making and providing insights for effective programme and project design and implementation. Evaluation processes are undertaken to determine whether results both positive and negative have been achieved, the causes of deviation if any are addressed and how to thwart any unintended consequences. The main purpose for evaluation is to give feedback which can be used for replanning. In view of the above, the Akuapem North Municipal Assembly will undertake evaluation of programmes and projects in the MTDP to inform evidence-based decision making. The three types of evaluations will be undertaken in the plan implementation period i.e., ex-ante, mid-term and terminal evaluations.

Ex-ante evaluation will be employed at the planning stage i.e., before the start of the project or programme. It assesses the feasibility, cost effectiveness, relevance, project design, potential risks and opportunities among others before committing resources into the project or programme. In conducting ex-ante evaluation, some analysis will be made using tools like strategic environmental assessment tool, project concept notes, stakeholder consultations, cost benefit analysis among others to ascertain the viability or otherwise of the project or programme.

Mid-term evaluation will be used to assess the project or programme in the course of implementation. It will be used to assess the progress, identify challenges and make corrections or adjustment if needed. It helps keep project or programme aligned with its goals and ensure resources are used efficiently. In conducting mid-term evaluation, some analysis would be made using progress reports, stakeholder feedback, field reports, performance review among others.

Terminal evaluation would assess a project or programme overall performance after completion. This evaluation measures whether the goal have been met, its impact on the beneficiaries, lessons that were learnt and the best practices. This helps show accountability, inform future projects and help stakeholder understand the outcome. Project or programme completion reports, audit reviews, beneficiary assessment would be employed.

In all the evaluation process, stakeholders would be drawn from diverse background to represent different interest and groups.

7.6 Participatory M&E

The participatory monitoring and evaluation (PM&E) is an approach that involves actively engaging project stakeholders (i.e. community members, project staff, interested parties etc.) in all stages of the monitoring and evaluation process from designing the framework to data collection, analysis, and reporting using techniques like interviews, focus group discussions, participant observation, and community mapping to gather diverse perspectives and ensure local ownership of the evaluation findings. The conduct of the participatory monitoring and evaluation will be selected for interventions during the life span or after the implementation of a programme or project. The participatory monitoring and evaluation will ensure that targeted beneficiaries or recipients of development interventions as well as their key identifiable stakeholders are involved in the conduct of the monitoring and evaluation exercise.

Participatory Monitoring and Evaluation Tools

These are methods that will be used by the Assembly to involve stakeholders especially beneficiaries in tracking and assessing the progress and impact of a project or programme. PM&E tools encourages community ownership and improve project relevance and effectiveness.

In undertaking participatory monitoring and evaluation, the Assembly would employ several social accountability methods such as community score cards and citizens report cards which will be used to assess the outcome and impact of service provisions that emanate from the MTDP. All stakeholders will be involved monitoring of ongoing project and programmes including site meetings and handing / taking over meetings.

During project or programme implementation (mid-term), participatory monitoring and evaluation tools like community score cards, focus group discussion, field monitoring will be employed to track progress and improve delivery.

After project or programme completion (ex-post), participatory monitoring and evaluation tools like citizen report card, most significant change, and participatory evaluation workshops will be used to assess sustainability, long term impacts and lessons learnt.

Other PM&E tools that will be adopted in the course of the plan implementation include participatory rural appraisal, key informant interviews, public hearings, joint monitoring exercise and community meetings among others. The Assembly will collaborate with all stakeholders including the private sector to build the capacity and mobilise communities for participation in PM&E exercise.

7.7 Knowledge Management and Learning

The concept of knowledge management and learning has become critical in the context of sustainability and continuous improvements. The Akuapem North Municipal Assembly has planned a knowledge management and learning frameworks which would to be used to enhance planning, decision making, implementation, and reporting processes. The interventions into the capacity building plan of the Assembly as captured in the programme of action and annual action plans.

Table 0.3 Knowledge Mapping Matrix

Knowledge area	Knowledge holders	Knowledge sources	Knowledge gaps
a) Project management	Works engineer	Project manuals, training	New tools needed
b) Contract management	Works engineer	Project manuals, training	Enhance capacity of staff in the procurement unit
c) Monitoring and evaluation	Development planning	Monitoring manual, training	Enhance capacity of MPCU members
d) Minutes writing	Administration head	Manuals, training	Enhance capacity of administration and other staff on minutes writing
e) Appraisal	HRM	Manuals, training	Enhance capacity of staff on how to develop the KPIs
f) Financial management	Finance officer	PFM Acts, training	New tools

