

# KWADASO MUNICIPAL ASSEMBLY



**GOVERNMENT OF  
GHANA  
MINISTRY OF LOCAL  
GOVERNMENT,  
CHIEFTAINCY AND  
RELIGIOUS AFFAIRS  
(MLGCRA)**

**KWADASO MUNICIPAL  
ASSEMBLY  
MEDIUM-TERM DEVELOPMENT  
PLAN (MTDP)  
(2026-2029)**

**(RESETTING GHANA'S DEVELOPMENT AGENDA,  
CREATING EMPLOYMENT OPPORTUNITIES,  
STRENGTHENING ACCOUNTABILITY, AND  
PROMOTING SHARED PROSPERITY (2026-2029))**

**PREPARED BY:  
MUNICIPAL PLANNING CO-ORDINATING UNIT (MPCU)**

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MAY, 2025

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## FOREWORD

*Under Sections 1, 10, and 11 of the National Development Planning (System) Act, 1994 (Act 480), National Development Planning (Systems) Regulation, 2016 (L.I. 2232) and Section 83 (1a and 1b) of the Local Governance Act, 2016 (Act 936), the District Assembly is mandated to prepare Medium-Term Development Plans through a participatory process involving all stakeholders in consultation with the National Development Planning Commission. In compliance with these legal provisions and the Civil Service Law, 1993 (PNDC Law 327), the Kwadaso Municipal Assembly was required to undertake a comprehensive performance review of the implementation of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2022–2025). The review examined the Assembly’s vision, mission, objectives, and other relevant factors affecting its operations, serving as the foundation for preparing the next Medium-Term Development Plan for the 2026–2029 planning period. The MTDP (2026-2029) was prepared to consolidate the gains made by the 2022-2025 MTDP.*

*The Kwadaso Municipal Assembly (KdMA) was established through Legislative Instrument (L.I. 2292) and officially inaugurated on 15th March 2018, following its separation from the former Kumasi Metropolitan Assembly. Kwadaso serves as the administrative capital of the Municipality. According to the 2021 Population and Housing Census (PHC), the Municipality has a population of approximately 154,526. The vision of the Kwadaso Municipal Assembly is to attain a just, free, and prosperous Municipality through the formulation and implementation of world-class infrastructure and development initiatives. Just as importantly, the mission of the Assembly is to promote sustainable development through efficient and effective service delivery, aimed at creating wealth and improving the quality of life of residents within the Municipality.*

*The 2026-2029 planning process began with a meeting with Municipal Planning Co-ordinating Unit (MPCU) members and Assembly members. The MPCU held a series of meetings with the Zonal Council and Opinion Leaders to solicit their inputs into the plan preparation.*

*The scope of the plan and the direction of development programs for the plan period 2026-2029 is therefore focused on ensuring a balance between bottom-up and top-down development underpinned by government policy direction titled: **“RESETTING GHANA’S DEVELOPMENT AGENDA, CREATING EMPLOYMENT OPPORTUNITIES, STRENGTHENING ACCOUNTABILITY, AND PROMOTING SHARED PROSPERITY”**.*

*The Kwadaso Municipal Assembly, therefore, needs the total support of all relevant stakeholders for a successful implementation of the plan from 2026 to 2029.*

A handwritten signature in blue ink, appearing to be 'Eric Asibey', written over a light blue horizontal line.

**Hon. Eric Asibey**  
**(Municipal Chief Executive)**  
**KWADASO MUNICIPAL ASSEMBLY**

## LIST OF ACRONYMS

AAP	Annual Action Plan
AEAs	Agriculture Extension Agents
ANC	Antenatal Care
APR	Annual Progress Report
AU	African Union
BAC	Business Advisory Center
CIC	Community Information Center
CIDA	Canadian International Development Agency
CHPs	Community-based Health Planning Services
CSOs	Civil Society Organizations
CWSA	Community Water & Sanitation Agency
DACF	District Assemblies Common Fund
DoA	Department of Agriculture
DP	Development Partners
DPAT	District Performance Assessment Tool
DRI	District Response Initiative
DVGs	Disaster Volunteer Groups
ECG	Electricity Company of Ghana
EHU	Environmental Health Unit
EPA	Environmental Protection Agency
FCUBE	Free Compulsory Universal Basic Education
FFR	Fee Fixing Resolution
FSHP	Free Senior High Programme
GER	Gross Enrolment Rate
GNFS	Ghana National Fire Service
GoG	Government of Ghana
GPI	Gender Parity Index
GPS	Ghana Police Service
GSFP	Ghana School Feeding Programme
Ha	Hectares
HIV	Human Immunodeficiency Virus
IGF	Internally Generated Funds
IITA	International Institute of Tropical Agriculture
ITN	Insecticide Treated Net
NHIS	National Health Insurance Scheme
KG	Kindergarten
Km	Kilometer
Km <sup>2</sup>	Square Kilometer
LEAP	Livelihood Empowerment Against Poverty
LGS	Local Government Service
M&E	Monitoring and Evaluation
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MMDAs	Metropolitan, Municipal, District Assemblies
MMR	Maternal Mortality Ratio
MTDP	Medium Term Development Plan
MoGCSP	Ministry of Gender, Children, and Social Protection.
MP	Member of Parliament
MSMEs	Micro, Small, and Medium Enterprises
Mt	Metric tons

MPCU	Municipal Planning Coordinating Unit
NADMO	National Disaster Management Organization
NAR	Net Admission Rate
NDPC	National Development Planning Commission
NER	Net Enrolment Ratio
NGOs	Non-Governmental Organizations
NHIS	National Health Insurance Scheme
NID	National Immunization Day
NMTDPF	National Medium Term Development Policy Framework
PFJ	Planting for Food and Jobs
PM&E	Participatory Monitoring and Evaluation
PRA	Participatory Rural Appraisal
PTR	Pupil Teacher Ratio
PTTR	Pupil Trained Teacher Ratio
PWDs	Persons with Disabilities
RCC	Regional Coordinating Council
RTF	Rural Technology Facility
SDGs	Sustainable Development Goals
SHEP	Self-Help Electrification Project
SHS	Senior High School
SMC	Seasonal Malaria Chemoprevention
STME	Science, Technology, and Mathematics Education
TB	Tuberculosis
T&T	Transportation
TVET	Technical Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
WASH	Water, Sanitation, and Hygiene
WC	Water Closet

## EXECUTIVE SUMMARY

### **The Legal Basis of the Plan**

Sections 1, 10, and 11 of the National Development Planning (System) Act, 1994 (Act 480), National Development Planning (Systems) Regulation, 2016 (L.I. 2232), and Section 83 (1a & 1b) of the Local Governance Act, 2016 (Act 936) mandate Metropolitan, Municipal and District Assemblies to prepare Medium-Term Development Plans (MTDPs) through a participatory process involving key stakeholders, in consultation with the National Development Planning Commission. This is further supported by provisions of the Civil Service Law, 1993 (PNDC Law 327).

In compliance with these legal frameworks, the Kwadaso Municipal Assembly undertook a comprehensive performance review of the implementation of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2022–2025). The review assessed the Assembly’s vision, mission, objectives, and key operational outcomes to inform the preparation of the 2026–2029 MTDP. This process ensured that the new plan is evidence-based, participatory, and aligned with national development priorities.

### **Background of the Kwadaso Municipal Assembly**

The Kwadaso Municipal Assembly, with Kwadaso as its administrative capital, is one of the Metropolitan, Municipal and District Assemblies within the Ashanti Region. The Municipality forms part of the Greater Kumasi urban system and serves as an important residential and commercial enclave within the Kumasi Metropolis. Its strategic location provides strong linkages to the Kumasi central business district and adjoining municipalities, facilitating economic interactions, trade, and service delivery.

The Municipality is predominantly urban, characterised by rapid population growth (154,526-2021 PHC) and increasing demand for infrastructure and services. This urban concentration continues to exert pressure on housing, transportation networks, water supply, sanitation, and other social services, thereby necessitating integrated and forward-looking planning interventions.

Demographically, the Municipality has a relatively youthful population structure, which presents both opportunities and challenges. While the growing youth population offers a potential labour force for local economic development, it also increases demand for education, skills development, employment opportunities, and healthcare services.

Access to basic services has improved over time. Water supply, electricity coverage, and educational infrastructure have expanded, while healthcare delivery has seen gradual improvements. However, disparities in access still exist, particularly in rapidly developing peri-urban communities where infrastructure provision has not kept pace with population growth. Sanitation challenges, including poor waste management and drainage constraints, remain key concerns in some areas.

Urban development pressures are increasingly evident within the Municipality. Rapid physical expansion has led to unplanned development, encroachment on waterways, and conversion of agricultural lands into residential and commercial uses. These trends have contributed to congestion, environmental degradation, and heightened vulnerability to flooding. In addition, road infrastructure and drainage systems are under strain, limiting mobility and increasing the risk of localized flooding during heavy rainfall events.

The physical environment of the Municipality, characterised by relatively low-lying areas and gentle slopes, further contributes to its susceptibility to flooding. Climate variability, including erratic rainfall patterns and rising temperatures, poses additional risks to infrastructure, livelihoods, and public health. Nevertheless, opportunities exist to strengthen resilience through improved spatial planning, investment in drainage and green infrastructure, and the adoption of climate-smart interventions.

Overall, the Kwadaso Municipal Assembly operates within a dynamic and evolving socio-economic and spatial context shaped by rapid urbanisation, demographic changes, and increasing service demands. These conditions reinforce the Assembly's mandate under the Local Governance Act, 2016 (Act 936), to promote inclusive, resilient, and sustainable development, in alignment with national policy frameworks (e.g., NMTDPF) and the Sustainable Development Goals (SDGs).

### **Process of developing the 2026-2029 Medium Term Development Plan and participation by Key Stakeholders.**

The preparation of the 2026–2029 MTDP by the Kwadaso Municipal Assembly followed the guidelines issued by the NDPC, which emphasize an inclusive and participatory planning approach.

KdMA was established in March 2018 following its carve-out from the KMA under the L.I. 2292. This administrative restructuring necessitated the development of context-specific plans to address the Municipality's unique socio-economic and spatial dynamics. In line with statutory requirements, the Assembly adopted a participatory planning process that actively involved key stakeholders. These included the Municipal Chief Executive, the Municipal Coordinating Director, Heads of Departments and Units, Assembly Members, Traditional Authorities, Zonal Councils (3), Civil Society Organisations, Non-Governmental Organizations, trade associations, and representatives from various community groups. This broad stakeholder engagement ensured that the plan reflects the priorities, needs, and aspirations of the people within the Municipality.

The first stage of the planning process involved a comprehensive review of the implementation of the 2022–2025 Medium-Term Development Plan. This review assessed the performance of programmes and projects identified in its implementation challenges and key lessons learned. The findings from this exercise provided critical inputs and direction for the formulation of the 2026–2029 MTDP.

Subsequently, the Municipal Profile was updated to reflect current socio-economic and spatial conditions. This process involved the compilation and analysis of data from multiple sources, including departmental records, the Assembly's internal data collection exercises, stakeholder consultations, and national datasets such as the 2021 PHC published by the GSS. Community-level engagements and validation meetings were also conducted to ensure that local realities were adequately captured.

The identification and prioritisation of development issues and interventions were informed by extensive consultations with communities across the Municipality. These engagements provided a platform for residents to articulate their needs and aspirations, which subsequently formed the basis for the development of programmes and projects under the MTDP.

Overall, the planning process was interactive, consultative and evidence-based, ensuring that the 2026–2029 MTDP of the Kwadaso Municipal Assembly is responsive to local development challenges while remaining aligned with national development frameworks and policy directions.

## **Public Hearing and Stakeholder Engagement**

In accordance with guidelines from the NDPC, the Kwadaso Municipal Assembly undertook a series of Community engagement meetings (public hearings) across its three (3) Zonal Councils as part of the preparation of the 2026–2029 MTDP.

These public hearings brought together a broad range of stakeholders, including Assembly Members, Traditional Authorities, Business Operators, Transport Unions, Civil Society Organisations, Community-Based Organisations, Non-Governmental Organisations, corporate institutions, and security agencies. The objective was to ensure inclusiveness, transparency and community ownership of the plan.

To avoid a “shopping list” approach to plan preparation, stakeholder inputs were subjected to a structured prioritisation process facilitated by the Municipal Planning Team. This ensured that only critical and implementable development issues were incorporated into the plan.

Following the formulation of the MTDP, a validation and approval meeting was held by the General Assembly at the Assembly’s Conference Room, where the plan was duly deliberated upon and adopted.

### **Strategic Inspiration of the MTDP**

The 2026–2029 MTDP is aligned with the Government of Ghana’s medium-term development vision, which focuses on resetting the national development agenda through job creation, improved accountability, and inclusive growth. This vision is consistent with Ghana’s commitments to global and continental frameworks, including the SDGs, the African Union Agenda 2063, and the Paris Climate Agreement.

The national development framework is structured around five key dimensions:

- i. Economic Development
- ii. Social Development
- iii. Environment and Human Settlements Development
- iv. Governance and Institutional Development
- v. International Relations

### **Development Agenda Relevant to the MTDP (2026–2029)**

In line with its mandate, the Kwadaso Municipal Assembly adopted four (4) key dimensions of the Medium-Term National Development Policy Framework (MTNDPF) to guide the plan:

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

Based on these dimensions, the Assembly formulated four (4) development goals aligned with national priorities to guide implementation over the plan period:

- i. Stimulate inclusive and resilient local economic development (Linked to SDGs 1, 2, 8, 12)
- ii. Promote social development and equitable access to services (Linked to SDGs 3, 4, 5, 6, 10)
- iii. Build resilient, sustainable, and well-managed human settlements and natural environment (Linked to SDGs 7, 9, 11, 13, 15)
- iv. Strengthen municipal governance, accountability, and resource mobilisation (Linked to SDG 17)

## **Indicative Budget and Financial Plan**

The financing strategy of the MTDP is anchored on strengthening Internally Generated Funds (IGF) in line with Ghana's decentralisation policy. Within the Kwadaso Municipal Assembly, emphasis is being placed on improving revenue mobilisation to reduce over-reliance on the District Assemblies Common Fund (DACF).

The projected financing structure indicates that IGF will contribute approximately 2.07% of the total plan cost, while the DACF accounts for about 55.09%, with the remainder expected from central government transfers and development partners, 42.84%. The total estimated cost of implementing the MTDP is **GHC 305,368,318.00**.

Key strategies to enhance IGF include:

- Automation of revenue collection through digital billing systems
- Regular updating of revenue databases
- Enforcement of Assembly by-laws on rates and fees
- Introduction of on-street parking systems and vehicle clamping
- Public-private partnerships in revenue collection (e.g., billboard fees)
- Strengthening expenditure controls through the GIFMIS platform
- Rotation and monitoring of revenue collectors

Additionally, the Assembly will intensify efforts to mobilise external resources through proposal development, partnerships, and engagement with development partners and corporate institutions under their social responsibility initiatives.

## **Organisation of the MTDP (2026–2029)**

The Kwadaso MTDP (2026–2029) is structured into eight chapters:

- Chapter One: General Introduction
- Chapter Two: Situational Analysis of the Municipality
- Chapter Three: Key Development Issues and Priorities
- Chapter Four: Development Goals, Objectives, and Strategies
- Chapter Five: Composite Development Programmes
- Chapter Six: Annual Action Plans
- Chapter Seven: Monitoring and Evaluation Arrangements
- Chapter Eight: Development Communication Strategy

Overall, the planning process reflects a participatory, data-driven, and policy-aligned approach, ensuring that the MTDP responds effectively to the development needs of the Municipality while contributing to national and global development objectives.

## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

#### **1.1 Introduction**

This chapter presents a general overview of the Kwadaso Municipal Assembly, outlining its institutional background, legal mandate, vision, mission, core values, and statutory functions. It further highlights the organizational structure and geographical location of the Assembly. In addition, the chapter provides a summary of the overall structure of the Medium-Term Development Plan (MTDP) for the period 2026–2029, serving as a roadmap for subsequent chapters, which cover the situational analysis, development priorities, strategic goals and objectives, implementation programmes, annual action plans, monitoring and evaluation arrangements, and the development communication strategy.

#### **1.2 Background of the Kwadaso Municipal Assembly**

The Kwadaso Municipal Assembly (KdMA) was established through Legislative Instrument (L.I. 2292) and officially inaugurated on 15th March 2018, following its separation from the former Kumasi Metropolitan Assembly. The creation of the Municipality aligns with Ghana’s decentralisation policy, which seeks to deepen local governance, bring government closer to the citizenry, and enhance grassroots participation in the development process.

Kwadaso serves as the administrative capital of the Municipality. According to the 2021 Population and Housing Census (PHC 2021), the Municipality has a population of approximately 154,526 (GSS, 2021). It is geographically situated in the central part of the Ashanti Region and shares boundaries with Atwima Nwabiagya North District to the north, Bantama Sub-Metropolitan District to the south, Nhyiaeso Sub-Metropolitan District to the east, and Atwima Kwanwoma District to the west.

As a recognised planning authority, the Kwadaso Municipal Assembly is legally mandated by the National Development Planning (Systems) Regulation, 2016 (L.I. 2232) to prepare and implement development plans that guide the Municipality’s socio-economic growth. Its responsibilities also include the management of human settlements, environmental sustainability, and the execution of deliberative, legislative, and executive functions aimed at enhancing the quality of life of its residents.

#### **1.3 Vision Statement**

The vision of the Kwadaso Municipal Assembly is *“to attain a just, free, and prosperous Municipality through the formulation and implementation of world-class infrastructure and development initiatives”*.

#### **1.4 Mission Statement**

The mission of the Assembly is *“to promote sustainable development through efficient and effective service delivery, with the aim of creating wealth and improving the quality of life for residents within the Municipality”*.

#### **1.5 Core Values**

The Kwadaso Municipal Assembly upholds a set of core values that guide its operations and service delivery. These values serve as the ethical and professional foundation for promoting participatory governance and sustainable development:

- **Accountability**
- **Client-Oriented Service**
- **Diligence**
- **Discipline**
- **Equity**
- **Professionalism**
- **Integrity**
- **Commitment**
- **Loyalty**
- **Timeliness**

These principles collectively underpin the Assembly’s pursuit of excellence in local governance and development management.

#### **1.6 Mandate of the Assembly**

The Kwadaso Municipal Assembly derives its legal mandate from the **Local Governance Act, 2016 (Act 936)**. The Act empowers the Assembly to exercise political and administrative authority within its jurisdiction, promote local economic development, and provide oversight and direction to decentralized departments and other administrative structures. The Assembly is further mandated by the National Development Planning (Systems) Regulation, 2016 (L.I. 2232), to undertake planning, implementation, and monitoring of development interventions aimed at improving the welfare of the populace and fostering inclusive growth.

#### **1.7 Functions of the Assembly**

In accordance with Sections 12 and 13 of Act 936 (Act 2016), the core functions of the Kwadaso Municipal Assembly include the following:

##### **Developmental Functions**

- Facilitate the overall development of the Municipality.

- Formulate and implement plans, programmes, and strategies to mobilise and utilise resources effectively.
- Promote social development and economic productivity.
- Initiate and execute infrastructure projects and deliver essential municipal services.

### **Human Capital and Social Services**

- Support educational sponsorship initiatives to meet specific manpower needs, ensuring equitable access for both male and female beneficiaries.
- Promote, preserve, and develop the cultural heritage of the Municipality.

### **Environmental Management**

- Oversee the development, improvement, and regulation of human settlements.
- Ensure the protection and sustainability of the natural environment.

### **Governance and Security**

- Collaborate with national and local security agencies to maintain law, order, and public safety.
- Facilitate access to justice and promote participatory governance.

### **Research and Policy Development**

- Commission and support studies and assessments that inform policy formulation, planning, and implementation.

### **Additional Legal Functions**

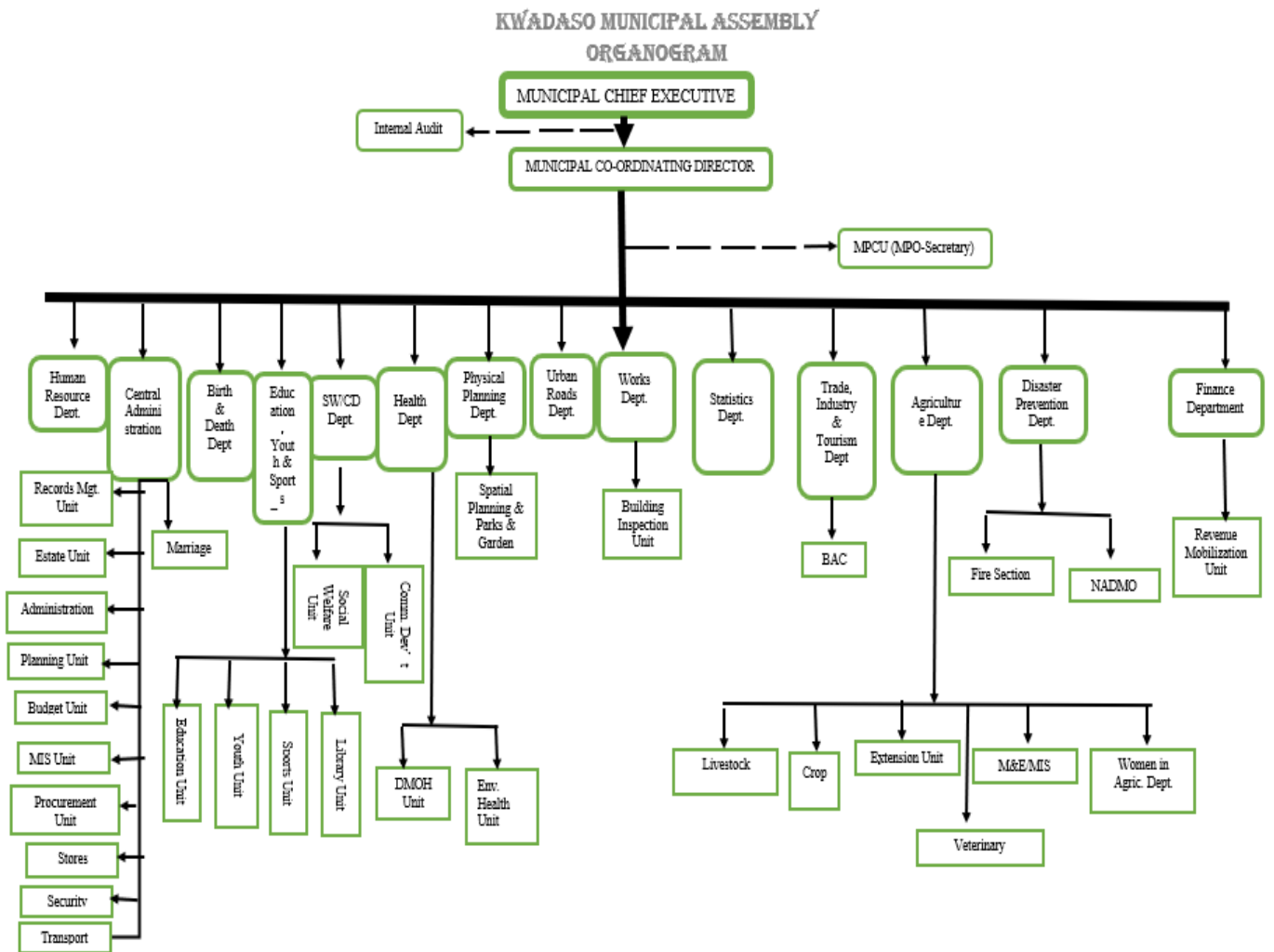
- Perform any other functions as prescribed under relevant national legislation or delegated by appropriate authorities.

## **1.8 Organisational Structure**

The organisational structure of the Kwadaso Municipal Assembly is designed to facilitate decentralised planning, service delivery, and participatory governance. The Assembly is headed by the **Municipal Chief Executive (MCE)**, who serves as the political and executive leader. The **Municipal Coordinating Director (MCD)** functions as the administrative head and coordinates the activities of the decentralised departments and units.

The Assembly comprises fifteen (15) elected Assembly members and seven (7) government-appointed members, supported by various sub-committees and technocrat staff. This structure

ensures the alignment of policy direction with administrative efficiency in delivering services to the people.



**Figure 1: Organogram of Kwadaso Municipal Assembly**  
*Source: Human Resource Department, KdMA*

### 1.9 Locational Map of the Municipality

The Kwadaso Municipality is strategically located within the central belt of the Ashanti Region.

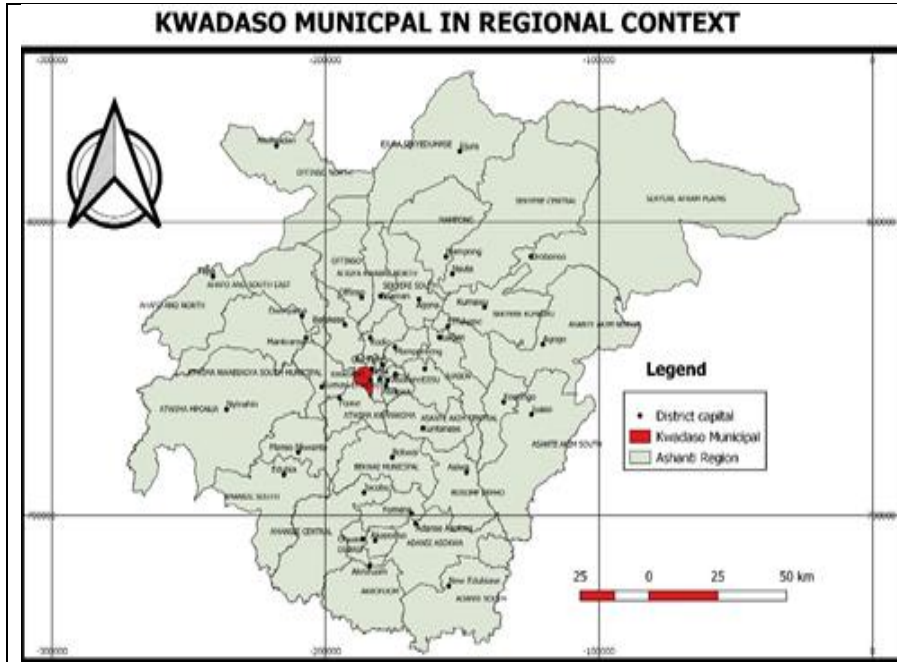


Fig. 2: Map of Kwadaso in Regional Context (Ashanti)  
Source: MPCU

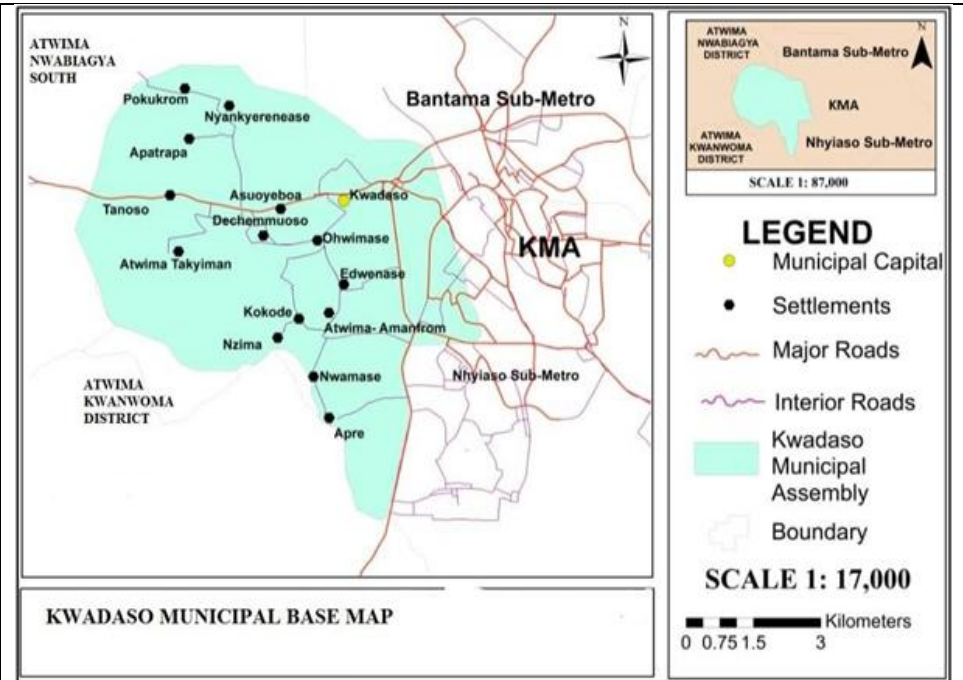


Fig. 3: Map of Kwadaso Municipal  
Source: MPCU

### **1.10 Structure of the Medium-Term Development Plan (2026–2029)**

The Medium-Term Development Plan (MTDP) for the period 2026–2029 is organized into eight (8) interrelated chapters, structured to ensure logical flow and coherence in the development planning process. The chapters are as follows:

- **Chapter One:** - Gives the overview and background of Kwadaso Municipality, Vision, Mission, Core values, Mandate, Functions , Organisational Structure, and Locational Map of the municipality.
- **Chapter Two: Situational Analysis of the Municipality-** Provides a detailed assessment of the Municipality’s current development context, including demographic, economic, environmental, social, and institutional factors.
- **Chapter Three: Key Development Priorities-** Identifies and prioritises the critical development issues emerging from the situational analysis and stakeholder consultations.
- **Chapter Four: Development Goals, Objectives, and Strategies-** Outlines the strategic goals, specific development objectives, and corresponding strategies to guide the Municipality’s transformation agenda.
- **Chapter Five: Composite Development Programmes-** Presents a comprehensive set of development programmes designed to address the identified priorities, aligned with national policy frameworks.
- **Chapter Six: Annual Action Plans-** Breaks down the composite programmes into annualised interventions, with timelines, responsible entities, and indicative budgets.
- **Chapter Seven: Monitoring and Evaluation Arrangements-** Establishes the framework and tools for tracking implementation progress, assessing performance, and ensuring accountability.
- **Chapter Eight: Development Communication Strategy-**Details the communication mechanisms and platforms to be used in disseminating development information and fostering stakeholder engagement.

## CHAPTER TWO

### SITUATIONAL ANALYSIS OF KWADASO

#### 2.1 Introduction

This chapter presents a comprehensive situational analysis of the Kwadaso Municipal Assembly, serving as the foundation for evidence-based planning and strategic decision-making. It assesses the Municipality's development trajectory by reviewing performance over the preceding planning period (2022-2025), analysing financial performance, and examining the current socio-economic, environmental, and institutional conditions.

The chapter begins with a **review of key development outcomes** across sectors such as education, health, infrastructure, sanitation, local governance, and social protection. This is followed by an **analysis of financial performance**, evaluating the trends in revenue mobilisation, expenditure patterns, and fiscal management practices over the previous planning cycle.

A detailed assessment of **existing spatial and socio-economic conditions** is presented, highlighting demographic trends, settlement patterns, service delivery gaps, environmental challenges, and other critical development factors. Spatial maps and graphical representations are employed to enhance the understanding of geographic disparities and sectoral distributions.

Furthermore, a **SWOT analysis** is conducted to identify the internal and external factors that influence the Municipality's development potential. This analysis is complemented by a **Medium-Term Needs Assessment**, which estimates future development requirements in line with national and local development aspirations.

The key components of this chapter include:

- A tabulated performance review of development outcomes across major sectors.
- An evaluation of the Assembly's financial performance and resource mobilisation efforts.
- An analysis of the current state of development with spatial illustrations.
- Identification of the Municipality's strengths, weaknesses, opportunities, and threats.
- The projection of medium-term development needs to inform the formulation of strategic goals and interventions.

The findings and insights from this situational analysis will guide the prioritization of development issues in Chapter Three and serve as the basis for setting appropriate goals, objectives, and strategies in the Plan's subsequent chapters.

## **2.2 Performance Review of 2022-2025 MTDP**

Performance review is an essential component of the development planning process, as it helps to assess the extent to which planned development outcomes have been achieved within the reference period. This section provides a structured and comprehensive analysis of the implementation of the Kwadaso Municipal Assembly's Medium-Term Development Plan (2022–2025).

The assessment was conducted by aggregating programme and project implementation results across the four core national development dimensions, namely:

- ❖ **Economic Development**
- ❖ **Social Development**
- ❖ **Environment, Infrastructure, and Human Settlement**
- ❖ **Governance, Corruption and Public Accountability**

Table 2.1 presents a summary of the development outcomes achieved during the plan period, highlighting performance targets and actual results attained.

In conducting the review, attention was also given to understanding the enabling and constraining factors that influenced implementation outcomes. Specifically, the review identifies:

1. **Key success factors** that contributed to the attainment of planned development outcomes.
2. **Challenges and constraints** that hindered progress in some areas; and
3. **Lessons learned** that will inform the formulation and implementation of the 2026–2029 Medium-Term Development Plan.

This evaluative approach ensures that future planning is grounded in practical experience, evidence-based assessment, and improved responsiveness to the needs of the municipality.

**Table 2.1 Performance Review (2022-2025)**

Development Dimension	Indicators	Baseline (2021)	2022-2025 MTDP Target	Cumulative Achievements		Remarks
				Year	Data	
Economic Development	Percentage change in yield of selected staple crops (%)	Maize-18%	11%	2024	-62.30%	Over the plan period (2022-2024), staple crop production recorded substantial declines, particularly in rice (-86.64%) and cassava (-86.52%)
		Rice (milled)-5.5%	-9%	2024	-86.64%	
		Cassava-11.64%	25%	2024	-85.52%	
		Cabbage-11%	5.26%	2024	-36.13%	
	Percentage change in yield per unit area (Mt/Ha)	25%	35%	2024	49%	Target exceeded
	Percentage change in the output of livestock production	Cattle-15%	10%	2024	97.41%	Livestock production exhibited mixed trends, with notable increases in cattle (97.41%) and poultry production (931.50%). While pig production declined by -48.61%
		Sheep-10.7%	14.29%	2024	-12.68%	
		Goat-13.5%	20%	2024	49.37%	
		Pig-4.09%	20%	2024	-48.61%	
		Poultry-33.3%	45.3%	2024	31.50%	
		Tilapia- -4.5%	9%	2024	6.32%	
		Catfish- -15%	18%	2024	-38.43%	
	Change in the number of jobs created :					Ghana Jobs and Skills Project (50) GEA/Mastercard Foundation Business in a Box (50)
Agriculture	20	100	2024	67		
Industry	0	0	-	-		
Service	10	50	2024	50		
Social Development	HIV/AIDS prevalence rate (% of adults)	4.6%	1.7%	2024	2.56%	The target was not achieved, although there was a significant improvement in 2021. The Assembly organized programmes like public screening and treatment for positive cases, monitoring and supervision, health education at service delivery points, newborn

						follow-up, and pregnancy school
Maternal mortality ratio	151.29/100,000LB	125/100,000LB	2024	151.29/100,000LB		The target was not achieved, although the Assembly implemented a pregnancy school at HopeXchange and SDA Hospitals. Held one maternal mortality conference at SDA Hospital during the 3 <sup>rd</sup> Quarter of 2024
Under-five mortality ratio	16.39/1000LB	44/1000LB	2024	13.09/1000LB		
Malaria case fatality in children	Nil	Nil	Nil	Nil		There was no case recorded
Net enrolment rate in Basic Schools	KG- 32.6	58.45	2025	65.56		Monitoring of the Ghana School Feeding Programme
	Primary-36.6	83.54	2025	85.54		Distribution of furniture to schools
	JHS- 25.60	78.64	2025	78.64		Provision Teacher-Learning Materials (TLM) Improved infrastructure and accessibility
Completion rate in basic schools	KG-42.8	92.1	2025	92.1		Parent-Teacher engagement
	Primary-47.5	111.15	2025	111.15		Tracked student attendance
	JHS-39.60	109.29	2025	109.29		
	SHS—N/A	98.9	2025	98.88		
BECE/WASSCE Performances (%)	JHS-64.07%	88.64%	2025	88.64%		Support for mock exams Provision of TLM
	SHS-90.49%	92	2025	92		Training Workshop on the new curriculum for teachers
% change in programmes, projects, and activities mainstreamed and effectively implemented on gender, child, PWDs, and other vulnerable issues	75%	At least 90%	2025	85%		Target not achieved, although there was a significant improvement from 2021

<b>Environment, Infrastructure and Human Settlement</b>	Percent of population with sustainable water facilities	80%	95%	2025	95%	Takyiman and Denkyemuos) 1-GKMA Water and Sanitation Project, Public Health Educational Programmes, and Health Inspections
	Urban					
	Rural	Nil	Nil	Nil	Nil	
	% of population with access to improved sanitation (flush toilets, KVIP, household latrine)					GKMA Water and Sanitation Project. (e.g., Constructed 1,600 household toilets, municipal-wide, and 14 institutional toilets)
	Urban	50%	75%	2024	80%	
	Rural	Nil	Nil	Nil	Nil	
	% of communities declared Open Defecation Free (ODF)	Less than 5%	100	2024	90%	GKMA Water and Sanitation Project. (e.g., Constructed 1,600 household toilets, municipal-wide, and 14 institutional toilets)
	% Change in the number of climate change activities mainstreamed into MTDP.	100%	100%	2024	100%	40,000 trees were planted under the Kwadaso-Neu-Isenburg Climate Partnership deal
	Percentage of road networks in good condition					Reshaping of 60km roads Spot improvement of 200m of the road network in the municipality Surfacing of selected roads in the municipality DRIP initiative
	Urban	45%	70%	2024	75%	
	Feeder	45%	63.3%	2024	69%	
	Percentage of communities covered by electricity District	100%	100%	2025	100%	Strengthen engagement with ECG to streamline the approval process and expedite meter collection for community members.
	Urban	100%	-	2025	100%	
	Rural	Nil	Nil	Nil	Nil	
% street named within the Municipality	At least 75%	90%	2025	97%	Over the plan period, 296 street naming signs were erected in various communities in the	

						Municipality out of 304
<b>Governance, Corruption and Public Accountability</b>	Percentage of Development Partner and NGO funds contribution to DMTDP	5%	9%	2024	25%	Target exceeded. Donor projects include 40,000 trees and the installation of solar panels at selected schools and health centres.
	% of projects and programmes implemented successfully	82%	100%	2024	79.80%	Target not achieved, although there was significant improvement from 2021
<b>Emergency, Planning and Response (Including COVID-19 Recovery Plan)</b>	Number of Communities affected by Disaster					
	Domestic fire	7	At least 2	2024	4	Targets not achieved, although the Assembly embarked on public Education on fire outbreaks within the municipality
	Commercial fire	3	At least 1	2024	3	
Floods	1	1	2024	2		
<b>Implementation, Coordination and Monitoring Evaluation</b>	Percentage of annual action implemented	89	92.4%	2025	93.5%	Target not achieved, although there was significant improvement from 2021

Source: MPCU-KdMA, 2025

It is evident from the assessment of the previous plan period (2022–2025) that the Assembly made notable investments in advancing economic growth, enhancing social development, improving environmental management, strengthening infrastructure and human settlements, and promoting governance, public accountability, and anti-corruption measures. Despite these gains, the overall sectoral outcomes point to the need for intensified efforts in local economic transformation, social protection, environmental sustainability, technical and social infrastructure, and inclusive human settlement planning, alongside deeper governance and accountability reforms. Against this background, the 2026–2029 MTDP seeks to consolidate past achievements while addressing the identified gaps. The plan, therefore, calls for stronger collaboration among key stakeholders of the Municipality to mobilize resources, implement targeted interventions, and achieve measurable development outcomes that stimulate inclusive growth and improve the quality of life of all residents.

**Table 2.2: Lessons Learned and Policy Implications from 2022-2025 MTDP**

S/N	CHALLENGES	LESSON LEARNT	POLICY IMPLICATION FOR 2026-2029 MTDP
1	Inadequate resource mobilization and delays in fund disbursement	Reliance on limited and unpredictable funding sources (DACF, DPs) constrained the implementation of projects	Strengthen local revenue mobilization, diversify funding sources, and establish more predictable financing mechanisms
2	Limited stakeholder participation in plan implementation	Weak collaboration reduced ownership and limited synergy in programme delivery	Institutionalize stakeholder engagement platforms at all levels and promote stronger partnerships with the private sector, CSOs, and Traditional Authorities
3	Inadequate integration of Urban agriculture and Blue-Green Infrastructure	Some projects lacked sustainability and inclusiveness	Mainstream urban agriculture in spatial plans, Blue-Green infrastructure, and environmental safeguards into all sector interventions
4	Limited citizen engagement in governance and accountability	Reduced opportunities for transparency, feedback, and anti-corruption outcomes	Scale up participatory governance tools (e.g., citizen scorecards, town halls, durbar) to strengthen accountability and reduce corruption

### 2.3 Status of Financial Performance from 2022-2025\_KdMA

Financial resources play a pivotal role in the successful implementation of any development plan. The realisation of the objectives and targets of the 2022–2025 Medium-Term Development Plan (MTDP) of the Kwadaso Municipal Assembly (KdMA) was therefore closely linked to the availability, reliability, and effective utilisation of funding.

In accordance with Section 124 of the Local Governance Act, 2016 (Act 936), the Kwadaso Municipal Assembly mobilised revenue from a range of sources to finance its planned programmes and projects. These sources included:

- ❖ Government of Ghana (GoG) – Goods and Services
- ❖ Internally Generated Funds (IGF)
- ❖ District Assemblies Common Fund (DACF)
- ❖ District Assemblies Common Fund – Responsiveness Factor Grant (DACF-RFG)
- ❖ Development Partners (DPs), including the Modernising Agriculture in Ghana (MAG) and Greater Kumasi Metropolitan Area Sanitation and Water Project (GAMA/GKMA)
- ❖ Member of Parliament’s Common Fund and Social Investment Fund (MP/SIF)

Performance in revenue mobilization was assessed by comparing actual receipts with estimated targets. Revenue performance is thus characterized as the level of achievement in revenue collection relative to projections.

**Table 2.3: Summary of Revenue Performance by Source (2022-2025)**

S/N	SOURCE(S) OF FUNDS	TOTAL ESTIMATED COST OF PLAN (A)	TOTAL AMOUNT RECEIVED (B)	VARIANCE (C)= (A-B)
1	GOG (goods & Services)	462,719.00	135,849.31	326,869.69
2	GoG (compensation)	26,807,039.34	22,172,074.20	4,634,965.14
3	IGF	12,297,698.00	7,935,255.74	4,362,442.26
4	IGF (GoG Asset Transfer)	25,180.00	-	25,180.00
5	DACF	76,627,373.21	19,108,213.50	57,519,159.70
6	DACF-RFG	10,821,013.00	4,845,717.58	5,975,295.42
7	DPs (MAG/GKMA)	694,930.05	94,938.05	599,992.00
8	MP/SIF	1,480,000.00	3,454,544.33	(1,974,544.33)
9	Others (Global Engagement)	14,458,657.71	5,827,181.58	8,631,476.13
	<b>TOTAL</b>	<b>143,674,610.31</b>	<b>63,573,774.29</b>	<b>80,100,836.01</b>

Source: Budget/Trial Balance-Municipal Finance Department, KdMA, December 2022-2025 (\*2025 as at 31<sup>st</sup> July)

The Assembly's revenue performance between 2022 and 2025 reveals significant disparities between planned estimates and actual inflows across funding sources. Out of a total estimated budget of **GH¢143.67 million**, only **GH¢63.57 million** (44.2%) was received, leaving a substantial variance of **GH¢75.74 million** (55.8%). Government of Ghana (GoG) Compensation of Employees contributed the largest inflows (**GH¢22.17 million**), although this still fell short of projections by about **GH¢4.63 million**. Goods and Services releases under GoG recorded the lowest absorption at only **29%** of the expected allocation.

The Internally Generated Funds (IGF) recorded **GH¢7.94 million** against a projection of **GH¢12.29 million**, translating into a 35% shortfall. This reflects persistent weaknesses in revenue mobilization, enforcement, and the narrow tax base. Similarly, the District Assembly Common Fund (DACF), the largest expected funding source, realized only **GH¢19.11 million** against **GH¢76.63 million**, representing a huge deficit of over **75%**. The DACF-Responsive Factor Grant (RFG) also underperformed by **GH¢5.98 million**, undermining the Assembly's capacity to finance key infrastructure projects.

Support from Development Partners (MAG/GKMA) was modest, contributing less than **14%** of expected funds. The "Others" category (notably Global Engagement transfers) also experienced a shortfall of **GH¢8.63 million**. Conversely, funds from MPs/SIF exceeded projections significantly, recording an overperformance of **GH¢1.97 million**, largely due to unanticipated project-specific inflows.

Overall, the underperformance of statutory transfers (DACF, RFG, and DPs) and IGF continues to constrain the fiscal space of the Assembly, limiting implementation of development programmes. The heavy reliance on external funds that are irregular and unpredictable poses risks to the sustainability of local development financing.

Without strategic reforms in IGF mobilization, efficient financial management, and timely release of statutory transfers, the Assembly may struggle to implement its Medium-Term Development Plan (2026–2029) and achieve targets under the Coordinated Programme of Economic and Social Development Policies (CPESDP) and the SDGs.

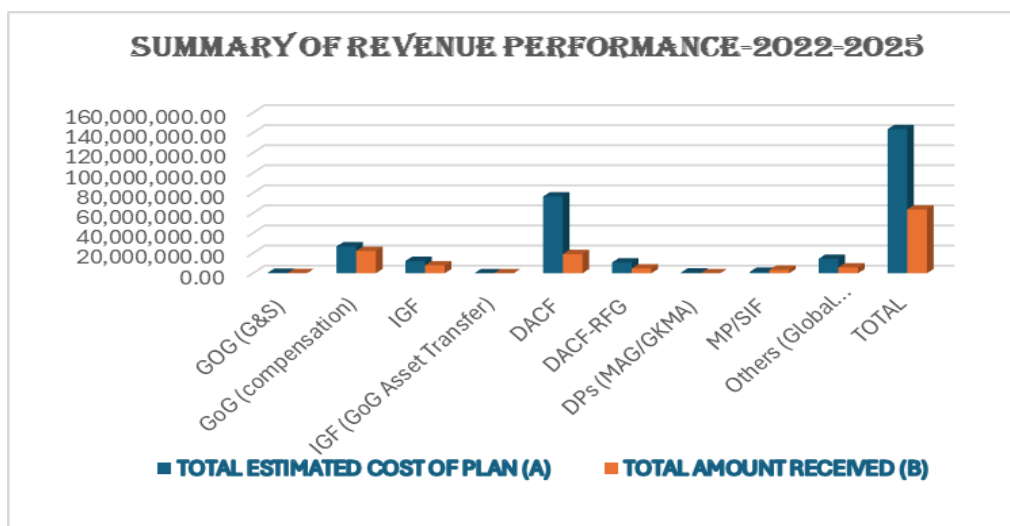


Figure 4: Summary of Revenue Performance by Source (2022-2025)

Source: Budget/Trial Balance-Municipal Finance Department, KdMA, December 2022-2025 (\*2025 as at 31<sup>st</sup> July)

### 2.3.1 Revenue Mobilisation Strategies and Outcomes

During the plan period (2022-2025), the Assembly implemented several revenue-enhancement strategies from the RIAP aimed at improving local revenue collection and reducing over-reliance on external sources. These included:

- Strengthening of local revenue collection systems through digitalization and improved monitoring.
- Enhanced capacity-building and performance tracking for revenue collectors.
- Public sensitization on the importance of rate payments.
- Broadening the revenue base through property rate reforms and the identification of new income sources.

As a result of these measures, the Assembly recorded incremental improvements in IGF performance year-on-year, albeit with some fluctuations due to external economic factors.

### 2.3.2 Challenges to Revenue Mobilization

Despite the strategies employed, the Assembly faced several challenges that impacted its revenue performance:

- Delays in the release of statutory transfers such as DACF and DACF-RFG, and a few to mention.
- Limited compliance by ratepayers due to inadequate enforcement mechanisms.
- Weak database on rateable properties, businesses, and economic activities.
- Capacity constraints in revenue forecasting and tracking

### **2.3.3 Implications for Plan Implementation**

The gaps between estimated and actual revenues had direct implications for the timely implementation of planned interventions. In some cases, projects were delayed, re-scoped, or shelved due to funding shortfalls. The financial review highlights the critical importance of robust fiscal planning and sustainable revenue strategies to improve development financing in subsequent planning periods.

### **2.4 Existing Conditions and Diagnosis**

This section provides an overview of the prevailing conditions in the Kwadaso Municipality, covering the natural environment and physical characteristics, socio-economic dynamics, and governance structures. It highlights the current state of development within these thematic areas and systematically identifies the major development problems, their underlying causes, and the implications for sustainable development.

The analysis further serves as a diagnostic tool to inform the prioritization of interventions under the Medium-Term Development Plan (2026–2029). By linking the existing conditions to the root causes of development challenges, the section provides a clear basis for designing strategies that address identified gaps, leverage opportunities, and ensure inclusive and resilient growth for the Municipality.

**Table 2.4 Major natural and physical characteristics**

<b>PHYSICAL LOCATION</b>	<b>NATURAL ENVIRONMENT</b>	<b>RELIEF AND DRAINAGE</b>
Lies between Latitude 6.350 <sup>0</sup> N and 6.40 <sup>0</sup> S, and Longitude 1.300 W and 1.350 <sup>0</sup> E of the equator. Land area; 42.4 km <sup>2</sup> (20% of KMA) Boundaries; Shares boundaries with Atwima Nwabiagya District to the North, Bantama Sub Metro to the South, Nhyiaeso Sub Metro to the East, and Atwima Kwanwoma District to the west.	<b>Climate Zone:</b> Tropical and falls within the wet sub-equatorial Climate. <b>Average Temperature/Humidity;</b> An average temperature ranging from 21.5 °C to 35.7 °C, with an average humidity of about 84.16 percent at 0900 GMT and 60 percent at 1500 GMT. <b>Rainfall pattern;</b> It has a double maxima rainfall regime (214.3mm in June and 165.2mm in September)	<b>Relief;</b> The land generally rises from 30m above sea level to over 61m in the South West, with some flat elevations occurring around the northern enclaves. <b>Drainage;</b> The drainage pattern is shaped by a few natural water bodies that stabilize the temperatures of the area.

#### **2.4.1 Socio-Political Characteristics**

The analysis of existing conditions is a critical element in determining the socio-political development trajectory of the Municipality. These conditions not only constitute potential resources but also provide the framework within which all development initiatives are conceived, implemented, and sustained.

In assessing the socio-political characteristics of the Kwadaso Municipality, emphasis is placed on key factors such as demographic dynamics, social services, infrastructure, vulnerability, and governance systems. Each of these dimensions influences development outcomes by shaping opportunities, presenting constraints, and determining the capacity of the Municipality to respond to the needs of its people.

Table 2.4 below presents a brief analysis of these socio-political characteristics and their implications for development planning within the Municipality.

**Table 2.5 Major Socio-Political Characteristics**

S/N	POPULATION	EDUCATION	HEALTH SERVICES	WATER & SANITATION	VULNERABILITY ANALYSIS	GOVERNANCE
1	<p><b>Size;</b> 2025= 162,124 Males, 79,439, and Females 82,685 2025*= 156,391 growth rate of 1.2 %.</p> <p><b>Density;</b> 9,150 persons per km<sup>2</sup></p> <p><b>Structure;</b> A youthful population, i.e., a broad-based population pyramid and a narrowed top</p> <p><b>Household Size;</b> 52,298 households with an average household size of 3.1, compared with a 3.4 regional average.</p>	<p><b>Access to Facilities;</b> The educational facilities in the municipality include; KG (15 public &amp; 68 private) Primary (25 public &amp; 66 private) JHS (23 public &amp; 44 private) SHS (4 public and 3 private) Vocational/Technical (1) Tertiary (1 public &amp; 1 private) Specific issues of concern include: encroachment on school lands by developers and squatters; inadequate school furniture; and limited access to potable water and sanitation facilities in basic schools. Inadequate classroom infrastructure for KG.</p>	<p><b>Access to Health Care;</b> The Municipality has no established public district hospital, but has three public health Centres and some private Hospitals.</p> <p>Key development issues confronting the sector include: inadequate health infrastructure, logistics, and health data; Proliferation of unauthorized herbal medicines, etc.</p>	<p><b>Water Sources;</b> Water is drawn from pipe-borne, mechanized borehole, solar-powered borehole, and rainwater.</p> <p><b>Waste management;</b> Annually, the municipality generates 68,925 and 72,925 metric tons of solid and liquid waste, respectively.</p> <p>Two main methods (house-to-house collection and the communal collection points) They are used for collecting and disposing of solid waste.</p> <p><b>Issues of Concern;</b> Inadequate coverage of potable water and sanitation facilities Poor Drainage System and Poor Waste Disposal. Hence, the need to formulate effective measures to help manage the situation.</p>	<p><b>Known factors of vulnerability include;</b> <b>Climate Change;</b> It exposes the population to a high degree of health hazards and risks.</p> <p><b>Persons with Disability;</b> High incidences of persons with Disability (PWDs)</p> <p><b>Incidence of Disease</b> HIV/AIDS is a particular challenge of vulnerability in the municipality.</p> <p><b>Gender inequality</b> Gender inequality comes in the form of a few women engaging in political and economic decision-making.</p> <p><b>Child Right Promotion and Protection</b> Child rights and protection deal with the registration of orphanages, child welfare services, interventions for deprived and neglected include assessment of fit persons and provision of a safe shelter. This is identified</p>	<p><b>Legal status;</b> Created by LI 2292 in 2017 through Local Govt. Act 2016, 936, and mandated to exercise political and administrative authority through appointed (7) and elected (15) assembly members, including 1 MP and a Chief Executive.</p> <p>Performs deliberative, legislative, and executive functions such as the preparation, approval, and submission of development plans and budgets with effective citizens' participation.</p>

as a critical need for society.  
This means that the  
established Social.  
Welfare and  
Community Development  
within the Municipality  
should be empowered to  
uphold issues of children's  
rights and development.

Source: MPCU-KdMA, 2025

### 2.4.2 Sub-District Structures

The Municipal Assembly has three (3) Zonal councils, namely: Kwadaso Zonal Council, Asuoeyeboa Zonal Council, and Nzema Zonal Council.

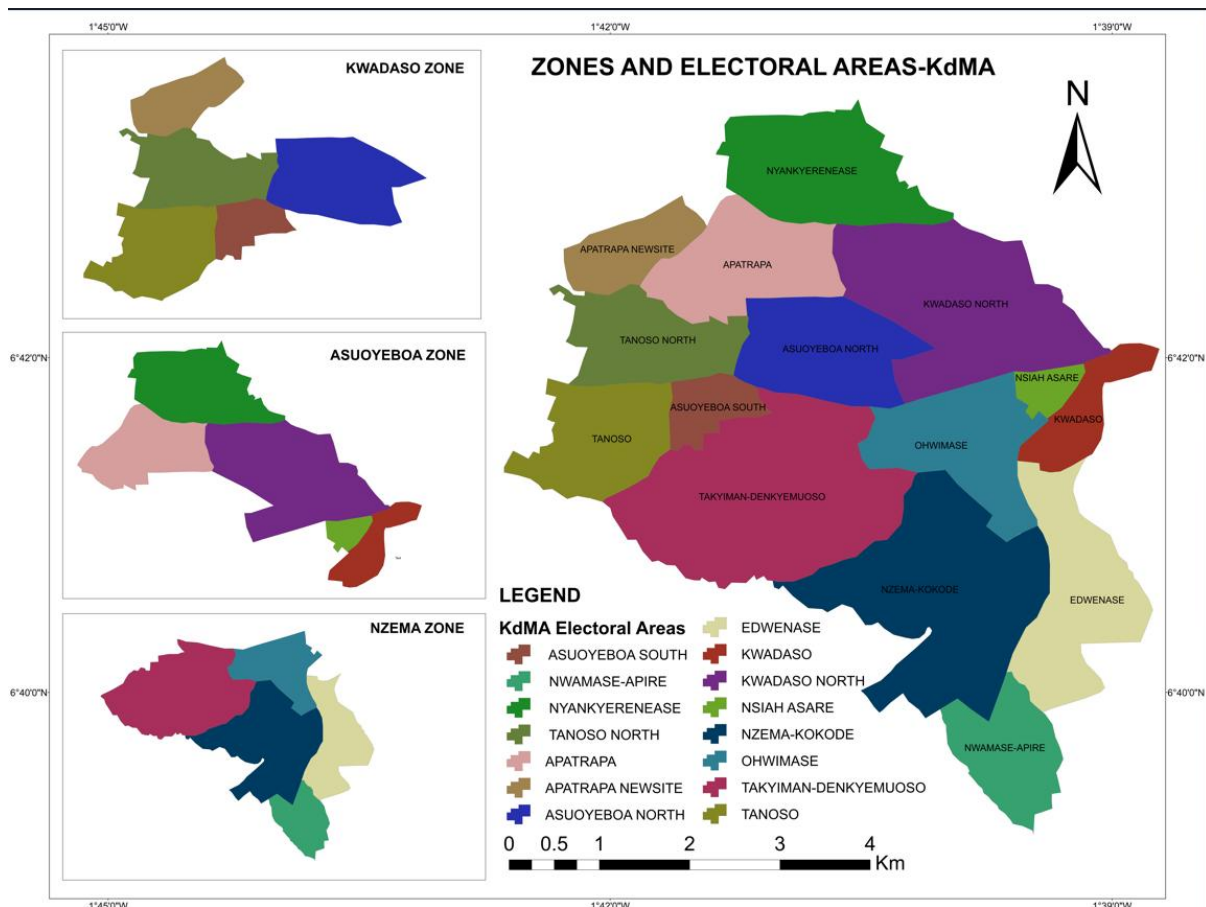


Fig 5: Map of Zonal Councils in Kwadaso  
Source: MPCU-KdMA, 2025

### 2.4.3 Infrastructure

#### 2.4.3.1 Transportation

In the Kwadaso Municipal Assembly, road transport remains the dominant mode of mobility, shaping both accessibility and the spatial organization of the Municipality. The transport network reflects the existing settlement structure, with the Kwadaso urban enclave serving as the principal node, linked by arterial and collector roads to adjoining communities such as Kwadso, Asuoeyeboa, Tanoso, Ohwimase, and Agric Nzema, respectively, and other neighboring urban settlements.

This network exhibits a largely radial and corridor-based pattern, where major roads connect the urban core to surrounding communities, while feeder roads provide access to interior and newly developing areas. Although this structure reinforces Kwadaso’s role as the primary

hub of economic and social activity, the effectiveness of this centrality is constrained by variations in road conditions across the Municipality.

An assessment of feeder road conditions indicates that, despite some improvements in previous years, a significant proportion of roads, particularly within peri-urban and fringe communities (Dominase, Topre), remain in poor to fair condition. In recent years, sections of these roads have experienced deterioration due to inadequate maintenance, increasing traffic pressure, and poor drainage systems. This situation weakens connectivity between communities and limits the efficient movement of people, goods, and services.

The uneven quality of road infrastructure has direct implications for spatial integration and service delivery. Communities with poor road access face challenges in reaching markets, health facilities, and educational institutions, thereby reinforcing spatial disparities within the Municipality. Consequently, improving the condition and coverage of feeder roads remains critical to enhancing accessibility, promoting local economic development, and ensuring balanced spatial growth across the Municipality.

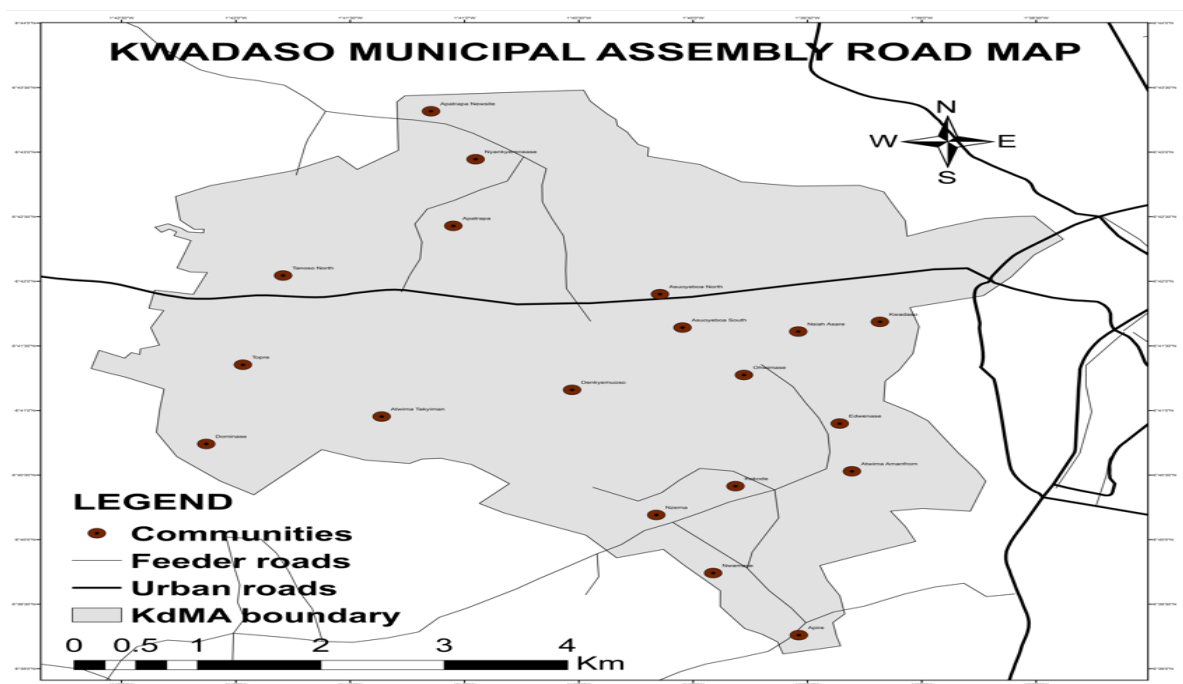


Fig 6: Transportation Network Map  
Source: MPCU-KdMA, 2025

#### 2.4.4 Flood Risk Analysis

Within the Kwadaso Municipal Assembly, flood risk is spatially uneven, with vulnerability largely concentrated in low-lying and densely built-up sections of the Municipality. The flood risk assessment indicates that communities within the Kwadaso urban core and adjoining

areas, such as Asuoyeboa (Asuoyeboa behind Osabarima Educational Complex, close to ST. Joseph Technical SHS (JOTEC), close to Topre Chief Palace, beside Peace and Love Preparatory School, beside the Pentecost Church, behind the Roman Catholic Church, and parts of Kwadaso north (Pitomu, behind Ghana Book Trust) are particularly susceptible to flooding, especially along drainage channels and natural waterways.

Areas within the central and southern belts of the Municipality exhibit relatively higher flood risk due to intense urban development, while some peripheral communities demonstrate comparatively lower risk levels. Moderate risk zones are also evident in transitional peri-urban areas where development is expanding, but infrastructure provision remains inadequate. These spatial disparities are largely influenced by variations in land use patterns, vegetation cover, drainage conditions, and settlement planning.

The Kwadaso township emerges as the focal point of flood vulnerability. This is primarily due to rapid urbanization, increasing conversion of permeable surfaces into impervious ones, and unregulated physical development. The concentration of built-up areas limits natural infiltration of rainwater and significantly increases surface runoff. In addition, encroachment on waterways, poor adherence to planning regulations, and inadequate drainage infrastructure further exacerbate flood occurrences. The limited provision of green spaces and weak integration of urban green infrastructure also reduce the Municipality's natural capacity to manage stormwater.

Similar patterns of vulnerability are observed in other high-risk communities, although the intensity is most pronounced within the urban core. The persistence of these conditions highlights the need for stricter development control, improved drainage systems, and the incorporation of nature-based solutions to mitigate flood risks.

#### **2.4.4.1 Flood Triggering Factors**

The flood risk assessment for the Municipality was conducted using a multi-criteria approach, drawing on established frameworks in hydrology, urban planning, and disaster risk management, including insights from secondary data from institutions such as the World Bank, United Nations Office for Disaster Risk Reduction, and the Intergovernmental Panel on Climate Change. Key flood-triggering factors include:

##### **Elevation:**

Elevation is a primary determinant of flood occurrence. Low-lying areas are more prone to flooding as water naturally flows from higher to lower altitudes. Communities situated within depressions or along valley bottoms within the Municipality experience faster accumulation

of runoff, thereby increasing flood susceptibility. Conversely, areas located on relatively higher elevations have lower flood risk due to improved natural drainage.

**Rainfall Intensity and Patterns:**

High-intensity rainfall events, particularly during peak rainy seasons, significantly increase surface runoff and overwhelm existing drainage systems. Variability in rainfall patterns, as highlighted in climate studies, contributes to the increasing frequency and severity of urban flooding.

**Drainage Density and Condition:**

The availability, capacity, and maintenance of drainage infrastructure influence flood occurrence. Inadequate, silted, or poorly engineered drains reduce the efficiency of stormwater conveyance, leading to localized flooding.

**Land Use and Impervious Surfaces:**

Urban expansion and the proliferation of impervious surfaces such as concrete and asphalt reduce infiltration rates and increase runoff volumes. Unplanned development further intensifies this effect, particularly in high-density areas.

**Proximity to Water Bodies:**

Settlements located near streams, rivers, and drainage channels are inherently more vulnerable to flooding, especially where buffer zones are encroached upon.

**Vegetation Cover:**

Vegetation plays a critical role in intercepting rainfall and enhancing infiltration. Areas with reduced vegetation cover experience higher runoff and erosion, increasing flood risk.

**Road Network and Surface Conditions:**

Roads, especially those without adequate drainage structures, can alter natural water flow patterns and contribute to water accumulation in adjacent areas. Poorly designed road infrastructure may therefore act as conduits or barriers to runoff.

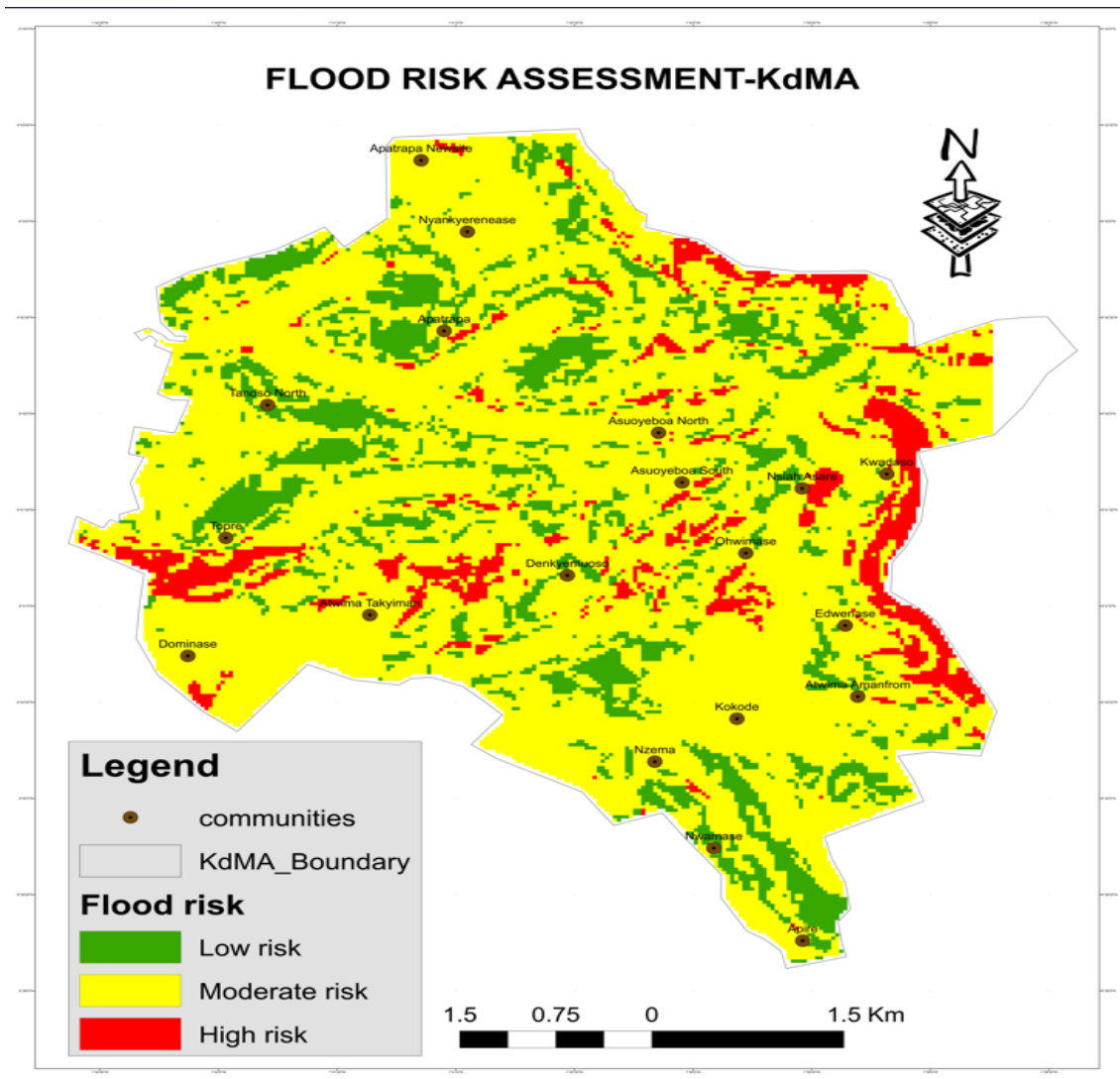


Fig 7: Flood Risk Assessment Map  
 Source: MPCU-KdMA, 2025

#### 2.4.5 Analysis of Demographic Characteristics of the Municipality

The 2025 population of Kwadaso Municipality is estimated at **162,124**, comprising **79,439 males (49%)** and **82,685 females (51%)**, giving a sex ratio of approximately 96 males for every 100 females. This shows a slightly higher proportion of females compared to males, consistent with national trends.

The **population pyramid** indicates a youthful population structure, with broad bases in the age cohorts **0–19 years**, which together account for more than **40% of the total population**. This suggests high dependency ratios, particularly among children, and underscores the need for sustained investment in basic education, health, nutrition, and child protection services.

The **working-age population (15–64 years)** forms the largest segment, making up about **55% of the total population**. This represents a potential demographic dividend for the Municipality if harnessed effectively through job creation, entrepreneurial support, and skills

development. However, the relatively small representation of the population in older age groups (65 years and above accounts for less than 5%) reflects shorter life expectancy and potential challenges with elderly care and social protection.

Gender distribution across age cohorts remains fairly balanced, though females dominate slightly in the older age categories, reflecting women's relatively higher life expectancy. This has implications for social welfare and the design of gender-responsive policies.

### **Development Implications**

1. The youthful population structure implies increasing demand for educational infrastructure, health facilities, and youth employment opportunities.
2. The growing working-age population presents opportunities for accelerated economic growth if adequate investments are made in job creation, vocational training, and entrepreneurship.
3. The relatively low proportion of the elderly highlights the need for improved health services and social protection systems to extend life expectancy and promote quality of life.
4. The higher number of females calls for mainstreaming gender considerations into all development planning processes to promote inclusive growth and equity.

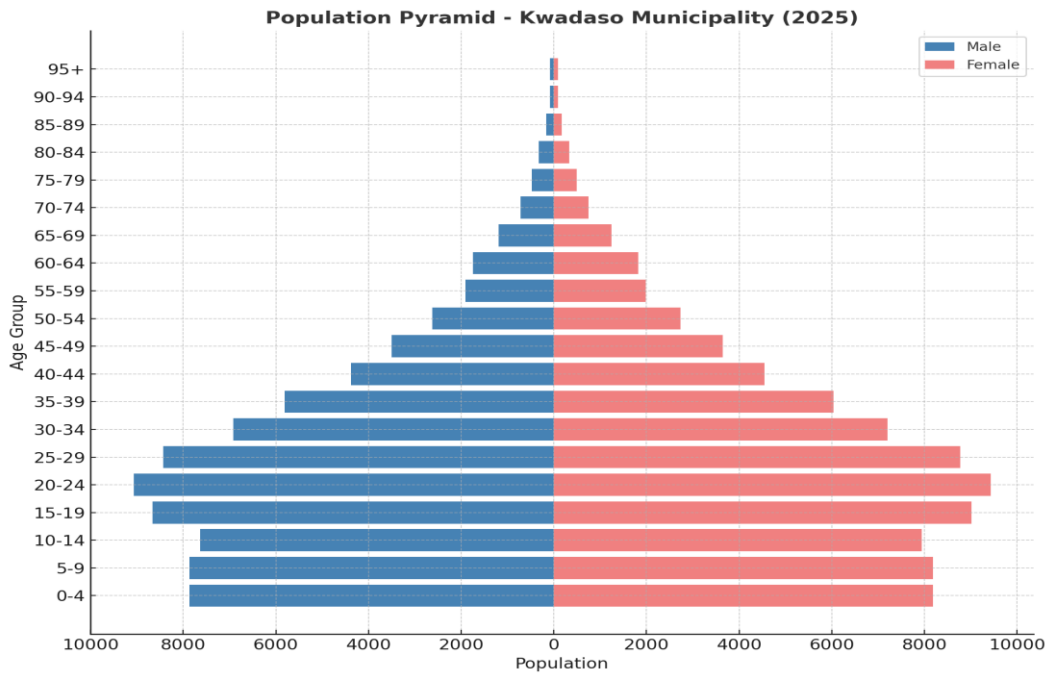


Figure 8: Population Pyramid-Kwadaso Municipality (2026-2029)  
Source: MPCU’s compilation based on data from GSS (PHC, 2021)

### 2.4.3 Structure of the Local Economy

The local economy of Kwadaso Municipality is organized into three main sectors: commerce and services, agriculture, and manufacturing/industrial activities. The Municipality acts as a key transit hub for goods and services among the Bono, Ahafo, Western North, and Western Regions, making it a strategic economic corridor.

Economic activities are largely dominated by services, particularly retail and wholesale trading, which are spread across various commercial centres within the Municipality. Industrial activities are concentrated around Sofoline and its adjoining areas, while agriculture, although limited by land constraints, remains a vital livelihood activity for a segment of the population.

The economy of Kwadaso Municipality is predominantly informal, with about 67 percent of the population being economically active. This presents a significant potential to drive economic growth, particularly through the engagement of Micro, Small, and Medium Enterprises (MSMEs). However, the sector faces several challenges, including inadequate socioeconomic data on MSMEs, low entrepreneurial and business development skills, limited access to start-up capital, and the high cost of credit facilities.

Economic activities in the Municipality are largely concentrated in three dominant sectors. Commerce and services account for approximately 85 percent of activities, agriculture constitutes 10 percent, while manufacturing and industrial ventures make up the remaining 5

percent. The heavy dependence on the commerce and service sector underscores the need for diversification to strengthen the resilience of the local economy.

Market infrastructure remains underdeveloped, although several markets are scattered across the Municipality. Key trading centres include Tanoso, Asuoyeboa, Edwenase, Kwadaso Main Market, and the Kwadaso Wood Market. While these markets support the vibrancy of local trade, their current state of infrastructure is inadequate to match the growing demands of commerce and service activities.

### **Development Implications**

The over-reliance on commerce and services poses a risk to the long-term sustainability of the local economy, making it vulnerable to external market shocks and limiting industrial competitiveness. At the same time, the presence of an active agricultural base provides opportunities for Agro-processing and value addition, which could enhance employment, improve food security, and diversify the economy.

Furthermore, the inadequacy of market infrastructure highlights the urgent need for investment in modern, well-planned market facilities that can boost trade efficiency, enhance revenue mobilization, and attract private sector investment. Addressing the financing and skills gaps among MSMEs will also be critical in stimulating entrepreneurship and ensuring inclusive growth in the Municipality.

These dynamics highlight the Municipality's strong commercial focus, moderate industrial capacity, and limited agricultural base. The key economic features of the Municipality are summarized in Table 2.6 below for further analysis.

**Table 2.6 Local Economic Characteristics of Kwadaso Municipality**

S/N	SECTOR	EXISTING CONDITIONS	DEVELOPMENT IMPLICATIONS
1	Commerce/Services	<ul style="list-style-type: none"> <li>- Dominated by retail and wholesale trading.</li> <li>- Major transit hub linking Bono, Ahafo, Western North, and Western Regions.</li> <li>- Commercial activities concentrated in multiple markets and business centers.</li> </ul>	<ul style="list-style-type: none"> <li>- High potential for job creation and income generation.</li> <li>- Expanding trade infrastructure is needed.</li> <li>- Risk of congestion and poor sanitation in trading areas if unregulated.</li> </ul>
2	Agriculture	<ul style="list-style-type: none"> <li>- Limited farmland due to rapid urbanization.</li> <li>- Smallholder farmers engaged in maize, vegetables, and poultry.</li> <li>- Limited access to modern inputs, credit, and storage facilities.</li> </ul>	<ul style="list-style-type: none"> <li>- Potential for modernized urban/peri-urban agriculture (Focus on animal production and aquaculture).</li> <li>- Risk of food insecurity if land pressures persist.</li> <li>- Need for market access support</li> </ul>
3	Manufacturing/Industry	<ul style="list-style-type: none"> <li>- Industrial activities concentrated around Sofoline and environs (Tanoso).</li> <li>- Presence of small-scale wood processing (borla-keseim), metal fabrication, and drinks processing enterprises (Kasapreko Company Ltd.).</li> <li>- Limited large-scale industrial investment.</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity for industrial expansion and value addition.</li> <li>- Skills development and SME support needed.</li> <li>- Risk of stunted growth without adequate infrastructure and incentives.</li> </ul>

## 2. Identifying Strengths, Weaknesses, Opportunities, and Threats (SWOT)

A systematic assessment of the development issues in the Municipality reveals critical internal and external factors that either facilitate or constrain development. The strengths and opportunities present a foundation on which the Assembly can build its development agenda, while weaknesses and threats highlight the risks and bottlenecks that require targeted interventions.

This analysis provides strategic direction for the effective implementation of the Medium-Term Development Plan (2026–2029) and for aligning local priorities with the national development framework and the Sustainable Development Goals (SDGs).

**Table 2.7 SWOT Analysis**

S/N	STRENGTHS	WEAKNESSES
1	<ul style="list-style-type: none"> <li>❖ Availability of qualified and committed technical staff within the Municipal Assembly.</li> <li>❖ Strategic location of the Municipality as a transit point between Ashanti, Bono, Ahafo, Western, and Western North regions.</li> <li>❖ Strong commercial and service base (85%) with vibrant retail and wholesale trade.</li> <li>❖ The presence of educational, health, and religious institutions contributes to human capital development.</li> <li>❖ Availability of scattered local markets at Tanoso, Asuoyeboa, Edwenase, Kwadaso-Main, and Kwadaso Wood Market.</li> <li>❖ Increasing public awareness of the Assembly’s mandates and roles.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Inadequate internal revenue mobilization and over-reliance on Central government transfers.</li> <li>❖ The poor road network, especially inner roads, is affecting mobility and access.</li> <li>❖ Inadequate waste management infrastructure (refuse collection pads, sorting centers).</li> <li>❖ Weak enforcement of development control and physical planning regulations.</li> <li>❖ High youth unemployment and a limited industrial base.</li> <li>❖ Inadequate data on MSMEs and weak entrepreneurial and business development skills.</li> <li>❖ Inadequate market infrastructure and poor sanitation conditions.</li> <li>❖ Limited capacity for project monitoring and evaluation.</li> </ul>
	<b>OPPORTUNITIES</b>	<b>THREATS</b>
2	<ul style="list-style-type: none"> <li>❖ Government of Ghana’s flagship programmes (e.g., 24-hour economy).</li> </ul>	<ul style="list-style-type: none"> <li>❖ Delayed or unpredictable release of DACF and central government transfers.</li> </ul>

- ❖ Growing demand for agro-processing and industrial products.
- ❖ Donor and development partner support (MAG, GKMA, NGOs).
- ❖ Access to DPAT (DACF-RFG) funds to finance local development.
- ❖ An expanding population and youthful demographic structure are potential labour force.
- ❖ National digitalization drive (e-payment, e-governance, revenue monitoring).
- ❖ Potential for tourism and beautification projects to boost the local economy.
- ❖ Rapid urbanization leading to congestion, slum development, and pressure on infrastructure.
- ❖ Climate change impacts such as flooding, erosion, and environmental degradation.
- ❖ The rising cost of living and high inflation are affecting local businesses and households.
- ❖ Proliferation of informal settlements and poor enforcement of land-use planning.
- ❖ High cost of credit and limited access to financing for SMEs.
- ❖ Political interference in resource allocation and project prioritization.

### **Development Issues Identified from the SWOT Analysis**

A synthesis of the internal strengths and weaknesses, together with external opportunities and threats, reveals the following critical development issues that must be addressed to ensure inclusive and sustainable development in the Kwadaso Municipality during the 2026–2029 plan period:

#### **Economic Development and Employment**

1. Low internally generated revenue and overdependence on central government transfers.
2. Limited industrial base and inadequate support for micro, small, and medium enterprises (MSMEs).
3. High youth unemployment and underemployment due to limited employable skills and start-up capital.
4. Weak entrepreneurial culture and inadequate business development services.
5. Poor market infrastructure and low value addition in agricultural and commercial activities.
6. Limited access to credit and high cost of financing for small businesses.
7. Untapped potential for agro-processing, light industry, and tourism development.

### **Infrastructure and Physical Development**

8. Poor condition of inner roads and inadequate maintenance leading to restricted mobility and access.
9. Inadequate waste management facilities and infrastructure for efficient solid waste disposal.
10. Weak enforcement of development control and land-use regulations contributes to haphazard physical development.
11. Rapid urbanization exerting pressure on social amenities, housing, and basic infrastructure.
12. Inadequate drainage systems lead to flooding and erosion in parts of the municipality.

### **Governance, Institutional Capacity, and Public Service Delivery**

13. Limited capacity for data management, project monitoring, and evaluation within the Assembly.
14. Weak coordination among decentralized departments and sub-structures.
15. Inadequate logistics and technical resources to support efficient municipal operations.
16. Political interference in project prioritization and resource allocation.
17. Low citizen participation in local governance, planning, and budgeting processes.

### **Social Development (Education, Health, and Social Protection)**

18. Inadequate educational and health infrastructure to meet the needs of the growing population.
19. Insufficient investment in youth and vocational training to address employability gaps.
20. Weak social protection and support systems for vulnerable groups, women, and persons with disabilities.
21. Inadequate recreational and cultural facilities for youth and community development.
22. Rising cost of living affecting household welfare and access to basic services.

### **Environment, Climate Change, and Disaster Management**

23. Increasing incidence of climate change-related hazards such as flooding and erosion.
24. Poor environmental sanitation and low adherence to waste segregation and recycling.
25. Inadequate environmental education and low community involvement in conservation efforts.
26. Degradation of open spaces, water bodies, and green areas due to uncontrolled urban expansion.

27. Limited disaster risk reduction and preparedness capacity at the municipal and community levels.

### **Digitalization, Innovation, and Modernization**

28. Inadequate adoption of digital tools for revenue monitoring and e-governance.
29. Weak integration of ICT in education, business, and municipal operations.
30. Untapped potential of national digitalization initiatives to enhance transparency, efficiency, and service delivery.

The above issues represent the core development challenges and opportunities confronting the Municipality. Addressing these issues will require integrated strategies that strengthen institutional capacity, promote local economic transformation, enhance infrastructure and social services, and build resilience to environmental and economic shocks.

### **2.6 List of development issues (problems, potentials, opportunities, and constraints)**

The identification of development issues comprising problems, potentials, opportunities, and constraints is a critical step in the planning process. In Kwadaso, the list of development problems was systematically derived through a problem tree analysis, which involved engaging key stakeholders (All 15 Assembly Members, 75 Unit Committee members, Traditional Authorities, CSOs, PWDs, Market Women, Artisans, Transport Unions, among others) to identify core problems, trace their root causes, and establish their socio-economic effects mapped (*See Annexes 2A&2B*). This participatory approach provided a structured framework for prioritizing issues and designing responsive interventions for the MTDP

This provided a clear picture of interlinked challenges and their implications for municipal growth. The analysis revealed development gaps in areas such as infrastructure, employment, sanitation, and institutional capacity. Potentials, including fertile lands, a vibrant youth population, and emerging commercial hubs, present strategic advantages. Opportunities such as national policy support, donor assistance, and technological innovations can be leveraged, while constraints like financial limitations, land tenure issues, and institutional bottlenecks may hinder progress. Recognizing these issues ensures that policy interventions are grounded in evidence, inclusive, and aligned with both local priorities and national development goals.