Table 0.4 Competency Matrix for Learning

Competency	Training program	Evaluation criteria	Learning objectives
1. Leadership	Leadership development programme	Peer review	Improve oral and written presentation skill Improve client service
2. Technical skills	Hardware and software programme	Performance assessment / Peer review	Enhance capacity of staff
3. Communication	Effective communication workshop	Peer review	Improve oral and written presentation

Competency	Training program	Evaluation criteria	Learning objectives
			skill Improve client service
4. Reports	Report writing	Performance assessment / Peer review	
5. Behavioural	Time management and productivity	Performance assessment	Develop behavioural competence for personal and professional growth
6. Minutes	Minutes writing	Performance assessment / Peer review	Enhance capacity of administrative and other staff on minutes writing
7. Team work and collaboration	Effective communication / conflict resolution	Performance assessment / Peer review	Improve skills to work effectively together and achieve common goals
8. Time management	Task management	Performance assessment / Peer review	Boost productivity and reduce stress
9. Creativity	Divergent thinking and creative problem solving	Performance assessment / Peer review	Develop creative potentials, think outside the box and apply creative solutions to real world challenges

Chapter Eight: Development Communication Strategy

8.1 Introduction

This is the final chapter of the plan, and it deals with communication strategy. Communication plays a crucial role in how the M&E information will be shared and discussed with relevant stakeholders and decision-makers. Sharing and soliciting feedback on the content of the reports in the municipality and other stakeholders will increase accountability and transparency. It will also ensure that lessons learned can be applied in decision making by the municipal assembly. It will as well boost the commitment of stakeholders to support poverty reduction and development interventions in the municipality, hence the need to prepare the dissemination and communication strategy. The efficient and effective communication of the provision in the medium-term development plan is one of the strategies to win the support of stakeholders in the implementation process.

The communication strategy has the following objectives.

To facilitate public sensitization on Assembly programmes and activities

To provide guide for effective dissemination of the MTDP during the Plan period

To provide avenues for information sharing and public concern that will inform local policy review

To assign to the various levels of governance responsibilities in the communication strategies

8.2 Dissemination of the Medium-Term Development Plan

The first final draft of the MTDP (2026-2029) was disseminated to stakeholders at a public hearing, where the proposed intervention was introduced and feedback was solicited to inform the plan's finalization. The communication strategy identified the following as major target groups on account of their involvement in legislation, policy, funding, implementation, monitoring, evaluation and reporting arrangements. The major stakeholders / institutions identified include:

Table 0.1 Communication Strategy

Activity	Purpose	Audience	Method/ Tool	Timeframe	Responsibility
Zonal Council Meetings	To update stakeholders on the performance of the MTDP (2026-2029)	Departmental heads, Assembly Members, opinion leaders, NGO's, Traditional authorities, CSOs, Associations, etc.	Public Hearing	1st and 3rd quarters	MCD / MDPO
Zonal Council Meetings	To collect data on needs and aspirations for the MTDP	Departmental heads, Assembly Members, opinion leaders, NGO's, Traditional authorities, CSOs, Associations, etc.	Public Fora and Interviews	1st and 2nd quarters	MCD / MDPO
Public Hearing / Fora	Present Municipal profile and draft MTDP	Zonal Councils	Interaction between the MPCU and the local People.	Annually	MPCU
Presentation of reports to the various institutions involved (RPCU and NDPC)	To solicit for comments from such institutions and also serve monitoring purposes.	RCC NDPC	Reporting system (Submission of Quarterly and Annually Progress Reports)	Quarterly & annually reports	MPCU
Submission of Final MTDP to RCC/ NDPC	To communicate to RCC about the MTDP	RCC	Submission of Report to RCC	Quarterly reports	MPCU
Publish ANMA News biannually	Coverage of events interviews	To disseminate information about development projects and programme from the Assembly to the indigenes and vice-versa to promote by local concept by advertising local industries	Presentation of articles and News papers	Biannually	MPCU

ANNEXES

Annex 1: Sustainability Environmental Assessment (SEA)

Table 0.1 Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Agriculture Modernization and Post-Harvest Management							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
<u>Effects of Natural Resources</u>							
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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
<u>Effects on Economy</u>							
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 of 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
<u>Institutional Issues</u>							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	Number of offices built	**(0)**	1	2	3	4	5

Sustainability Test							
Programme: Agriculture Modernization and Post-Harvest Management							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
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

Table 0.2 Sustainability Test: Record Sheet

Description of Activity: 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	**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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**4**	Supports the aim

Description of Activity: Agriculture Modernization and Post-Harvest Management		
Criteria – Basic aims and objectives	**Score**	**Reasons**
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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.3 Sustainability Environmental Assessment (SEA)