**Table 2.8: Development issues (problems, potentials, opportunities, and constraints)**

<b>DEVELOPMENT DIMENSION</b>	<b>PROBLEMS</b>	<b>POTENTIALS</b>	<b>OPPORTUNITIES</b>	<b>CONSTRAINTS</b>
<b>ECONOMIC DEVELOPMENT</b>				
<b>AGRICULTURE</b>	<ul style="list-style-type: none"> <li>❖ Limited access to farm inputs or the market</li> <li>❖ Poor storage facilities</li> <li>❖ Inadequate farm lands</li> <li>❖ Inadequate support for the Agric department</li> </ul>	<p>Availability of fertile land pockets for vegetable and crop production;</p> <p>Favorable climatic conditions for crop production; Skilled and experienced farmers;</p>	<p>Government flagship programmes;</p> <p>Availability of extension services;</p> <p>Donor support for agribusiness development</p>	<p>High cost of inputs; Urbanization</p> <p>reducing available arable land</p> <p>Land tenure challenges;</p> <p>Limited irrigation infrastructure</p> <p>Limited access to credit facilities</p>
<b>TOURISM DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>❖ Undeveloped tourism potentials in the municipality</li> </ul>	<p>Potential eco-tourism locations</p> <p>Strategic location near Kumasi, attracting visitors</p>	<p>Government tourism promotion policies; Growing domestic tourism interest</p>	<p>Limited investment from the private sector</p> <p>Poor tourism infrastructure and publicity</p>
<b>YOUTH DEVELOPMENT AND EMPLOYMENT</b>	<ul style="list-style-type: none"> <li>❖ Youth employment</li> <li>❖ Inadequate skills training opportunities</li> <li>❖ Limited support for entrepreneurship</li> </ul>	<p>Presence of TVET institutions</p> <p>Entrepreneurial interest among youth</p>	<p>Government youth employment programmes;</p> <p>Partnership with NGOs and CSOs for skills development</p>	<p>Limited start-up capital; Skills mismatch with job market demands</p>
<b>SOCIAL DEVELOPMENT</b>				
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>❖ Inadequate school</li> </ul>	<p>Availability of land for</p>	<p>Free SHS and STEM</p>	<p>Inadequate funding</p>

	Infrastructure ( Classroom Block, furniture, abandoned classrooms, ICT infrastructure)	( school expansion; of trained teachers	Presence education promotion; Access to TVET institutions	for infrastructure Population growth outpacing facility expansion
	❖ Inadequate teaching and learning Materials			
	❖ Classroom furniture to improve learning	Improved student comfort and concentration	Local carpenters or artisans can produce desks at a lower cost	Limited funding for bulk furniture purchase
	❖ ICT centres for schools	Enhanced digital literacy for students	Donations of computers from organisations or companies	High cost of equipment and setup
	❖ Lack of accommodation	Improved student comfort and concentration	Local carpenters or artisans can produce desks at a lower cost	Limited funding for bulk furniture purchase
<b>WATER AND SANITATION</b>	❖ Inadequate access to potable water	Existing boreholes and water supply networks;	Government policies on WASH;	High cost of water infrastructure;
	❖ Poor drainage and sanitation facilities	for mechanized water systems	National water and sanitation projects; Support from development partners	Poor maintenance culture
<b>HEALTH</b>	❖ Inadequate Public Health facilities(CHPS, Clinics)	Availability of land for health facility expansion;	NHIS policy; Government and NGO support for health infrastructure	Funding constraints; Unequal distribution of
	❖ Access to Emergency	Qualified health personnel in		

	Health Care	some facilities		facilities
	❖ Inadequate tools and equipment to work with			
<b>SANITATION AND WASTE MANAGEMENT</b>	❖ Inadequate Waste Disposal Bins/Skip Containers	Community willingness to adopt improved sanitation practices	Private sector participation in waste management; Government sanitation policies	High operational cost; Limited landfill space
	❖ Uncollected solid waste in Communities			
	❖ Poor dump site management			
	❖ Poor Sanitation Practices			
<b>SOCIAL WELFARE</b>	❖ Inadequate funds to support departmental activities	Existing social welfare structures	Government social protection programmes (LEAP, School Feeding); NGO collaboration	Funding constraints Limited financial resources; Weak inter-agency coordination
<b>RECREATIONAL/COMMUNITY CENTRES/ LIBRARIES AND SPORTING FACILITIES</b>	❖ Lack of recreational centres	Availability of land (open spaces) for recreational projects	Government's sports and library development initiatives; Private sector partnerships	Low investment priority; Competing development needs
	❖ Lack of community centres			
	❖ Inadequate library facilities			
	❖ Inadequate sporting facilities			
<b>ENVIRONMENT, INFRASTRUCTURE, AND HUMAN SETTLEMENT</b>				

<b>BEAUTIFICATION AND LANDSCAPING</b>	❖ Low attention to beautification and landscaping projects	Availability of open spaces; Indigenous plant species	National tree planting and Green Ghana initiatives Tourism and urban beautification initiatives	Encroachment on open spaces;
<b>ROAD AND TRANSPORTATION</b>	❖ Poor inner roads or Inaccessible communities ❖ Inadequate foot bridges and coverts ❖ Seasonal flooding affecting movements	Existing road network that can be upgraded	Government road improvement projects Urban transport reforms	High cost of road construction; Encroachment on road reserves
<b>GOVERNANCE, CORRUPTION, AND PUBLIC ACCOUNTABILITY</b>				
<b>SECURITY</b>	❖ Inadequate Police Post ❖ Incidents of crime and theft ❖ Street lights	Available land for police infrastructure; community committees	Support from the Police Service Active watch Use of solar-powered street lighting to reduce electricity costs	Inadequate personnel and logistics Maintenance challenges (bulb replacement, battery issues for solar)
<b>FIRE STATION</b>	❖ Inadequate fire Station offices ❖ Inadequate fire hydrants ❖ Unfunctional/Broken	Presence of Fire Service personnel	Government and donor support for safety infrastructure	Funding and maintenance challenges

down hydrants to  
support

**IMPLEMENTATION, CORDINATION, AND MONITORING AND EVALUATION(ICME)**

**SUB STRUCTURES**

❖ Lack of permanent Availability of land for office Government Funding constraints  
structures for two(2) development decentralization  
Zonal Councils policy

## **2.5 Estimated Future Development Needs**

This section outlines the projected development needs of the Kwadaso Municipality for the medium-term period (2026–2029), taking into consideration key development challenges, population dynamics, and spatial growth patterns. The purpose is to assess the anticipated social, economic, and infrastructural demands required to support inclusive and sustainable development across the Municipality.

By analyzing trends in population growth, settlement expansion, and sector-specific service delivery gaps, the projection provides a framework for determining the quantum and scope of investments needed over the planning period. These projections are further aligned with the development goals, objectives, and strategies formulated in accordance with the national development policy framework “*Resetting Ghana’s Development Agenda, Creating Employment Opportunities, Strengthening Accountability, and Promoting Shared Prosperity*”. This alignment ensures that the future development needs of the Municipality are strategically positioned to drive equitable growth and improved quality of life for all residents.

## **2.6 Development Projection Requirements for 2026-2029**

The essence of effective development planning lies in anticipating and preparing for the future needs of a growing population, guided by current development trends. In this context, projections have been made using informed assumptions that reflect patterns in birth, death, and migration within the Municipality. This section of the plan is therefore dedicated to estimating key socio-economic indicators that will inform and shape the Assembly’s responses to emerging development needs over the medium term.

### **2.6.1 Population Projection**

Population plays a vital role in shaping development projections, as the spatial distribution and connectivity of people and settlements influence access to healthcare, allocation of resources, and the overall trajectory of economic growth. In estimating the population of the Municipality for the 2026–2029 planning period, key demographic variables, fertility, mortality, and migration were carefully considered. Additionally, anticipated growth in economic activities within the Municipality informed the projections.

To guide the population forecasts, the following assumptions were made:

1. The Municipality’s base population growth rate of 1.2% per annum is expected to remain constant throughout the plan period.
2. The total fertility rate and child survival rate are projected to remain stable or gradually improve from 2025 onwards.

3. In-migration is expected to be minimal, with overall migration flows (in and out) having negligible effects on population figures.
4. The male-to-female ratio in the population is assumed to remain unchanged over the plan period.
5. The data derived from the 2021 Population and Housing Census (PHC) by the Ghana Statistical Service is considered accurate and reliable.

Based on these assumptions, the projected population figures and the corresponding facility needs of the Municipality for the years 2026 to 2029 are detailed in the table below.

**Table 2.9 Projected Population**

S/N	AGE GROUP	BASELINE 2025	2026	2027	2028	2029
1.	0-4	16,058	16,260	16,457	16,638	16,845
2.	5-9	16,058	16,309	16,457	16,638	16,845
3.	10-14	15,571	15,830	15,967	16,129	16,340
4.	15-19	17,679	17,884	18,128	18,310	18,540
5.	20-24	18,490	18,704	18,958	19,150	19,400
6.	25-29	17,195	17,391	17,628	17,720	18,030
7.	30-34	14,114	14,274	14,476	14,620	14,800
8.	35-39	11,845	11,977	12,147	12,270	12,420
9.	40-44	8,925	9,024	9,158	9,250	9,360
10.	45-49	7,142	7,219	7,328	7,400	7,490
11.	50-54	5,360	5,414	5,468	5,540	5,620
12.	55-59	3,899	3,938	4,002	4,050	4,090
13.	60-64	3,570	3,610	3,660	3,700	3,750
14.	65-69	2,440	2,462	2,490	2,520	2,555
15.	70-74	1,469	1,477	1,500	1,520	1,535
16.	75-79	979	984	1,000	1,015	1,030
17.	80-84	658	662	670	680	690
18.	85-89	332	336	340	345	350
19.	90-94	176	168	175	178	180
20.	95+	170	164	172	175	176
<b>TOTAL</b>		<b>162,124</b>	<b>164,081</b>	<b>166,062</b>	<b>168,067</b>	<b>170,096</b>

Source: MPCU's compilation based on data from GSS (PHC, 2021)

The population projection has been calculated using a simple exponential growth formula expressed as:  $N_t = P * e^{rt}$ , where:  $N_t$  is the projected population at a future date,  $P$  is the current (base year) population.  $e$  is the mathematical constant (natural logarithm base), approximately equal to 2.71828.  $r$  is the annual growth rate (expressed as a decimal), and  $t$  is the period in years. This formula provides a reasonable estimate of population growth, assuming a constant rate over the plan period.

The population of Kwadaso is projected to increase steadily from 162,124 in 2025 to 170,096 in 2029, representing an overall growth of about 4.9 percent. The largest cohorts are within the 0–24 age group, which will consistently account for nearly half of the municipal population, highlighting a youthful demographic structure. This age profile presents opportunities for a productive future workforce but also creates immediate pressure on educational infrastructure, health services, and social amenities. Conversely, the gradual rise in the elderly population (65+) signals emerging needs for social protection and age-friendly health care.

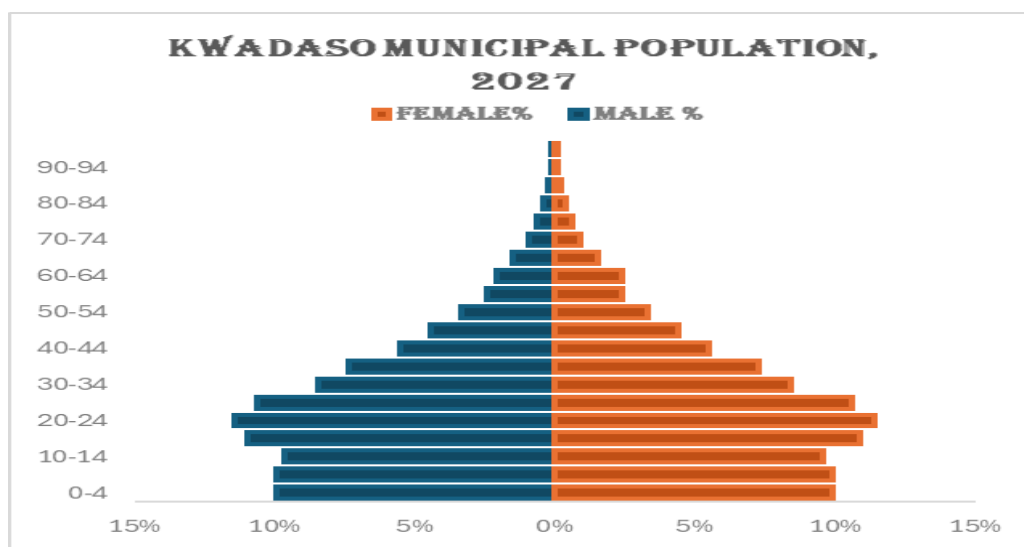


Fig. 9: Projection For Educational Facilities

Source: MPCU’s compilation based on data from GSS (PHC, 2021)

### 2.6.2 Projection for Educational Facilities

The Ghanaian education system is structured into three (3) main levels: **Basic Education**, **Secondary Cycle**, and **Tertiary Education**. Basic Education spans **11 years** from **kindergarten (2 years)** through **primary school (6 years)** to **junior high school (3 years)**, typically covering ages **4 to 15**. It is **free, compulsory, and foundational** to the country’s human capital development. This is followed by **Secondary Education**, which lasts for **3**

**years**, making a total of **14 years** of pre-tertiary education required to complete both Basic and Secondary cycles.

Education remains a critical driver of socio-economic transformation and inclusive development. Accordingly, it is a core mandate of every Metropolitan, Municipal, and District Assembly (MMDA) to ensure equitable access to quality education services. In the Kwadaso Municipality, the performance review revealed persistent challenges in the education sector, particularly with respect to **inadequate physical infrastructure**, classroom congestion, and limited access in some communities.

In response, and in accordance with the **Land Use and Spatial Planning Act, 2016 (Act 925)**, which mandates the integration of social infrastructure (including education, health, and sanitation facilities) into the spatial development framework. The Assembly has conducted education infrastructure projections. These projections are informed by realistic assumptions across all levels: **pre-school, primary, and junior high school**, with particular focus on **basic education institutions**, in line with population growth trends and future spatial expansion.

The projection tables below serve as a decision-making tool to guide targeted investments, land use planning, and resource allocation for educational development within the medium-term planning period.

**Table 2.10 Population Projection for School-Age 2026-2029**

S/N	AGE	FACILITY	BASELINE	PLAN PERIOD (2026-2029)			
			2025	2026	2027	2028	2029
1	0-5	KG	1,559	1,578	1,597	1,616	1,634
2	6-12	PRIMARY	8,684	8,789	8,895	9,002	9,111
3	13-15	JHS	6,648	6,728	6,809	6,891	6,974
4	16-18	SHS	10,201	10,324	10,449	10,575	10,702
	18+	TVET	2,448	2,478	2,749	2,782	2,816
	18+	Training College	1,641	1,661	1,681	1,701	1,722
<b>TOTAL</b>			<b>31,181</b>	<b>31,558</b>	<b>32,180</b>	<b>32,567</b>	<b>32,959</b>

Source: MPCU's compilation based on data from GSS (PHC, 2021)

**Table 2.11 Projections for Preschools/KG**

S/N	INDICATORS	PLAN PERIOD					
		STANDARD PER CLASSROOM	BASELINE 2025	2026	2027	2028	2029
1	N. of Children	1:35	1,559	1,578	1,597	1,616	1,634
2	No. of Existing Classrooms	56	56	56	56	56	56
3	Number of Existing Schools	16	16	16	16	16	16
4	Number of Classrooms required	45	45	46	46	46	47
5	Surplus/Backlog (Classrooms)	11 (surplus)	11 (surplus)	10 (surplus)	10 (surplus)	10 (surplus)	9 (surplus)

Source: MPCU's compilation based on data from GSS (PHC, 2021)

**Table 2.12 Projections for Primary School**

S/N	INDICATORS	PLAN PERIOD					
		STANDARD PER CLASSROOM	BASELINE 2025	2026	2027	2028	2029
1	N. of Children	1:40	8,684	8,789	8,895	9,002	9,111
2	No. of Existing Classrooms	217	217	217	217	217	217
3	Number of Existing Schools	27	27	27	27	27	27
4	Number of Classrooms Required	217	217	219	222	225	228
5	Surplus/Backlog (Classrooms)			2 (backlog)	5 (backlog)	8 (backlog)	11 (backlog)

Source: MPCU's compilation based on data from GSS (PHC, 2021)

Primary education in Kwadaso shows a marginal but growing classroom deficit. With enrolment projected to rise from 8,684 in 2025 to 9,111 in 2029, the number of classrooms required will increase from 217 to 228. Currently, 217 classrooms exist across 27 schools, resulting in a backlog of 2 classrooms in 2026, growing to 11 by 2029. Though less severe than JHS and SHS, this gap risks creating overcrowding and reducing instructional quality.

The emerging backlog threatens equitable access to quality foundational education, which is essential for building strong literacy, numeracy, and lifelong learning skills.

Targeted expansion of primary school infrastructure and rehabilitation of existing facilities is recommended to safeguard quality learning outcomes and equitable access.

**Table 2.13 Projection for JHS**

S/N	INDICATORS	PLAN PERIOD					
		STANDARD PER CLASSROOM	BASELINE 2025	2026	2027	2028	2029
1	N. of Children	1:35	6,648	6,728	6,809	6,891	6,974
2	No. of Existing Classrooms	96	96	96	96	96	96
3	Number of Existing Schools	24	24	24	24	24	24
4	Number of Classrooms Required	189	189	192	195	196	199
5	Surplus/Backlog (Classrooms)		93 (backlog)	96 (backlog)	99 (backlog)	100 (backlog)	103 (backlog)

Source: MPCU's compilation based on data from GSS (PHC, 2021)

Junior High Schools (JHS) in Kwadaso face a persistent infrastructure deficit. With enrolment projected to rise from 6,648 in 2025 to 6,974 in 2029, and the standard ratio of 1:35, the municipality requires 189–199 classrooms. However, only 96 classrooms exist across 24 schools, leaving a backlog that grows from 93 classrooms in 2026 to 103 by 2029. This widening gap undermines equitable access and quality of education.

The persistent backlog could undermine the Government's Free SHS policy by straining facilities, limiting enrolment absorption, and reducing the quality of secondary education delivery.

Expansion of JHS infrastructure through additional classroom construction, rehabilitation, and strategic partnerships is recommended to enhance access, improve learning outcomes, and strengthen human capital formation.

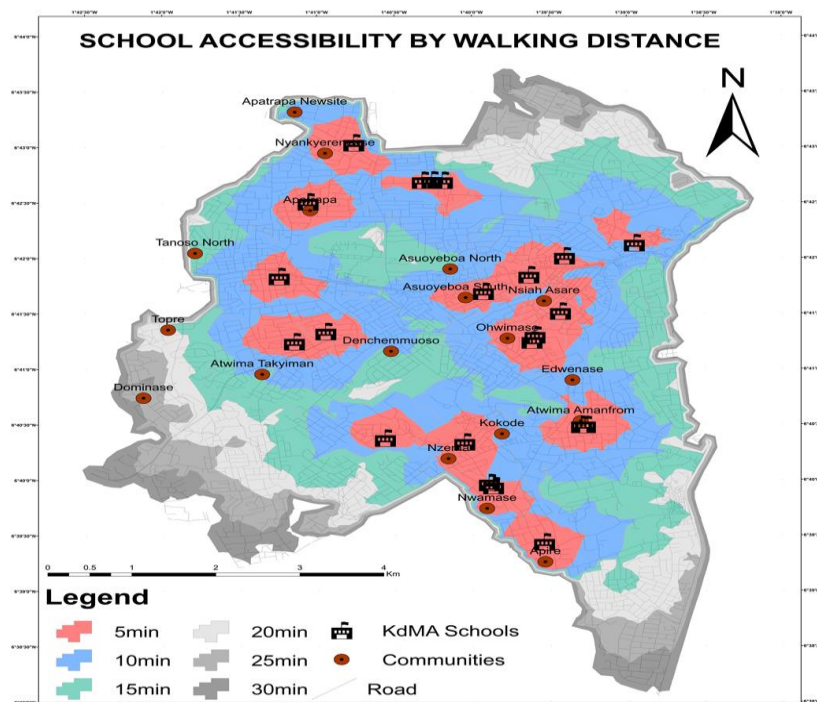


Figure 10: Accessibility Map for Educational Facilities  
 Source: MPCU-KdMA, 2025

**Table 2.14 Projection for SHS**

S/N	INDICATORS	PLAN PERIOD					
		STANDARD PER CLASSROOM	BASELINE 2025	2026	2027	2028	2029
1	No. of Children	1:40	10,201	10,324	10,449	10,575	10,702
2	No. of Existing Classrooms	173	173	173	173	173	173
3	Number of Existing Schools	3	3	3	3	3	3
4	Number of Classrooms Required	255	255	258	261	264	267
5	Surplus/Backlog (Classrooms)		82 (backlog)	85 (backlog)	88 (backlog)	91 (backlog)	94 (backlog)

Source: MPCU’s compilation based on data from GSS (PHC, 2021)

The projection for Senior High Schools (SHS) in Kwadaso, comprising Prempeh College, Yaa Asantewaa Girls’ SHS, and Agric-Nzema Community SHS, indicates a persistent classroom deficit. With an enrolment ratio of 1:40, the municipality requires between 255 and 267 classrooms during 2025–2029. However, only 173 classrooms currently exist, creating a backlog of 82 classrooms in 2026, which rises to 94 by 2029. This structural gap threatens the

quality of SHS education delivery and limits equitable access for the growing student population.

The backlog directly constrains the MTDP’s **Education and Human Capital Development** priority, as overcrowded classrooms undermine effective teaching and learning, weaken discipline, and restrict opportunities for inclusive enrolment. Without timely intervention, the municipality risks producing underprepared graduates unable to meet the skills demands of tertiary institutions and the labour market.

Targeted expansion of SHS infrastructure through new classroom blocks, rehabilitation of existing facilities, and public–private partnerships is recommended. Leveraging GoG, GETFund, and stakeholder support will ensure improved absorption capacity, enhanced learning outcomes, and stronger human capital for local economic transformation.

**Table 2.15 Projection of TVET**

S/N	INDICATORS	PLAN PERIOD					
		STANDARD PER CLASSROOM	BASELINE 2025	2026	2027	2028	2029
1	No. of Children	1:25	2,448	2,478	2,749	2,782	2,816
	Existing standard	1:50	3	3	3	3	3
2	No. of Existing Classrooms	36	36	36	36	36	36
3	Number of Existing Schools	2	2	2	2	2	2
4	Number of Classrooms Required @1:25	90	90	99	110	111	123
	Number of classrooms available @ 1:50		49	50	55	56	56
5	Surplus/Backlog (Classrooms)		41 (backlog)	49 (backlog)	55 (backlog)	55 (backlog)	67 (backlog)

Source: MPCU’s compilation based on data from GSS (PHC, 2021)

The projection of Technical and Vocational Education and Training (TVET) facilities in Kwadaso highlights a widening classroom deficit. With an enrolment ratio of 1:25 as the required standard, the municipality needs between 90 and 123 classrooms over the plan period (2025–2029). However, existing facilities, operating at a ratio of 1:50, can only accommodate between 49 and 56 classrooms during the same period. This results in a persistent backlog ranging from 41 classrooms in 2026 to 67 classrooms by 2029. The gap

underscores a significant infrastructure shortfall that undermines the capacity of TVET institutions to deliver quality skills training in line with national policy goals.

The backlog jeopardizes the effective expansion of skills-oriented training, constraining efforts to produce a technically competent workforce needed for industrial growth, as limited access and overcrowded learning environments constrain the municipality’s ability to produce a skilled, competitive labour force. Without urgent investment, Kwadaso risks stalling its industrialisation and employment creation agenda.

A phased intervention strategy is recommended, focusing on the construction and upgrading of TVET classrooms, leveraging GoG allocations, GETFund, private sector partnerships, and development partner support. This will ensure improved absorption capacity, enhance learning outcomes, and strengthen human capital for local economic transformation.

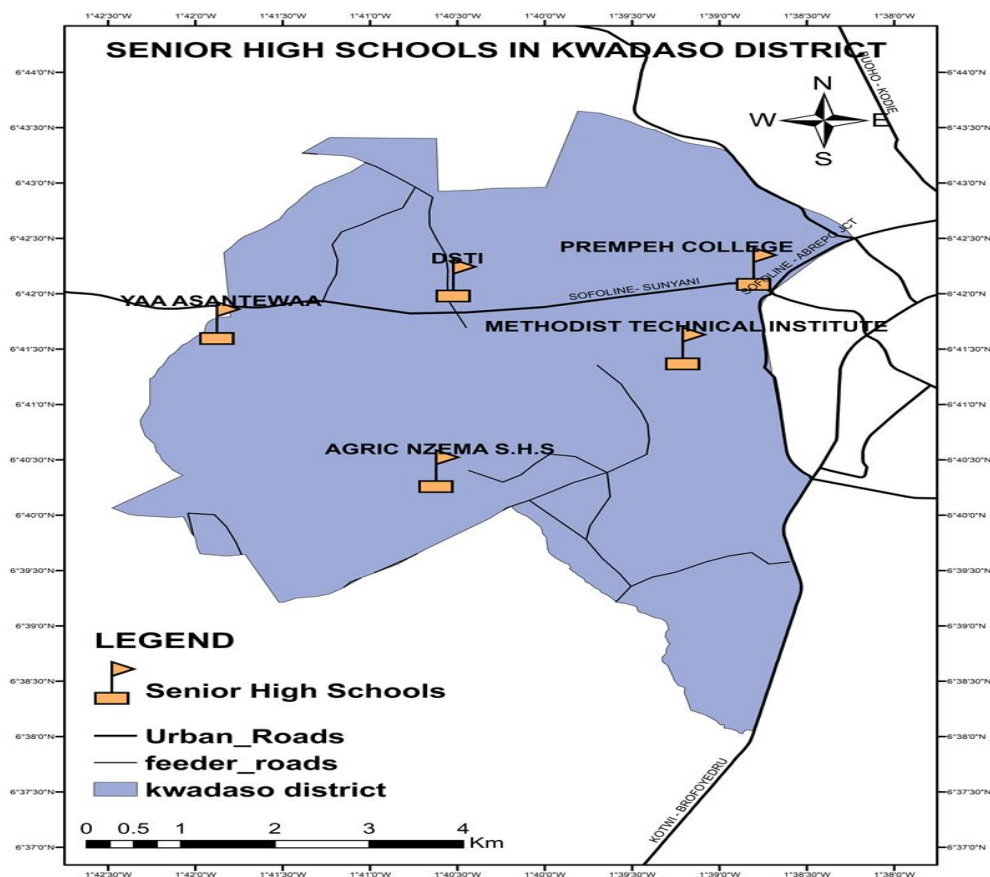


Figure 11: Spatial Distribution of SHS in the Municipality  
 Source: MPCU-KdMA, 2025

**Table 2.16: Projection of Tertiary (College)**

S/N	INDICATORS	PLAN PERIOD					
		STANDARD PER CLASSROOM	BASELINE 2025	2026	2027	2028	2029
1	No. of Children	1:120	1,641	1,661	1,681	1,701	1,722
2	No. of Existing Classrooms	4	4	4	4	4	4
3	Number of Existing Schools	1	1	1	1	1	1
4	Number of Classrooms Required	255	255	258	261	264	267
5	Surplus/Backlog (Classrooms)		82 (backlog)	85 (backlog)	88 (backlog)	91 (backlog)	94 (backlog)

Source: MPCU's compilation based on data from GSS (PHC, 2021)

Tertiary enrolment in Kwadaso is projected to rise from 1,641 in 2025 to 1,722 in 2029, at an average growth of 1.2% per annum. Against the standard ratio of 1:120, the Municipality requires 255 classrooms in 2025, rising to 267 by 2029. However, with only four classrooms available, the backlog will increase from 82 in 2025 to 94 by 2029. This persistent deficit highlights severe pressure on existing facilities, risks of overcrowding, and compromised quality of teaching and learning.

The infrastructure gap acts as a barrier to advanced learning and teacher training, weakening the municipality's capacity to support sustainable human capital growth. Without urgent investment, the backlog will limit access to higher education, hinder skill development, and reduce the competitiveness of the local labour force. Tackling this issue requires prioritized expansion of higher education infrastructure through government funding, targeted donor assistance, and innovative financing models such as PPPs to ensure inclusive, high-quality tertiary education.

To address the widening tertiary infrastructure deficit in Kwadaso, a comprehensive intervention strategy is proposed. The focus is on **expansion, resourcing, and partnership-driven delivery** to ensure equitable access to quality tertiary education and to build a skilled human capital base for the Municipality.

1. **Infrastructure Expansion:** Construct and equip additional lecture halls, classrooms, and ancillary facilities to progressively clear the existing backlog of 94 classrooms

projected by 2029. Expansion should adopt cost-efficient, climate-resilient designs to ensure sustainability.

2. **Targeted Government Support:** Engage the Ministry of Education and Ghana Tertiary Education Commission (GTEC) for direct budgetary allocations under GoG capital expenditure and the GETFund to finance priority projects.
3. **Public-Private Partnerships (PPPs):** Develop PPP frameworks to mobilise private sector financing for infrastructure development, particularly in high-demand areas such as ICT laboratories, libraries, and research centres.
4. **Donor and Development Partner Engagement:** Seek support from development partners (World Bank, CIDA, EU) through education-focused initiatives to complement government and local resources.
5. **Internally Generated Funds (IGF) Mobilisation:** Strengthen local revenue mobilisation and earmark a portion to support tertiary infrastructure, with emphasis on leveraging corporate social responsibility (CSR) contributions from industries operating within Kwadaso.
6. **Phased Implementation:** Adopt a phased investment plan (2026–2029) prioritising high-need facilities to align with annual budget cycles, while progressively addressing the classroom gap.

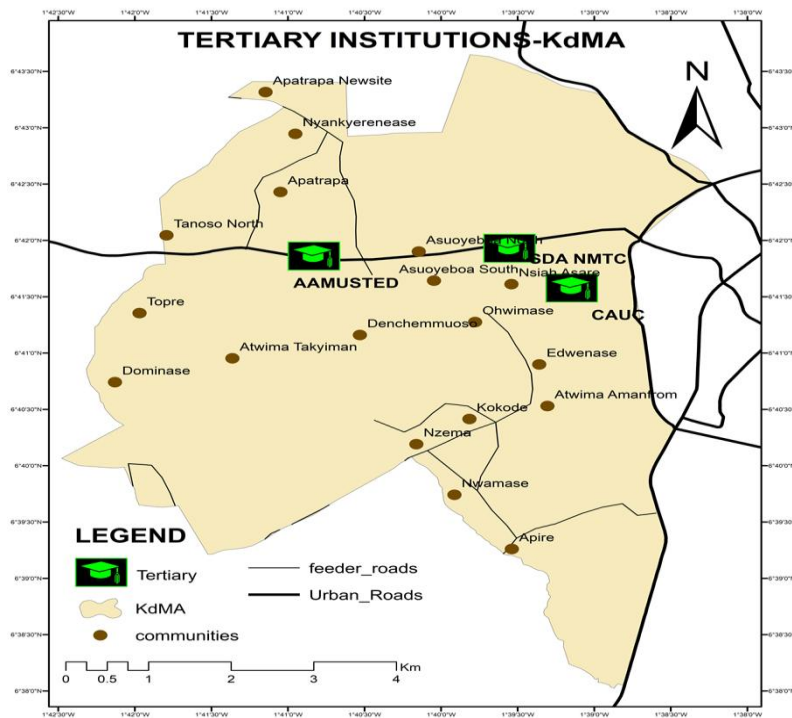


Fig 12: Spatial Distribution of Tertiary facilities in the Municipality  
Source: MPCU-KdMA, 2025

### 2.6.3 Projection for Health Facilities

Ensuring a healthy population is fundamental to achieving sustainable socio-economic development and remains a shared obligation at all levels of governance. In alignment with the **Ministry of Health’s policy direction**, the **Land Use and Spatial Planning Act, 2016 (Act 925)**, and international benchmarks such as the **Sustainable Development Goal 3 (Good Health and Well-being)** and **WHO’s Universal Health Coverage framework**, districts, including the Kwadaso Municipal Assembly, are required to adopt inclusive, equitable, and sustainable approaches to health service delivery.

Given the Municipality’s **urbanizing nature and growing population**, strategic investments in **primary, secondary, and referral health infrastructure** are necessary to reduce service disparities, improve health outcomes, and promote preventive healthcare. The planning and projection of health infrastructure needs for the medium-term are therefore underpinned by the following assumptions and standards, ensuring compliance with national and global expectations.

#### Assumptions:

1. The Municipality will implement planned interventions to clear existing service backlogs while expanding coverage of essential and supplementary health services.

2. Future demographic changes will be matched with scalable health infrastructure and human resource deployment to prevent service strain.
3. Existing **health planning standards**, as stipulated in the **MoH's Capital Investment Framework (CIF)** and national development planning guidelines, will remain applicable throughout the plan period.
4. The Municipality will maintain a **stable and adequately trained health workforce**, supported through continuous capacity building and strategic recruitment, in line with **WHO's Health Workforce 2030 strategy**.

The health infrastructure projections presented in the table below are designed to guide resource mobilization, land use planning, and intersectoral collaboration required to meet the **medium-term health needs of the Kwadaso Municipality (2026–2029)**.

**Table 2.17 Public Health Facility Projections**

S/N	FACILITY REQUIRED	NO. EXISTING	OWNERSHIP		PLANNING STANDARD/UN and WHO	PLAN PERIOD			
			PUBLIC	PRIVATE		2026	2027	2028	2029
						164,081	166,062	168,067	170,096
	Teaching Hospital	0	N/A	N/A	Regional referral 5 beds per 1000 people	-	-	-	-
<b>1</b>	District Hospital	0	N/A	N/A	1 per District 60-120 beds per person	1 (gap)	1 (gap)	1 (gap)	1 (gap)
	Hospital	15		*	Referral-based	15	15	15	15
<b>2</b>	Polyclinic	0	N/A	N/A	1 per 100,000	1	1	1	1
<b>3</b>	Health Centre	3	*		Up to 25,000 people	7	7	7	7
<b>4</b>	Clinic	4		*	Service coverage	4	4	4	4
<b>5</b>	CHPS	0	N/A	N/A	1 per 5,000	33	33	33	34
<b>6</b>	Others	-			-				
<b>7</b>	Doc: Pop. ratio	1:1944 (0)			1:1000	164	166	168	170
<b>8</b>	Doc required					836 (backlog)	833 (backlog)	832 (backlog)	830 (backlog)
<b>9</b>	Nurse: Pop. ratio	1:308 (129)			1:120	1,367	1,384	1,401	1,417
<b>10</b>	Nurse required					1,247 (backlog)	1,264 (backlog)	1,281 (backlog)	1,297 (backlog)

Source: MPCU's compilation based on data from the Health Directorate and GSS (PHC, 2021)

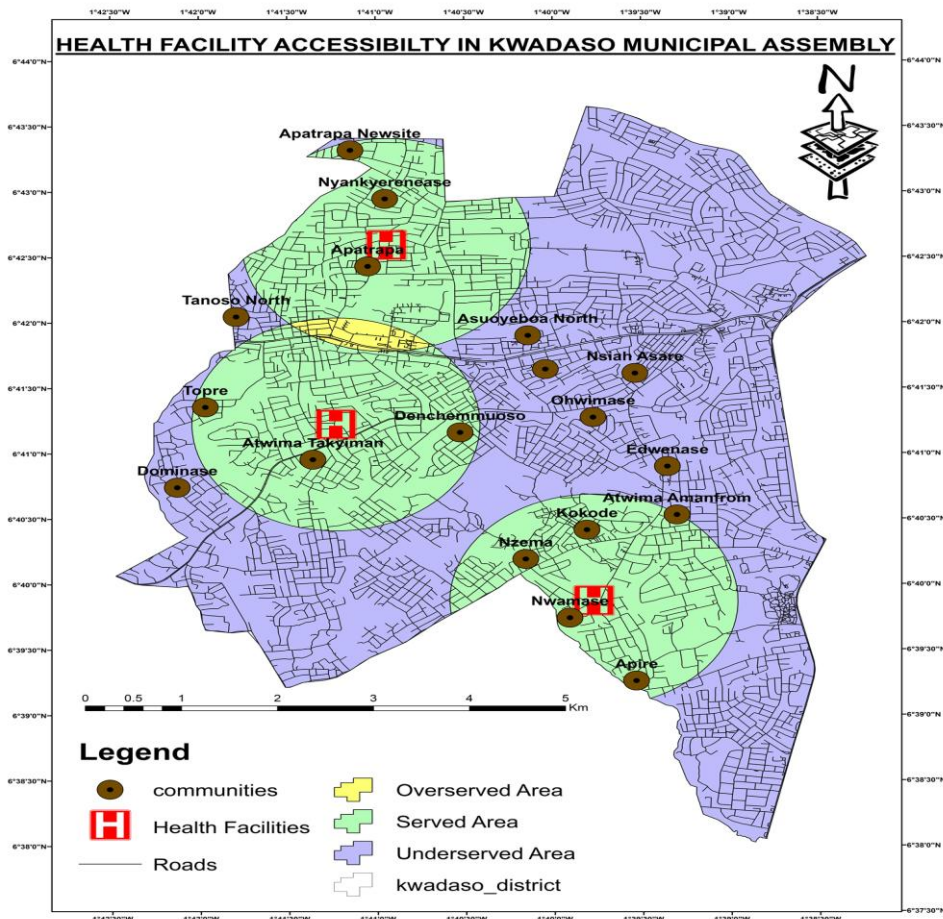


Fig 13: Spatial Distribution of Health Facilities in the Municipality  
 Source: MPCU-KdMA, 2025

### 2.6.4 Municipal Security Projections

Public safety and security remain essential pillars for sustainable development, particularly in urbanizing environments such as the Kwadaso Municipality. A secure environment not only safeguards lives and property but also stimulates economic activity, attracts investment, and promotes social stability. However, the recent rise in crimes such as armed robbery highlights the urgency of strengthening institutional capacity for law enforcement and emergency response.

To this end, the Municipality must work collaboratively with relevant stakeholders to implement proactive security interventions. This includes scaling up personnel and infrastructure for the Ghana Police Service and the Ghana National Fire Service to meet both current and future security demands.

Projections for the Municipality’s security needs have therefore been made, focusing on the required ratio of population to security personnel. These projections are grounded on recognized international benchmarks and national assumptions to ensure that security services are responsive, efficient, and accessible to all communities.

**Assumptions:**

1. Security personnel projections are based on the **United Nations recommended standard of 1 police officer per 500 people (1:500)**.
2. Government and relevant agencies will progressively deploy the necessary number of police and fire officers annually to close existing gaps and enhance operational presence across the Municipality.

These projections are intended to inform planning decisions and resource allocation for security sector infrastructure and staffing between **2026 and 2029**, ensuring a safer and more resilient Municipality.

**Table 2.18 Police Staff Strength and Facility Needs**

S/N	INDICATOR	FACILITY	BASELINE	PLAN PERIOD			
				2026	2027	2028	2029
1	Total Mun. Population		162,124	164,081	166,062	168,067	170,096
2	No. of police station blocks	5	5	1	1	1	1
3	No. of Police Officers Existing		100	100	100	100	100
4	UN Standard		1:500	1:500	1:500	1:500	1:500
5	Existing Standard		1:1,641				
6	Personnel Required			328	332	336	340
7	Backlog/Surplus			172 (backlog)	168 (backlog)	164 (backlog)	160 (backlog)

Source: MPCU's compilation based on data from GSS (PHC, 2021)

**Table 2.19 Fire Service Staff Strength and Facility Needs**

S/N	INDICATOR	FACILITY	PLAN PERIOD				
			BASELINE 2025	2026	2027	2028	2029
1	Total Mun. Population		162,124	164,081	166,062	168,067	170,096
2	No. of fire station blocks	1	1	1	1	1	1
3	No. of Fire Officers Existing		48	48	48	48	48
4	UN Standard		1:800	1:800	1:800	1:800	1:800
5	Existing Standard		1:3,418	1:3,418	1:3,418	1:3,418	1:3,418
6	Personnel Required		203	205	208	210	213
7	Backlog/Surplus			595 (backlog)	592 (backlog)	590 (backlog)	587 (backlog)

Source: MPCU’s compilation based on data from GSS (PHC, 2021)

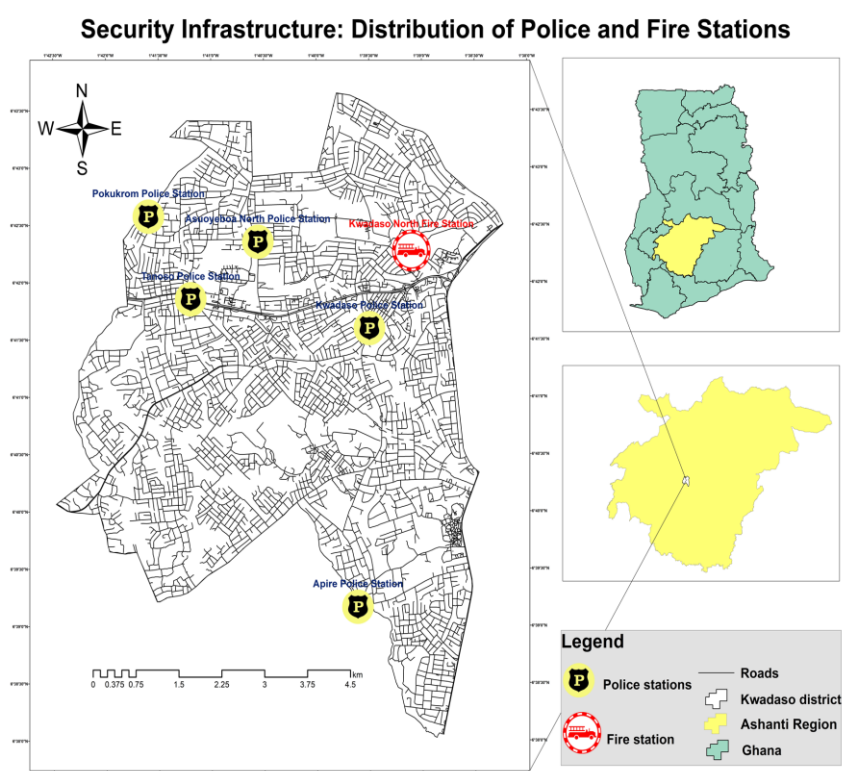


Fig 14: Spatial Distribution of Security Facilities in the Municipality

Source: MPCU-KdMA, 2025

### 2.6.5 Municipal Water Facilities Needs and Projection

Access to a safe, reliable, and adequate water supply is a critical urban service, especially in a growing urban municipality like **Kwadaso**, where high population density and infrastructure demands are present. The sustainable provision of potable water underpins public health, supports economic productivity, enhances education, and contributes significantly to the quality of life. As such, the Municipality is required to proactively plan to meet both the current and future water needs of its urban population in line with national standards and international development goals.

In accordance with the **Land Use and Spatial Planning Authority (LUSPA) guidelines**, the **National Urban Policy Framework**, and **Sustainable Development Goal 6 (Ensure availability and sustainable management of water and sanitation for all)**, water facility needs for the Municipality have been projected over the planning period (2026–2029).

Given the urban character of Kwadaso, the planning and provision of water infrastructure are based on the **urban water supply standards**, which recommend a **minimum daily per capita water demand of 75–100 litres**. Additionally, standards require that **pipled water systems with household and public standpipe connections** be prioritized over boreholes, particularly in built-up areas.

#### Assumptions:

1. The **urban population of Kwadaso is projected to grow at an annual rate of 1.2%** over the planning period.
2. A **minimum of 75 litres per person per day** is assumed for daily domestic consumption, in line with LUSPA urban infrastructure planning guidelines.
3. Focus will be placed on both mechanised Borehole and **pipled water systems**, including network expansion, new reservoir construction, and rehabilitation of existing lines.
4. Urban communities without access to household connections will benefit from **public standpipes** as an interim measure.
5. Existing infrastructure gaps will be addressed through collaboration with Ghana Water Company Limited (GWCL) and Public-Private Partnerships.

Projections of water demand and the number of new systems needed have been calculated using these benchmarks to ensure that the Municipality can meet the increasing demand associated with urban growth and industrial expansion. These projections will guide capital investment planning, particularly in areas experiencing rapid development and underserved neighbourhoods.

**Table 2.20 Water Facility Needs**

S/N	INDICATOR	FACILITY	BASELINE	PLAN PERIOD			
			2025	2026	2027	2028	2029
1	Total Mun. Population		162,124	164,081	166,062	168,067	170,096
2	Population with access to water (95)	Pipe borne/ Mechanized borEHUole	154,018	155,877	157,759	159,664	161,591
	Population connected to GWCL (60%)	Pipe borne	97,274	98,449	99,637	100,840	102,058
3	Planning Standard		75ltrs/p	-do-	-do-	-do-	-do-
4	Existing Standard		60ltrs/p	62	65	68	68
5	Existing No. of BorEHUoles (Assembly owned)		50	55	60	65	70
6	Water Coverage Ratio	%	95%	95%	95%	95%	95%
7	BorEHUole Coverage Ratio	%	9.7%	10.6%	11.4%	12.2%	13.0%

Source: MPCU's compilation based on data from GSS (PHC, 2021)

### Key Assumptions

*1 borehole serves 300 persons*

*Existing service levels improve gradually but remain below 75 ltrs/p*

While Kwadaso remains predominantly urban and is expected to rely primarily on **pipéd water systems** in accordance with the **LUSPA urban infrastructure guidelines**, Land Use and Spatial Planning Act, 2016 (Act 925)

*“Urban communities are expected to be primarily served by **pipéd water systems** connected to a **centralized water supply network**, managed either by GWCL or other licensed service providers. Reliance on borEHUoles or point sources of water in urban areas is discouraged unless they serve as **temporary or supplementary sources** in areas not yet connected to the main supply network.”*

*Also, “Every urban planning scheme must **integrate water infrastructure into land use** and consider future demand based on population growth projections.”*

The Assembly recognizes that **some rapidly growing peri-urban settlements and underserved urban pockets** may not immediately benefit from such systems. Despite gradual increases in borehole stock, a persistent backlog exists, indicating the need for accelerated investment in water infrastructure.

The increasing contribution of Ghana Water Company Limited is expected to complement borehole provision, but does not fully eliminate the deficit.

In view of this, **boreholes with hand pumps or mechanized systems** will be provided in these areas as **interim solutions**.

This approach aligns with the principle of **progressive water service coverage**, ensuring no one is left behind, as captured under **SDG 6.1** (Universal access to safe and affordable drinking water). Boreholes will be strategically located based on **hydrogeological assessments, population clusters, and distance to existing water points**, guided by planning standards which recommend **one borehole per 300–500 persons within a 500-meter radius**.

These boreholes will:

- ❖ Serve as a **stopgap infrastructure** while the piped network expands.
- ❖ Help reduce pressure on overburdened piped systems.
- ❖ Ensure **climate-resilient backup sources** in the event of network failures.

#### **2.6.6 Municipal Sanitation Facilities Needs and Projections**

Sanitation is a fundamental component of public health and environmental sustainability. For a fast-urbanizing Municipality like Kwadaso, ensuring access to adequate and hygienic sanitation facilities is not only a social necessity but also a strategic development imperative. Effective sanitation enhances the quality of life, reduces disease burden, and supports productivity, key elements for sustainable urban development.

In compliance with the **Land Use and Spatial Planning Act, 2016 (Act 925)**, and guided by LUSPA's 2023 *Zoning Guidelines and Planning Standards*, the Assembly is committed to ensuring the provision of adequate and accessible sanitation infrastructure. This also aligns with **SDG 6.2**, which calls for equitable sanitation services for all.

Given the Municipality's urban status and growing population, a range of sanitation interventions will be pursued. These include the provision of:

- Public toilet facilities in high-density and transit zones.
- Institutional toilet facilities in schools, health centres, and market areas.
- Housing units, especially in compound housing units,

- Engineered landfill site or improved waste disposal methods for solid waste management.
- Improved drainage and sewerage systems in flood-prone and densely populated areas.

### Assumptions for Sanitation Projections

The following assumptions form the basis of the projected sanitation needs:

- ❖ **Population growth rate** will remain constant at 1.2% per annum during the plan period (2026–2029).
- ❖ **Urbanization trends** will lead to increased pressure on existing sanitation infrastructure.
- ❖ **Government and Development Partner support** will be mobilized for large-scale sanitation projects.
- ❖ **Behavioural change campaigns** will support demand for household toilets and promote hygiene practices.
- ❖ **LUSPA sanitation standards** (e.g., one toilet per 25 pupils in schools, one public toilet per 500 users in urban areas) will guide all projections.

**Table 2.21 Sanitation Need Projection**

S/N	INDICATOR	FACILITY	BASELINE					PLAN PERIOD				
			2025	2026	2027	2028	2029					
1	Total Mun. Population		162,124	164,081	166,062	168,067	170,096					
2	Total Number of HHD		52,298	52,922	53,563	54,206	54,855					
3	Planning Standard	HHD W/C toilet	1:5	1:5	1:5	1:5	1:5					
	Existing Standard		1:10	1:10	1:10	1:10	1:10					
4	No. of HHD with Access to Toilet		41,834	41,834	41,834	41,834	41,834					
	Total Required @ (1:4)			10,459	10,713	10,841	10,971					
	Total Available @ 1:10			5,292	5,356	5,421	5,485					
	Backlog/Surplus			B(5,292)	B(5,457)	B(5,420)	B(5,586)					
	Planning Standard	School W/C toilet	1:50 boys 1:25 girls									
	Existing Standard		1:65 boys 1:40 girls									

<b>5</b>	No. of Schools with Access to Toilet (KG-JHS)		46					
	Population of Schools (KG-JHS)		16,891	17,095	17,301	17,509	17,719	
	Population of boys		8,108	8,206	8,304	8,404	8,505	
	Population of girls		8,783	8,889	8,997	9,105	9,214	
	Total Required @ 1:50 boys		162 B(112)	164 B(114)	166 B(116)	168 B(118)	170 B(120)	
	Total Required @ 1:25 girls		351 B(326)	356 B(331)	360 B(335)	364 B(339)	369 B(344)	
<b>6</b>	Planning Standard	Public W/C toilet	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users
	Existing Standard		1:50	1:50	1:50	1:50	1:50	
<b>7</b>	No. of Markets with Access to Toilet		3	2	1	1	1	
<b>8</b>	Planning Standard	Public W/C toilet	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users	1 TF per 25 users
<b>11</b>	Backlog/Surplus			B(1)	B(1)	B(1)	B(1)	

Source: EHSU's compilation based on data from GSS (PHC, 2021)

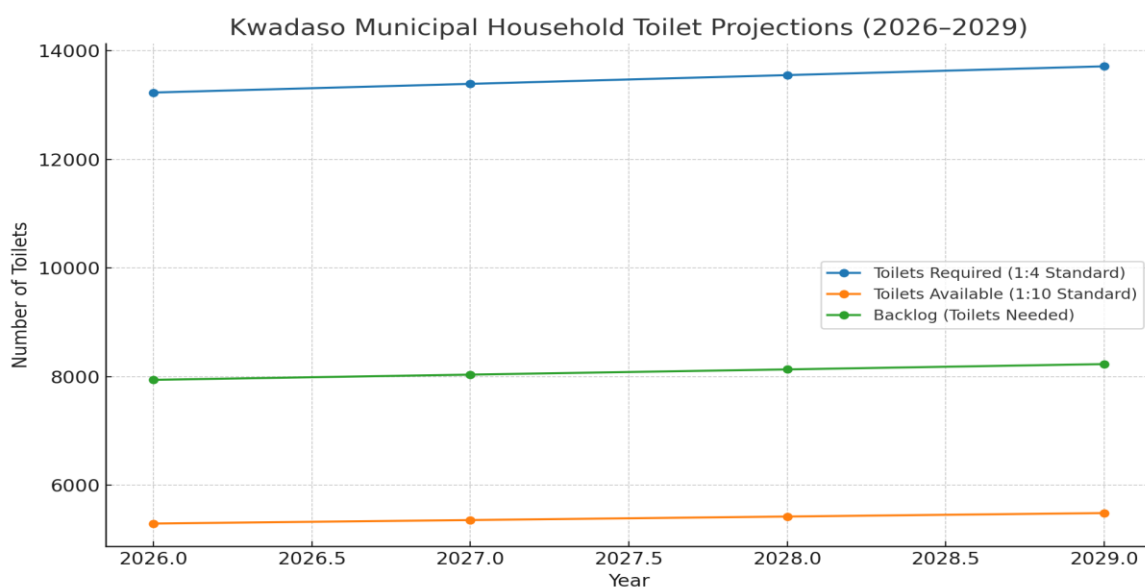


Fig. 15: Kwadaso municipal household toilet projection

The chart illustrates the projected household toilet facility needs in Kwadaso Municipality from 2026 to 2029, based on the planning standard of 1 toilet per 4 households. It compares

the number of toilet facilities required to meet this standard against existing provisions based on the outdated 1:10 ratio, revealing a consistent and growing backlog over the years.

This widening sanitation gap underscores a critical challenge for the Municipality in achieving **SDG 6 – Clean Water and Sanitation for All**, particularly Target 6.2, which aims to achieve access to adequate and equitable sanitation and hygiene for all by 2030. The implications are far-reaching: insufficient sanitation infrastructure can lead to increased public health risks, environmental pollution, and reduced human dignity, especially in densely populated urban areas like Kwadaso.

Addressing this gap aligns with the Government of Ghana’s **National Sanitation Policy** and the **Medium-Term Development Framework**, which emphasize universal access to improved sanitation facilities and the elimination of open defecation. The chart serves as an evidence-based call to action for increased investment in household toilet infrastructure, ensuring inclusive and sustainable urban development.

Based on the population projections and sector standards, the Assembly anticipates the need for:

- ❖ Additional **household toilet facilities** to eliminate open defecation in underserved communities.
- ❖ Upgrades and expansion of **liquid waste treatment facilities** to match demand.
- ❖ Scaling up of **solid waste transfer stations**, waste sorting centers, and final disposal sites to improve municipal waste management.

The Assembly will adopt a **phased implementation approach**, prioritizing densely populated areas and schools without access to decent sanitation. Efforts will also be made to engage private sector players through Public-Private Partnerships (PPP) to manage public toilets and waste collection services.

## **2.7 Municipal Financial Projections (Revenue, 2026-2029)**

Resources remain the key driver for fulfilling the developmental mandate of the Municipality. Accordingly, the implementation of municipal development interventions outlined in the Medium-Term Development Plan (2026–2029) must be supported by reliable strategies and mechanisms for mobilizing adequate resources to finance the programmes and projects envisioned in the plan. Over the plan period, the Municipal Administration seeks to strengthen and expand its financial base to ensure the effective execution of its planned development initiatives.

This forms the basis for the Municipality's financial projections presented in Table 2.11. The projections are anchored on the following assumptions:

1. The Assembly will broaden and diversify its internal revenue generation sources.
2. The District Assemblies Common Fund (DACF) allocation to the Municipality will increase by 10% annually over the plan period.
3. The DACF will be released on schedule to support timely project implementation.
4. Support from major NGOs and development partners operating in the Municipality will continue to grow.
5. The Assembly will strengthen its financial management systems and practices.
6. Financial policies of the Assembly will be fully implemented.
7. A stable macroeconomic environment will prevail nationally.
8. Revenue monitoring mechanisms will be enhanced.
9. The Municipality will perform creditably to qualify for and benefit from DPAT funds (DACF-RFG).

**Table 2.22 Financial Projection (2026-2029)**

S/N	REVENUE ITEMS	BASELINE (GHC2025)	(GHC2026)	(GHC2027)	(GHC2028)	(GHC2029)	TOTAL GHC
<b>IGF</b>							
1	Rate	603,000.00	663,300.00	729,630.00	802,593.00	882,852.30	<b>3,681,348.30</b>
2	Land	1,341,000.00	957,000.00	1,622,620.00	1,784,871.00	1,963,358.10	<b>7,668,849.10</b>
3	Fees	607,000.00	942,700.00	1,036,970.00	1,140,667.00	1,254,733.70	<b>4,982,070.70</b>
4	Fines	303,000.00	331,100.00	366,630.00	403,293.00	443,622.30	<b>1,574,945.30</b>
5	Licenses	1,021,620.10	1,403,292.11	1,543,621.32	1,697,983.45	1,867,781.80	<b>7,534,298.78</b>
6	Rents	40,000.00	44,000.00	48,400.00	53,240.00	58,564.00	<b>244,204.00</b>
	<b>Sub-total</b>	<b>3,915,620.10</b>	<b>4,341,392.11</b>	<b>5,347,871.32</b>	<b>5,882,647.45</b>	<b>6,470,912.20</b>	<b>25,685,716.18</b>
<b>GoG/External Revenue</b>							
1	GoG (paid salaries)	10,813,677.09	11,895,044.80	13,084,549.28	14,393,004.21	15,832,304.63	<b>66,018,580.00</b>
2	GoG (G&S transfer to Dept.)	150,000.00	165,000.00	181,500.00	199,650.00	219,615.00	<b>915,765.00</b>
3	DACF	38,861,567.71	42,747,724.48	47,022,496.63	51,724,746.62	56,897,221.28	<b>237,253,757.00</b>
4	DACF-MP	1,360,507.25	1,496,557.98	1,646,213.77	1,810,835.15	1,991,918.66	<b>8,306,032.81</b>
5	PWD-CF	285,433.36	313,976.70	345,374.37	379,911.80	417,902.98	<b>1,742,599.21</b>
6	DACF-RFG	2,420,681.66	2,662,749.83	2,929,024.81	3,221,927.29	3,544,120.02	<b>14,778,503.60</b>
7	GKMA/World Bank	150,000.00	165,000.00	181,500.00	199,650.00	219,615.00	<b>915,765.00</b>
8	MP-SIF	-	-	-	-	-	-

<b>9</b>	Global Engagement	4,255,000.00	4,680,500.00	5,148,550.00	5,663,405.00	6,229,745.50	<b>25,977,200.5</b>
<b>10</b>	CIDA	-	1,661,557.98	1,827,713.77	2,010,485.15	2,211,533.66	<b>7,711,290.56</b>
	<b>Sub-total</b>	<b>58,296,867.07</b>	<b>65,788,111.77</b>	<b>72,366,922.63</b>	<b>79,603,615.22</b>	<b>87,563,976.73</b>	<b>363,619,493.68</b>
	<b>TOTAL</b>	<b>62,212,487.20</b>	<b>70,129,503.90</b>	<b>77,714,794.00</b>	<b>85,486,262.70</b>	<b>94,034,888.90</b>	<b>389,305,209.86</b>

Source: Trial Balance-Budget Unit, KdMA 2025

The financial outlook of KdMA over the period 2026–2029 reflects both growth potential and structural challenges in local resource mobilisation. The Assembly’s total revenue is projected to increase steadily from GH¢62.21 million in 2026 to GH¢94.03 million by 2029, culminating in an estimated cumulative inflow of GH¢389.31 million within the medium-term. This growth represents an overall increase of 51 percent, indicating a positive revenue trajectory that supports the Assembly’s development priorities.

Internally Generated Funds (IGF) remain a critical revenue component but continue to account for a relatively small proportion of total inflows. IGF is projected to grow from GH¢4.34 million in 2026 to GH¢6.47 million in 2029, representing a 49 percent increase over the period. The main contributors to this growth are licenses, land-related revenues, rates, and service fees, which together account for over 90 percent of IGF. However, despite this upward trend, IGF represents only 6.6 percent of total revenues on average, underscoring the Assembly’s continued dependence on statutory transfers and external support. This structural imbalance highlights the urgent need for strengthening local revenue mobilisation strategies, including improving compliance, expanding the ratepayer base, digitising collections, and effectively implementing fee-fixing resolutions.

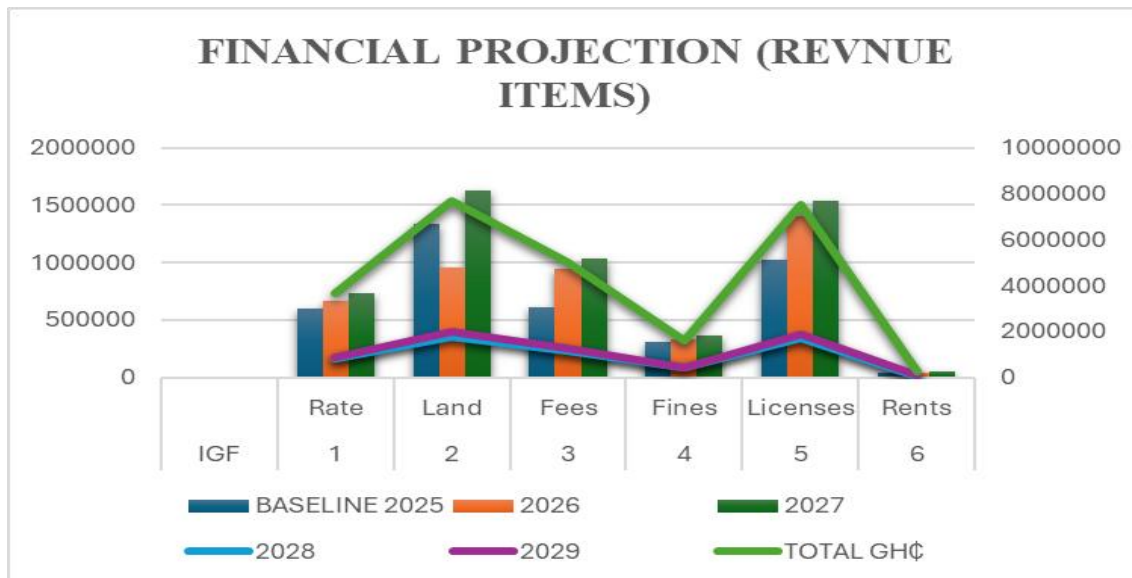


Fig 16: Financial projection (Revenue items)

Source: Trial Balance-Budget Unit, KdMA

Government of Ghana (GoG) transfers and other external resources are projected to remain the dominant revenue sources, averaging more than 90 percent of total inflows throughout the medium-term. The District Assemblies Common Fund (DACF) is expected to contribute the largest share, amounting to GH¢237.25 million within the period, followed by GoG-paid

salaries estimated at GHC66.02 million. Other notable inflows include DACF-RFG allocations (GHC14.78 million), DACF-MP (GHC8.30 million), PWD-CF (GHC1.74 million), Global Engagements (GHC25.98 million), and support from development partners such as CIDA, projected at GHC7.71 million starting in 2026. These resources show consistent annual growth averaging 9.7 percent, providing a reliable funding base for the Assembly's programmes and projects.

The financing structure, however, has important implications for development planning and implementation. While the projected inflows provide a solid foundation to sustain administrative and statutory obligations, the high dependency on central government transfers and external donor support limits fiscal autonomy and reduces flexibility in financing locally-driven initiatives. The rigidities associated with earmarked funds, particularly GoG salaries and DACF allocations, constrain the Assembly's discretion in allocating resources to emerging development priorities. Furthermore, the volatility of external partner support introduces risks that could affect the sustainability of ongoing programmes.

The financial plan, therefore, emphasizes two key strategies: first, to strengthen IGF mobilization and broaden the local revenue base to enhance fiscal independence; and second, to adopt prudent expenditure management practices to ensure resources are efficiently utilised. Specific measures will include enforcement of revenue collection systems, promotion of innovative financing models such as public-private partnerships (PPPs), and re-investment of a portion of IGF into productive economic ventures that expand the Assembly's resource envelope.

In conclusion, the Assembly's medium-term financial outlook provides opportunities for sustaining service delivery and investing in critical development infrastructure. However, without deliberate efforts to strengthen IGF mobilisation and reduce reliance on external inflows, the Assembly risks perpetuating dependency, which could undermine the financing of innovative, climate-resilient, and inclusive development programmes that directly respond to the needs of the people of Kwadaso Municipality.

## CHAPTER THREE

### KEY DEVELOPMENT PRIORITIES OF KWADASO

#### 3.1 Introduction

This chapter outlines the key development priorities of the Kwadaso Municipal Assembly for the 2026–2029 planning period. These priorities were identified through a rigorous consultative and evidence-based process involving stakeholders at all levels and drawing on the findings of the situational analysis presented in Chapter Two.

The development priorities reflect critical issues affecting the well-being of residents, the performance of the local economy, and the effectiveness of service delivery across sectors. These issues were analysed, ranked, and validated based on criteria such as the severity of the problem, alignment with national development policy frameworks, resource implications, and potential for impact.

In addition to local priorities, the chapter also incorporates selected targets from the **Sustainable Development Goals (SDGs)**, particularly those prioritised at the national level. This ensures coherence between the Municipal Assembly’s development agenda and Ghana’s international commitments under the 2030 Agenda for Sustainable Development.

The prioritized development issues presented in Chapter Three are directly derived from the comprehensive situational analysis undertaken in Chapter Two of the MTDP. Specifically, the issues identified in Table 2.8, which outlines the problems, potentials, opportunities, and constraints across the various development dimensions, provided the analytical foundation for prioritisation.

Through stakeholder consultations, technical assessments, and community engagements facilitated by the Kwadaso Municipal Assembly, the key problems identified under sectors such as economic development, social services, infrastructure, environment, and governance were critically examined and ranked based on urgency, severity, and impact on livelihoods.

Consequently, issues that pose immediate threats to human welfare, service delivery, and local economic development, such as poor road networks, inadequate access to potable water, limited health infrastructure, sanitation challenges, and youth unemployment, were classified as **high priority**. Issues that are important but can be addressed progressively were categorised as **medium priority**, while long-term developmental needs such as recreational facilities and urban beautification were classified as **low priority**.

This structured prioritisation ensures that the 2026–2029 MTDP remains responsive to the most pressing development challenges identified in Chapter Two, while also aligning resource allocation with strategic development needs and stakeholder expectations.

### 3.1 List of Prioritized Issues

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#### PRIORITY 1 (HIGH PRIORITY) URGENT AND CRITICAL

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- ❖ Poor inner Roads network or inaccessible communities
- ❖ Street lights
- ❖ Inadequate access to potable water
- ❖ Inadequate school infrastructure (Classroom Block, abandoned classrooms, ICT infrastructure)
- ❖ Inadequate public health facilities ( CHPS Clinics)
- ❖ Uncontrolled solid waste in communities
- ❖ Inadequate footbridges and coverts
- ❖ Inadequate support for agric department
- ❖ Poor drainage and sanitation facilities
- ❖ Inadequate teaching and learning materials
- ❖ Access to emergency health care
- ❖ Inadequate tools and equipment to work with
- ❖ Seasonal flooding affecting movement
- ❖ Youth unemployment

#### PRIORITY 2(MEDIUM PRIORITY) IMPORTANT BUT MANAGEABLE

- ❖ Poor dump site management
  - ❖ Inadequate skills and training opportunities
  - ❖ Classroom furniture to improve learning
  - ❖ Undeveloped tourism potentials in the municipality
  - ❖ Inadequate funds to support departmental activities
  - ❖ Lack of accommodation for staff
  - ❖ Inadequate fire station offices
  - ❖ Inadequate police post
  - ❖ Limited access to farm inputs or markets
  - ❖ Poor storage facilities
  - ❖ Inadequate farmlands
  - ❖ Limited support for entrepreneurship
  - ❖ Poor drainage and sanitation facilities
  - ❖ Poor sanitation practices
-

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❖ Incidents of crime and theft

❖ Inadequate fire hydrants

❖ Unfunctional / broken down hydrants to support emergencies

❖ Lack of permanent structures for two(2) development zonal Councils

PRIORITY 3(LOW PRIORITY) LONG-TERM OR LESS URGENT

❖ Inadequate library facilities

❖ Lack of recreational centres

❖ Lack of community centres

❖ Inadequate sporting facilities

❖ ICT centres for schools

❖ Low attention to Beautification and landscaping projects

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### **Prioritization Process**

The identification and selection of key development priorities for the Kwadaso Municipal Assembly were guided by a structured and participatory approach. The process employed the **Problem Tree and Pairwise Ranking Techniques**, which are standard tools in participatory rural appraisal and strategic planning. These tools helped to unpack underlying causes of development challenges, determine interrelations among issues, and rank them based on severity and impact.

The following steps summarise the prioritisation process:

1. **Review of the Situational Analysis:** Key issues emerging from the demographic, economic, environmental, and institutional analyses in Chapter Two were consolidated.
2. **Stakeholder Consultations:** Engagements were held with relevant stakeholders, including traditional leaders, Assembly members, civil society organisations, women's groups, youth associations, and persons with disabilities. These forums ensured inclusive validation of development issues.
3. **Application of Planning Tools:**
  - ❖ The **Problem Tree Analysis** was used to identify root causes and effects of each major development issue, helping to distinguish between symptoms and systemic problems (*See Annex 2A&2B*).
  - ❖ The **Pairwise Ranking Tool** was then applied to prioritise and rank the identified issues by comparing them in pairs based on agreed-upon criteria

such as urgency, magnitude, potential impact, resource availability, and alignment with national and global development frameworks (e.g., MTNDPF and SDGs).

4. **Integration of Cross-Cutting Issues:** Consideration was given to gender equality, youth development, climate resilience, disability inclusion, and digital transformation to ensure that the development agenda remains inclusive and future-oriented.
5. **Validation and Finalisation:** The draft priority list was subjected to a stakeholder validation workshop to ensure consensus, ownership, and alignment with community aspirations and sectoral development needs. The pairwise ranking was conducted to prioritize the development problems in the Municipality, where the problems were compared against each other based on level on their level of importance. From the analysis, P1 ranked highest with a total score of 37, showing it's the most critical issue that needs immediate attention, followed by the other problems in descending order of priority.

The pairwise ranking results provide a clear framework for prioritizing key development issues in the Municipality. The high ranking of challenges such as poor road and drainage infrastructure, inadequate sanitation, and limited access to portable water underscores the need for integrated planning and targeted resource allocation.

Addressing these priorities will enhance mobility, public health, and environmental resilience, key elements of sustainable development. This prioritization supports evidence-based decision-making, ensuring that municipal interventions align with national development goals and contribute to inclusive, resilient, and sustainable growth in Kwadaso Municipality.

### **3.2 Key Development Priorities of Kwadaso Municipal Assembly (2026-2029)**

A number of important issues need to be addressed to enable the Municipality to achieve its goal of improving the lives of its people. Key issues addressed include;

### **3.3 Alignment with National Priority Sustainable Development Goals (SDGs)**

As part of the development prioritization process, the Kwadaso Municipal Assembly has aligned its key priorities with selected nationally prioritized SDG targets, as shown below:

**Table 3.2 National Prioritized SDG Goals and Targets**

S/N	GOAL	TARGET DESCRIPTION
	Goal 4	<b>Target 4.1:</b> By 2030, ensure that all girls and boys complete free, equitable, and quality primary and secondary education leading to relevant and effective learning outcomes.
	Goal 6	<b>Target 6.2:</b> By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, with particular attention to the needs of women, girls, and vulnerable groups.
	Goal 7	<b>Target 7.3:</b> By 2030, double the rate of improvement in energy efficiency.
	Goal 8	<b>Target 8.5:</b> By 2030, achieve full and productive employment and decent work for all, including youth, women, and persons with disabilities, and ensure equal pay for work of equal value.
	Goal 16	<b>Target 16.6:</b> Develop effective, accountable, and transparent institutions at all levels.

## **CHAPTER FOUR**

### **DEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES**

#### **4.1 Introduction**

This chapter outlines the development goals, objectives, and strategies of the Kwadaso Municipal Assembly for the medium-term period 2026–2029. In line with the National Development Planning Commission’s guidelines, these have been formulated to reflect both national priorities and the spatial development aspirations of the municipality.

The development goals and objectives presented herein are anchored in the Spatial Development Framework and Structure Plan of the municipality, ensuring that land use, infrastructure, and service delivery are integrated into the planning and implementation process. These goals aim to address critical development issues identified in previous chapters and are guided by national policy frameworks, particularly the Ghana Medium-Term National Development Policy Framework (MTNDPF) and Agenda for Jobs.

The strategies defined under each objective have been carefully developed to promote inclusive and sustainable development, efficient spatial organization, economic transformation, environmental sustainability, and good governance. A goal-objective-strategy matrix has also been provided to ensure consistency and alignment with the national development objectives, and to facilitate effective monitoring and evaluation throughout the implementation period.

#### **GOALS**

- G1- Improve local transport connectivity and safety.
- G2- Enhance public safety and night-time economic activity.
- G3- Expand equitable access to safe drinking water.
- G4- Improve educational environment and learning outcomes.
- G5- Strengthen primary healthcare access and quality.
- G6- Reduce disease incidence through improved sanitation.
- G7- Improve access and reduce flood-related isolation.
- G8- Boost Animal productivity and Acqua – Culture.
- G9- Improve urban resilience and public health.
- G10- Enhance educational quality and environment.
- G11- Improve emergency healthcare responsiveness.
- G12- Increase productivity in service sectors.
- G13- Build flood resilience in transport infrastructure.
- G14- Promote youth inclusion through employment opportunities.
- G15- Enhance local trade environments and vendor livelihoods.
- G16- Improve municipal hygiene, sanitation, and public health.

- G17- Promote youth employability and entrepreneurship.
- G18- Enhance learning conditions in schools.
- G19- Strengthen local administrative capacity.
- G20- Unlock tourism as an economic driver and cultural showcase.
- G21- Provide support to vulnerable populations.
- G22- Ensure secure staff housing for key public service delivery.
- G23- Enhance emergency response infrastructure.
- G24- Improve local security presence and response.
- G25- Improve farmer productivity and integration.
- G26- Reduce post-harvest loss and enhance food security.
- G27- Expand agricultural land access for smallholders.
- G28- Stimulate MSME and innovation-led growth.
- G29- Manage waste safely and reduce environmental hazards.
- G30- Improve community hygiene and reduce disease burden.
- G31- Enhance public safety and reduce local crime rates.
- G32- Improve firefighting capacity in urban areas.
- G33- Restore emergency water infrastructure functionality.
- G34- Foster inclusive knowledge access and community cohesion.
- G35- Promote well-being and social engagement.
- G36- Enhance digital literacy and educational quality.
- G37- Improve urban aesthetics and environmental quality.

## LEGEND

Scores	Meaning
2	Strong positive compatibility
1	Mild positive compatibility
0	Neutral or No direct relationship
-1	Mild conflicts(Needs coordination)
-2	Strong conflict(Inconsistent objective)

The Goal Compatibility Matrix was developed to assess the degree of coherence and alignment among the various development goals of the Kwadaso Municipal Medium-Term Development Plan (MTDP). The analysis applied a scoring scale ranging from **2 (strong positive compatibility)** to **-2 (strong conflict)**. The results of the compatibility analysis revealed a **high level of consistency and mutual reinforcement** among the goals. Overall, the compatibility analysis confirms that the MTDP goals are strategically aligned and mutually supportive.

## GOAL COMPATIBILITY MATRIX

GOALS	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12	G13	G14	G15	G16	G17	G18	G19	G20	G21	G22	G23	G24	G25	G26	G27	G28	G29	G30	G31	G32	G33	G34	G35	G36	G37				
G1	1																																								
G2	2	1																																							
G3	-1	0	1																																						
G4	1	1	1	1																																					
G5	0	0	2	1	1																																				
G6	1	1	2	1	2	1																																			
G7	2	1	1	0	0	1	1																																		
G8	0	0	0	0	0	0	0	1																																	
G9	2	2	2	1	2	2	2	1	1																																
G10	1	1	1	2	1	1	1	0	1	1																															
G11	1	1	1	0	2	1	0	0	1	0	1																														
G12	2	1	0	1	0	0	1	1	1	1	0	1																													
G13	2	1	1	0	0	0	2	0	2	0	0	1	1																												
G14	1	2	0	1	0	0	0	0	1	1	0	2	0	1																											
G15	1	2	0	1	0	0	1	0	1	1	0	2	1	2	1																										
G16	0	0	2	0	2	2	0	0	2	0	1	0	0	0	0	1																									
G17	0	-1	1	2	1	1	1	2	0	2	1	1	2	1	1	0	1																								
G18	0	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	0	1																							
G19	1	1	0	1	1	0	1	0	1	1	1	1	1	0	0	0	0	1	1																						
G20	1	0	0	0	0	0	1	1	0	0	1	1	0	0	0	0	0	0	0	1																					
G21	0	2	2	1	2	2	0	0	1	1	1	1	0	2	1	1	2	0	1	1	1																				
G22	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	0	0	1																			
G23	2	1	1	0	1	1	2	0	2	0	2	1	2	0	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
G24	2	2	0	0	0	0	1	0	2	0	0	1	2	0	0	1	0	0	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G25	0	0	0	0	0	0	0	2	1	0	0	1	0	1	2	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1	1
G26	0	0	0	0	0	0	0	2	0	0	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	0	1	0	0	0	0	0	0	-1	1	
G27	-1	0	1	0	0	0	-1	1	0	0	0	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	1	-1	0	-1	0	0	0	0	-2	-1		
G28	0	2	0	0	0	0	0	1	1	1	0	2	0	2	2	0	2	0	1	1	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
G29	0	1	1	0	1	2	0	0	2	1	1	1	0	0	0	2	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G30	0	1	2	0	2	2	0	0	2	0	1	0	0	0	0	2	0	0	0	0	1	0	1	0	1	0	1	1	0	2	1	1	1	1	1	1	1	0	0	1	
G31	1	2	0	0	0	0	0	0	1	0	0	1	0	2	2	0	2	0	1	1	1	0	0	2	1	0	0	2	2	1	1	1	1	1	1	1	1	1	1	1	
G32	2	1	0	0	0	0	2	0	1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1	0	0	1	1	1	1	1	1	1	1	1	
G33	1	0	2	0	2	1	2	0	1	0	2	0	2	0	0	1	0	0	1	0	0	1	0	0	2	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
G34	0	0	1	2	1	1	1	0	2	2	0	1	1	0	1	1	1	2	1	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0
G35	1	1	1	2	1	0	0	0	1	2	0	1	0	1	1	1	1	2	1	1	1	0	0	0	0	0	0	0	1	0	1	1	0	2	1	1	1	1	1	1	
G36	1	1	0	2	0	0	1	0	1	2	0	1	0	1	1	0	1	2	1	1	1	0	0	0	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
G37	1	1	1	0	1	1	0	0	1	-1	1	1	0	1	1	1	1	0	1	1	1	2	0	0	0	1	-1	-1	-2	1	0	1	1	0	1	1	0	1	1	1	

Source: MPCU-KdMA, 2025

**Tale 4.1: Development goals, Objectives, and Strategies**

DIMENSION/THEMATIC AREA:										
S/N	PRIORITIZED ISSUES	GOALS	OBJECTIVES	ALIGNED NATIONAL OBJECTIVES	STRATEGIES	DEVELOPMENT PROGRAMME				
	Poor inner roads network	Improve local transport connectivity and safety	Upgrade 60% of inner roads to all-season standard within 5 years	Improve road infrastructure and ensure efficient, safe, and sustainable transport systems	Use DRIP, feeder roads programs, OPRC models; enforce axle-load regulations; integrate with transport hubs	Road Infrastructure Improvement Programme				
	Street lights	Enhance public safety and night-time economic activity	Install street lighting in 80% of public corridors within 3 years	Enhance public safety and security through improved street lighting and urban infrastructure	Deploy solar LED lighting; collaborate with MMDAs for installation and maintenance; partner with the private sector	Road Infrastructure Improvement Programme				
	Access to potable water	Expand equitable access to safe drinking water	Raise rural basic water access from ~66% to 90% by 2028	Ensure universal and equitable access to safe and affordable drinking water	Drill boreholes, rehabilitate systems, extend piped water, engage the private sector, and implement the "Water for All" initiative	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme				
	Inadequate	Improve	Ensure all basic	Improve access to	Build classrooms,	Enhancement of Educational				

school infrastructure	educational environment and learning outcomes	and institutions adequate classrooms, facilities, and utilities by 2028	SHS have	inclusive and quality education at all levels	labs, dormitories; provide electricity, water, toilets; phase out the double-track system	Infrastructure and Learning Resources
Access to public health care (clinics, CHPS)	Strengthen primary healthcare access and quality	Ensure every community is within 5 km of a functional CHPS/clinic by 2028	is	Ensure healthy lives and promote well-being for all at all ages	Build/upgrade CHPS compounds; equip facilities; employ health staff	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery
Sanitation poses a public health risk	Reduce disease incidence through improved sanitation	Increase improved sanitation access from 14% to 50% by 2028	improved access	Improve access to sanitation and hygiene and end open defecation	Scale up "Toilet for All," enforce bylaws, promote biogas digesters in schools and clinics, and involve the private sector	Solid and Liquid Waste Management Programme
Culverts to ease access in rainy seasons	Improve access and reduce flood-related isolation	Construct culverts on 80% of flood-prone segments within 4 years	culverts	Enhance climate-resilient infrastructure and reduce disaster risks	Conduct flood mapping; prioritize culvert installations; maintain drainage infrastructure	Road Infrastructure Improvement Programme

Support for agricultural activities	Boost Animal productivity and Acqua - Culture	Improve production and aquaculture	Animal and	Modernize agriculture and improve the productivity and incomes of farmers	Build a veterinary clinic and train aquaculture farmers	Promotion of Sustainable Urban Agriculture for Local Economic Development
Poor drainage & sanitation facilities	Improve urban resilience and public health	Reduce flood incidents in targeted areas within 3 years	by 50%	Promote sustainable urban development and environmental sanitation	Desilt drains, build soak ways, enforce sanitation bylaws, and manage waste to prevent clogging	Road Infrastructure Improvement Programme
Inadequate teaching and learning facilities	Enhance educational quality and environment.	Equip all schools with essential teaching materials and learning spaces by 2028		Improve the quality of education through the provision of adequate infrastructure and learning materials.	Supply tools, labs, and ICT; train educators; upgrade classrooms and libraries	Enhanced Basic Education Delivery and Youth Capacity Development
Access to emergency health care	Improve emergency healthcare responsiveness	Establish emergency services within 20-minute reach in all districts by 2028		Ensure equitable, affordable and quality universal health coverage	Build emergency units, equip ambulances, train staff, and expand telehealth systems	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery
Inadequate tools and equipment for work	Increase productivity in service sectors.	Provide essential tools and equipment to 80% of basic schools and clinics by 2027		Improve efficiency and productivity in public service delivery	Procure, maintain, and distribute resources; train users; monitor functionality	Strengthening Health Delivery and Support Systems Programme

Seasonal flooding is affecting movement.	Build flood resilience in transport infrastructure.	Reduce flood-induced closures by 75% in hotspot areas by 2027	Enhance disaster risk reduction and climate change resilience	Elevate road profiles, improve drainage, construct culverts, and integrate flood control works	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	Blue-Green Infrastructure and Climate Resilience Programmes
Youth unemployment	Promote youth inclusion through employment opportunities	Reduce youth unemployment from ~33% to 20% by 2028; train 5,000 youth	Promote productive employment and decent work, especially for the youth	Expand NYEP, youth agribusiness, apprenticeship, career guidance, microcredit, digital skills training	Skills Development, Entrepreneurship, and Job Creation	
<b>PRIORITY 2 ISSUES</b>						
Poor market infrastructure	Enhance local trade environments and vendor livelihoods	Renovate 3 key markets with sanitation, storage, and access improvements by 2027	Promote inclusive economic growth and improve market infrastructure	Build/upgrade stalls and drainage; improve access roads; install waste bins; set management system	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	
Waste bins & solid waste management	Improve municipal hygiene, sanitation, and	Increase public waste bin coverage by 50% and raise recycling rates to	Improve waste management systems and environmental health	Provide bins, trucks, and sorting zones; enforce sanitation by-laws; run behaviour-	Solid and Liquid Waste Management Programme	

	public health	20% within 5 years			change campaigns; enable private sector support		
Youth skills training and job creation	Promote youth employability and entrepreneurship.	Train 5,000 youths in vocational and entrepreneurial skills and create 2,000 jobs by 2028	Enhance development and promote entrepreneurship	skills and	Deliver TVET and apprenticeship programs; link to NYEP; support NEIP, youth centres, and agri-business hubs	Skills Development, Entrepreneurship, and Job Creation	
Classroom furniture to improve learning	Enhance learning conditions in schools	Equip all basic schools with new furniture (desks, chairs) within 3 years	Improve the teaching and learning environment in schools		Procure furniture via central and district funding; partner with NGOs/private sector	Enhancement of Educational Infrastructure and Learning Resources	
Permanent office accommodation for sub-structures	Strengthen local administrative capacity	Construct 2 permanent office buildings within 4 years	Strengthen decentralized governance and administrative capacity		Allocate land and funding; use local contractors; secure MMDAs and national govt support	Enhancement of Local Governance Structures and System	
Undeveloped tourism potentials	Unlock tourism as an economic driver and cultural	Develop 2 tourism sites (e.g., heritage trails or eco-sites) to attract 10,000 visitors annually by	Promote sustainable tourism for economic development		Map tourism assets; implement eco-tourism, signage, facilities; train guides; market nationally and	Enhancement and Diversification of Tourism for Local Economic Development	

	showcase	2029			internationally		
Support for social welfare activities	Provide support to vulnerable populations.	Establish community welfare programs (e.g., for the elderly or the disabled) within 3 years.	2	Strengthen social protection and support vulnerable groups	social systems support NGOs; run assessments; link beneficiaries to LEAP and NHIS programs	Set up social welfare units; partner with NGOs; run needs assessments; link beneficiaries to LEAP and NHIS programs	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs  Protection of vulnerable Groups from all forms of violence, abuse, neglect, and exploitation
Lack of accommodation for staff	Ensure secure staff housing for key service delivery	Build 5 houses for essential service providers within 4 years	5 staff	Improve conditions of service for public sector workers	Secure land; allocate funds; construct housing via SHC or partnerships	Assembly Infrastructure Improvement and Logistics Support	
Inadequate fire station	Enhance emergency response infrastructure	Build and equip one fire station in an underserved zone within 3 years		Strengthen emergency and disaster response systems	Ensure site, equip facility, train firefighting personnel, and integrate with NYEP modules	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	
Inadequate police post	Improve local security presence and response	Construct a community police post within 2 years	1	Enhance public safety and security systems	Allocate site; build facility; staff with police; supply equipment; engage	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	

community policing					
Limited access to farm inputs or markets	Improve farmer productivity and market integration	Provide access to inputs and facilitate 3 market linkages for farmers by 2026	Improve agricultural value chains and market access	Distribute inputs via agro-dealers; create farm input hubs; link farmers to markets; use Bank and NEIP support	Promotion of Sustainable Urban Agriculture for Local Economic Development
Poor storage facilities	Reduce post-harvest loss and enhance food security	Build 3 community storage and drying facilities within 3 years	Reduce post-harvest losses and improve food security	Construct granaries or silos; partner with the private sector or DBG; manage via cooperatives	Promotion of Sustainable Urban Agriculture for Local Economic Development
Inadequate farmlands	Expand agricultural land access for smallholders	Allocate and lease 100 ha of farmland to smallholder farmers by 2027	Promote sustainable land use and access to productive resources	Map and prepare land; invest in irrigation; support via DBG or NEIP; train farmers	Promotion of Sustainable Urban Agriculture for Local Economic Development
Limited support for entrepreneurship	Stimulate MSME and innovation-led growth	Register and support 100 youth-led MSMEs and startups by 2027	Promote private sector development and MSME growth	Provide training and incubation; expand NEIP, Venture Capital Trust Fund; facilitate finance via DBG	Skills Development, Entrepreneurship, and Job Creation

Poor dump site management	Manage waste safely and reduce environmental hazards	Rehabilitate dump site and implement controlled disposal within 2 years	the and	Ensure environmentally sound waste disposal practices		Equip sites; secure fencing and liners; adopt proper operations; plan new landfills; involve private partners	Solid and Liquid Waste Management Programme
Poor sanitation practices	Improve community hygiene and reduce disease burden	Halve defecation and unsafe practices in 3 years	open and disposal	Promote behavioral change and improved sanitation and hygiene		Conduct CLTS; construct public toilets; run hygiene campaigns; enforce by-laws	Solid and Liquid Waste Management Programme
Incidence of crime and theft	Enhance public safety and reduce local crime rates	Achieve 25% reduction in theft incidents within 2 years		Strengthen crime prevention and law enforcement		Strengthen neighborhood watch; build police presence; deploy CCTV; train liaison officers.	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure
Inadequate fire hydrants	Improve firefighting capacity in urban areas	Install hydrants at 5 strategic junctions within 2 years		Improve emergency infrastructure systems	urban	Map needs: coordinate with Ghana Water; install and maintain hydrants; train fire services.	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure
Non-	Restore	Repair or replace		Ensure maintenance		Inspect systems;	Improvement of Community

functional fire hydrants	emergency water infrastructure functionality	80% of broken hydrants within 1 year	and functionality of critical infrastructure	repair or replace; institute maintenance protocol with the Water Ministry	Safety, Security, Law and order, and Emergency response Infrastructure
Lack of permanent structures for the two zonal councils	Strengthen local governance and decentralization functionality	Build and equip two zonal offices within 3 years	Deepen decentralization and strengthen sub-district structures	Secure land; construct offices; set up administrative infrastructure; fund via local and national budgets	Enhancement of Local Governance Structures and System
<b>PRIORITIZED 3 ISSUES</b>					
Community centres and libraries	Foster inclusive knowledge access & community cohesion	Establish or refurbish 2 community centres/libraries in underserved areas by 2027	Promote inclusive social development and access to information	Partner with the Ghana Library Authority for mobile units; build shared multi-use centres; host outreach programs	Enhancement of Educational Infrastructure and Learning Resources
Recreational & supporting facilities	Promote well-being & social engagement	Develop one public recreation space per district by 2028	Promote healthy and community well-being	Redevelop parks (e.g., through Secondary Cities Support Program); create multipurpose open-air venues	Enhancement and Diversification of Tourism for Local Economic Development

ICT centres for schools	Enhance digital literacy & educational quality.	Set up ICT resource centres (labs/computers/internet) in all basic schools by 2028	Enhance digital transformation and ICT integration in education	Leverage GIFEC, NITA, and MoE to equip labs, train teachers, and integrate into the curriculum via national policy	Enhancement of Educational Infrastructure and Learning Resources
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Beautification & landscaping	Improve urban aesthetics & environmental quality	Beautify at least one public area per municipality by 2027	Promote sustainable cities and improve urban aesthetics	Conduct community clean-ups, plant greenery, and partner with local foundations for city beautification	Blue-Green Infrastructure and Climate Resilient Programme
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## 4.2 Spatial Development Framework

In 2022, the Kwadaso Municipal Assembly prepared a Spatial Development Framework (SDF) to guide the spatial growth and development of the Municipality over a 20-year horizon, commencing from 2023. The SDF is grounded in a comprehensive assessment of existing spatial challenges, potentials, and opportunities within the municipal economy, to articulate a coherent spatial vision for sustainable development.