Sustainability Test								
Programme: Local Economic Development								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
<u>Effects of Natural Resources</u>								
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>								
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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

Sustainability Test								
Programme: Local Economic Development								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
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 of 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	
Institutional Issues								
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5	
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5	
Inadequate Office: *The activity should be improved*	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	

Table 0.4 Sustainability Test: Record Sheet

Description of Activity: Local Economic Development		
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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, nutrition, shelter, education and cultural well being	**4**	Supports the aim
Gender: Activities should empower women	**4**	Supports the aim

Description of Activity: Local Economic Development		
Criteria – Basic aims and objectives	**Score**	**Reasons**
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)	**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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.5 Sustainability Environmental Assessment (SEA)

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

Sustainability Test								
Programme: Education Improvement Programme								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
efficiency								
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5	
Effects on Social and Cultural Conditions								
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of 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	
Institutional Issues								
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5	
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5	
Inadequate Office: *The activity should be improved*	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	

Table 0.6 Sustainability Test: Record Sheet

Description of Activity: 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

Description of Activity: Education Improvement Programme		
Criteria – Basic aims and objectives	**Score**	**Reasons**
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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.7 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: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	Number of offices built	**(0)**	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines	Environmental standard guidelines and best practices observed	**(0)**	1	2	3	4	5

Sustainability Test							
Programme: Youth and Sports Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
The activity should be improved							

Table 0.8 Sustainability Test: Record Sheet

Sustainability Test							
Programme: Youth and Sports Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
Effects of Natural Resources							
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of materials and services from local industries where possible*	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: 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.9 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: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
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 of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.10 Sustainability Test: Record Sheet

Description of Activity: 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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim

Description of Activity: Health Improvement Programme		
Criteria – Basic aims and objectives	**Score**	**Reasons**
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.11 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: *Should be conserved and this resource should be enhanced when practical*	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: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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
<u>Effects on Economy</u>							
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 of 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
<u>Institutional Issues</u>							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.12 Sustainability Test: Record Sheet

Description of Activity: Water, Environmental Health and Sanitation 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 should encourage efficient energy use and maximize the use 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	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	4	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	4	Supports 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	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	4	Supports the aim
Inadequate Office: The Activity should be improved	3	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	5	Strongly supports the aim

Table 0.13 Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
Effects of Natural Resources							
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	Number of offices built	**(0)**	1	2	3	4	5

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
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

Table 0.14 Sustainability Test: Record Sheet

Description of Activity: 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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**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

Description of Activity: Vulnerability, Social and Child Protection 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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.15 Sustainability Environmental Assessment (SEA)

Sustainability Test								
Programme: Transport, Infrastruction and Safety Management Programme								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
Effects of Natural Resources								
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions								
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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

Sustainability Test							
Programme: Transport, Infrastruction and Safety Management 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: The *PPP should result in the raw use of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.16 Sustainability Test: Record Sheet

Description of Activity: Transport, Infrastructure and Safety 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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports the aim
Participation: Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	**3**	Has neutral effects on the aim

Description of Activity: Transport, Infrastructure and Safety Management Programme		
Criteria – Basic aims and objectives	**Score**	**Reasons**
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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.17 Sustainability Environmental Assessment (SEA)

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

Sustainability Test								
Programme: Spatial Development Programme								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
Health and wellbeing: *Activities should benefit the workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.18 Sustainability Test: Record Sheet

Description of Activity: Safety 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 should encourage efficient energy use and maximize the use 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

Description of Activity: Safety Development Programme		
Criteria – Basic aims and objectives	**Score**	**Reasons**
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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.19 Sustainability Environmental Assessment (SEA)

Sustainability Test		
Programme: Climate Change and Environmental Sustainability Programme		
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**

Sustainability Test								
Programme: Climate Change and Environmental Sustainability Programme								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
Effects of Natural Resources								
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5	
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5	
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5	
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5	
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5	
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5	
Effects on Social and Cultural Conditions								
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of 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	
Institutional Issues								
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5	
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5	
Inadequate Office: *The activity should be improved*	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	

Table 0.20 Sustainability Test: Record Sheet

Description of Activity: Climate Change and Environmental Sustainability 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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**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	**4**	Supports the aim

Description of Activity: Climate Change and Environmental Sustainability Programme		
Criteria – Basic aims and objectives	**Score**	**Reasons**
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.21 Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Governance, Accountability and Public Safety Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
<u>Effects of Natural Resources</u>							
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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
<u>Effects on Economy</u>							
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 of 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*	Description of investment strategy	**(0)**	1	2	3	4	5