The overarching objective of the SDF is to address spatial inequalities in the distribution of population, infrastructure, and socio-economic opportunities, while reducing the over-concentration of development within the Kwadaso urban enclave. The framework further seeks to unlock the development potential of emerging communities through the promotion of urban agriculture, commerce, tourism, and small-scale industrial activities, supported by a productive local economy.

In the preparation of the 2026–2029 Medium-Term Development Plan (MTDP), the SDF was mainstreamed across all stages of the planning process. This was achieved through the application of spatial analytical tools such as Geographic Information Systems (GIS), Remote Sensing, Scalogram Analysis, and Facility Distribution Mapping to ensure evidence-based planning and equitable resource allocation.

### 4.2.1 Summary of the Existing Situation of the SDF

The spatial analysis of the Municipality reveals notable disparities in the distribution of services and development opportunities. Development is largely concentrated within the Kwadaso urban area and adjoining communities such as Asuoyeboa, Tanoso, and Nsiah Asare, while peripheral and newly developing areas (Topre, Dominase, Pokukrom) experience limited access to essential services and infrastructure.

Residents in fringe communities (e.g., Topre, Dominase, Pokukrom) often travel longer distances to access health, education, and commercial services, indicating gaps in spatial accessibility. The settlement structure is predominantly monocentric, with Kwadaso serving as the primary urban and commercial hub, supported by peri-urban settlements that rely on informal economic activities and small-scale urban agriculture.

Infrastructure provision remains uneven. While the urban core benefits from relatively improved road networks, electricity, water supply, and social services, outer communities experience deficiencies in these services. Access to health facilities is generally better in the central zones than in peripheral areas, where travel distances remain relatively high. Educational facilities are fairly distributed; however, physical access is constrained in some communities due to poor road conditions.

Environmental challenges persist, including poor drainage systems, localized flooding in low-lying areas, unregulated physical development, and inadequate waste management. Encroachment on waterways and undeveloped lands further exacerbates flood risks and environmental degradation.

These conditions underscore the need for a spatial strategy that promotes balanced development, enhances accessibility, and ensures environmental sustainability within the Municipality.

#### 4.2.2 Summary of Desired Scenarios and Spatial Development Options

To address the identified spatial challenges, three complementary spatial development models have been adapted to the Municipality's context. These include the multi-nuclei model, the polycentric model, and the linear development model.

The multi-nuclei model promotes the development of multiple growth centres within the Municipality to reduce pressure on the district capital, Kwadaso. Under this model, selected growth nodes will be developed based on their comparative advantages in commerce, services, and light industrial activities.

The polycentric model seeks to strengthen functional linkages between key settlements by leveraging their unique economic potentials. This approach encourages the development of specialized zones, including commercial centres, service hubs, and local economic clusters, to facilitate a more balanced spatial economy.

The linear development model builds on the existing road network by promoting development along major corridors. This approach aims to stimulate economic activities along key routes within the Municipality, enhance connectivity between communities, and create opportunities for investment in commerce and services.

#### 4.2.3 Proposals and Strategies for Development in the SDF

##### **a. Multi-nuclei Spatial Growth Model**

- Development of satellite commercial centres within emerging communities (e.g., Topre, Dominase, Pokukrom).
- Decongestion of the Kwadaso urban core (Sofoline) through the creation of functional activity zones.
- Improvement of road networks to enhance connectivity between growth nodes.
- Promotion of small-scale urban agriculture and light industrial activities.
- Expansion of access to financial services and micro-credit schemes.

### **b. Polycentric Spatial Growth Model**

- ❖ Strengthening of local economic hubs across selected communities.
- ❖ Development of modern market infrastructure within underserved areas.
- ❖ Enhancement of public transport systems to improve mobility.
- ❖ Promotion of mixed-use developments within key urban centres.
- ❖ Improvement in service delivery through decentralized infrastructure provision.

### **c. Linear Development Model**

- ❖ Development of economic corridors along major arterial roads within the Municipality.
- ❖ Reservation of land along key routes for commercial and light industrial purposes.
- ❖ Promotion of corridor-based investments to stimulate local economic growth.
- ❖ Improvement of road infrastructure to support the efficient movement of goods and services.

### **Institutional Implementation Framework for the SDF**

The successful implementation of the SDF will require coordinated efforts among key stakeholders, including the Kwadaso Municipal Assembly, traditional authorities, private sector actors, and relevant state institutions such as the Environmental Protection Agency and the Ghana Highway Authority.

The framework focuses on four key thematic areas:

- ❖ Local economic development through diversification and value addition.
- ❖ Provision of equitable and affordable housing infrastructure.
- ❖ Improvement of road connectivity and transport systems.
- ❖ Protection and sustainable management of the natural environment.

Table: Institutional Implementation of Framework

<b>KEY INSTITUTION</b>	<b>SECTOR</b>	<b>POLICY GOAL</b>	<b>MAIN OBJECTIVE</b>
<b>KdMA, EPA, Traditional Authorities, CSOs, Wildlife GEA, ECG, GWC</b>	Local economic growth	A more vibrant and diversified local economy that is sustained by the reenergised commerce, Agro processing, and mining sectors.	To create an economy that is robust, resilient, and dynamically hinged on the sustainable exploitation of natural resources to propel growth in all sectors.
<b>KdMA, Landlord Association, Private developers, ECG, GWC,</b>	Housing	Equitable distribution of quality and affordable housing infrastructure sustained by an improved construction sector.	To promote access to affordable housing infrastructure for current and future populations.
<b>Ghana Highway Authority, Department of Urban Roads,</b>	Road infrastructure	An improved road network defined by a higher density of road intersections and connectivity to and within populated areas.	To provide an efficient system of road connectivity to land use activity locations and other related infrastructure that responds to the needs of resident and transient populations.
<b>EPA, Traditional Authorities, Forestry Commission, Ghana Tourist Authority, Lands Commission, KdMA, LUSPA</b>	Natural environment	Utmost protection of natural ecosystems through the preparation and implementation of environmentally friendly spatial plans and strategies.	To ensure the sustainable development of human settlements in tandem with better environmental practices.

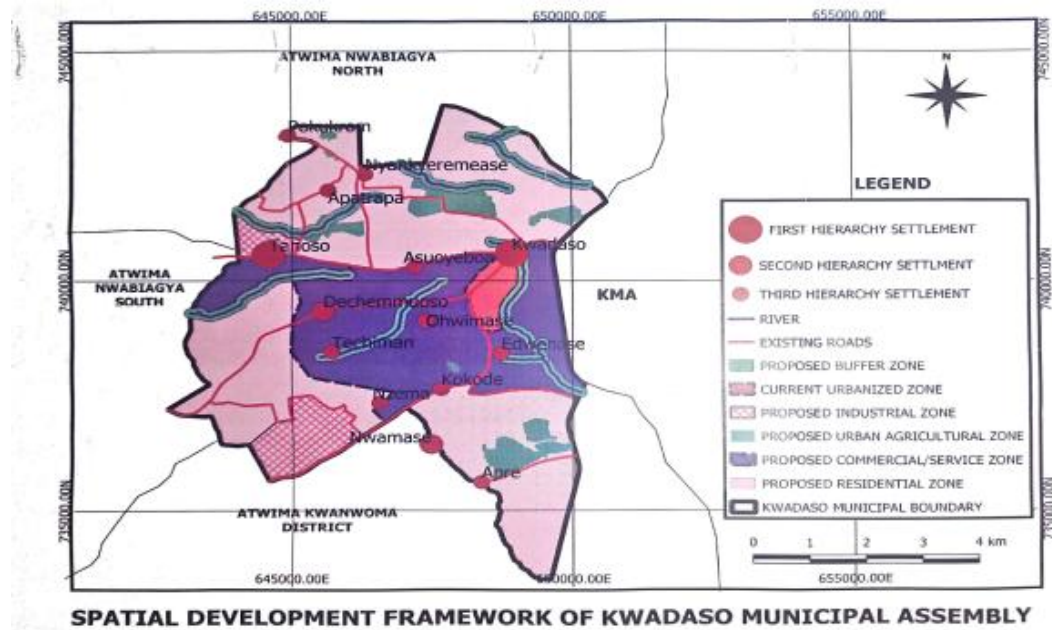


Fig. 17: Spatial Development Framework of Kwadaso  
 Source: Physical Planning Department

### 4.3 Structure Plan

The Structure Plan provides a spatial representation of proposed land use arrangements within the Kwadaso urban area. It outlines zoning for residential, commercial, educational, industrial, agricultural, and public utility uses to guide orderly development and the preparation of local plans.

#### 4.3.1 Summary of the Existing Situation of the Structure Plan

Kwadaso’s urban form is characterized by rapid expansion, increasing pressure on land, and evolving land use patterns. While earlier development supported relatively compact settlement patterns, recent trends indicate outward expansion into peri-urban areas, contributing to urban sprawl and increased infrastructure costs.

Encroachment on road reservations and unplanned developments have constrained mobility and reduced the efficiency of the transport network. Flood risks remain a concern due to poor drainage infrastructure and development within waterways and low-lying areas.

Land use changes are evident, with increasing conversion of residential properties into commercial uses, particularly along major roads. However, the absence of a coordinated green infrastructure network limits environmental sustainability and resilience.

#### **4.4 Desired Future Spatial Structure**

The future spatial structure aims to promote a more compact, efficient, and resilient urban form. Residential development will be guided to prevent sprawl and protect environmentally sensitive areas. Agricultural lands will be safeguarded and integrated into a broader green infrastructure system to support food security and local economic development.

Commercial and industrial activities will be organized into structured corridors and nodes to enhance productivity and attract investment. Social infrastructure, including education and health facilities, will be expanded to improve accessibility across all communities.

Environmental assets such as wetlands, waterways, and green spaces will be preserved and incorporated into flood mitigation and climate resilience strategies, ensuring sustainable urban development within the Municipality.

## **CHAPTER FIVE**

### **COMPOSITE DEVELOPMENT PROGRAMMES**

#### **5.1 Introduction**

This chapter presents the medium-term development programmes of the Kwadaso Municipal Assembly for the period 2026–2029. These programmes have been formulated based on the strategic framework outlined in the previous chapter and are designed to operationalise the municipal development objectives through integrated and result-oriented interventions.

The programmes are broad in scope to encompass multiple strategies, ensuring a coordinated approach to addressing development challenges and harnessing opportunities. They reflect a deliberate shift towards sustainable, inclusive, and resilient development, in line with national development priorities and the spatial planning vision of the municipality.

In addition to sector-specific interventions, the chapter includes cross-cutting programmes that are essential to the effective implementation of the Plan. These include Monitoring and Evaluation (M&E), Communication, Asset Maintenance, Knowledge Management and Learning, and Joint Development Programmes. These components are critical to fostering transparency, accountability, innovation, and collaboration across departments, stakeholders, and development partners.

The programmes outlined herein are expected to guide resource mobilisation, partnership development, and the sequencing of activities across the implementation period, thereby ensuring the realisation of the municipality’s development goals.

**Table 5.1 Programme of Action**

S/N	Development programmes	Time frame				Cost (GHC)				Programme Status		Implementation Institution/Dept.	
		2026	2027	2028	2029	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collab.
<b>Thematic Area</b>		<b>Economic Development</b>											
1	Revenue Mobilization and Accountability					-	1,237,000.00	1,226,000.00	-		*	Finance	Central administration
2	Skills Development, Entrepreneurship, and Job Creation					-	820,000.00	180,000.00	-		*	GEA	Central administration
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy					-	17,212,000.00	1,630,000.00	58,000,000.00	*		Works Dept	Central administration
4	Promotion of Sustainable Urban Agriculture for Local Economic Development					-	2,378,500.00	380,000.00	-		*	Agric	Central administration
5	Enhancement and Diversification of Tourism for Local Economic Development					-	670,000.00	120,000.00	1,000.00.00	*		MPCU	Central administration
<b>Social Development</b>													
6	Enhancement of Educational Infrastructure and Learning Resources					-	22,128,565.42.00	2,759,000.00	44,000,000.00		*	Works Dept	Central administration
7	Enhanced Basic Education Delivery and Youth Capacity Development					-	4,670,000.00	60,000.00.00	-		*	Works Dept GES	Central administration
8	Sports and Recreational Development Programmes					-	4,400,000.00	100,000.00	-		*	Works Dept	Central administration
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare					-	22,810,000.00	165,000.00	3,100,000.00	*		Health directorate	Central administration

	Delivery												
10	Strengthening Health Delivery and Support Systems Programme					-	2,664,000.00	204,000.00	-		*	Health directorate	Central administration
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme					-	1,600,000.00	80,000.00	1,200,000.00	*		EHUU	Central administration
12	Food Safety and Hygiene Improvement Programme					-	1,200,000.00	48,000.00	-		*	EHUU	Central administration
13	Solid and Liquid Waste Management Programme					-	1,172,000.00	308,000.00	-		*	EHUU	Central administration
14	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs					-	360,000.00	76,000.00	-		*	SW/CD	Central administration
15	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation					-	555,000.00	77,000.00	-		*	SW/CD	Central administration
<b>Environment and Human Settlement Development</b>													
16	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development					-	816,000.00	544,000.00	-		*	PPD	Central administration
17	Blue-Green Infrastructure and Climate Resilient Programme					-	1,450,000.00	128,000.00	-		*	NADMO	Central administration
18	Disaster Prevention and Mitigation Programme					-	869,000.00	68,000.00	-		*	NADMO	Central administration
19	Road Infrastructure Improvement Programme					-	1,624,000.00	325,000.00	21,940,000.00	*		Works Dept GES	Central administration

20	Road Safety Education and Enforcement of Regulations Programme					-	60,000.00	8,000.00	-	*	DUR	Central administration
<b>Governance and Institutional Development</b>												
21	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure					-	13,620,000.00	597,000.00	-	*	Central administration	Central administration
22	Assembly Infrastructure Improvement and Functional Logistics Support					-	22,290,000.00	271,000.00	-	*	Works dept	Central administration
23	Administrative Expenses, Including Monitoring and Evaluation					-	3,390,000.00	313,000.00	-	*	MPCU	Central administration
24	Enhancement of Local Governance Structures and System					-	1,620,000.00	50,000.00	-	*	Works dept	Central administration
25	Capacity Building and Development					-	120,000.00	20,000.00	-	*	HR	Central administration

### Assumptions and Methodologies Used for Costing the Programme of Action (POA)

The costing of the Programme of Action (POA) was carried out using the **Activity-Based Costing (ABC)** approach, which assigns realistic cost estimates to each specific activity based on input requirements, prevailing market conditions, and historical expenditure trends. The methodology

aligns with the **Ministry of Finance (MoF) guidelines** and integrates data from the **Composite Budget, Common Fund Guidelines**, and past Medium-Term Development Plan (MTDP) expenditure records.

For infrastructure-related programmes, cost estimations were guided by nationally recognized construction indices and adjustment factors to ensure accuracy and reflect local market dynamics. The following indices and references were applied:

1. **Local Price Adjustment Factor (LPAF)** published by the **Construction Industry Efficiency Improvement Group of Ghana (CIEG-G)**, which provides a standard input index for adjusting project costs to current market realities.
2. **Construction Price Adjustment Formula** by the **Ministry of Roads and Transportation**, used to adjust cost components of road and civil works projects to account for inflationary trends and material price fluctuations.
3. **The Prime Building Cost Index (PBCI)**, published by the **Ghana Statistical Service (GSS)**, is used primarily for estimating costs of building and construction-related activities.
4. **Construction Cost Indices (CCI)** developed by the **Building and Road Research Institute (BRRI)**, which provide technical cost parameters for both building and road sector projects.

Key assumptions underpinning the costing process include:

1. **Average annual inflation rate of 10–12%**, consistent with medium-term national macroeconomic projections.
2. **Stable exchange rate** assumptions based on the Ghana cedi–U.S. dollar parity used in national budget forecasts.
3. **Anticipated annual IGF growth rate of 10%**, reflecting ongoing revenue digitization and enforcement measures.
4. **Application of cost escalation factors** to infrastructure and logistics-related projects to reflect expected increases in material, labour, and fuel costs.

The resulting cost estimates are realistic, evidence-based, and consistent with the **Medium-Term Fiscal Framework (MTFF)** of the Kwadaso Municipal Assembly. They also ensure alignment between resource allocation and the expected outcomes of the POA, thereby improving financial sustainability and implementation efficiency.

Table 5.2: Programme Financing

S/N	DEVELOPMENT PROGRAMME	PROGRAMME COST (GHC) (A)	EXPECTED REVENUE & SOURCES OF FUNDING (GHC)					TOTAL GHC (B)	GAP C=(B-A)	
			GoG	DACF	IGF	DACF-RFG	ENGAGEMENT GLOBAL			OTHER(S)
1	Revenue Mobilization and Accountability	2,503,000.00	-	1,237,000.00	1,266,000.00	-	-	-	2,503,000.00	0.00
2	Skills Development, Entrepreneurship, and Job Creation	1,000,000.00		820,000.00	180,000.00	-	-	-	1,000,000.00	0.00
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	76,842,000.00	58,000,000.00	17,212,000.00	1,630,000.00	-	-	-	76,842,000.00	0.00
4	Promotion of Sustainable Urban Agriculture for Local Economic Development	2,758,500.00	-	2,378,500	380,000.00	-	-	-	2,758,500.00	0.00
5	Enhancement and Diversification of Tourism for Local Economic Development	790,000.00	100,000.00	670,000.00	120,000.00	-	-	-	790,000.00	0.00
6	Enhancement of Educational Infrastructure and Learning Resources	68,887,565.42	43,180,000.00	16,317,15.42	2,759,000.00	5,811,550	-	820,000.00	68,887,565.42	0.00
7	Enhanced Basic Education Delivery and Youth Capacity Development	4,730,000	-	4,670,000.00	60,000.004,4	-	-	-	4,730,000	0.00
8	Sports and Recreational Development Programmes	4,500,00.00		4,400,000.00	100,000.00	-	-	-	4,500,00.00	0.00
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery	26,075,000.00	240,000.00	22,670,000.00	165,000.00	2,300,000.00	-	700,000.00	26,075,000.00	0.00
10	Strengthening Health Delivery and Support Systems Programme	2,868,000.00		2,664,000.00	204,000.00	-	-	-	2,868,000.00	0.00
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme	2,880,000.00	200,000.00	1,600,000.00	80,000.00	-	-	-	2,880,000.00	0.00
12	Food Safety and Hygiene Improvement Programme	1,248,000.00		1,200,000.00	48,000.00	-	-	-	1,248,000.00	0.00

13	Solid and Liquid Waste Management Programme	1,489,000.00		1,172,000.00	308,000.00	-	-	-	1,489,000.00	0.00
14	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	436,000.00		360,000.00	76,000.00	-	-	-	436,000.00	0.00
15	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	632,000.00		555,000.00	77,000.00	-	-	-	632,000.00	0.00
16	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	1,346,000.00		816,000.00	544,000.00	-	-	-	1,346,000.00	0.00
17	Blue-Green Infrastructure and Climate Resilient Programme	3,738,000.00		1,450,000.00	128,000.00	-	2,160,000.00	-	3,738,000.00	0.00
18	Disaster Prevention and Mitigation Programme	937,000.00		869,000.00	68,000.00	-	-	-	937,000.00	0.00
19	Road Infrastructure Improvement Programme	23,889,000.00	21,940,000.00	1,624,000.00	325,000.00	-	-	-	23,889,000.00	0.00
20	Road Safety Education and Enforcement of Regulations Programme	68,000.00		60,000.00	8,000.00	-	-	-	68,000.00	0.00
21	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	14,217,000.00		13,620,000.00	597,000.00	-	-	-	14,217,000.00	0.00
22	Assembly Infrastructure Improvement and Functional Logistics Support	22,561,000.00		22,290,000.00	271,000.00	-	-	-	22,561,000.00	0.00
23	Administrative Expenses, Including Monitoring and Evaluation	3,703,000.00		3,390,000.00	313,000.00	-	-	-	3,703,000.00	0.00
24	Enhancement of Local Governance Structures and System	1,670,000.00		1,620,000.00	50,000.00	-	-	-	1,670,000.00	0.00
25	Capacity Building and Development	140,000.00		120,000.00	20,000.00	289,864.00	-	-	140,000.00	0.00

## Strategic Environmental Assessment

The development programmes were evaluated to determine their environmental consequences. This was to ensure that sustainability issues were included and appropriately addressed at the earliest appropriate stage of programme implementation. Table 5.3 depicts the assessment conducted.

### Effects on Natural Resources (Environment):

	Programme	Prot. Areas & Wildlife	Degraded Land	Energy	Pollution	Raw Materials	Water Bodies
1	Revenue Mobilization and Accountability						
2	Skills Development, Entrepreneurship, and Job Creation						
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy		3	3	3	3	3
4	Promotion of Sustainable Urban Agriculture for Local Economic Development	3	3	3	2	4	4
5	Enhancement and Diversification of Tourism for Local Economic Development	5	3	3	2	3	2
6	Enhancement of Educational Infrastructure and Learning Resources	4	5	5	5	4	5

	Programme	Prot. Areas & Wildlife	Degraded Land	Energy	Pollution	Raw Materials	Water Bodies
7	Enhanced Basic Education Delivery and Youth Capacity Development	3	3	3	3	3	3
8	Sports and Recreational Development Programmes	4	3	2	2	4	3
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery			3	3	2	
10	Strengthening Health Delivery and Support Systems Programme						
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme						
12	Food Safety and Hygiene Improvement Programme			2			
13	Solid and Liquid Waste Management Programme				3		
14	Poverty Eradication, Especially Among			3			

	Programme	Prot. Areas & Wildlife	Degraded Land	Energy	Pollution	Raw Materials	Water Bodies
	Vulnerable Groups like the Aged, and PwDs						
15	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation						
16	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development			3	3	3	
17	Blue-Green Infrastructure and Climate Resilient Programme						
18	Disaster Prevention and Mitigation Programme						
19	Road Infrastructure Improvement Programme	4	4	3	3		4
20	Road Safety Education and Enforcement of Regulations Programme	5	5	5	5	3	5
21	Improvement of	5	5	3	5	3	5

	Programme	Prot. Areas & Wildlife	Degraded Land	Energy	Pollution	Raw Materials	Water Bodies
	Community Safety, Security, Law and order, and Emergency response Infrastructure						
22	Assembly Infrastructure Improvement and Functional Logistics Support				4		4
23	Administrative Expenses, Including Monitoring and Evaluation	5	5	3	5	5	5
24	Enhancement of Local Governance Structures and System	1	2	2	2	3	2
25	Capacity Building and Development				3		

Effects on Social/Cultural Conditions

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
1	Revenue Mobilization and Accountability	4	4	5	5	4	5	3
2	Skills Development, Entrepreneurship, and Job Creation	3	4	3	4	4	3	4
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	4	4	4	5	4	4	3
4	Promotion of Sustainable Urban Agriculture for Local Economic Development	2	3	2	2	2	2	3
5	Enhancement and Diversification of Tourism for	4	4	3	4	4	4	4

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
	Local Economic Development							
6	Enhancement of Educational Infrastructure and Learning Resources	4	4	4	4	4	4	5
7	Enhanced Basic Education Delivery and Youth Capacity Development	4	4	3	5	4	4	4
8	Sports and Recreational Development Programmes	5	3	4	5	4	3	3
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery	3	5	4	4	3	4	5
10	Strengthening Health Delivery and Support Systems Programme	3	5	5	3	4	5	5

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme	3	5	5	2	4	5	5
12	Food Safety and Hygiene Improvement Programme	3	4	4	3	5	4	5
13	Solid and Liquid Waste Management Programme	4	5	5	4	5	5	5
14	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	4	4	4	4	4	5	4
15	Protection of Vulnerable Groups from All Forms of Violence,	4	4	5	3	4	5	5

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
	Abuse, Neglect and Exploitation							
16	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	5	5	4	3	5	4	3
17	Blue-Green Infrastructure and Climate Resilient Programme	4	5	5	4	4	5	5
18	Disaster Prevention and Mitigation Programme	4	4	5	2	4	5	5
19	Road Infrastructure Improvement Programme	4	5	4	4	5	4	5
20	Road Safety Education and Enforcement of Regulations Programme	4	4	4	4	5	4	5

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
21	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	4	5	5	4	4	5	5
22	Assembly Infrastructure Improvement and Functional Logistics Support	3	5	4	3	4	5	5
23	Administrative Expenses, Including Monitoring and Evaluation	4	5	4	4	5	4	5
24	Enhancement of Local Governance Structures and System	3	4	3	4	3	4	3
25	Capacity Building and Development	4	5	3	3	4	4	4

## Effects on the Economy

	Programme	Growth	Local Materials & Services	Local Investment of Capital
1	Revenue Mobilization and Accountability	5		4
2	Skills Development, Entrepreneurship, and Job Creation	5	5	4
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	5	4	4
4	Promotion of Sustainable Urban Agriculture for Local Economic Development	5	3	4
5	Enhancement and Diversification of Tourism for Local Economic Development	5	4	4
6	Enhancement of Educational Infrastructure and Learning Resources	5	4	4
7	Enhanced Basic Education Delivery and Youth Capacity Development	4	4	3
8	Sports and Recreational Development Programmes	5	4	4
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery	4	3	3
10	Strengthening Health Delivery and Support Systems Programme	4		3
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme	4	4	3
12	Food Safety and Hygiene Improvement Programme	4	3	4

	Programme	Growth	Local Materials & Services	Local Investment of Capital
13	Solid and Liquid Waste Management Programme	4	3	3
14	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	5	3	3
15	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	5	3	3
16	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	4	3	3
17	Blue-Green Infrastructure and Climate Resilient Programme	4	3	3
18	Disaster Prevention and Mitigation Programme	4	0	3
19	Road Infrastructure Improvement Programme	4	3	4
20	Road Safety Education and Enforcement of Regulations Programme	4	4	4
21	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	5	3	4
22	Assembly Infrastructure Improvement and Functional Logistics Support	4	3	3
23	Administrative Expenses, Including Monitoring and Evaluation			
24	Enhancement of Local Governance Structures and System	5	4	4
25	Capacity Building and Development	3		2

## **CHAPTER SIX**

### **ANNUAL ACTION PLANS**

#### **6.1 Introduction**

This chapter outlines the Annual Action Plans (AAPs) of the Kwadaso Municipal Assembly for the implementation period of 2026–2029. These Action Plans are derived from the broader development programmes presented in Chapter Five and represent a systematic breakdown of activities to be undertaken yearly.

Each Action Plan includes new and ongoing projects that are strategically prioritised to align with the municipality’s medium-term objectives, spatial development framework, and available resources. The formulation of these projects considers the Medium-Term Expenditure Framework (MTEF) ceilings provided by the Ministry of Finance, ensuring financial realism and fiscal responsibility.

Furthermore, in compliance with the Public Financial Management Act and the Public Investment Regulation, 2020 (L.I. 2411), concept notes have been developed for each proposed infrastructure or investment project. These notes support project appraisals and the creation of a project portfolio to enhance investment planning, transparency, and accountability.

The chapter also presents the implementation timelines, estimated costs, funding sources, lead and collaborating agencies, and expected outputs for each action. This provides a clear roadmap for operationalising the development agenda of the Municipality and facilitates effective monitoring and evaluation.

**Table 6.1 2026 AAP**

S/N	DEVELOPMENT DIMENSION	PROGRAMME	PROJECT	LOCATION	TIMEFRAME				PROJECT COST (GHC)			PROJECT STATUS		IMPLEMENTING AGENCY/DEP'T	
					Q1	Q2	Q3	Q4	DACF	IGF	OTHER(S)	NEW	ONGOING	LEAD	COLLABORATING
<b>OBJECTIVE: Exceed IGF targets by 10% annually and maintain 90% collection efficiency by 2029.</b>															
1	Economic Development	Revenue Mobilization and Accountability	Update Accounting Software /Revenue software	Municipal Assembly					70,000.00	30,000.00	0.00		Ongoing	Finance	CA
2			Carry out revenue mobilisation and pay your levy campaign	Municipal Assembly					70,000	30,000	0.00		Ongoing	Revenue	CA
3			Procure the services of a consultant to collect and analyse revenue items on the computerised database	Municipal Assembly					20,000	18,000	0.00		Ongoing	Finance	CA
4			Procure logistics for revenue collectors	Municipal Assembly					30,000	90,000	0.00		Ongoing	Revenue	CA
5			Procure value books	Municipal Assembly					30,000	70,000	0.00		Ongoing	Finance	CA
6			Organise a yearly training programme for revenue collectors to enhance revenue generation	Municipal Assembly					10,000	40,000	0.00		Ongoing	HR	CA
7			Gazette fee fixing and by-laws	Municipal Assembly					20,000	10,000	0.00		Ongoing	Budget	CA
8			Support the department of Statistics to collect, process, and disseminate ratable fee fixing items, administrative data, and socio-economic indicators	Municipal Assembly					80,000	20,000	0.00		Ongoing	Stats	CA
9			Support the implementation of the Integrated Business Establishment Program	Municipal Assembly					40,000	10,000	0.00		Ongoing	Stats	CA
10				Collect and collate data from relevant institutions on the	Municipal Assembly					2,000.00	2,000.00	0.00		Ongoing	CA

		DDDP online system												
		<b>Objective: Develop 2 sites and increase patronage by 50% by 2029.</b>												
11	Enhancement and Diversification of Tourism for Local Economic Development	Engage the services of a consultant to prepare feasibility studies on the tourism potentials	Municipal Wide					220,000	10,000	0.00		Ongoing	CA	CA
12		Support the development of tourism potential	Municipal Wide					60,000	10,000	0.00	New		CA	CA
13		Carry out stakeholder engagement on tourism development	Municipal Wide					40,000	10,000	0.00	New		CA	CA
14		Enter into a Public-Private Partnership agreement in tourism development	Municipal Wide					50,000	30,000	0.00	New		CA	CA
15		Construction of a canopy walkway	Kokode					0.00	0.00	500,000.00	New		CA	CA
16		Construction of a fence wall to protect the forest reserve	Kokode					0.00	0.00	500,000.00	New		CA	CA
		<b>Objective: Train 1500 youth and create 500 jobs by 2029.</b>												
17	Skills Development, Entrepreneurship, and Job Creation	Provide training skills for 60 SME's	Municipal Wide					55,000	5,000	0.00		Ongoing	GEA	CA
18		Train 50 Artisans to acquire skills	Municipal Wide					30,000	10,000	0.00		Ongoing	GEA	CA
19		Provide start-up capital to artisans trained	Municipal Wide					120,000	30,000	0.00		Ongoing	GEA	CA
		<b>Objective: Support 1018 farmers and increase output by 30% by 2029.</b>												
20	Promotion of Sustainable Urban Agriculture for Local Economic Development	Raise 10,000 day-old chicks for distribution to farmers	Municipal Wide					300,000	10,000	0.00	New		Agric	CA
21		Train 50 farmers on Mushroom farming	Municipal Wide					15,000	5,000	0.00		Ongoing	Agric	CA
22		Support Aquaculture farmers with an Artificial pond	Municipal Wide					150,000	50,000	0.00	New		Agric	CA
23		Train 50 farmers in aquaculture to raise fingerlings	Municipal Wide					10,000	2,000	0.00	New		Agric	CA
24		Support AES Program	Municipal Wide					10,000	2,000	0.00	New		Agric	CA
26		Train 50 farmers in Liquid Soap and Soya Kebab Making	Municipal Wide					20,000	5,000	0.00		Ongoing	Agric	CA

27			Train Livestock Farmers on Improved Housing Structures Using Local Materials	Municipal Wide					25,000	5,000	0.00		Ongoing	Agric	CA	
28			Organise Timely Anti-rabies Campaign in Selected Communities	Municipal Assembly					30,000	5,000	0.00		Ongoing	Agric	CA	
<b>Objective: Construct/upgrade 3 markets and improve trader capacity by 50% by 2029.</b>																
32		Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	Construction of 24-hour Multi-Purpose Market Facility	Kwadaso, Tanoso					0.00	0.00	58,000,000	New		Works	CA	
			Completion of 5 No. 30 unit market shades	Atwima Takyiman						400,000.00	600,000.00	0.00		Ongoing	Works	CA
			Construction of 2 No. market at selected locations	Apatrapa newsite, Nwamase						922,000.00	0.00	0.00	New		Works	CA
<b>SUB-TOTAL</b>									<b>6,347,500.00</b>	<b>529,000.00</b>	<b>59,000,000.00</b>					
<b>Objective: Build/Rehabilitate 10 classrooms and equip all basic schools by 2029.</b>																
33	Social Development	Enhancement of Educational Infrastructure and Learning Resources	Undertake building inspections and ensure that all Public Schools are disability friendly	Municipal Wide					10,000	2,000	0.00		Ongoing	Education	CA	
34			Carry out Landscaping Works at Selected Schools	Kwadaso S.D.A Basic School						100,000	20,000	0.00	New		Works Dept	CA
35			Completion of Abandoned ICT/Library Block	Kwadaso M/A						80,000	5,000	0.00		Ongoing	Works Dept	CA
36			Completion of 1 No. 6-Unit Classroom Block with staff common room and Ancillary Facility (Phase II)	YAGSHS						1,800,000	5,000	0.00		Ongoing	Works Dept	CA
37			Construction of a 2-storey administration block	MTI						3,000,000.00	0.00	0.00		Ongoing	Works Dept	CA
38			Completion of 1 No. 2 unit KG Block, 6 unit, and 3 unit classroom block with ancillary facilities	Topre						0.00	0.00	5,400,000.00	New		Works Dept	CA
39			Completion of 1 No. 6-Unit Classroom with staff common	Prempeh Basic 'C'						1,200,000	5,000	0.00		Ongoing	Works Dept	CA

			room and Ancillary Facility Block (Phase II)												
40			Completion of 1 No. 6-Unit Classroom Block with staff common room and Ancillary Facility (Phase I)	YAGSHS					1,200,000	0.00	0.00	New		Works Dept	CA
41			Construction of a 3-story 18-unit classroom block	YAGSHS					0.00	0.00	0.00	New		Works Dept	CA
42			Celling of basic 1-6 classrooms	Kwadaso MA Primary School					60,000.00	5,000.00	0.00	New		Works Dept	CA
43			Renovate the portion of the existing fence wall	Prempeh collage					200,000.00	10,000	0.00	New		Works Dept	CA
44			Completion of 1 No. 6-Seater W.C toilet block with mechanized borehole and elevated water tank support	YAGSHS					430,000.00	0.00	0.00		Ongoing	Works Dept	CA
45			Completion of 1 No. 6-unit classroom block with ancillary facility	Kwadaso M/A Primary School					1,500,000.00	0.00	0.00	New		Works Dept	CA
46			Procure 120 No. Octagonal tables and chairs for K.G Schools	Municipal Wide					144,999.00	0.00	0.00	New		Works Dept	CA
47			Construction of a 2-storey dormitory block with courtyard (16 units)	Agric Nzima SHS					3,000,000.00	0.00	0.00	New		Works Dept	CA
48			Construction of a dining hall with a kitchen	Agric Nzema SHS					2,000,000.00	0.00	0.00	New		Works Dept	CA
49			Procure 1,200 No. Dual desk for public primary schools	Municipal Wide					960,000.00	0.00	0.00	New		Works Dept	CA
50			Construction of a 2-storey dormitory block with a courtyard (16 Unit type)	MTI					2,500,000.00	0.00	0.00	New		Works Dept	CA
51			Construction of a 2-	MTI					0.00	0.00	0.00	New		Works Dept	CA

			storey 12-unit classroom block															
52			Procure 2000 No. Mono desk for SHS	Municipal Wide				1,549,000.00	0.00	0.00	New		Works Dept	CA				
53			Fabrication of 903 unit bed	Nzima SHS, MTI and YAGHSHS				0.00	0.00	2,800,000.00	New		Works Dept	CA				
54			Construction 2 No. 112 seater toilet facilities	MTI				1,500,000.00	0.00	0.00	New		Works Dept	CA				
55			Procure 1,150 No. Mono desk for SHS	Municipal Wide				599,569.42	0.00	0.00	New		Works Dept	CA				
56			Procure 100 No. tables and chairs for basic school teachers	Municipal Wide				375,000.00	0.00	0.00	New		Works Dept	CA				
57			REHABILITATE/ Renovate existing selected Educational Facilities.	Municipal Wide				300,000	20,000	0.00		Ongoing	Works Dept	CA				
58			Support for self-help projects on Education	Municipal Wide				500,000	30,000	0.00		Ongoing	Works Dept	CA				
<b>Objective: Increase BECE pass rate to 85% by 2029.</b>																		
59		Enhanced Basic Education and Youth Capacity Development	Support for GES Activities	Municipal Wide				10,000	1,000	0.00		Ongoing	GES	CA				
60			Organise Girls Education Week Celebration, Menstrual hygiene, and Support for Mock Exams	Municipal Wide				15,000	2,000	0.00		Ongoing	GES	CA				
61			Organise My First Day at School	Municipal Wide				20,000	5,000	0.00		Ongoing	GES	CA				
62			Support the provision of guidance and Counselling Services to Learners	Municipal Wide				20,000	2,000	0.00	New		GES	CA				
<b>Objective: Develop 3 facilities and increase participation by 40% by 2029.</b>																		
63		Sports and Recreational Development	Completion of 3 No. Astro Turfs	Tanoso and Ohwimase & Anglican				1,000,000.00	0.00	0.00		Ongoing	GES	Central Administration				
<b>Objective: Construct/upgrade 3 facilities and equip all CHPS compounds by 2029.</b>																		
64		Improvement of Health Infrastructure and Logistics for	Equipping of 1 No. Health Centre for quality healthcare delivery	Apatrapa				1,500,000	50,000	0.00		Ongoing	Health	CA				

65	Quality Healthcare Delivery	Completion of 1No. Hospital Theatre Block with Recovery Room, Changing Room, Records, Maternity Ward, Gangway and Restroom (Phase II)	Apatrapa					0.00	0.00	1,400,000.00		Ongoing	Works	CA
66		Construction of fence wall and walkway	Apatrapa					0.00	0.00	1,000,000.00				CA
67		Completion and furnishing of 2 No. CHPS Compound	Takyiman and Nyankyerenease					3,200,000.00	10,000.00	0.00	New		Works	CA
68		Construction of residential accommodation for key health staff (resident doctors)	Apatrapa					990,000.00	10,000.00	0.00	New		Works	CA
<b>Objective: Achieve 90% service coverage and reduce OPD cases by 20% by 2029.</b>														
69	Strengthening Health Delivery and Support Systems Programme	Diseases Surveillance and Management of Epidemic-Prone Diseases	Municipal Wide					60,000	10,000	0.00		Ongoing	Health	CA
70		Provide Expanded Programme on Immunization (EPI), Tuberculosis, HIV/AIDS (PMTCT), Malaria, Polio (DRI)	Municipal Wide					30,000	10,000	0.00		Ongoing	Health	CA
71		Provide Nutrition Services (Infant and Young Child Feeding, CMAM, Vitamin A Supplementation, Anaemia Control, Micronutrient Deficiency Control)	Municipal Wide					20,000	5,000	0.00		Ongoing	Health	CA
72		Support the Provision of Maternal, Child Health, and Skilled Delivery. Antenatal Care, Postnatal Care	Municipal Wide					25,000	5,000	0.00		Ongoing	Health	CA
73		Support the Provision of Family Planning Services	Municipal Wide					10,000	2,000	0.00		Ongoing	Health	CA
<b>Objective: Achieve 90% access to safe water and sanitation by 2029.</b>														
74	Water and Sanitation	Procure 2 No. skip container at selected	Denkyemuoso, Ohwimase					80,000	20,000	0.00	New		EHSU	CA

		Infrastructure Provision, Management and Maintenance	locations											
75			Connect water facilities to households.	Takyiman and Denkyemuoso				60,000	10,000	0.00	New		GWCL	CA
76			Repair of fence wall at sanitation sites	Tanoso North				20,000.00	5,000	0.00	New		Works	CA
77			Construction of 1 No. Mechanized borehole with overhead tank	Edwenase				20,000.00	10,000.00	0.00		Ongoing	Works	CA
78			Completion of 6 No. mechanized borehole with overhead tank	Edwenase, Atwima Amanfrom, Asuoyeboa north and south, Apatrapa new site, and Kwadaso				420,000.00	10,000.00	0.00		Ongoing	Works	CA
79			Construction of 9 No. mechanized borehole with overhead tank	Municipal wide				650,000.00	0.00	0.00	New			CA
			Maintenance of existing boreholes	Municipal wide				0.00	0.00	0.00	New		Works	CA
80			Supply of 500 No. dustbins	Municipal wide				90,000.00	10,00.00	0.00	New		EHSU	CA
81			Establishment of 9 No. Waste Sorting Centres at Selected Locations	Selected location				100,000	5,000	1,200,000	New		Works	CA
<b>Objective: Ensure 100% compliance of food vendors by 2029.</b>														
82		Food Safety and Hygiene Improvement Programme	Undertake yearly medical screening for food vendors	Municipal Wide				15,000	5,000	0.00		Ongoing	EHSU	CA
83			Undertake Pest and Vector Control Exercise	Municipal Wide				10,000	2,000	0.00		Ongoing	EHSU	CA
84			Undertake meat inspection at the slaughterhouse to ensure meat hygiene	Municipal Wide				5,000	5,000	0.00		Ongoing	EHSU	CA
<b>Objective: Increase waste collection coverage to 85% by 2029.</b>														
85		Solid and Liquid Waste Management	Organise and support Communal Labour	Municipal Wide				100,000	50,000	0.00		Ongoing	EHSU	CA
86			Enforce Sanitation Laws	Municipal Wide				5,000	5,000	0.00		Ongoing	EHSU	CA
87			Organise Public Sensitisation	Municipal Wide				15,000	2,000	0.00		Ongoing	EHSU	CA

			programs on waste management											
89			Evacuate and level refuse dump sites	Municipal Wide				200,000	20,000	0.00		Ongoing	EHSU	CA
<b>Objective: Reduce poverty among vulnerable groups by 20% by 2029.</b>														
90	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs		Carry out LEAP reassessment community validation exercise	Municipal Wide				10,000	1,000	0.00		Ongoing	SW/CD	CA
91			Train Youth and Women groups in all communities to acquire employable Skills	Municipal Wide				20,000	5,000	0.00		Ongoing	SW/CD	CA
92			Organise a Capacity Building Workshop on trade financing and leadership for women	Municipal Wide				20,000	5,000	0.00	New		SW/CD	CA
93			Train vulnerable groups in vocational skills (PWD's, hawkers, and core poor)	Municipal Wide				25,000	5,000	0.00		Ongoing	SW/CD	CA
94			Organise Capacity Building and Economic Empowerment for PWD's	Municipal Wide				15,000	2,000	0.00		Ongoing	SW/CD	CA
<b>Objective: Reduce abuse cases by 30% by 2029.</b>														
95	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect, and Exploitation		Provide Social Protection Services to the Vulnerable	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA
96			Engage 4 communities to sensitize them on gender-based violence, various forms of abuse, child protection, and other social protection	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA
97			Collaborate with NHIA to enrol Vulnerable individuals freely onto the Scheme	Municipal Wide				5,000	1,000	0.00		Ongoing	SW/CD	CA
98			Support for breast cancer awareness and	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA

			screening											
99			Monitor specialized institutions and shelter homes	Municipal Wide				15,000	3,000	0.00		Ongoing	SW/CD	CA
100			Organise child welfare and child Protection Programs and train key staff on Child Protection issues	Municipal Wide				20,000	2,000	0.00		Ongoing	SW/CD	CA
101			Handle and follow up on family welfare and maintenance cases effectively	Municipal Wide				7,000	1,000	0.00		Ongoing	SW/CD	CA
102			Monitor and Supervise Day Care Centres	Municipal Wide				5,000	1,000	0.00		Ongoing	SW/CD	CA
103			Organise Mass Education and Community Mobilisation	Municipal Assembly				20,000	4,000	0.00		Ongoing	SW/CD	CA
104			Mobilize 5 communities for sensitization on adolescent sexual indulgence and its implications, drug and substance abuse, and cyberbullying	Municipal Wide				150,000.00	5,000.00	0.00		Ongoing	SW/CD	CA
<b>SUB-TOTAL</b>														
								36,820,568.42	345,000.00	1,200,000.00				
<b>Objective: Achieve 100% permit compliance and reduce unauthorized development by 40% by 2029.</b>														
105	Environment and Human Settlement	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	Prepare and Monitor Compliance with building and Settlement layouts to control Spatial Planning	Municipal Wide				60,000	20,000	0.00		Ongoing	PPD	CA
106			Organise Technical Sub-Committee and Spatial Planning Meetings	Municipal Assembly				4,000	96,000	0.00		Ongoing	PPD	CA
107			Prepare Street Naming and Property Address System	Municipal Wide				70,000	10,000	0.00		Ongoing	PPD	CA
108			Revise Planning Schemes for	Municipal Wide				60,000	10,000	0.00		Ongoing	PPD	CA

		Settlement												
109		Prepare District Spatial Development Framework	Municipal Assembly					40,000.00		0.00	New		PPD	CA
<b>Objective: Increase green cover by 20% and restore 10 sites by 2029.</b>														
110	Blue-Green Infrastructure and Climate Resilience	Undertake Public Education and awareness creation on the causes and effects of Climate Change	Municipal Wide					10,000	2,000	0.00		Ongoing	NADMO	CA
111		Supply and Installation of Renewable Energy with Photovoltaic Systems in 24 Communities and 3 No. Health Centres	Municipal Wide					50,000	0.00	2,160,000		Ongoing	Works	CA
112		Repair and Maintenance of existing Solar Panel works for selected institutions	Selected Schools and Health Centres					60,000	10,000	0.00		Ongoing	Works	CA
113		Embark on Climate Change activities such as Tree/Grass Planting, Refilling of degraded areas	Municipal Wide					100,000	10,000	0.00		Ongoing	URD	CA
114		Dredge Flood Prone areas	Municipal Wide					180,000	10,000	0.00		Ongoing	URD	CA
<b>Objective: Reduce disaster impact by 30% by 2029.</b>														
115	Disaster Prevention and Mitigation Programme	Support Disaster Management and Prevention	Municipal Wide					120,000	10,000	0.00		Ongoing	NADMO	CA
116		Equip staff and other stakeholders with the needed skills in managing Disaster issues	Municipal Wide					16,000	1,000	0.00		Ongoing	NADMO	CA
117		Educate and Sensitise the general populace on the effects of DRR and CCA through information centres.	Municipal Wide					10,000	1,000	0.00		Ongoing	NADMO	CA
118		Organise Public Educational Awareness Disaster Prevention Mechanisms	Municipal Wide					5,000	1,000	0.00		Ongoing	NADMO	CA

119			Create awareness on IDDR through Public Sensitisation	Municipal Wide					5,000	1,000	0.00		Ongoing	NADMO	CA
<b>Objectives: Upgrade 60% of roads and reduce travel time by 30% by 2029.</b>															
120		Road Infrastructure Improvement	Reshaping of the existing Electoral Area Road	Municipal Wide					230,000	20,000	0.00		Ongoing	URD	CA
121			Construction of 1 No. Bridge	Asare Farms, Edwenase - Kwadaso Estate Road					0.00	0.00	2,400,000	New		URD	CA
123			Construction of damaged Bridge	Ceci Area					0.00	0.00	1,940,000	New		URD	CA
124			Completion of Ohwimase-Takyiman-Denkyemuoso Main Road	Ohwimase-Takyiman-Denkyemuoso					0.00	0.00	5,600,000	New		URD	CA
125			Desilting of Streams and Rivers	Municipal Wide					170,000	10,000	0.00		Ongoing	URD	CA
126			Construction of 4No. Footbridges at selected locations	Tanoso North, Kwadaso (2), Apatrapa-New site					10,000	180,000	0.00	New		URD	CA
127			Support for DRIP machine activities	Municipal Wide					100,000.00	0.00	0.00		Ongoing	URD	CA
128			Construction of 2 No. Culvert	Edwenase and Denkyemuoso					100,000.00	0.00	0.00	New		URD	CA
<b>Objective: Reduce road accidents by 25% by 2029.</b>															
129		Road Safety Education and Enforcement of Regulations	Organise educational programmes to sensitise the public on motor traffic regulations to reduce the incidence of accidents in the municipality	Municipal Wide					15,000	2,000	0.00		Ongoing	URD/Transport	CA
<b>SUB-TOTAL</b>									<b>1,700,100.00</b>	<b>394,000.00</b>	<b>12,100,000.00</b>				
<b>Objective: Reduce crime by 25% and improve response time by 30% by 2029.</b>															
130	Governance and Institutional Development	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	Support Security Operation Activities	Municipal Wide					60,000	20,000	0.00		Ongoing		CA
131			Procure, Supply and Install Streetlight	Municipal Wide					1,990,000	10,000	0.00		Ongoing	Works	CA
132			Maintenance of Installed Streetlights	Municipal Wide					600,000	100,000	0.00		Ongoing	Works	CA
133			Completion of Police	Apire					330,000	0.00	0.00		Ongoing	Works	CA

			Post											
134			Construction of 1 No. police post	Kokode				650,000.00	0.00	0.00	New	Works	CA	
135			Construct 1 No. Fire Water Hydrants	Kwadaso North				140,000	10,000	0.00	New	Works	CA	
<b>Objective: Achieve 100% M&amp;E implementation and reporting by 2029.</b>														
136		Administrative Expenses, Including Monitoring and Evaluation	Organise mandatory Assembly meetings	Municipal Assembly				75,000	25,000	0.00		Ongoing	CA	CA
137			Prepare and Implement Plans	Municipal Assembly				20,000	5,000	0.00		Ongoing	CA	CA
138			Support for unplanned projects and programmes	Municipal Assembly				600,000	20,000	0.00		Ongoing	CA	CA
139			Undertake Community Sensitisation on efficient and effective implementation of development policies and plans	Municipal Assembly				30,000	10,000	0.00		Ongoing	CA	CA
140			Conduct quarterly M&E of development Projects and Programs	Municipal Assembly				60,000	10,000	0.00		Ongoing	CA	CA
141			Prepare Annual Action Plans, Revenue Improvement Action Plan, Composite Budget, MESSAP and NACAP	Municipal Assembly				85,000	5000	0.00		Ongoing	CA	CA
142			Support Independence/Official Day Celebration	Municipal Assembly				90,000	10,000	0.00		Ongoing	GES	CA
<b>Objective: Provide adequate logistics to all departments by 2029.</b>														
143		Assembly Infrastructure Improvement and Functional Logistics Support	Maintain Office Equipment, Residential and Office Buildings	Municipal Assembly				100,000	20,000	0.00	New	Works	CA	
144			Completion of departmental Offices	Ohwimase				2,000,000	0.00	0.00		Ongoing	Works	CA
145			Completion of 1 No. Bungalow for MCE	Takyiman				200,000	0.00	0.00		Ongoing	Works	CA
146			Procure Office Logistics	Municipal Assembly				80,000	20,000	0.00		Ongoing	CA	CA
147			Regularize the acquisition of land for the construction of a	Municipal Assembly				150,00.00	50,000.00	0.00		Ongoing	PPD	CA

			staff bungalow												
		<b>Objective: Strengthen all zonal councils and increase participation by 40% by 2029.</b>													
148	Enhancement of Local Governance	Support for decentralized departments	Municipal Assembly					80,000	10,000	0.00		Ongoing	CA	CA	
149	Structures and System	Construction of 1 No. offices for the zonal council	Nzima					690,000.00	10,000.00	0.00	New		Works	CA	
		<b>Objective: Train 80% of staff by 2029.</b>													
150	Capacity Building and Development	Organise refresher/capacity building training Programs	Municipal Assembly					30,000	5,000	0.00		Ongoing	HR	CA	
	<b>SUB-TOTAL</b>														
	<b>GRAND TOTAL</b>														
								6,770,000.00	280,000.00	0.00					
								<b>63,638,168.4</b>	<b>1,548,000.00</b>	<b>72,300,000.00</b>	<b>137,486,168.4</b>				

**Table 6.2 2027 AAP**

<b>OBJECTIVE</b>															
S/N	DEVELOPMENT DIMENSION	PROGRAMME	PROJECT	LOCATION	TIMEFRAME				PROJECT COST (GH¢)			PROJECT STATUS		IMPLEMENTING AGENCY/DEPT	
					Q1	Q2	Q3	Q4	DACF	IGF	OTHER(S)	NEW	ONGOING	LEAD	COLLABORATING
<b>OBJECTIVE: Exceed IGF targets by 10% annually and maintain 90% collection efficiency by 2029.</b>															
1	Economic Development	Revenue Mobilization and Accountability	Update Accounting Software /Revenue and software	Municipal Assembly					70,000.00	30,000.00	0.00		Ongoing	Finance	CA
2			Carry out revenue mobilisation and pay your levy campaign	Municipal Assembly					30,000	70,000	0.00		Ongoing	Revenue	CA
3			Procure the services of a consultant to collect and analyse revenue items on the computerised database	Municipal Assembly					20,000	18,000	0.00		Ongoing	Finance	CA
4			Procure logistics for revenue collectors	Municipal Assembly					30,000	90,000	0.00		Ongoing	Revenue	CA
5			Procure value books	Municipal Assembly					30,000	70,000	0.00		Ongoing	Finance	CA
6			Organise a yearly training programme for revenue collectors to enhance revenue generation	Municipal Assembly					0.00	0.00	0.00		Ongoing	HR	CA
7			Gazette fee fixing and by-laws	Municipal Assembly					20,000	10,000	0.00		Ongoing	Budget	CA
8			Support the department of Statistics to collect, process and disseminate ratable fee fixing items, administrative data and socio-economic indicators	Municipal Assembly					80,000	20,000	0.00		Ongoing	Stats	CA
9			Support the implementation of the Integrated Business Establishment Program	Municipal Assembly					40,000	10,000	0.00		Ongoing	Stats	CA
<b>Objective: Develop 2 sites and increase patronage by 50% by 2029.</b>															
10	Enhancement and Diversification of Tourism for Local	Support the development of tourism potential	Municipal Wide					60,000	10,000	0.00	New		CA	CA	

11		Economic Development	Carry out stakeholder engagement on tourism development	Municipal Wide					40,000	10,000	0.00	New		CA	CA
<b>Objective: Train 1500 youth and create 500 jobs by 2029.</b>															
12		Skills Development, Entrepreneurship, and Job Creation	Provide training skills for 60 SME's	Municipal Wide					55,000	5,000	0.00		Ongoing	GEA	CA
13			Train 50 Artisans to acquire skills	Municipal Wide					30,000	10,000	0.00		Ongoing	GEA	CA
14			Provide start-up capital to artisans trained	Municipal Wide					120,000	30,000	0.00		Ongoing	GEA	CA
<b>Objective: Support 1018 farmers and increase output by 30% by 2029.</b>															
15		Promote Sustainable Urban Agriculture	Raise 10,000 day-old chicks for distribution to farmers	Municipal Wide					300,000 15,000	10,000 5,000	0.00	New		Agric	CA
16			Train 50 Farmers on Mushroom Farming	Municipal Wide					20,000	5,000	0.00		Ongoing	Agric	CA
17			Train Farmers in Liquid Soap and Soya Kebab Making	Municipal Wide					25,000	5,000	0.00		Ongoing	Agric	CA
18			Train Livestock Farmers on Improved Housing Structures Using Local Materials	Municipal Wide					30,000	5,000	0.00		Ongoing	Agric	CA
19			Organise Timely Anti-rabies Campaign in Selected Communities	Municipal Assembly					150,000	50,000	0.00	New		Agric	CA
20			Support Aquaculture Farmers with an Artificial Pond	Municipal Wide					10,000	2,000	0.00	New		Agric	CA
21			Train 50 Farmers in aquaculture to raise fingerlings	Municipal Wide					10,000	2,000	0.00		Ongoing	Agric	CA
22			Support AES Program	Municipal Wide					300,000	10,000	0.00	New		Agric	CA
<b>Objective: Construct/upgrade 3 markets and improve trader capacity by 50% by 2029.</b>															
23		Investment in Modern Market facilities to promote Inclusive Trading and support a 24-hour Economy	Renovation of Kwadaso Main Market (Phase II)	Kwadaso					4,000,000.00	50,000.00	0.00	New		Works Dept	CA
24			Construction of 1 No. Modern Market at Selected Locations	Tanoso North						7,000,000.00	50,000.00	0.00	New		Works Dept
<b>SUB-TOTAL</b>									<b>12,455,000.00</b>	<b>567,010.00</b>	<b>0.00</b>				
<b>Objective Build/rehabilitate 10 classrooms and equip all basic schools by 2029.</b>															
25	Social Development	Enhancement of Educational	Undertake building inspections and ensure	Municipal Wide					0.00	0.00	0.00		Ongoing	Works Dept	CA

	Infrastructure and Learning Resources	that all Public Schools are disability friendly													
26		Carry out Landscaping Works at Selected Schools	Atwima Takyiman Presby					100,000.00	10,000.00	0.00	New		Works Dept	CA	
27		Completion of 2 No. 6-Unit Classroom Blocks	Central Agric Primary					200,000.00	1,000	0.00	New		Works Dept	CA	
28		Rehabilitation of the Anglican School	Tanoso					300,000.00	1,000	0.00	New		Works Dept	CA	
29		Fencing of YAGSHS School Land on Topre-Dominase Road	Tanoso					800,000.00	1,000	0.00	New		Works Dept	CA	
30		Construction of Library/ICT Centre	Apatrapa					650,000.00	1,000	0.00	New		Works Dept	CA	
31		Construction of Computer Lab	Atwima Amanfrom S.D.A					880,000.00	1,000	0.00	New		Works Dept	CA	
32		Construction of Computer Lab	Prempeh College					1,750,000.00	1,000	0.00	New		Works Dept	CA	
33		Rehabilitate/ Renovate existing selected Educational Facilities	Municipal Wide					200,000	5,000	0.00		Ongoing	Works Dept	CA	
34		Support for self-help projects on Education	Municipal Wide					600,000.00	50,000	0.00	New		GES	CA	
<b>Objective: Increase BECE pass rate to 85% by 2029.</b>															
35	Enhanced Basic Education Delivery and Youth Capacity Development	Support for GES Activities	Municipal Wide					20,000.00	1,000	0.00		Ongoing	Works Dept	CA	
36		Organise Girls Education Week Celebration, Menstrual hygiene, and Support for Mock Exams	Municipal Wide					20,000.00	2,000.00	0.00		Ongoing	GES	CA	
37		Organise My First Day at School	Municipal Wide					20,000.00	2,000	0.00		Ongoing	GES	CA	
38		Support the provision of guidance and Counselling Services to Learners	Municipal Wide					20,000.00	1,000	0.00		Ongoing	GES	CA	
39		Construction of 1 No. Recreational facilities for (Funeral/Durbar Grounds)	Ohwimase					880,000.00	5,000	0.00	New		Works Dept	CA	
<b>Objective: Construct/upgrade 3 facilities and equip all CHPS compounds by 2029.</b>															
40	Improvement of Health Infrastructure and Logistics for Quality Healthcare	Equipping of 1 No. Health Centre for quality healthcare delivery	Maternity Block-Nwamase					650,000.00	20,000.00	0.00	New		Health Directorate	CA	
41		Supply of hospital equipment	Municipal Wide					2,500,000.00	50,000.00	0.00	New		Health Directorate	CA	

42		Delivery	Construction 1 No. of CHPS Compound	Kwadaso						0.00			Works Dept	CA	
43			Construction of 1 No. Health Center	Kwadaso Soldier-Line					1,700,000	10,000	0.00	New	Health Directorate	CA	
44			Construction of a unit Pavilion for Health Programmes	Apatrapa-New site					150,000.00	10,000.00	0.00	New	Health Directorate	CA	
45			Procurement of Hospital Beds/Bedsheets	Nwamase Health Centre					1,200,000.00	10,000.00	0.00	New	Health Directorate	CA	
46			Procure X-Ray equipment and Ultrasound Machines for Selected Health Centres	Apatrapa					2,300,000.00	10,000.00	0.00	New	Health Directorate	CA	
47			Procure Office Equipment (Computers, Laptops, Photocopiers, Projector)	Health Directorate					190,000.00	10,000.00	0.00	New	Health Directorate	CA	
48			Procure Office Furniture (Tables, Desks, Swivel Chairs, Lab Chairs and Platforms, Air Conditioners, Fans, Cabinets, Stabilizers, Printers, Fridges, Vaccine Carriers, Cold Boxes, Sterilizers)	Nwamase Health Centre					270,000.00	10,000.00	0.00	New	Health Directorate	CA	
49			Procure Laboratory Equipment (Microscopes, Haematology, Analysers)	Apatrapa Health Centre					580,000.00	20,000.00	0.00	New	Health Directorate	CA	
<b>Objective: Achieve 90% service coverage and reduce OPD cases by 20% by 2029.</b>															
50		Strengthening Health Delivery and Support Systems Programme	Diseases Surveillance and Management of Epidemic-Prone Diseases	Municipal Wide					80,000.00	20,000.00	0.00		Ongoing	Health Directorate	CA
51			Provide Expanded Programme on Immunization (EPI), Tuberculosis, HIV/AIDS (PMTCT), Malaria, Polio (DRI)	Municipal Wide					30,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
52			Provide Nutrition Services (Infant and Young Child Feeding, CMAM, Vitamin A Supplementation, Anaemia Control, Micronutrient Deficiency Control)	Municipal Wide					20,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA

53		Support the Provision of Maternal, Child Health, and Skilled Delivery. Antenatal Care, Postnatal Care	Municipal Wide					25,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
54		Support the Provision of Family Planning Services	Municipal Wide					5,000.00	2,000.00	0.00		Ongoing	Health Directorate	CA
55		Establishment of 9 No. Waste Sorting Centres at Selected Locations	Selected Communities					110,000.00	10,000.00	0.00	New		Works Dept	CA
56		Repairs and Maintenance of 4 No. Boreholes at Selected Locations	Kwadaso Post Office Area, Vicandy School, 5 Junction, and Kokode					24,000.00	1,000.00	0.00		Ongoing	Works Dept	CA
57		Procure 2 No. Skip Container at Selected Locations	Nwamase and Kokode					45,000.00	5,000.00	0.00		Ongoing	EHSU	CA
58		Construction of 20 No. Mechanized boreholes	Municipal Wide					1,200,000.00	10,000.00	0.00		Ongoing	Works Dept	CA
		Supply of 50 No. Dust bins	Municipal Wide					200,000.00		0.00			EHSU	CA
<b>Objective: Ensure 100% compliance of food vendors by 2029.</b>														
59	Food Safety and Hygiene Improvement Programme	Undertake yearly medical screening for food vendors	Municipal Wide					15,000	5,000	0.00		Ongoing	EHSU	CA
60		Undertake Pest and Vector Control Exercise	Municipal Wide					10,000	2,000	0.00		Ongoing	EHSU	CA
61		Undertake meat inspection at the slaughterhouse to ensure meat hygiene	Municipal Wide					5,000	5,000	0.00		Ongoing	EHSU	CA
<b>Objective: Achieve 90% access to safe water and sanitation by 2029.</b>														
62	Solid and Liquid Waste Management Programme	Organise and support Communal Labour	Municipal Wide					100,000	50,000	0.00		Ongoing	EHSU	CA
63		Enforce Sanitation Laws	Municipal Wide					5,000	5,000	0.00		Ongoing	EHSU	CA
64		Organise Public Sensitisation programs on waste management	Municipal Wide					15,000	2,000	0.00		Ongoing	EHSU	CA
65		Evacuate and level refuse dump sites	Municipal Wide					200,000	20,000	0.00		Ongoing	EHSU	CA
<b>Objective: Reduce poverty among vulnerable groups by 20% by 2029.</b>														
66	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	Monitor and Supervise LEAP	Municipal Wide					10,000	2,000	0.00		Ongoing	SW/CD	CA
67		Train Youth and Women groups in all communities to acquire	Municipal Wide					20,000	5,000	0.00		Ongoing	SW/CD	CA

			employable Skills											
68			Organise a Capacity Building Workshop on trade financing and leadership for women	Municipal Wide				20,000	5,000	0.00	New		SW/CD	CA
69			Train vulnerable groups in vocational skills (PWD's, hawkers and core poor)	Municipal Wide				25,000	5,000	0.00		Ongoing	SW/CD	CA
70			Organise Capacity Building and Economic Empowerment for PWD's	Municipal Wide				15,000	2,000	0.00		Ongoing	SW/CD	CA
<b>Objective: Reduce abuse cases by 30% by 2029.</b>														
71		Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	Provide Social Protection Services to the Vulnerable	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA
72			Organise Gender Based Violence Programmes	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA
73			Collaborate with NHIA to enrol Vulnerable individuals freely onto the Scheme	Municipal Wide				5,000	1,000	0.00		Ongoing	SW/CD	CA
74			Support for breast cancer awareness and screening	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA
75			Monitor specialised institutions and shelter homes	Municipal Wide				15,000	3,000	0.00		Ongoing	SW/CD	CA
76			Organise child welfare and child Protection Programs and train key staff on Child Protection issues	Municipal Wide				20,000	2,000	0.00		Ongoing	SW/CD	CA
77			Handle and follow up on family welfare and maintenance cases effectively	Municipal Wide				7,000	1,000	0.00		Ongoing	SW/CD	CA
78			Monitor and Supervise Day Care Centres	Municipal Wide				5,000	1,000	0.00		Ongoing	SW/CD	CA
79			Organise Mass Education and Community Mobilisation	Municipal Assembly				22,000	5,000	0.00		Ongoing		CA
<b>SUB-TOTAL</b>								<b>18,063,000.00</b>	<b>422,000.00</b>	<b>0.00</b>				
<b>Objective</b>		<b>Achieve 100% permit compliance and reduce unauthorized development by 40% by 2029.</b>												
80	Environment and Human Settlement	Climate-Resilient and Inclusive Spatial Planning for	Prepare and Monitor Compliance with building and Settlement	Municipal Wide				60,000	20,000	0.00		Ongoing	PPD	CA

	Sustainable Smart City Development	layouts to control Spatial Planning												
81		Organise Technical Sub-Committee and Spatial Planning Meetings	Municipal Assembly				4,000	96,000	0.00		Ongoing	PPD	CA	
82		Prepare Street Naming and Property Address System	Municipal Wide				70,000	10,000	0.00		Ongoing	PPD	CA	
83		Revise Planning Schemes for Settlement	Municipal Wide				60,000	10,000	0.00		Ongoing	PPD	CA	
<b>Objective: Increase green cover by 20% and restore 10 sites by 2029.</b>														
84	Blue-Green Infrastructure and Climate Resilient Programme	Undertake Public Education and awareness creation on the causes and effects of Climate Change	Municipal Wide				10,000	2,000	0.00		Ongoing	NADMO	CA	
85		Repair existing Solar Panel works for selected institutions	Selected Institutions and Health Centres				60,000	10,000	0.00		Ongoing	Works	CA	
86		Embark on Climate Change activities such as Tree/Grass Planting, Refilling of degraded areas	Municipal Wide				100,000	10,000	0.00		Ongoing	URD	CA	
87		Dredge Flood Prone areas	Municipal Wide				180,000	10,000	0.00		Ongoing	URD	CA	
<b>Objective: Reduce disaster impact by 30% by 2029.</b>														
88	Disaster Prevention and Mitigation Programme	Support Disaster Management and Prevention	Municipal Wide				150,000.00	10,000.00	0.00		Ongoing	NADMO	CA	
89		Equip staff and other stakeholders with the needed skills in managing Disaster issues	Municipal Wide				16,000	1,000	0.00		Ongoing	NADMO	CA	
90		Educate and Sensitise the general populace on the effects of DRR and CCA through information centres	Municipal Wide				10,000	1,000	0.00		Ongoing	NADMO	CA	
91		Organise Public Educational Awareness Disaster Prevention Mechanisms	Municipal Wide				5,000	1,000	0.00		Ongoing	NADMO	CA	
92		Create awareness on IDDR through Public Sensitisation	Municipal Wide				5,000	1,000	0.00		Ongoing	NADMO	CA	
<b>Objectives: Upgrade 60% of roads and reduce travel time by 30% by 2029.</b>														
93	Road Infrastructure	Reshaping of the existing	Municipal Wide				250,000.00	50,000.00	0.00		Ongoing	DUR	CA	

		Improvement Programme	Electoral Area Road																
94			Rehabilitation and Fixing Pavement Blocks works	Papa Kwasi Area (Kwadaso)					140,000.00	10,000.00	0.00	New			Works Dept	CA			
95			Construction of Asphaltic Overlay at Selected Locations	Asuoyeboa and Nwamase					0.00	0.00	2,400,000	New			DUR	CA			
96			Construction of U-Drains at Selected Locations	Edwenase, Nyankerease, Kwadaso North, Asuoyeboa South, Nwamase					1,500,000.00	0.00	0.00	New			DUR	CA			
97			Desilting of Streams and Rivers	Municipal Wide					150,000	10,000	0.00		Ongoing		DUR	CA			
98			Construction of 4 No. Speed humps at Selected Locations	Apatrapa Township, Nyankyerenease, Asuoyeboa South, Kwadaso Agric College					0.00	0.00	500,000.00	New			DUR	CA			
99			Construction of Culvert at selected locations	Assemblies of God Church Road (Apatrapa),					0.00	0.00	700,000.00	New			DUR	CA			
100			Construction of 5 No. Footbridges at selected locations	Topre, Container near AAMUSTED, Edwenase, Nyankyerenease, Ceci-Denkyemuoso Road,					0.00	0.00	1,400,000.00	New			DUR	CA			
<b>Objective: Reduce road accidents by 25% by 2029.</b>																			
101		Road Safety Education and Enforcement of Regulations Programme	Organise educational programmes to sensitise the public on motor traffic regulations to reduce the incidence of accidents in the municipality	Municipal Wide					15,000.00	2,000.00	0.00	New			DUR	CA			
<b>SUB-TOTAL</b>									<b>2,985,000.00</b>	<b>254,000.00</b>	<b>5,000,000.00</b>								
<b>Objective</b>		<b>Reduce crime by 25% and improve response time by 30% by 2029.</b>																	
102	Governance and Institutional Development	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	Support Security Operation Activities	Municipal Wide					60,000.00	20,000.00	0.00		Ongoing		CA	CA			
103			Procure, Supply and Install Streetlight	Municipal Wide					1,990,000.00	10,000.00	0.00		Ongoing		Works Dept	CA			
104			Maintenance of Installed Streetlight	Municipal Wide					600,000.00	100,000.00	0.00		Ongoing		Works Dept	CA			
105			Construction of 1No. Police Post	Prempeh/Adoato Areas,					650,000.00	0.00	0.00	New			Works Dept	CA			

106		Fencing and Landscaping of Fire Station Block	Kwadaso North				190,000.00	10,000.00	0.00	New		Works Dept	CA
107		Construct 2 No. Fire Water Hydrants	Sofoline and Nzema				280,000.00	20,000.00	0.00	New		Works Dept	CA
<b>Objective: Provide adequate logistics to all departments by 2029.</b>													
108	Administrative Expenses, Including Monitoring and Evaluation	Organise mandatory Assembly meetings	Municipal Assembly				75,000	25,000	0.00		Ongoing	CA	CA
109		Prepare and Implement Plans	Municipal Assembly				20,000	5,000	0.00		Ongoing	CA	CA
110		Support for unplanned projects and programmes	Municipal Assembly				600,000		0.00		Ongoing	CA	CA
111		Undertake Community Sensitisation on efficient and effective implementation of development policies and plans	Municipal Assembly				30,000	10,000	0.00		Ongoing	CA	CA
112		Conduct quarterly M&E of development Projects and Programs	Municipal Assembly				60,000	10,000	0.00		Ongoing	CA	CA
113		Prepare Annual Action Plans, Revenue Improvement Action Plan, Composite Budget, and MESSAP	Municipal Assembly				85,000	5000	0.00		Ongoing	CA	CA
114		Support Independence/Official Day Celebration	Municipal Assembly				90,000	10,000	0.00		Ongoing	GES	CA
<b>Objective: Achieve 100% M&amp;E implementation and reporting by 2029.</b>													
115	Assembly Infrastructure Improvement and Functional Logistics Support	Maintain Office Equipment, Residential and Office Buildings	Municipal Assembly				100,000.00	80,000.00	0.00		Ongoing	Works Dept	CA
116		Construction of 8No. 3-Storey 3-Unit Bedroom Flat for Senior Staff	Selected Location				8,000,000.00	100,000	0.00	New		Works Dept	CA
117		Procure Office Logistics	Municipal Assembly				80,000.00	20,000.00	0.00		Ongoing	CA	CA
118		Support for decentralized departments	Municipal Assembly				80,000.00	10,000.00	0.00		Ongoing	CA	CA
<b>Objective: Strengthen all zonal councils and increase participation by 40% by 2029.</b>													
119	Enhancement of Local Governance Structures and System	Construction of 1 No. Offices for Zonal Councils	Asuoyeboa				690,000.00	10,000.00	0.00	New		Works Dept	CA
<b>Objective: Train 80% of staff by 2029.</b>													
120	Capacity Building and Development	Organise refresher/capacity	Municipal Assembly				30,000.00	5,000.00	0.00		Ongoing	HR	CA

			building Programs	training										
<b>SUB-TOTAL</b>									<b>11,720,000.00</b>	<b>450,000.00</b>	<b>5,000,000.00</b>			
<b>GRAND TOTAL</b>									<b>67,498,000.00</b>	<b>1,706,000.00</b>	<b>10,000,000.00</b>	<b>77,504,000.00</b>		

**-Table 6.3 2028 AAP**

<b>OBJECTIVE</b>															
S/N	DEVELOPMENT DIMENSION	PROGRAMME	PROJECT	LOCATION	TIMEFRAME				PROJECT COST (GHC)			PROJECT STATUS		IMPLEMENTING AGENCY/DEP'T	
					Q1	Q2	Q3	Q4	DACF	IGF	OTHER(S)	NEW	ONGOING	LEAD	COLLABORATING
<b>OBJECTIVE: Exceed IGF targets by 10% annually and maintain 90% collection efficiency by 2029.</b>															
1	Economic Development	Revenue Mobilization and Accountability	Update Accounting Software /Revenue	Municipal Assembly					70,000.00	30,000.00	0.00		Ongoing	Finance	CA
2			Carry out revenue mobilisation and pay your levy campaign	Municipal Assembly					30,000	70,000	0.00		Ongoing	Revenue	CA
3			Procure the services of a consultant to collect and analyse revenue items on the computerised database	Municipal Assembly					20,000	18,000	0.00		Ongoing	Finance	CA
4			Procure logistics for revenue collectors	Municipal Assembly					30,000	90,000	0.00		Ongoing	Revenue	CA
5			Procure value books	Municipal Assembly					30,000	70,000	0.00		Ongoing	Finance	CA
6			Organise a yearly training programme for revenue collectors to enhance revenue generation	Municipal Assembly						0.00	0.00		Ongoing	HR	CA
7			Gazette fee fixing and by-laws	Municipal Assembly					20,000	10,000	0.00		Ongoing	Budget	CA
8			Support the department of Statistics to collect, process and disseminate ratable fee fixing items, administrative data and socio-economic indicators	Municipal Assembly					80,000	20,000	0.00		Ongoing	Stats	CA
9			Support the implementation of the Integrated Business Establishment Program	Municipal Assembly					40,000	10,000	0.00		Ongoing	Stats	CA
<b>Objective: Develop 2 sites and increase patronage by 50% by 2029.</b>															
11	Enhancement and Diversification of Tourism for Local Economic Development		Support the development of tourism potential	Municipal Wide					60,000	10,000	0.00		Ongoing	CA	CA
12			Carry out stakeholder engagement on tourism development	Municipal Wide					40,000	10,000	0.00		Ongoing	CA	CA
<b>Objective: Train 1500 youth and create 500 jobs by 2029.</b>															
13		Skills Development, Entrepreneurship,	Provide training skills for 60 SME's	Municipal Wide					55,000	5,000	0.00		Ongoing	GEA	CA

15		and Job Creation	Train 50 Artisans to acquire skills	Municipal Wide					30,000	10,000	0.00		Ongoing	GEA	CA
16			Provide start-up capital to artisans trained	Municipal Wide					120,000	30,000	0.00		Ongoing	GEA	CA
<b>Objective: Support 1018 farmers and increase output by 30% by 2029.</b>															
17		Promote urban Agriculture for Local Economic Development	Raise 10,000 day-old chicks for distribution to farmers	Municipal Wide					300,000	10,000	0.00		Ongoing	Agric	CA
18			Train 50 Farmers on Mushroom Farming	Municipal Wide					300,000 15,000	10,000 5,000	0.00	New		Agric	CA
19			Train Farmers in Liquid Soap and Soya Kebab Making	Municipal Wide					20,000	5,000	0.00		Ongoing	Agric	CA
20			Train Livestock Farmers on Improved Housing Structures Using Local Materials	Municipal Wide					20,000	5,000	0.00		Ongoing	Agric	CA
21			Organise Timely Anti-rabies Campaign in Selected Communities	Municipal Assembly					25,000	5,000	0.00		Ongoing	Agric	CA
22			Support Aquaculture Farmers with an Artificial Pond	Municipal Wide					30,000	5,000	0.00		Ongoing	Agric	CA
23			Train 50 Farmers in aquaculture to raise fingerlings	Municipal Wide					150,000	50,000	0.00	New		Agric	CA
24			Support AES Program	Municipal Wide					10,000	2,000	0.00	New		Agric	CA
<b>Objective: Construct/upgrade 3 markets and improve trader capacity by 50% by 2029.</b>															
25		Investment in Modern market facilities to Promote Inclusive Trading and support a 24-hour Economy	Expand Slaughterhouse to include Storage, Packaging and Slaughtering Services to improve meat hygiene	Sofoline					1,790,000.00	20,000.00	0.00	New		Works Dept	CA
26			Construction of 1 No. Modern Markets at Selected Locations	Kwadaso Agric College					3,100,000.00	10,000.00	0.00	New		Works Dept	CA
<b>SUB-TOTAL</b>									6,385,000.00	510,000.00	0.00				
<b>Objective</b>		<b>Build/rehabilitate 10 classrooms and equip all basic schools by 2029.</b>													
27	Social Development	Enhancement of Educational Infrastructure and Learning Resources	Undertake building inspections and ensure that all Public Schools are disability friendly	Municipal Wide					10,000.00	2,000.00	0.00		Ongoing	GES	CA
28			Carry out Landscaping Works at Selected Schools	Ohwimase M/A,					100,000.00	2,000.00	0.00	New		Works Dept	CA

29		Construction of fence wall at TVET School	Asuoyeboa					1,600,000.00	10,000.00	0.00	New		Works Dept	CA	
30		Construction of 1 No. 3-Unit Classroom Block at TVET School	Asuoyeboa					1,200,000.00	10,000.00	0.00	New		Works Dept	CA	
31		Renovation of 2 No. School Block	Nwamase M/A School and Ohwimase M/A School					800,000.00	10,000.00	0.00	New		Works Dept	CA	
32		REHABILITATE/ Renovate existing selected Educational Facilities	Municipal Wide					300,000.000	20,000.00	0.00	New		Works Dept	CA	
33		Support for self-help projects on Education	Municipal Wide					400,000.00	30,000.00	0.00	New		Works Dept	CA	
<b>Objective: Increase BECE pass rate to 85% by 2029.</b>															
34	Enhanced Basic Education Delivery and Youth Capacity Development	Support for GES Activities	Municipal Wide					20,000.00	0.00	0.00		Ongoing	Works Dept	CA	
35		Organise Girls Education Week Celebration, Menstrual hygiene, and Support for Mock Exams	Municipal Wide					20,000.00	2,000.00	0.00		Ongoing	GES	CA	
36		Organise My First Day at School	Municipal Wide					20,000.00	5,000	0.00		Ongoing	GES	CA	
37		Support the provision of guidance and Counselling Services to Learners	Municipal Wide					20,000.00	2,0002	0.00		Ongoing	GES	CA	
38		Construction of 2 No. Astro Turf	Asuoyeboa, Kwadaso Agric College						2,600,000.00	10,000.00	0.00	New		Works Dept	CA
39		Construction of 1 No. Recreational facilities for (Funeral/Durbar Grounds)	Kwadaso,					900,000.00	10,000.00	0.00	New		Works Dept	CA	
<b>Objective: Construct/upgrade 3 facilities and equip all CHPS compounds by 2029.</b>															
40	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery	Equipping of 1 No. Health Centre for quality healthcare delivery	Atwima Takyiman,					1,600,000.00	50,000.00	0.00		Ongoing	Health Directorate	CA	
41		Construction 1 No. of CHPS Compound	Asuoyeboa TVET School						1,300,000.00	10,000.00	0.00	New		Works Dept	CA
42		Procurement of Motorbikes	Asuoyeboa North						60,000.00	10,000.00	0.00	New		Works Dept	CA
43		Construction of 1 No. Health Workers' Bungalow	Nwamase Health Centre						70,000.00	10,000.00	0.00	New		Works Dept	CA
44		Construction of 1 No. Sick Bay at MTI	Kwadaso (Nsiah Asare)						60,000.00	10,000.00	0.00	New		Works Dept	CA