Sustainability Test							
Programme: Governance, Accountability and Public Safety Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
materials product and labor							
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.22 Sustainability Test: Record Sheet

Description of Activity: Governance, Accountability and Public Safety 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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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

Description of Activity: Governance, Accountability and Public Safety Improvement Programme		
Criteria – Basic aims and objectives	**Score**	**Reasons**
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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.23 Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Sub Structures Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
Effects of Natural Resources							
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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*	Number of people to be employed	**(0)**	1	2	3	4	5

Sustainability Test								
Programme: Sub Structures Improvement Programme								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
particularly women and young people								
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 of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.24 Sustainability Test: Record Sheet

Description of Activity: Sub Structures 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 should encourage efficient energy use and maximize the use 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	**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		

Description of Activity: Sub Structures Improvement 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 wellbeing, 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	**4**	Supports 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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.25 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: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5

Sustainability Test								
Programme: Capacity Building and Productivity Improvement Programme								
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	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

Table 0.26 Sustainability Test: Record Sheet

Description of Activity: 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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Table 0.27 Sustainability Environmental Assessment (SEA)

Sustainability Test							
Programme: Coordination, Monitoring, Evaluation and Learning Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
Effects of Natural Resources							
Protected Areas and Wildlife: *Should be conserved and this resource should be enhanced when practical*	Sensitive areas shown on maps	**(0)**	1	2	3	4	5
Degraded Land: *Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced*	Vulnerable areas shown on maps	**(0)**	1	2	3	4	5
Energy: *The activity should encourage efficient energy use and maximize used of renewable rather than fossil fuels*	Quantity and type of fuel/energy to be identified	**(0)**	1	2	3	4	5
Pollution: *Discharge of pollutants and waste products to the atmosphere, water and land should be avoided*	Quantity / type of pollutants and waste to be identified	**(0)**	1	2	3	4	5
Use of Raw Materials: *All raw materials should be used with maximum efficiency*	Quantity and type of materials	**(0)**	1	2	3	4	5
Rivers and Water Bodies: *Should retain their natural character*	Minimum flows/water levels to be set	**(0)**	1	2	3	4	5
Effects on Social and Cultural Conditions							
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 workforce, and local communities in terms of health and wellbeing, nutrition, shelter, education and cultural expression*	Number of people exposed to waterborne 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 of 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
Institutional Issues							
Adherence to Democracy: *Poverty on the part of women should be addressed*	Number of women employed	**(0)**	1	2	3	4	5
Access to Information: *The Activity should be enhanced*	Number of people with adequate information	**(0)**	1	2	3	4	5
Inadequate Office: *The activity should be improved*	Number of offices built	**(0)**	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines	Environmental standard guidelines and best practices observed	**(0)**	1	2	3	4	5

Sustainability Test							
Programme: Coordination, Monitoring, Evaluation and Learning Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
The activity should be improved							

Table 0.28 Sustainability Test: Record Sheet

Description of Activity: Coordination, 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 should encourage efficient energy use and maximize the use 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	**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	**4**	Supports the aim
Health and Well Being: Activities should benefit the work force, and local communities, in terms of health and wellbeing, 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	**4**	Supports 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	**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

Description of Activity: Coordination, Monitoring, Evaluation and Learning Programme		
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	**4**	Supports the aim
Inadequate Office: The Activity should be improved	**3**	Has neutral effects on the aim
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines: The activity should be improved	**5**	Strongly supports the aim

Annex 2: Public Hearing Report

PUBLIC HEARING REPORT ON THE PREPARATION OF THE

2026 – 2029 MEDIUM TERM DEVELOPMENT PLAN

DISTRICT:

AKUAPEM NORTH MUNICIPAL ASSEMBLY

REGION: EASTERN REGION

VENUE: GRACE CHURCH, AKUAPEM – AKROPONG

DATE: 7TH OCTOBER, 2025

Introduction

Pursuance to Section 3, subsection 1, 2 and 3 of the National Development Planning (System) Act, 1994 (Act 480) spells out the main tenets of participation. A Planning Authority or a local community authorized by a Planning Authority must hold a public hearing on any proposed development plan and consider the comments made during the hearing before adopting the plan. Public hearing should include an electronic platform, to enhance the communication of views by not only selected administrative heads but the public as clearly stated under section 42(a) of the Local Governance Act, 2016 (Act 936).

Additionally, Section 3, subsection 1 of legislative instrument (L.I) 2232, mandates the MPCU to conduct public hearing on the draft MTDP to all citizens and the plan should be modified to reflect the views expressed at the public hearing.