45		Construction of 1 No. NHIA Office Complex	Edwenase					1,200,000.00	10,000.00	0.00	New		Works Dept	CA
46		Construction of Residential Accommodation for Key Health Staff (Residence Doctors')	Nwamase					490,000.00	10,000.00	0.00	New		Works Dept	CA
47		Procure X-Ray equipment and Ultrasound Machines for Selected Health Centres	Nwamase					1,400,000.00	20,000.00	0.00	New		Works Dept	CA
<b>Objective: Achieve 90% service coverage and reduce OPD cases by 20% by 2029.</b>														
48	Strengthening Health Delivery and Support Systems Programme	Diseases Surveillance and Management of Epidemic-Prone Diseases	Municipal Wide					80,000.00	20,000.00	0.00		Ongoing	Health Directorate	CA
49		Provide Expanded Programme on Immunization (EPI), Tuberculosis, HIV/AIDS (PMTCT), Malaria, Polio (DRI)	Municipal Wide					30,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
50		Provide Nutrition Services (Infant and Young Child Feeding, CMAM, Vitamin A Supplementation, Anaemia Control, Micronutrient Deficiency Control)	Municipal Wide					20,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
51		Support the Provision of Maternal, Child Health, and Skilled Delivery. Antenatal Care, Postnatal Care	Municipal Wide					25,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
52		Support the Provision of Family Planning Services	Municipal Wide					5,000.00	2,000.00	0.00		Ongoing	Health Directorate	CA
53		Establishment of 9 No. Waste Sorting Centres at Selected Locations						110,000.00	10,000.00	0.00	New		Works Dept	CA
54		Construction of 1 No. Toilet facility	Apire					470,000.00	10,000.00	0.00	New		Works Dept	CA
55		Procure 1 No. Skip Container at Selected Locations	Kwadaso Agric College,					30,000.00	5,000.00	0.00	New		EHSU	CA
56	Supply of 50 No. Dust bins	Municipal Wide					50,000.00	10,000.00	0.00	New		EHSU	CA	
<b>Objective: Ensure 100% compliance of food vendors by 2029.</b>														
57	Food Safety and	Undertake yearly medical	Municipal Wide					15,000	5,000	0.00		Ongoing	EHSU	CA

		Hygiene Improvement Programme	screening for food vendors													
58			Undertake Pest and Vector Control Exercise	Municipal Wide				10,000	2,000	0.00		Ongoing	EHSU	CA		
59			Undertake meat inspection at the slaughterhouse to ensure meat hygiene	Municipal Wide				5,000	5,000	0.00		Ongoing	EHSU	CA		
<b>Objective: Achieve 90% access to safe water and sanitation by 2029.</b>																
60		Solid and Liquid Waste Management Programme	Organise and support Communal Labour	Municipal Wide				100,000	50,000	0.00		Ongoing	EHSU	CA		
61			Enforce Sanitation Laws	Municipal Wide				5,000	5,000	0.00		Ongoing	EHSU	CA		
62			Organise Public Sensitisation programs on waste management	Municipal Wide				15,000	2,000	0.00		Ongoing	EHSU	CA		
63			Evacuate and level refuse dump sites	Municipal Wide				200,000	20,000	0.00		Ongoing	EHSU	CA		
<b>Objective: Reduce poverty among vulnerable groups by 20% by 2029.</b>																
64		Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	Monitor and Supervise LEAP	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA		
65			Train Youth and Women groups in all communities to acquire employable Skills	Municipal Wide				20,000	5,000	0.00		Ongoing	SW/CD	CA		
66			Organise Capacity Building Workshop on trade financing and leadership for women	Municipal Wide				20,000	5,000	0.00	√	Ongoing	SW/CD	CA		
67			Train vulnerable groups in vocational skills (PWD's, hawkers and core poor)	Municipal Wide				25,000	5,000	0.00		Ongoing	SW/CD	CA		
68			Organise Capacity Building and Economic Empowerment for PWD's	Municipal Wide				15,000	2,000	0.00		Ongoing	SW/CD	CA		
<b>Objective: Reduce abuse cases by 30% by 2029.</b>																
69		Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	Provide Social Protection Services to the Vulnerable	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA		
70			Organise Gender Based Violence Programmes	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA		
71			Collaborate with NHIA to enrol Vulnerable individuals freely onto the Scheme	Municipal Wide				5,000	1,000	0.00		Ongoing	SW/CD	CA		
72			Support for breast cancer awareness and screening	Municipal Wide				10,000	2,000	0.00		Ongoing	SW/CD	CA		

73			Monitor specialised institutions and shelter homes	Municipal Wide					15,000	3,000	0.00		Ongoing	SW/CD	CA
74			Organise child welfare and child Protection Programs and train key staff on Child Protection issues	Municipal Wide					20,000	2,000	0.00		Ongoing	SW/CD	CA
75			Handle and follow up on family welfare and maintenance cases effectively	Municipal Wide					7,000	1,000	0.00		Ongoing	SW/CD	CA
76			Monitor and Supervise Day Care Centres	Municipal Wide					5,000	1,000	0.00		Ongoing	SW/CD	CA
77			Organise Mass Education and Community Mobilisation						20,000	2,000	0.00		Ongoing	SW/CD	CA
<b>SUB-TOTAL</b>									6,247,000.00	441,002.00					
<b>Objective</b>		<b>Achieve 100% permit compliance and reduce unauthorized development by 40% by 2029.</b>													
78	Environment and Human Settlement	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	Prepare and Monitor Compliance with building and Settlement layouts to control Spatial Planning	Municipal Wide					60,000	20,000	0.00		Ongoing	PPD	CA
79			Organise Technical Sub-Committee and Spatial Planning Meetings	Municipal Assembly					4,000	96,000	0.00		Ongoing	PPD	CA
80			Prepare Street Naming and Property Address System	Municipal Wide					70,000	10,000	0.00		Ongoing	PPD	CA
81			Revise Planning Schemes for Settlement	Municipal Wide					60,000	10,000	0.00		Ongoing	PPD	CA
		<b>Objective: Increase green cover by 20% and restore 10 sites by 2029.</b>													
82	Blue-Green Infrastructure and Climate Resilient Programme		Undertake Public Education and awareness creation on the causes and effects of Climate Change	Municipal Wide					10,000	2,000	0.00		Ongoing	NADMO	CA
83			Repair and maintenance of existing Solar Panel works for selected institutions	Selected Institutions and Health Centres					60,000	10,000	0.00		Ongoing	Works	CA
84			Embark on Climate Change activities such as Tree/Grass Planting, Refilling of degraded areas	Municipal Wide					100,000	10,000	0.00		Ongoing	URD	CA
85			Dredge Flood Prone areas	Municipal Wide					180,000	10,000	0.00		Ongoing	URD	CA
		<b>Objective: Reduce disaster impact by 30% by 2029.</b>													

86		Disaster Prevention and Mitigation Programme	Support Disaster Management and Prevention	Municipal Wide					150,000.00 16,000	10,000.00 1,000	0.00		Ongoing	NADMO	CA
87			Equip staff and other stakeholders with the needed skills in managing Disaster issues	Municipal Wide					10,000	1,000	0.00		Ongoing	NADMO	CA
88			Educate and Sensitise the general populace on the effects of DRR and CCA through information centres	Municipal Wide					5,000	1,000	0.00		Ongoing	NADMO	CA
89			Organise Public Educational Awareness Disaster Prevention Mechanisms	Municipal Wide					5,000	1,000	0.00		Ongoing	NADMO	CA
90			Create awareness on IDDR through Public Sensitisation	Municipal Wide					150,000.00	10,000.00	0.00		Ongoing	NADMO	CA
<b>Objectives: Upgrade 60% of roads and reduce travel time by 30% by 2029.</b>															
91		Road Infrastructure Improvement Programme	Reshaping of the existing Electoral Area Road	Municipal Wide					250,000.00	50,000.00	0.00		Ongoing	DUR	CA
92			Desilting of Streams and Rivers	Municipal Wide					180,000.00	20,000.00	0.00		Ongoing	DUR	CA
93			Diversion with Culvert on Topre-Dominase Road	Tanoso					0.00	0.00	4,700,000.00	New		DUR	CA
94			Construction of Culvert at selected locations	Asuoyeboa South					0.00	0.00	2,300,000.00	New		DUR	CA
95			Construction of 2 No. Footbridges at selected locations	Asuoyeboa South, Asuoyeboa North					10,000.00	180,000.00	0.00	New		DUR	CA
<b>Objective: Reduce road accidents by 25% by 2029.</b>															
96		Road Safety Education and Enforcement of Regulations Programme	Organise educational programmes to sensitise the public on motor traffic regulations to reduce the incidence of accidents in the municipality	Municipal Wide					15,000.00	2,000.00	0.00		Ongoing	DUR	CA
<b>SUB-TOTAL</b>									1,335,000.00	444,000.00	7,000,000.00				
<b>Objective Reduce crime by 25% and improve response time by 30% by 2029.</b>															
97	Governance and Institutional Development	Improvement of Community Safety, Security, Law and order, and	Support Security Operation Activities	Municipal Wide					60,000.00	20,000.00	0.00		Ongoing	CA	CA
98			Procure, Supply and	Municipal Wide					1,990,000.00	10,000.00	0.00		Ongoing	Works Dept	CA

		Emergency response Infrastructure	Install Streetlight											
99			Maintenance of Installed Streetlight	Municipal Wide				600,000.00	100,000.00	0.00		Ongoing	Works Dept	CA
100			Construction of Security Check Gate	Kwadaso Agric College				30,000.00	2,000.00	0.00	New		Works Dept	CA
		<b>Objective: Provide adequate logistics to all departments by 2029.</b>												
101		Assembly Infrastructure Improvement and Functional Logistics Support	Construction of 1 No. 9-Unit Office Annex with ancillary facilities for some selected departments	Edwenase				1,800,000.00	20,000.00	0.00	New		Works Dept	CA
102			Maintain Office Equipment, Residential and Office Buildings	Municipal Assembly				100,000.00	10,000.00	0.00		Ongoing	Works Dept	CA
103			Construction of MCD Residential Accommodation	Takyiman				1,400,000.00	10,000.00	0.00	New		Works Dept	CA
104			Construction of 8No. 3-Storey 3-Unit Bedroom Flat for Senior Staff	Takyiman				8,000,000.00	20,000.00	0.00	New		Works Dept	CA
105			Procure Office Logistics	Municipal Assembly				80,000.00	20,000.00	0.00		Ongoing	CA	CA
		<b>Objective: Achieve 100% M&amp;E implementation and reporting by 2029.</b>												
106		Administrative Expenses, Including Monitoring and Evaluation	Organise mandatory Assembly meetings	Municipal Assembly				75,000	25,000	0.00		Ongoing	Administration	CA
107			Prepare and Implement Plans	Municipal Assembly				20,000	5,000	0.00		Ongoing	MPCU	CA
108			Support for unplanned projects and programmes	Municipal Assembly				70,000	33,000	0.00		Ongoing		CA
109			Undertake Community Sensitisation on efficient and effective implementation of development policies and plans	Municipal Assembly				30,000	10,000	0.00		Ongoing	MPCU	CA
110			Conduct quarterly M&E of development Projects and Programs	Municipal Assembly				60,000	10,000	0.00		Ongoing	MPCU	CA
111			Prepare Annual Action Plans, Revenue Improvement Action Plan, Composite Budget, and MESSAP	Municipal Assembly				85,000	5,000	0.00		Ongoing	MPCU	CA
112			Support Independence/Official Day Celebration	Municipal Assembly				90,000	10,000	0.00		Ongoing	GES	CA
		<b>Objective: Strengthen all zonal councils and increase participation by 40% by 2029.</b>												

113		Enhancement of Local Governance Structures and System	Support for decentralized departments	Municipal Assembly					80,000.00	10,000.00	0.00		Ongoing	Central Administration	CA	
		<b>Objective: Train 80% of staff by 2029.</b>														
114		Capacity Building and Development	Organise refresher/capacity building training Programs	Municipal Assembly					30,000.00	5,000.00	0.00		Ongoing	HR	CA	
		<b>SUB-TOTAL</b>								14,600,000.00	325,000.00	0.00				
		<b>GRAND TOTAL</b>								<b>28,567,000.00</b>	<b>1,720,000.00</b>	<b>7,000,000.00</b>	<b>37,287,000.00</b>			

**Table 6.4 2029 AAP**

S/N	DEVELOPMENT DIMENSION	PROGRAMME	PROJECT	LOCATION	TIMEFRAME				PROJECT COST (GH¢)			PROJECT STATUS		IMPLEMENTING AGENCY/DEP'T	
					Q1	Q2	Q3	Q4	DACF	IGF	OTHER(S)	NEW	ONGOING	LEAD	COLLABO RATING
<b>OBJECTIVE: Exceed IGF targets by 10% annually and maintain 90% collection efficiency by 2029.</b>															
1	Economic Development	Revenue Mobilization and Accountability	Update Accounting Software /Revenue software	Municipal Assembly					70,000.00	30,000.00	0.00		Ongoing	Finance	CA
2			Carry out revenue mobilisation and pay your levy campaign	Municipal Assembly					30,000	70,000	0.00		Ongoing	Revenue	CA
4			Procure logistics for revenue collectors	Municipal Assembly					30,000	90,000	0.00		Ongoing	Revenue	CA
5			Procure value books	Municipal Assembly					30,000	70,000	0.00		Ongoing	Finance	CA
6			Organise a yearly training programme for revenue collectors to enhance revenue generation	Municipal Assembly					5,000.00	30,000.00	0.00		Ongoing	HR	CA
7			Gazette fee fixing and by-laws	Municipal Assembly					20,000.00	10,000.00	0.00		Ongoing	Budget	CA
8			Support the implementation of the Integrated Business Establishment Program	Municipal Assembly					40,000	10,000	0.00		Ongoing	Stats	CA
<b>Objective: Develop 2 sites and increase patronage by 50% by 2029.</b>															
9	Enhancement and Diversification of Tourism for Local Economic Development	Support the development of tourism potential	Municipal Wide					60,000	10,000	0.00	New		CA	CA	
10		Carry out stakeholder engagement on tourism development	Municipal Wide					40,000	10,000	0.00	New		CA	CA	
<b>Objective: Train 1500 youth and create 500 jobs by 2029.</b>															
11	Skills Development, Entrepreneurship, and Job Creation	Provide training skills for 60 SME's	Municipal Wide					55,000	5,000	0.00		Ongoing	GEA	CA	
12		Train 50 Artisans to acquire skills	Municipal Wide					30,000	10,000	0.00		Ongoing	GEA	CA	
13		Provide start-up capital to artisans trained	Municipal Wide					120,000	30,000	0.00		Ongoing	GEA	CA	
<b>Objective: Support 1018 farmers and increase output by 30% by 2029.</b>															
14	Promotion of Urban Agriculture for Local Economic Development	Raise 10,000 day-old chicks for distribution to farmers	Municipal Wide					300,000	10,000	0.00		Ongoing	Agric	CA	
15		Train 50 Farmers on Mushroom Farming	Municipal Wide					15,000	5,000	0.00		Ongoing	Agric	CA	
16		Train Farmers in Liquid	Municipal Wide					300,000	10,000	0.00	New		Agric	CA	

			Soap and Soya Kebab Making					15,000	5,000			Ongoing	Agric	
17			Train Livestock Farmers on Improved Housing Structures Using Local Materials	Municipal Wide				30,000	5,000	0.00		Ongoing	Agric	CA
18			Organise Timely Anti-rabies Campaign in Selected Communities	Municipal Assembly				20,000	5,000	0.00		Ongoing	Agric	CA
19			Support Aquaculture Farmers with an Artificial Pond	Municipal Wide				25,000	5,000	0.00		Ongoing	Agric	CA
20			Train 50 Farmers in aquaculture to raise fingerlings	Municipal Wide				30,000	5,000	0.00		Ongoing	Agric	CA
21			Support AES Program	Municipal Wide				150,000	50,000	0.00	New		Agric	CA
<b>SUB-TOTAL</b>								1,265,150	485,000.00	0.00			0.00	
<b>Objective</b>		<b>Build/rehabilitate 10 classrooms and equip all basic schools by 2029.</b>												
22	Social Development	Enhancement of Educational Infrastructure and Learning Resources	Undertake building inspections and ensure that all Public Schools are disability friendly	Municipal Wide				10,000.00	2,000.00	0.00		Ongoing	GES	CA
23			Construction of fence wall	Nyankerease M/A School				1,800,000.00	0.00	0.00	New		Works Dept	CA
24			Construction of Fence wall	Kwadaso S.D.A School				0.00	0.00	1,220,000.00	New		Works Dept	CA
25			Construction of 4No. 500 Capacity Theatre Block	Kwadaso Agric College				0.00	0.00	7,400,000			Works Dept	CA
26			Construction of 1 No. 18-Unit Classroom Block	PrempehCollege				0.00	0.00	4,200,000.00	New		Works Dept	CA
27			Construction of 10-Unit 2-Bedroom Flat Bungalow for Teachers	YAGSHS				0.00	0.00	3,700,000.00	New		Works Dept	CA
28			Construction of 1 No. 1,500-Capacity Dining Hall	MTI				0.00	0.00	2,440,000.00	New		Works Dept	CA
29			Construction of 1 No. 12-Unit Classroom Block	MTI				0.00	0.00	3,600,000.00	New		Works Dept	CA
30			Construction of 1 No. 12-Unit Dormitory Block for Boys	MTI				0.00	0.00	3,600,000.00	New		Works Dept	CA
31			Construction of 1 No.	MTI				0.00	0.00	3,600,000.00	New		Works Dept	CA

		12-Unit Dormitory Block for Girls												
32		Construction of 1 No. Administration Block	MTI				0.00	0.00	5,400,000.00	New		Works Dept	CA	
33		Construction of 1 No. 12-Unit Dormitory Block for Boys	Agric-Nzema SHS				0.00	0.00	3,600,000.00	New		Works Dept	CA	
34		Construction of 1 No. 12-Unit Dormitory Block for Girls	Agric-Nzema SHS				0.00	0.00	3,600,000.00	New		Works Dept	CA	
35		REHABILITATE/ Renovate existing selected Educational Facilities	Municipal Wide				0.00	1,600,000.00	10,000.00		Ongoing	Works Dept	CA	
36		Support for self-help projects on Education	Municipal Wide				0.00	900,000.00	10,000.00		Ongoing	Works Dept	CA	
37		Procure 1,400 mono desks	Prempeh College				0.00	0.00	800,000.00	New		Works Dept	CA	
<b>Objective: Increase BECE pass rate to 85% by 2029.</b>														
38	Enhanced Basic Education Delivery and Youth Capacity Development	Support for GES Activities	Municipal Wide				10,000	1,000	0.00		Ongoing	Works Dept	CA	
39		Organise Girls Education Week Celebration, Menstrual hygiene, and Support for Mock Exams	Municipal Wide				15,000	2,000.00	0.00		Ongoing	GES	CA	
40		Organise My First Day at School	Municipal Wide				20,000.00	5,000	0.00		Ongoing	GES	CA	
41		Support the provision of guidance and Counselling Services to Learners	Municipal Wide				20,000.00	2,000	0.00		Ongoing	GES	CA	
<b>Objective: Develop 3 facilities and increase participation by 40% by 2029.</b>														
42	Sports and Recreational Development	Completion of 2 No. Astro Turf	Tanoso, Kwadaso				3,400,000.00	100,000.00	0.00	New		Works Dept	CA	
<b>Objective: Construct/upgrade 3 facilities and equip all CHPS compounds by 2029.</b>														
43	Improvement of Health Infrastructure and Logistics for quality Healthcare delivery	Completion of 1 No. 2-Unit Offices with Reproductive and Child Health (RCH) (Phase II)	Nwamasa Health Centre				0.00	0.00	700,000		ongoing	Works Dept.	CA	
44		Procure X-Ray equipment and Ultrasound Machines for Selected Health Centres	Takyiman Health Centres				1,400,000.00	20,000.00	0.00		New	Works Dept	CA	

	Objective: Achieve 90% service coverage and reduce OPD cases by 20% by 2029.													
45	Strengthening Health Delivery and Support Systems	Diseases Surveillance and Management of Epidemic-Prone Diseases	Municipal Wide					80,000.00	20,000.00	0.00		Ongoing	Health Directorate	CA
46		Provide Expanded Programme on Immunization (EPI), Tuberculosis, HIV/AIDS (PMTCT), Malaria, Polio (DRI)	Municipal Wide					30,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
47		Provide Nutrition Services (Infant and Young Child Feeding, CMAM, Vitamin A Supplementation, Anaemia Control, Micronutrient Deficiency Control)	Municipal Wide					20,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
48		Support the Provision of Maternal, Child Health, and Skilled Delivery. Antenatal Care, Postnatal Care	Municipal Wide					25,000.00	5,000.00	0.00		Ongoing	Health Directorate	CA
49		Support the Provision of Family Planning Services	Municipal Wide					5,000.00	2,000.00	0.00		Ongoing	Health Directorate	CA
<b>Objective: Achieve 90% access to safe water and sanitation by 2029.</b>														
50	Water and Sanitation Infrastructure provision, management and maintenance	Establishment of 9 No. Waste Sorting Centres at Selected Locations	Selected Communities					110,000.00	10,000.00	0.00	New		Works Dept	CA
51		Supply of 50 No. Dust bins	Municipal Wide					50,000.00	10,000.00	0.00	New		EHSU	CA
<b>Objective: Ensure 100% compliance of food vendors by 2029.</b>														
52	Food Safety and Hygiene Improvement Programme	Undertake yearly medical screening for food vendors	Municipal Wide					15,000	5,000	0.00		Ongoing	EHSU	CA
53		Undertake Pest and Vector Control Exercise	Municipal Wide					10,000	2,000	0.00		Ongoing	EHSU	CA
54		Undertake meat inspection at the slaughterhouse to ensure meat hygiene	Municipal Wide					5,000	5,000	0.00		Ongoing	EHSU	CA
<b>Objective: Achieve 90% access to safe water and sanitation by 2029.</b>														
55	Solid and Liquid Waste Management	Organise and support Communal Labour	Municipal Wide					100,000	50,000	0.00		Ongoing	EHSU	CA

56	Programme	Enforce Sanitation Laws	Municipal Wide					5,000	5,000	0.00		Ongoing	EHSU	CA
57		Organise Public Sensitisation programs on waste management	Municipal Wide					15,000	2,000	0.00		Ongoing	EHSU	CA
58		Evacuate and level refuse dump sites	Municipal Wide					200,000	20,000	0.00		Ongoing	EHSU	CA
<b>Objective: Reduce poverty among vulnerable groups by 20% by 2029.</b>														
59	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	Monitor and Supervise LEAP	Municipal Wide					10,000	2,000	0.00		Ongoing	SW/CD	CA
60		Train Youth and Women groups in all communities to acquire employable Skills	Municipal Wide					20,000	5,000	0.00		Ongoing	SW/CD	CA
61		Organise Capacity Building Workshop on trade financing and leadership for women	Municipal Wide					20,000	5,000	0.00	New		SW/CD	CA
62		Train vulnerable groups in vocational skills (PWD's, hawkers and core poor)	Municipal Wide					25,000	5,000	0.00		Ongoing	SW/CD	CA
63		Organise Capacity Building and Economic Empowerment for PWD's	Municipal Wide					15,000	2,000	0.00		Ongoing	SW/CD	CA
<b>Objective: Reduce abuse cases by 30% by 2029.</b>														
64	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	Provide Social Protection Services to the Vulnerable	Municipal Wide					10,000	2,000	0.00		Ongoing	SW/CD	CA
65		Organise Gender Based Violence Programmes	Municipal Wide					10,000	2,000	0.00		Ongoing	SW/CD	CA
66		Collaborate with NHIA to enrol Vulnerable individuals freely onto the Scheme	Municipal Wide					5,000	1,000	0.00		Ongoing	SW/CD	CA
67		Support for breast cancer awareness and screening	Municipal Wide					10,000	2,000	0.00		Ongoing	SW/CD	CA
68		Monitor specialised institutions and shelter homes	Municipal Wide					15,000	3,000	0.00		Ongoing	SW/CD	CA
69		Organise child welfare and child Protection Programs and train key staff on Child Protection issues	Municipal Wide					20,000	2,000	0.00		Ongoing	SW/CD	CA
70		Handle and follow up on family welfare and	Municipal Wide					7,000	1,000	0.00		Ongoing	SW/CD	CA

			maintenance cases effectively											
71			Monitor and Supervise Day Care Centres	Municipal Wide				5,000	1,000	0.00		Ongoing	SW/CD	CA
72			Organise Mass and Education Community Mobilisation	Municipal Wide				15,000	5,000	0.00		Ongoing	SW/CD	CA
<b>SUB TOTAL</b>								7,532,000	2,816,000.00	35,680,000.00				
<b>Objective</b>		<b>Achieve 100% permit compliance and reduce unauthorized development by 40% by 2029.</b>												
73	Environment and Human Settlement	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	Prepare and Monitor Compliance with building and Settlement layouts to control Spatial Planning	Municipal Wide				60,000	20,000	0.00		Ongoing	PPD	CA
74			Organise Technical Sub-Committee and Spatial Planning Meetings	Municipal Assembly				4,000	96,000	0.00		Ongoing	PPD	CA
75			Prepare Street Naming and Property Address System	Municipal Wide				70,000	10,000	0.00		Ongoing	PPD	CA
76			Revise Planning Schemes for Settlement	Municipal Wide				60,000	10,000	0.00		Ongoing	PPD	CA
		<b>Objective: Increase green cover by 20% and restore 10 sites by 2029.</b>												
77		Blue-Green Infrastructure and Climate Resilient Programme	Undertake Public Education and awareness creation on the causes and effects of Climate Change	Municipal Wide				10,000	2,000	0.00		Ongoing	NADMO	CA
78			Repair existing Solar Panel works for selected institutions	Municipal wide				60,000	10,000	0.00		Ongoing	Works	CA
79			Embark on Climate Change activities such as Tree/Grass Planting, Refilling of degraded areas	Municipal Wide				100,000	10,000	0.00		Ongoing	URD	CA
80			Dredge Flood Prone areas	Municipal Wide				180,000	10,000	0.00		Ongoing	URD	CA
		<b>Objective: Reduce disaster impact by 30% by 2029.</b>												
81		Disaster Prevention and Mitigation Programme	Support Disaster Management and Prevention	Municipal Wide				150,000.00 16,000	10,000.00 1,000	0.00		Ongoing	NADMO NADMO	CA
82			Equip staff and other stakeholders with the needed skills in managing Disaster issues	Municipal Wide				15,000	2,000	0.00		Ongoing	CA	CA

83			Educate and Sensitise the general populace on the effects of DRR and CCA through information centres	Municipal Wide					10,000	1,000	0.00		Ongoing	NADMO	CA
84			Organise Public Educational Awareness Disaster Prevention Mechanisms	Municipal Wide					5,000	1,000	0.00		Ongoing	NADMO	CA
85			Create awareness on IDDR through Public Sensitisation	Municipal Wide					5,000	1,000	0.00		Ongoing	NADMO	CA
<b>Objectives: Upgrade 60% of roads and reduce travel time by 30% by 2029.</b>															
86		Road Infrastructure Improvement Programme	Reshaping of the existing Electoral Area Road	Municipal Wide					250,000.00	20,000.00	0.00		Ongoing	DUR	CA
87			Desilting of Streams and Rivers	Municipal Wide					180,000.00	20,000.00	0.00		Ongoing	DUR	CA
<b>Objective: Reduce road accidents by 25% by 2029.</b>															
88		Road Safety Education and Enforcement of Regulations Programme	Organise educational programmes to sensitise the public on motor traffic regulations to reduce the incidence of accidents in the municipality	Municipal Wide					15,000.00	2,000.00	0.00		Ongoing	DUR	CA
<b>SUB-TOTAL</b>									1,190,000	234,000.00					
<b>Objective Reduce crime by 25% and improve response time by 30% by 2029.</b>															
89	Governance and Institutional Development	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	Support Security Operation Activities	Municipal Wide					60,000.00	20,000.00	0.00		Ongoing	CA	CA
90			Procure, Supply and Install Streetlight	Municipal Wide					1,990,000.00	10,000.00	0.00		Ongoing	Works Dept	CA
91			Repairs of Installed Streetlight	Municipal Wide					600,000.00	100,000.00	0.00		Ongoing	Works Dept	CA
92			Construction of 1 No. Fire Station	Nyankerenease					750,000.00	25,000.00	0.00		Ongoing	Works Dept	CA
<b>Objective: Provide adequate logistics to all departments by 2029.</b>															
93	Administrative Expenses, Including Monitoring and Evaluation		Organise mandatory Assembly meetings	Municipal Assembly					75,000	25,000	0.00		Ongoing	Administrati on	CA
94			Prepare and Implement Plans	Municipal Assembly					20,000	5,000	0.00		Ongoing	CA	CA
95			Support for unplanned projects and programmes	Municipal Assembly					600,000	0.00	0.00		Ongoing	CA	CA
96			Undertake Community Sensitisation on efficient	Municipal Assembly					30,000	10,000	0.00		Ongoing	CA	CA

			and effective implementation of development policies and plans												
97			Conduct quarterly M&E of development Projects and Programs	Municipal Assembly				60,000	10,000	0.00		Ongoing	CA	CA	
98			Prepare Annual Action Plans, Revenue Improvement Action Plan, Composite Budget, and MESSAP	Municipal Assembly				85,000	5000	0.00		Ongoing	CA	CA	
99			Support Independence/Official Day Celebration	Municipal Assembly				90,000	10,000	0.00		Ongoing	GES	CA	
100		Assembly Infrastructure Improvement and Functional Logistics Support	Maintain Office Equipment, Residential and Office Buildings	Municipal Assembly				120,000.00	80,000.00	0.00		Ongoing	Works Dept	CA	
101			Procure Office Logistics	Municipal Assembly				80,000.00	20,000.00	0.00		Ongoing	CA	CA	
<b>Objective: Strengthen all zonal councils and increase participation by 40% by 2029.</b>															
102		Enhancement of Local Governance Structures and System	Support for decentralized departments	Municipal Assembly				80,000.00	10,000.00	0.00		Ongoing	CA	CA	
<b>Objective: Train 80% of staff by 2029.</b>															
103		Capacity Building and Development	Organise refresher/capacity building training Programs	Municipal Assembly				30,000.00	5,000.00	0.00		Ongoing	HR	CA	
<b>SUB-TOTAL</b>								4,670,000	335,000.000	0.00					
<b>GRAND TOTAL</b>								<b>14,657,150.00</b>	<b>1,054,000.00</b>	<b>35,680,000.00</b>	<b>51,391,150.00</b>				

## CHAPTER SEVEN

### MONITORING AND EVALUATION ARRANGEMENTS

#### 7.1 Introduction

This chapter presents the Monitoring and Evaluation (M&E) arrangements for the effective implementation of the Medium-Term Development Plan (2026–2029) of the Kwadaso Municipal Assembly. It outlines the mechanisms for tracking progress, assessing performance, and ensuring accountability across all planned interventions.

The M&E framework covers periodic data collection, field monitoring visits, rapid assessments, and the preparation of progress and evaluation reports. These activities are fully integrated into the Plan of Action (PoA) and Annual Action Plans (AAPs) to ensure implementation is aligned with stated goals and objectives.

A stakeholder analysis is also provided to support participatory monitoring processes. It identifies key actors, their roles, and levels of engagement to ensure that M&E activities are inclusive, transparent, and responsive.

Performance indicators are formulated to measure outputs, outcomes, and impacts of the Assembly's programmes and projects. These indicators will guide regular monitoring and scheduled evaluations, namely, ex-ante, mid-term, and terminal assessments, to support evidence-based planning and decision-making.

Finally, participatory monitoring and evaluation (M&E) tools, such as Participatory Rural Appraisal (PRA), Community Score Cards (CSC), Citizen Report Cards (CRC), and the Most Significant Change (MSC) method, will be employed to promote community involvement, learning, and accountability throughout the plan period.

#### 7.2 Stakeholder Analysis

The stakeholder analysis identifies and categorizes key institutions and actors relevant to the Monitoring and Evaluation (M&E) of the MTDP. It highlights their roles, interests, and responsibilities in ensuring effective tracking of implementation progress, results measurement, and accountability.

Central stakeholders, including government agencies, decentralized departments, civil society organizations, private sector actors, and community representatives, are assessed based on their influence and contribution to the M&E process.

This analysis provides clarity on stakeholder expectations and institutional mandates, thereby fostering collaboration, minimizing role duplication, and strengthening ownership of the M&E framework for improved development outcomes.

**Table 7.2 Stakeholder Analysis**

S/N	STAKEHOLDER	RESPONSIBILITIES	INVOLVEMENT
<b>PRIMARY STAKEHOLDERS</b>			
1	Local Communities	Demand accountability Request development projects Participate in planning and implementation.	Support data collection Participate in plan preparation and PM&E. Disseminate plan information.
	Traditional Authorities	Demand accountability; provide land for development Track progress in their localities.	Mobilize community members Assist in data collection Support IGF mobilization.
	Associations of Persons with Disabilities (PWDs)	Monitor utilization of allocated funds Demand inclusion in development processes.	Brief PWDs on programmes, participate in PM&E of projects affecting them.
	Assembly Members	Formulate policies; enforce bylaws Mobilize resources for MTDP implementation.	Monitor implementation, support project execution, and advocate for community needs.
	Regional Co-ordinating Council (RCC)	Coordinate district-level activities and ensure compliance with NDPC guidelines.	Lead M&E plan preparation Supervise and inspect projects Consolidate reports for NDPC
	MLGRD	Provide policy direction Assess MMDA's performance	Ensure alignment of MTDP with national policy Evaluate M&E results
	DACF Secretariat	Provide financial resources to MMDAs	Demand accountability for funds disbursed Track utilization in projects
	NDPC	Provide national policy guidelines Ensure compliance with development planning frameworks	Disseminate M&E results Offer technical backstopping to the Assembly
<b>SECONDARY STAKEHOLDERS</b>			
	Department/Agencies	Formulate policies Coordinate programmes and projects Ensure compliance with guidelines	Implement projects Provide technical inputs Track performance of MTDP programmes
	Development Partners (DPs)	Provide financial/technical support Assess the impact of interventions	Timely release of funds Support programme implementation Demand accountability of MTDP

Media	Disseminate information to the public Promote transparency and accountability	Communicate M&E results and development information to citizens
	Provide evidence-based inputs for policy and programming	Collect and analyze data Disseminate findings to inform planning
<b>PRIVATE STAKEHOLDER</b>		
Political Parties	Evaluate government performance Influence local development priorities	Advocate for projects and programmes aligned to political commitments

*Source: MPCU, 2025*

The effective implementation and monitoring of the Kwadaso MTDP is contingent on the coordinated participation of obligated institutions and stakeholders. Local communities and traditional authorities serve as primary agents in demanding accountability, mobilizing participation, and providing land and inputs for development. Sector departments and agencies are mandated to formulate policies and implement programmes, while associations of persons with disabilities safeguard inclusiveness in resource utilization. Development partners, the media, and research institutions provide technical, financial, and information support to strengthen transparency and evidence-based decision-making. The Assembly, RCC, MLGCRA, DACF Secretariat, and NDPC are legally mandated to ensure policy compliance, resource mobilization, supervision, and timely reporting. Political parties further influence local priorities. Collectively, these roles reinforce accountability and alignment with national development priorities.

### **7.3 Monitoring Matrix**

The Monitoring Matrix (Table 7.3) for the Kwadaso MTDP is designed as a practical tool to track the implementation of programmes and projects outlined in the PoA and AAP. It specifies indicators to measure outputs, outcomes, and impacts, ensuring that development interventions remain results-oriented, accountable, and sustainable.

The Assembly, in collaboration with key stakeholders, will develop indicators aligned with municipal development priorities and establish systems for collecting, validating, and reporting data. The matrix will also identify cross-cutting issues such as gender, climate change, and governance, while adhering to the CREAM criteria: Clear, Relevant, Economic, Adequate, and Monitorable. This ensures effective monitoring, enhances transparency, and supports evidence-based decision-making, thereby advancing development in Kwadaso.

**Table 7.3 Monitoring Matrix**

<b>Goal</b>		Stimulate efficient and accountable revenue mobilisation (Linked to SDGs 1, 8, 16)										
<b>OBJECTIVE PROGRAMME</b>		Exceed IGF targets by 10% annually and maintain 90% collection efficiency by 2029. Revenue Mobilization and Accountability										
S/N	INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE (2025)	TARGETS				DISAGGREGATION (Gender, Location, etc.)	MONITORING FREQUENCY	RESPONSIBILITY	
					2026	2027	2028	2029				
1	Updated revenue/accounting software in use	Availability and use of updated software for revenue management	Output	70%	25%	25%	25%	25%	Department, System type	Quarterly	Finance, Central Administration	
2	% increase in IGF	Proportion of additional revenue collected after the campaign	Outcome	10%	10%	10%	10%	10%	Revenue source, location	Quarterly	Finance, Central Administration	
3	Revenue database established and analysed	Functional database of revenue items created and analysed	Output	1	1	1	1	1	Revenue items, Zonal councils	Quarterly	Finance, Central Administration	
4	% of revenue collectors provided with adequate logistics	Share of collectors equipped with the needed logistics	Outcome	14	15	15	15	15	Gender, Location, Zonal Council	Quarterly	Finance, Central Administration	
5	Number of value books procured and issued	Value books procured and issued for use	Outcome	15	20	20	20	20	Type of book, Community	Biannually	Finance, Central Administration	
6	Number of revenue collectors trained annually	Count of revenue collectors trained each year	Output	25	25	25	25	25	Gender, age	Biannually	Finance, Central Administration	
7	Gazette of fee-fixing and bylaws published	Publication of the fee-fixing and bylaws	Output	1	1	1	1	1	Type of bylaw	Annually	Finance, Central Administration	
8	Number of statistical reports produced and disseminated	Reports generated on fees, admin data, and socio-economic indicators	Output	3	5	5	5	5	Sector, Frequency, Type of data	Quarterly	Stats, Central Administration	
9	Number of businesses registered under IBEP	Businesses captured under IBEP within the period	Outcome	250	350	400	450	500	Business type, Location	Biannually	Stats, Central Administration	
<b>GOAL</b>		Promote inclusive employment and enterprise development (Linked to SDGs 1, 4, 8)										
<b>OBJECTIVE PROGRAMME</b>		Train 1500 youth and create 500 jobs by 2029. Skills Development, Entrepreneurship, and Job Creation										
	Number of SMEs trained	SMEs receiving training support	Output	15	20	25	25	30	Gender, Business type	Biannually	GEA, central administration	