In view of the above, a public hearing of the draft 2026 – 2029 Medium Term Development Plan was conducted at a town hall meeting in the Akuapem North Municipality.

Name of District / Region	:	Akuapem North Municipal Assembly / Eastern Region
Name of Zonal Council	:	Akropong Zonal Council
Venue	:	Grace Church, Akuapem – Akropong
Date	:	7th October, 2025

a. Medium of invitation:

Letters were officially written to invite specific individuals and groups to the hearing whiles announcement were made at community information centers, and other public places to create awareness and invite the public to the hearing.

b. Identifiable representations at public hearing:

Hon. Member of Parliament, Municipal Chief Executive, Municipal Coordinating Director, Traditional Authorities, Presiding Member, Assembly and Unit committee Members, 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 hearing:**

A total of one hundred and twenty-nine (129) stakeholders participated in the hearing.

d. **Gender ratio / Percentage represented:**

87 Males participants representing 67 percent and 42 Females which constitute 33 percent.

e. **Language(s) used at hearing:**

Two main languages were used at the hearing i.e., Twi and English. Twi is the commonly spoken local dialect in the municipality hence was used to communicate to the understanding of all whiles the English language was occasionally used during the presentation.

f. **Major Issues at Public Hearing:**

- ❖ Evenly distribution of projects across the municipality.
- ❖ Strengthen and equip the zonal councils to perform their duties
- ❖ Poor nature of roads in the municipality especially in farming areas which affects livelihoods
- ❖ Rising incidence of teenage pregnancy, substance and drug abuse.
- ❖ Rising incident of accident from the Mamfe fitting shop down to Saforo
- ❖ Inadequate public latrines

g. **Main Controversies and Major Areas of Complaints:**

- ❖ Non-implementation of projects in the 2022-2025 MTDP
- ❖ Some school projects do not come with institutional latrines
- ❖ Poor nature of roads in the municipality especially in farming areas which affects livelihoods
- ❖ Poor development control leading to springing up of unauthorized buildings and temporal structures.

h. **Proposal for the resolution of the above controversies and complaints:**

- ❖ On the issue of non-implementation of projects in the 2022-2025 MTDP. The performance review of the MTDP / planning process considered the issue of non – implemented projects. The MPCU explained that projects / activities that were still relevant to the communities have been rolled over. The Assembly would embark on massive revenue drive to increase its IGF base to effectively implement its projects and programmes in the MTDP.

- ❖ The Assembly would intensify its development control activities to ensure compliance to the law with regards to any development in the municipality.
- ❖ On the issue of poor road network. The meeting was informed 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 for the usage of the equipment.

i. Unresolved questions or queries:

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

j. A brief comment on general level of participation:

Largely, the participation was encouraging. Participants had the opportunity to openly expressed their opinion on issues affecting development in the communities and the municipality as a whole. The atmosphere gave hope that local level participation in governance is the surest way to go. The stakeholders made proposals with reason for the location of some projects and the heads of departments also explained to the better understanding of stakeholders. The presence of the Hon. MCE, Hon. PM, traditional and opinion leaders, religious leaders, leadership of organized and pressure groups, Hon. Assembly and unit committee members as well as heads of department ensured a fair representation of the population and the provision of appropriate information required at the hearing. All the concerns of the citizens were addressed hence there were no unresolved question or queries. The stakeholders therefore proposed for the submission of the 2026-2029 MTDP of the municipality to the General Assembly for adoption and subsequently submit same to NDPC through ERCC for final approval and certification.

ASSENT TO ACCEPTANCE OF PUBLIC HEARING REPORT

SIGNATURE OF:

No.	Name	Designation	Signature
1.	Hon. John Evans Kumordzi	MCE	
2.	Alhaji Shamrock Abdulai Gafaru	MCD	
3.	Suweba Alhassan	MDPO	

Annex 3: Plan Preparation Team (Technical Team) Members

Plan Preparation Team (Technical Team) members

No.	Name	Designation
1.	Alhaji Shamrock Abdulai Gafaru	Municipal Coordinating Director
2.	Suweba Alhassan	Municipal Development Planning Officer
3.	Marian Serwa Mensah	Municipal Budget Analyst
4.	Ibrahim Alidu	Municipal Agric Director
5.	Mohammed Danjumah Ahmed	Municipal Works Engineer
6.	Seth K. Anaman	Municipal Physical Planning Office
7.	Dr. M. K. Dan Mabe, C.A	Municipal Finance Officer
8.	Nana Osim Kwatia II	Traditional Authority
9.	Emelia Ocran	Municipal Education Directorate
10.	Peace Elorm Agado	Municipal Health Directorate