	Number of artisans trained	Artisans equipped with employable skills	Output	10	15	20	25	25	Gender, Trade, Location	Biannually	GEA, central administration
	Number of artisans supported	Beneficiary artisans receiving start-up capital	Outcome	15	25	20	25	30	Gender, Type of support	Biannually	GEA, central administration
<b>GOAL</b>			Enhance sustainable urban agriculture and food security (Linked to SDGs 1, 2, 8, 12)								
<b>OBJECTIVE PROGRAMME</b>			Support 1018 farmers and increase output by 30% by 2029. Promote Sustainable Urban Agriculture for Local Economic Development								
	Number of veterinary clinics constructed	Completion of the veterinary clinic and ancillary facilities	Output	N/A	0	1	0	0	Location	Quarterly	Agric, central administration
	Number of chicks distributed	Day-old chicks are supplied to farmers	Output	3000	3500	4000	4500	5000	Gender, Farmer category	Quarterly	Agric, central administration
	Number of farmers trained in mushroom farming	Farmers acquiring mushroom farming skills	Output	45	50	60	70	80	Gender, Location	Biannually	Agric, central administration
	Number of farmers trained in soap and kebab processing	Beneficiaries trained in soap and kebab processing	Output	15	20	20	20	20	Gender, value chain	Annually	Agric, central administration
	Number of farmers trained in improved housing	Farmers adopting improved livestock housing practices	Output	20	25	30	30	25	Gender, Livestock type	Biannually	Agric, central administration
	Number of campaigns conducted	Anti-rabies vaccination campaigns implemented	Output	3	4	4	4	4	Location	Biannually	Agric, central administration
	Number of artificial ponds constructed	Artificial pond built for aquaculture farmers	Output	N/A	25	30	30	40	Location	Quarterly	Agric, central administration
	Number of farmers trained in aquaculture	Farmers trained in aquaculture and fingerlings raising	Output	10	15	15	15	15	Gender, Location	Biannually	Agric, central administration
	Number of AES programmes supported	AES activities funded and implemented	Output	3	3	3	3	3	Type, Location	Quarterly	Agric, central administration
<b>GOAL</b>			Promote inclusive trade and market infrastructure (Linked to SDGs 8, 9, 11)								
<b>OBJECTIVE PROGRAMME</b>			Construct/upgrade 3 markets and improve trader capacity by 50% by 2029. Investment in modern market facilities to promote inclusive trading and support a 24-hour economy								
	Number of market sheds constructed	Completed 20-unit sheds available for use	Output	3	4	2	1	1	Location	Quarterly	Works Dept, central administration
	Multi-purpose market	Functional 24-hour	Output	N/A	2	2	2	2	Location, Type	Quarterly	Works Dept, central

	constructed	market facility completed									administration
	Number of modern markets constructed	Completed modern market facilities at selected locations	Output	N/A	1	1	1	1	Location	Quarterly	Works Dept, central administration
<b>GOAL</b>		Promote tourism for local economic growth (Linked to SDGs 8, 11, 12)									
<b>OBJECTIVE PROGRAMME</b>		Objective: Develop 2 sites and increase patronage by 50% by 2029. Enhancement and Development of Tourism for Local Economic Development									
	Feasibility report prepared	Availability of the completed feasibility study report on tourism potential	Output	1	1	1	1	1	Sector	Quarterly	MPCU, Central Administration
	Number of tourism sites developed	The count of tourism sites improved or developed	Outcome	N/A	1	0	1	1	Location	Quarterly	MPCU, Central Administration
	PPP agreement signed	Formalized PPP contract for tourism development	Output	N/A	1	1	1	1	Partner type	Quarterly	MPCU, Central Administration
<b>GOAL</b>		Improve access to quality education infrastructure (Linked to SDGs 4, 9)									
<b>OBJECTIVE PROGRAMME</b>		Build/rehabilitate 10 classrooms and equip all basic schools by 2029. Enhancement of Educational Infrastructure and Learning Resources									
	Number of schools landscaped	Schools improved with landscaping works	Output	2	1	2	2	4	Location	Quarterly	Works Dept, central administration
	Number of 6-unit classroom blocks completed	Completed 6-unit classroom block available	Output	3	2	2	2	2	Location	Quarterly	Works Dept, central administration
	ICT/Library block completed	Functional ICT/Library block completed	Output	N/A	1	1	1	1	Location	Quarterly	Works Dept, central administration
	Number of classrooms ceiled	Basic classrooms provided with ceiling works	Output	2	1	1	1	1	School type	Quarterly	Works Dept, central administration
	Portion of fence wall renovated	Existing fence wall rehabilitated	Output	N/A	1	1	1	1	Location	Quarterly	Works Dept, central administration
<b>GOAL</b>		Improve quality and inclusive education outcomes (Linked to SDGs 4, 5, 10)									
<b>OBJECTIVE PROGRAMME</b>		Increase the BECE pass rate to 85% by 2029. Enhance Basic Education Delivery and Youth Capacity									
	Number of schools inspected and made disability-friendly	Schools were inspected and adjusted to meet disability	Output	3	2	2	2	2	Location	Quarterly	GES, central administration

		standards									
	Number of self-help projects supported	Community-initiated projects supported in education	Output	2	3	4	4	2	Community	Quarterly	Works Dept, central administration
	Number of GES activities supported	GES programmes supported	Output	3	2	2	3	2	Programme type	Quarterly	Works Dept, central administration
	Number of programmes organized	Girls' education, hygiene, and mock exams were supported	Output	1	1	1	1	1	Gender, Type	Annually	GES, central administration
	Number of events organized	First Day at School event celebrated	Output	1	1	1	1	1	Location	Biannually	GES, central administration
	Number of learners supported	Students receiving guidance and counselling services	Outcome	120	125	130	145	150	Gender, School	Quarterly	GES, central administration
<b>GOAL</b>											
<b>OBJECTIVE PROGRAMME</b>		Develop 3 facilities and increase participation by 40% by 2029. Sports and Recreational Development									
	Number of AstroTurf completed	Astroturf completed and in use	Output	0	3	1	1	1	Location	Quarterly	Works Dept, central administration
<b>GOAL</b>											
<b>OBJECTIVE PROGRAMME</b>		Construct/upgrade 3 facilities and equip all CHPS compounds by 2029. Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery									
	Health centre equipped	Health Centre furnished with medical equipment	Output	1	1	1	1	2	Facility type	Quarterly	Health Directorate, central administration
	Theatre block completed	Functional hospital theatre with ancillary facilities completed	Output	1	1	1	1	1	Location	Quarterly	Health Directorate, central administration
	Residential accommodation constructed	Housing for resident doctors is provided	Output	N/A	1	1	1	1	Location	Quarterly	Works Dept, central administration
<b>GOAL</b>		Strengthen healthcare delivery and outcomes (Linked to SDGs 3)									
<b>OBJECTIVE PROGRAMME</b>		Achieve 90% service coverage and reduce OPD cases by 20% by 2029. Strengthening Health Delivery and Support									
	Number of surveillance activities conducted	Surveillance and epidemic management activities undertaken	Output	2	4	4	4	4	Disease type	Quarterly	Health Directorate, central administration
	Number of immunization activities conducted	Immunization campaigns for priority diseases implemented	Output	1	2	2	2	2	Target group	Quarterly	Health Directorate, central administration
	Number of nutrition	Nutrition	Outcome	1	1	1	1	1	Age, Gender	Quarterly	Health Directorate,

	services provided	interventions delivered to target groups									central administration
	Number of maternal/child health services provided	Maternal and child health services delivered	Outcome	2	3	3	3	3	Age, Location	Quarterly	Health Directorate, central administration
	Number of family planning services provided	Family planning interventions implemented	Outcome	2	2	2	2	2	Gender, Age	Quarterly	Health Directorate, central administration
<b>GOAL</b>		Ensure equitable access to water and sanitation (Linked to SDGs 3, 6)									
<b>OBJECTIVE PROGRAMME</b>		Achieve 90% access to safe water and sanitation by 2029. Water and Sanitation Infrastructure Provision, Management and Maintenance									
	Fence Wall repaired	Sanitation site fence wall rehabilitated	Output	1	1	1	1	1	Location	Quarterly	
	Number of containers procured	Skip containers are supplied at designated locations.	Output	2	4	4	3	3	Location	Quarterly	EHSU, central administration
	Number of bins supplied	Dust bins were distributed to locations.	Output	80	200	100	100	100	Location	Quarterly	EHSU, central administration
	Number of households connected.	Households connected to water facilities.	Outcome	70	150	80	80	100	Location	Quarterly	EHSU, central administration
<b>GOAL</b>		Improve food safety and environmental health (Linked to SDGs 3, 6, 12)									
<b>OBJECTIVE PROGRAMME</b>		Objective: Ensure 100% compliance of food vendors by 2029. Food Safety and Hygiene Improvement									
	Number of screenings conducted.	Annual health screenings for food vendors.	Output	1	1	1	1	1	Gender, Location	Quarterly	EHSU, central administration
	Number of control exercises conducted	Pest and vector control activities implemented.	Output	1	3	2	2	2	Location	Quarterly	EHSU, central administration
	Number of inspections conducted.	Meat inspections carried out at slaughterhouses.	Output	270days	365days	365days	365days	365days	Facility type	Quarterly	EHSU, central administration
	Number of communal labours supported	Community cleanup exercises undertaken.	Output	8	12	12	12	12	Community	Quarterly	EHSU, central administration
	Number of enforcement actions taken.	Sanitation laws enforced through prosecutions or sanctions.	Outcome	8	12	12	12	12	Type of offence	Quarterly	EHSU, central administration
<b>GOAL</b>		Improve waste management systems (Linked to SDGs 6, 11, 12)									

<b>OBJECTIVE PROGRAMME</b>		Achieve 90% access to safe water and sanitation by 2029. Solid and Liquid Waste Management										
	Number of sensitisation programmes held	Public education programmes on waste management were conducted.	Output	4	6	6	6	6	6	Location	Quarterly	EHSU, central administration
	Number of sites evacuated	Refuse dump sites evacuated and levelled.	Output	2	4	4	4	4	4	Location	Quarterly	EHSU, central administration
<b>GOAL</b>		Reduce poverty and vulnerability (Linked to SDGs 1, 5, 10)										
<b>OBJECTIVE PROGRAMME</b>		Reduce poverty among vulnerable groups by 20% by 2029. Poverty Eradication, especially among vulnerable Groups like the Aged and PwDs										
	Number of LEAP activities supervised.	LEAP programme implementation monitored.	Output	6	6	6	6	6	6	Location	Quarterly	SW/CD, central administration
	Number of trainees supported.	Youth and women trained in employable skills.	Outcome	25	35	50	40	35	35	Gender, Age	Quarterly	SW/CD, central administration
	Number of workshops organised.	Training workshops are held for women's groups.	output	1	2	2	2	2	2	Gender	Quarterly	SW/CD, central administration
<b>GOAL</b>		Promote social protection and human rights (Linked to SDGs 5, 10, 16)										
<b>OBJECTIVE PROGRAMME</b>		Reduce abuse cases by 30% by 2029. Protection of Vulnerable Groups from all forms of violence, abuse, neglect and Exploitation										
	Number of vulnerable trained.	PWDs, hawkers, and the poor were trained in vocational skills.	Output	45	50	60	70	80	80	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of workshops held.	Economic empowerment programmes for PWDs are supported.	Output	3	1	1	1	1	1	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of services delivered.	Vulnerable groups are supported with protection services.	Output	20	33	34	32	30	30	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of GBV programmes held.	Awareness and support programmes on GBV were conducted.	Output	2	3	3	3	3	3	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of persons enrolled.	Vulnerable individuals are enrolled on NHIS free	Output	6000	7000	8000	8500	9000	9000	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration

		of charge.									
	Number of screenings conducted.	Breast cancer awareness screening activities held.	Output	1	1	1	1	1	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of monitoring visits.	Shelter homes and institutions monitored.	Output	1	2	2	2	2	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of programmes held.	Child welfare and protection activities implemented.	Outcome	2	3	3	3	3	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of cases handled.	Family welfare/maintenance cases followed up.	Outcome	26	30	35	40	50	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of day care centres monitored.	Day care centres supervised for compliance.	Output	3	4	4	4	4	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
	Number of programmes conducted.	Mass education and mobilisation activities undertaken.	Output	2	4	4	4	4	Gender, Age, Vulnerable group type, Location	Quarterly	SW/CD, central administration
<b>GOAL</b>		Promote orderly and inclusive spatial development (Linked to SDGs 9, 11, 13)									
<b>OBJECTIVE PROGRAMME</b>		Achieve 100% permit compliance and reduce unauthorized development by 40% by 2029. Climate-resilient and Inclusive Spatial Planning for Sustainable Smart City Development									
	Number of layouts prepared/monitored.	Settlement layouts prepared and compliance monitored.	Output	1	1	1	1	1	Location, Settlement type	Quarterly	PPD, central administration
	Number of meetings organised.	Planning and technical sub-committee meetings held.	Output	24	12	12	12	12	Location, Settlement type	Quarterly	PPD, central administration
	Street naming & addressing system prepared.	A functional street naming and property addressing system has been established.	Output	83	90	90	90	90	Location, Settlement type	Quarterly	PPD, central administration
	Number of schemes revised.	Settlement planning schemes updated/revised.	Output	1	1	1	1	1	Location, Settlement type	Quarterly	PPD, central administration
<b>GOAL</b>		Enhance climate resilience and environmental sustainability (Linked to SDGs 7, 11, 13, 15)									
<b>OBJECTIVE PROGRAMME</b>		Increase green cover by 20% and restore 10 sites by 2029. Blue-Green Infrastructure and Climate Resilience									
	Number of	Public education on	Output	1	2	2	2	2	Location, Institution	Quarterly	NADMO, central

	sensitisation programmes held.	climate change carried out.									administration
	Number of PV systems installed.	Renewable energy systems installed in communities/health centres.	Output	12	13	0	0	0	Location, Institution	Quarterly	Works Dept, central administration
	Number of solar panels repaired.	Solar panel systems repaired for institutions.	Output	N/A	15	15	28	28	Location, Institution	Quarterly	Works Dept, central administration
	Number of climate change activities undertaken.	Tree planting and ecological restoration activities implemented.	Output	2	2	2	2	2	Location, Institution	Quarterly	URD, central administration
<b>GOAL</b>		Strengthen disaster risk reduction and response (Linked to SDGs 11, 13)									
<b>OBJECTIVE PROGRAMME</b>		Reduce disaster impact by 30% by 2029. Disaster Prevention and Mitigation Programme									
	Number of flood-prone areas dredged.	Flood-prone areas dredged and cleared.	Output	4	5	5	5	5	Location, Hazard type	Quarterly	URD, central administration
	Number of support activities undertaken.	Disaster prevention and management activities supported.	Output	1	2	2	2	2	Location, Hazard type	Quarterly	NADMO, central administration
	Number of trainings conducted.	Capacity building for staff and stakeholders on disaster management.	Output	1	2	2	2	2	Location, Hazard type	Quarterly	NADMO, central administration
	Number of sensitisation programmes held.	Public sensitisation on disaster risk reduction (DRR) and climate change adaptation (CCA).	Output	2	4	4	4	4	Location, Hazard type	Quarterly	URD, central administration
	Number of programmes organised.	Disaster prevention awareness programmes implemented.	Output	2	4	4	4	4	Location, Hazard type	Quarterly	URD, central administration
	Number of awareness programmes held.	Public sensitisation activities on IDDR conducted.	Output	3	4	4	4	4	Location, Hazard type	Quarterly	URD, central administration
<b>GOAL</b>		Improve road connectivity and mobility (Linked to SDGs 9, 11)									
<b>OBJECTIVE PROGRAMME</b>		Upgrade 60% of roads and reduce travel time by 30% by 2029. Road Infrastructure Improvement									
	Length of road	Kilometers of	Output	4k	5km	5km	5km	5km	Location, Roat type	Quarterly	URD, central

	reshaped(km).	electoral area road reshaped.									administration
	Bridges constructed.	No. of bridges constructed and functional.	Output	N/A	2	2	2	2	Location, Roat type	Quarterly	URD, central administration
	Bridge reconstructed.	Damaged bridge reconstructed and functional.	Output	N/A	2	2	3	3	Location, Roat type	Quarterly	URD, central administration
	Roads completed.	Length of roads constructed and completed for use.	Output	4km	5km	5km	5km	5km	Location, Roat type	Quarterly	URD, central administration
	Number of streams/rivers desilted.	Streams and rivers cleared of silt.	Output	3	4	4	4	4	Location, Roat type	Quarterly	URD, central administration
	Number of footbridges constructed.	Footbridges constructed at selected communities.	Output	2	3	3	2	3	Location, Roat type	Quarterly	URD, central administration
	Number of educational programmes organised.	Public sensitisation on road safety and motor traffic regulations.	Output	3	4	4	4	4	Location, Roat type	Quarterly	NADMO, central administration
<b>GOAL</b>		Improve road safety and compliance (Linked to SDGs 3, 11)									
<b>OBJECTIVE PROGRAMME</b>		Reduce road accidents by 25% by 2029. Road Safety Education and Enforcement of Regulations									
	Number of security operations supported.	Security operation activities supported within the municipality.	Output	2	4	4	4	4	Location	Quarterly	Central administration
	Number of streetlights installed.	Functional streetlights procured and installed.	Output	1850	2000	2000	2000	2000	Location	Quarterly	Works Dept, central administration
	Number of streetlights repaired.	Non-functioning streetlights repaired and restored.	Output	1100	1500	1500	1500	1500	Location	Quarterly	Works Dept, central administration
<b>GOAL</b>		Enhance community safety and emergency response (Linked to SDGs 11, 16)									
<b>OBJECTIVE PROGRAMME</b>		Reduce crime by 25% and improve response time by 30% by 2029. Improvement of Community Safety, Security, Law and order, and Emergency response									
	Police post constructed.	One new police post constructed.	Output	N/A	0	1	0	1	Location	Quarterly	Works Dept, central administration
	Police post completed.	Incomplete police post fully completed.	Output	1	1	0	0	0	Location	Quarterly	Works Dept, central administration
	Fire hydrant constructed.	One functional fire hydrant provided.	Output	N/A	1	1	1	1	Location	Quarterly	Works Dept, central administration

<b>GOAL</b>		Strengthen institutional capacity and accountability (Linked to SDGs 16, 17)									
<b>OBJECTIVE PROGRAMME</b>		Objective: Achieve 100% M&E implementation and reporting by 2029. Administrative expenses, including Monitoring and Evaluation									
	Number of meetings held.	Statutory Assembly meetings organized.	Output	3	3	3	3	3	Department, Programme	Quarterly	central administration
	Number of plans prepared/implemented.	Development and sector plans prepared and implemented.	Output	2	2	2	2	2	Department, Programme	Quarterly	central administration
	Number of projects/programmes supported.	Unplanned/emergency projects and programmes supported.	Output	4	5	5	5	5	Department, Programme	Quarterly	central administration
	Number of sensitisation programmes held.	Community education on policy and plan implementation conducted.	Output	1	1	1	1	1	Department, Programme	Quarterly	MPCU, central administration
	Number of M&E exercises conducted.	Monitoring and evaluation of projects and programmes undertaken quarterly.	Output	4	4	4	4	4	Department, Programme	Quarterly	central administration
	Number of documents prepared.	Planning and budgetary documents prepared.	Output	2	2	2	2	2	Department, Programme	Quarterly	central administration
	Number of events supported.	National/official day celebrations supported.	Output	0	2	2	2	2	Department, Programme	Quarterly	GES, central administration
<b>GOAL</b>		Improve institutional infrastructure and logistics (Linked to SDGs 9, 16)									
<b>OBJECTIVE PROGRAMME</b>		Provide adequate logistics to all departments by 2029. Assembly Infrastructure Improvement and Functional Logistics Support									
	Number of maintenance works carried out.	Office/residential facilities maintained.	Output	1	0	1	0	0	Department, Location	Quarterly	central administration
	Number of offices completed.	Departmental office blocks completed.	Output	N/A	1	0	0	0	Department, Location	Quarterly	Works Dept, central administration
	Bungalow completed.	One MCE bungalow completed and in use.	Output	N/A	0	1	0	0	Department, Location	Quarterly	Works Dept, central administration
	Number of logistics procured.	Office logistics and supplies procured.	Output	10	15	20	20	25	Department, Location	Quarterly	Works Dept, central administration
	Number of lands regularised.	Lands acquired for staff bungalow regularised.	Output	N/A	2	2	2	2	Department, Location	Quarterly	Central administration

	Number of departments supported.	Decentralized departments supported with resources/logistics.	Output	18	18	18	18	18	Department, Location	Quarterly	central administration
<b>GOAL</b>		Strengthen decentralized governance systems (Linked to SDGs 16)									
<b>OBJECTIVE PROGRAMME</b>		Strengthen all zonal councils and increase participation by 40% by 2029. Enhancement of Local Governance Structures and Systems									
	Zonal council office constructed.	One office block constructed for zonal councils.	Output	N/A	0	0	1	1	Zonal Council	Quarterly	central administration
<b>GOAL</b>		Enhance human resource capacity (Linked to SDGs 4, 8, 16)									
<b>OBJECTIVE PROGRAMME</b>		Train 80% of staff by 2029. Capacity Building and Development									
	Number of training programmes held.	Capacity building and refresher trainings conducted for staff.	Outcome	5	6	6	6	6	Gender, Department, Unit	Quarterly	HR, central administration

## 7.4 Evaluation

Evaluation of the Kwadaso MTDP is structured to ensure development interventions remain relevant and impactful across the municipality's priority areas. Ex-ante, mid-term, and terminal evaluations will provide evidence for decision-making in Education, Human Capital Development, Local Economic Transformation, Good Governance, and Environmental Management. This ensures that classrooms, skills training, enterprise support, governance reforms, and climate resilience projects are systematically assessed for feasibility, efficiency, and sustainability.

Participatory M&E (PM&E) will further empower local communities, civil society, and development partners to contribute to evaluation processes, ensuring transparency, inclusiveness, and accountability. By aligning evaluations with MTDP priorities, the Assembly will not only track progress but also strengthen institutional learning, improve resource allocation, and sustain outcomes that directly benefit citizens.

**Table 7.4 Evaluation Matrix**

S/N	PRIORITY AREA	TYPE OF EVALUATION	TIMING	FOCUS	RESPONSIBILITY	EXPECTED OUTPUT
1	Education and Human Capital Development	Ex-ante	Pre-implementation	Assess the feasibility of classroom construction, teacher capacity, and enrolment targets.	MPCU RCC GES	Baseline feasibility report
		Mid-term	Mid-point of the cycle	Track the efficiency of resource use, effectiveness of learning outcomes	MPCU GES	Mid-term education evaluation report
		Terminal	End of cycle	Measure impact on literacy, enrolment, and transition rates	MPCU GES	Terminal education impact report
2	Local Economic Development	Ex-ante	Pre-implementation	Assess the relevance of skills training, MSME support, and job creation projects.	MPCU BAC Trade Associations	Feasibility and market assessment
		Mid-term	Mid-point of the cycle	Review the effectiveness of enterprise support, job creation, and income growth.	MPCU RCC	Mid-term economic evaluation
		Terminal	End of cycle	Evaluate the	MPCU	Terminal local

				sustainability of livelihoods and employment outcomes	BAC RCC	economy report
3	Governance and Institutional Development	Ex-ante	Pre-implementation	Assess policy relevance, institutional capacity, and accountability mechanisms	MPCU	Governance feasibility report
		Mid-term	Mid-point of the cycle	Track responsiveness, citizen engagement, and IGF mobilization	MPCU Assembly members	Governance mid-term review
		Terminal	End of cycle	Measure overall governance improvements, service delivery efficiency	MPCU Assembly members	Terminal governance evaluation
4	Environment and Resilience	Ex-ante	Pre-implementation	Assess environmental safeguards for projects	MPCU EPA RCC	Environmental screening reports
		Mid-term	Mid-point of the cycle	Evaluate the effectiveness of waste management, blue-green infrastructure and resilience actions.	MPCU RCC	Mid-term environment evaluation
		Terminal	End of cycle	Measure the sustainability of interventions, climate resilience impacts	MPCU EPA RCC	Terminal environmental impact report
5	Cross-cutting (PM&E)	Continuous	During the project cycle	Capture beneficiary feedback, inclusiveness, gender and disability concerns.	MPCU Assembly Members CSOs	Participatory evaluation reports

**Source: MPCU, 2025**

### 7.5 Monitoring & Evaluation Activities

The Monitoring and Evaluation (M&E) Work Plan serves as a critical instrument for guiding the systematic tracking and assessment of the Medium-Term Development Plan (MTDP). It outlines specific activities to be undertaken across the implementation period, ensuring that progress on programmes and projects is effectively measured. The Work Plan clearly assigns

responsibilities to lead and collaborating institutions while setting realistic timeframes for each activity. This structured approach ensures accountability, enhances coordination among stakeholders, and provides evidence for informed decision-making. By aligning with NDPC’s national M&E framework, the plan guarantees that results are monitored consistently, cross-cutting issues are captured, and lessons are fed back into policy and implementation.

**Table 7.5a: M&E Activities**

<b>ACTIVITIES</b>	<b>TIME – FRAME</b>	<b>ACTORS</b>
<b>1. Implementation Monitoring</b>		
<b>Monthly Monitoring Visits</b>	Last week of every month	MPCU
<b>Quarterly Review Meetings</b>	First week of the ensuing quarter	MPCU & other stakeholders
<b>2. Preparation Quarterly M&amp;E Reports</b>		
<b>Data Collection &amp; Collation</b>	Last week of every quarter	MPCU
<b>Data Analysis and Writing of Draft Report.</b>	First week of every ensuing month of every quarter, April, July, October & January	MPCU (MPO)
<b>3. Preparation of Annual Progress Reports</b>		
<b>Data Collation</b>	First - Second week of January	MPCU
<b>Data Collection &amp; Collation</b>	From 15 <sup>th</sup> – 31 <sup>st</sup> of January	MPCU
<b>Prepare Draft APR</b>	Annually	MPCU
<b>Organize APR Review Workshop</b>	10 <sup>th</sup> February Annually	MPCU
<b>Final APR Submitted to RCC/NDPC</b>	20 <sup>th</sup> February annually	MPCU
<b>Dissemination of APR</b>	The third week of February annually	MPCU
	Last week of February Annually	

*Source: MPCU, 2025*

**Table 7.5b: M&E Activities**

ACTIVITIES	TIME FRAME				ACTORS
	2026	2027	2028	2029	
<b>MTDP Evaluations</b>					
<b>Mid-term Evaluation</b>	First week of July				MPCU
<b>Terminal Evaluation</b>	First week of January of the ensuing year				MPCU
<b>Specific Evaluations and Studies</b>	Biannually, e.g., start on the 5th of July				MPCU
<b>Participatory M&amp;E</b>	Quarterly				MPCU
<b>Implementation monitoring</b>					
<b>Monthly or Quarterly Field Visit</b>	1st Tuesday of every month or quarter				MPCU
<b>Monthly or Quarterly Review Meetings</b>	1st Wednesday of every month or quarter				MPCU

Source: MPCU, 2025

**Table 7.5c: M & E Calendar**

ACTIVITIES	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<b>1. Implementation Monitoring</b>												
<b>Monthly Monitoring Visits</b>	30 <sup>th</sup>	27 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>	30 <sup>th</sup>
<b>Quarterly Review Meetings</b>	4 <sup>th</sup>			4 <sup>th</sup>			4 <sup>th</sup>					4 <sup>th</sup>
<b>2. Preparation of Quarterly M &amp; E Reports</b>												
<b>Data Collection &amp; Collation</b>			24 <sup>th</sup>			24 <sup>th</sup>			24 <sup>th</sup>			24 <sup>th</sup>
<b>Data Analysis and Writing of the draft Report.</b>	5 <sup>th</sup>			5 <sup>th</sup>			5 <sup>th</sup>			5 <sup>th</sup>		
<b>3. Preparation of APR</b>												
<b>Data Collection</b>	15 <sup>th</sup>											
<b>Data Analysis</b>	16 <sup>th</sup>											
	-											
	31 <sup>st</sup>											

<b>Prepare Draft District APR</b>	10 <sup>th</sup>			
<b>Organize APR Review Workshop</b>	20 <sup>th</sup>			
<b>Final APR Submitted to RCC/NDPC</b>	22 <sup>nd</sup>			
<b>Dissemination of APR</b>	27 <sup>th</sup>			
<b>4. DMTDP Evaluation</b>				
<b>Mid – Term Evaluation</b>		6 <sup>th</sup>		
<b>Terminal Evaluation</b>	5 <sup>th</sup>			
<b>Participatory M &amp; E</b>	28 <sup>th</sup>	28	28	28

### 7.6 Participatory M&E

Participatory Monitoring and Evaluation (PM&E) ensures that all key stakeholders are actively engaged in the design and implementation of M&E processes. It provides a platform to capture perceptions, measure satisfaction, and assess whether interventions meet the expectations of citizens, particularly the poor and vulnerable.

The MPCU will apply PM&E tools such as Participatory Rural Appraisal, Citizen Report Cards, Community Score Cards, and Participatory Expenditure Tracking Surveys. Findings will be disseminated in line with NDPC guidelines to promote accountability and transparency.

Effective PM&E requires collaboration among area councils, civil society, donors, central government, and local communities. To sustain this process, annual action plans, budgets, and procurement schedules will reflect plan priorities, while the MPCU is adequately resourced to conduct reviews, evaluations, and develop proposals to mobilize additional funding. A well-structured PM&E framework will ensure that implementation contributes to the desired development trajectory of the municipality.

**Table 7.6: Participatory Monitoring & Evaluation (PM&E) Matrix**

S/N	PM&E METHOD	STAKEHOLDERS INVOLVED	EXPECTED OUTCOMES	FEEDBACK MECHANISM
1	Participatory Appraisal (PRA)	Rural Local communities, Traditional Councils, Area Councils, MPCU	Identification of community needs and priorities for improved planning and resource allocation	Community forums, Assembly stakeholder meetings, and documentation in annual review reports
2	Citizen Report Cards	Civil society, Media, Assembly Members	Independent assessment of service delivery performance, accountability of public institutions	Publication of report cards, Assembly public hearings, and Town hall meetings
3	Community Score cards	Local communities, CSOs, MPCU, and Service providers	Tracking of project/service quality and beneficiary satisfaction	Community dialogues, M&E review meetings, and integration onto AAP revisions
4	Participatory Expenditure Tracking Surveys (PETS)	CSOs, DPs, Assembly members, Finance Department, Internal Audit Unit, and Budget Unit	Transparency in fund utilization, prevention of leakages, and improved efficiency of resource use	PETS reports shared in public forums, Assembly budget hearings, RCC and NDPC submissions

*Source: MPCU, 2025*

## 7.8 Knowledge Management and Learning

The Assembly will use the following frameworks to enhance planning, decision-making, implementation, and reporting processes.

### 7.8.1 Staff Durbar

The Assembly will organise periodic staff durbar to discuss issues concerning the implementation of development interventions across the various development dimensions. This will also include the sharing of knowledge on the improvement of staff welfare and competencies.

### 7.8.2 District Development Data Platform (DDDP)

The Assembly will use the District Development Data Platform (DDDP) to store, manage, analyze, and report district data. This will ensure that the various units, decentralized and non-decentralized departments, get easy access to any relevant data to support development policy and planning decisions.

### 7.8.3 Stakeholders' Review Meetings

Periodic stakeholders' review meetings will be organized to review the performance of the Departmental Annual Action Plans. This meeting will help to track, assess, and adjust activities to meet the medium-term district goals and objectives.

#### **7.8.4 Inter-Sectoral Collaborative Meetings**

Periodic inter-sectoral meetings will be held to share lessons among the various state and non-state institutions within the Municipality. This will provide a platform for the various sectors to exchange knowledge for integrated development planning in the Municipality.

#### **7.8.5 Digital Platforms**

The Assembly already has various digital platforms, particularly WhatsApp, where information is shared with relevant staff. During the planning period, the Assembly will intensify the usage of the platform by maintaining the existing ones and creating other relevant platforms where necessary.

#### **7.8.6 Reporting Arrangement**

The implementation of the projects and programmes in the Medium-Term Development Plan is also complemented by certain key activities that are designed to ensure effective reporting of activities. These activities comprise:

1. Annual Progress Review Meetings in January each year for an annual review of the plan
2. Compilation of Annual Progress Reports by the end of January each year, which should be based on the review meetings.
3. Information dissemination to be done over a three-day period in May each year to disseminate the findings, lessons and recommendations in the review reports.
4. Organisation of quarterly review meetings with developmental partners and department heads in the first month of each quarter to assess the performance of plans.
5. Quarterly field visits to be embarked upon in the last month of each quarter to verify issues in the field and monitor the performance of plans.

The reporting format for monitoring and evaluation is shown below.

#### **Quarterly and Annual Progress Reports Format**

##### **Title Page**

- i. Name of the MMDA
- ii. Time period for the M&E report

## **Introduction**

- i. Summary of achievements and challenges with the implementation of the DMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

## **M&E Activities Report**

- i. Programme/Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations. Participatory M&E undertaken
- vi. and their results

## **The Way Forward**

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations

In summary, in line with the guidelines of the National Development Planning Commission, the Kwadaso Municipal Assembly recognizes knowledge management and institutional learning as critical tools for improving evidence-based planning, service delivery, monitoring, and decision-making. The Assembly will adopt a structured knowledge management framework to enhance institutional memory, inter-departmental coordination, and continuous organizational learning during the 2026–2029 plan period.

The assessment of institutional capacities revealed existing strengths in development planning, monitoring and evaluation, spatial planning, revenue mobilisation, procurement, and disaster risk management. However, gaps remain in advanced GIS applications, digital monitoring systems, revenue forecasting, climate resilience planning, and centralized data management.

To address these gaps, targeted capacity-building programmes will be implemented in Results-Based Management (RBM), GIS and remote sensing, digital M&E systems, financial forecasting, leadership, and participatory planning. These interventions will be integrated into the Programme of Action (PoA) and Annual Action Plans (AAPs) to ensure continuous

institutional improvement and sustainable development management (See Annex 3 for knowledge management and learning framework and the competency matrix for learning).

## **7.9 Sustainability, Accountability, and Lessons Learned in Monitoring and Evaluation (M&E)**

### **Sustainability**

The Kwadaso Municipal Assembly (KdMA) is committed to ensuring that its M&E processes are fully integrated into existing institutional systems to guarantee continuity and coherence. New M&E initiatives will be aligned with the Assembly's established planning, budgeting, and reporting frameworks to avoid duplication and enhance efficiency. Staff and key stakeholders will receive continuous training to build capacity and ownership of the M&E process. The Assembly will also adopt digital tools and data management platforms to enhance real-time data collection, analysis, and dissemination, thereby improving decision-making. Collaboration with stakeholders, including decentralized departments, civil society organizations, and development partners, will be prioritized to pool resources, share expertise, and foster collective learning. Over time, M&E will be mainstreamed into the organisational culture of the Assembly, ensuring that monitoring and evaluation are not treated as stand-alone activities but as integral parts of decision-making, resource allocation, and performance management.

### **Accountability**

To enhance accountability, the Kwadaso Municipal Assembly will establish clear, measurable, and time-bound indicators for all programmes and projects. Findings from M&E exercises will be shared regularly with stakeholders through reports, review meetings, and public forums. The Assembly will adopt participatory approaches to involve communities and stakeholders in data collection and analysis, thereby ensuring transparency and inclusivity. Independent external evaluations will be conducted periodically to provide objective assessments of programme performance and value for money. Importantly, M&E findings will be systematically applied to adjust project designs, implementation strategies, and resource allocation to ensure that interventions remain relevant, effective, and impactful.

### **Lessons Learned**

The Assembly will institutionalize mechanisms for documenting successes, challenges, and lessons learned across the lifecycle of projects and programmes. After-action reviews will be conducted at the close of major interventions to reflect on what worked, what did not, and

how future initiatives can be improved. These reviews will be participatory, involving all relevant stakeholders to capture diverse perspectives. Lessons learned will be disseminated through municipal review meetings, stakeholder dialogues, and official reports to promote wider knowledge sharing. The Assembly will also ensure that learning is institutionalized by feeding documented lessons into future policy formulation, planning, and implementation processes. This continuous learning approach will enhance adaptive management and improve the overall effectiveness of the Municipal Assembly’s development agenda.

### Sustainability Test – Explanatory Note

The Sustainability Test provides a simple but systematic tool for assessing the extent to which proposed programmes and projects contribute to sustainable growth and development. Unlike an impact assessment matrix, it places equal emphasis on **social/cultural, economic, and natural resource dimensions**, ensuring that no single pillar of sustainability is overlooked.

The process involves five key steps: first, describing the programme with sufficient information to enable judgments about its likely effects; second, classifying the programme’s aim as economic, social, environmental, or a combination; third, identifying themes and selecting relevant indicators to track environmental state, human pressures, and responses; fourth, scoring the programme’s performance against each sustainability criterion; and fifth, summarizing the findings in a concise report for decision-makers.

To facilitate objective analysis, a **0–5 scale with colour codes** is used to show the degree of alignment with sustainability goals:

<b>Scale:</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Effects:</b>	Not Relevant	Works <b>strongly against</b> the aim	Works <b>against</b> the aim	On balance has <b>neutral</b> effects on the aim	<b>Supports</b> the aim	<b>Strongly supports</b> the aim
<b>Color:</b>	<b>Black</b>	<b>Red</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Green</b>

This structured approach enables stakeholders, whether technical experts or community actors, to visually and quantitatively assess whether programs align with the municipality’s sustainability goals and make informed decisions that balance social, economic, and environmental considerations. environmental priorities (*See Annex 1*).



## **CHAPTER EIGHT**

### **DEVELOPMENT COMMUNICATION STRATEGY**

#### **8.1 Introduction**

This chapter outlines the Communication Strategy designed to support the transparent, inclusive, and effective implementation of the Kwadaso Municipal Assembly's Medium-Term Development Plan (2026–2029). The strategy ensures the timely dissemination of information, stakeholder engagement, and accountability throughout the plan period.

The communication goals are clearly defined to foster awareness, participation, and feedback from all relevant stakeholders. The strategy identifies specific target audiences, particularly gender groups, persons with disabilities, and other vulnerable populations and adopts a tailored messaging approach to address their unique information needs.

Key messages are developed based on the objectives and interventions of the MTDP, and appropriate communication channels such as community meetings, local media, digital platforms, information centres, and printed materials are selected to effectively reach each target group.

To measure performance, the strategy includes a set of indicators to monitor and evaluate the reach, relevance, and impact of communication efforts. These indicators will guide adjustments to ensure the communication strategy remains responsive and results-oriented throughout the implementation of the Plan.

#### **8.2 Objectives of the Communication Strategy**

The Communication Strategy seeks to ensure effective dissemination, dialogue, and feedback on the implementation of the Kwadaso Municipal Medium-Term Development Plan (2026–2029). Specifically, the objectives are to:

1. Solicit financial and technical support from development partners, donors, and the private sector towards the implementation of programmes and projects.
2. Create broad-based awareness of the MTDP and the expected roles of stakeholders in its implementation.
3. Effectively communicate the mission, goals, objectives, and strategies of the Assembly to residents and institutions.
4. Strengthen feedback mechanisms to assess performance and resolve implementation challenges.
5. Mobilize active community participation and ownership of development interventions.

### **8.2.1 Awareness Creation**

To enhance citizen participation, the MTDP shall be disseminated through town hall meetings, seminars, workshops, and public fora. Stakeholders at all levels: Assembly, Zonal Councils, and Unit Committees will be sensitized on the content of the plan to ensure shared responsibility for implementation.

### **8.2.2 Promotion of Dialogue**

The Assembly will facilitate structured dialogue with traditional authorities, civil society, NGOs, and community-based organizations to solicit feedback and integrate local concerns into programme and project implementation.

### **8.2.3 Production and Dissemination of the MTDP**

Copies of the MTDP will be produced and distributed to public and private institutions, development partners, and other relevant stakeholders. This dissemination is intended to increase transparency, encourage partnerships, and attract investment support.

### **8.2.4 Engagement with Development Partners**

Targeted corporate meetings will be held with development partners, the private sector, and investors to promote opportunities in the municipality, attract funding, and build sustainable partnerships for project implementation.

### **8.2.5 Stakeholder Review Meetings**

Periodic review meetings, including mid-year reviews, will be organized with key stakeholders to assess implementation progress. Lessons learned will be documented and integrated into subsequent planning processes to enhance effectiveness.

## **8.3 Key Stakeholders**

The following actors are recognized as critical to the success of the communication strategy:

- Decentralized Departments
- Political Leaders (MP, Assembly Members)
- Traditional Authorities
- Development Partners and Donor Agencies
- Investors and Private Sector Actors
- Religious Bodies
- NGOs, CBOs, and CSOs

### **8.3.1 Communication Goals**

The communication goals of the Kwadaso Municipal Assembly for the MTDP (2026–2029) are to:

1. Facilitate dialogue and establish feedback systems to improve transparency and service delivery.

2. Enhance public awareness of stakeholder roles and responsibilities in implementing the MTDP.
3. Manage and align public expectations with the Assembly's development agenda to promote accountability and trust.

### 8.3.2 Communication Tools

To reach diverse audiences effectively, the Assembly will employ a combination of traditional and modern communication tools, including:

- Information centres, radio programmes, and public announcements.
- Letters, notice boards, and mobile communication platforms.
- Public education campaigns, stakeholder meetings, and environmental campaigns.
- Community fora, clean-up exercises, and other civic engagement platforms.

These tools will be strategically deployed to ensure that the Assembly's programmes and projects are well understood, monitored, and supported by all stakeholders.

**Table Communication Matrix (2026-2029)**

S/N	ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOOLS	TIMEFRAME	RESPONSIBILITY
	Carry out community sensitization	To create awareness of the MMTDP	Community members, Traditional authorities, Assembly members, Unit Committee, etc.	Community durbars, drama, role play, etc.	Annually	MPCU, Convener of Dev't. Planning, Sub-committee, ISD
	Hold a meeting with the political leadership	To get them to appreciate the DMTDP. To update them on the implementation of MTDP	MCE, Presiding member, MPs, and chairpersons of the sub-committees	Meetings with audio-visuals Round Table discussions	Biannually	MPCU
	Organize yearly Review meeting on MTDP.	To update them on the status of implementation	Heads of Department	Round-table discussion and PowerPoint presentations	Mid-Year	MPCU, Chairmen of Sub-structures
	Undertake quarterly MPCU meetings.	To update departmental heads on the status of implementation of Annual Action Plans	MPCU Members	Round-table discussion and PowerPoint presentations	Quarterly	MCD/MPO
	Organize quarterly MPCU review meetings	To review and update the Annual Action Plan	MPCU Members	Round-table discussion and PowerPoint presentations	Quarterly	MCD/MPO
	Publish AAP in the MTDP	To make AAP available to the public	Public, NDPC, RCC, Assembly members, Decentralized Departments	Use of the notice board Printed copies for distribution	Annually	MCD/MPO

*Source: MPCU, 2025*

### Table Maintenance Plan

NO	TYPE OF INFRASTRUCTURE ASSETS	TYPE OF MAINTENANCE	SCHEDULE OF MAINTENANCE (START-END DATE)	ESTIMATED COST OF MAINTENANCE (GHC)	LOCATION	RESPONSIBILITY
1	Markets	Preventive (cleaning, inspections) Corrective (Renovation and Rehabilitation)	2026-2029		Municipal Wide	Works Department
2	Educational Infrastructure	Preventive (regular inspections, repainting) Corrective (Structural repairs) Condition-based (equipment/furniture replacement)	2026-2029		Municipal Wide	Works Department
3	Health Infrastructure	Preventive (routine servicing of equipment, sanitation) Corrective (Structural repairs) Condition-based (replace medical devices) Risk-based (Critical health equipment prioritized )	2026-2029		Municipal Wide	Works Department
4	Mechanized boreholes	Preventive (pump servicing) Condition-Based (replace parts when worn) Corrective (repairs after breakdown)	2026-2029		Municipal Wide	Works Department
5	Solar panels	Preventive (cleaning and inspection) Condition-Based (battery/inverter replacement) Corrective (repairs after faults)	2026-2029		Municipal Wide	Works Department
6	Solid and Waste Management	Preventive (routine servicing of trucks, bins) Corrective (repairs of 7damaged trucks) Condition-Based (Replace bins/skip containers)	2026-2029		Municipal Wide	Works Department
7	Roads	Preventive (pothole patching, drainage clearing) Corrective (reconstruction after failure) Risk-Based (prioritize roads with the highest traffic)	2026-2029		Municipal Wide	Works Department
8	Drains	Preventive (desilting) Corrective (repair collapsed sections) Risk-based (monitor flood-prone areas)	2026-2029		Municipal Wide	Works Department
9	Streetlights	Preventive (scheduled bulb	2026-2029		Municipal	Works Department

		changes) Corrective (rewire after fault) Condition-Based (replace faulty units)			Wide	
10	Security Infrastructure	Preventive (regular checks) Corrective (repair damaged structures and equipment)	2026-2029		Municipal Wide	Works Department
11	Office Accommodation	Preventive (cleaning, repainting) Corrective (renovation after damage) Condition-Based (replace furniture/equipment)	2026-2029		Municipal Wide	Works Department
12	Residential Accommodation	Preventive (cleaning, repainting) Corrective (renovation after damage) Condition-Based (replace fittings/furniture)	2026-2029		Municipal Wide	Works Department
13	Official Vehicles	Preventive (Scheduled servicing, oil change) Condition-Based (tyre replacement) Corrective (engine/accident repairs)	2026-2029		Municipal Wide	Works Department
14	Drip Machines	Preventive (Scheduled servicing, oil change) Condition-Based (tyre replacement) Corrective (engine/accident repairs)	2026-2029		Municipal Wide	Works Department
15	Office Equipment	Preventive (routine servicing, software updates) Condition-Based (replacement of toners, batteries, chargers) Corrective (repair breakdowns)	2026-2029		Municipal Wide	Works Department

**TOTAL**

*Source: MPCU, 2025*

#### **8.4 Conclusion**

The Kwadaso Municipal Medium-Term Development Plan (2026–2029) provides a strategic framework to guide the Municipality’s development agenda in alignment with national priorities. It builds on the gains and lessons of the 2022–2025 MTDP while addressing emerging challenges in education, human capital development, local economic transformation, environmental sustainability, and governance. The successful implementation of this plan hinges on effective collaboration among the Assembly, Area Councils, Civil Society, Development Partners, Donors, the Private Sector, and Central Government.

To ensure efficiency, Annual Action Plans, budgets, and procurement schedules must remain fully consistent with the MTDP priorities. The Municipal Planning Coordinating Unit (MPCU) must be adequately resourced to coordinate plan implementation, strengthen participatory monitoring and evaluation, and generate evidence to attract additional funding. Ultimately, the plan serves as a working document to mobilize collective action, enhance accountability and improve the living standards of all residents of Kwadaso Municipality.

## ANNEEXES

### ANNEX 1: Sustainability Tools

#### Effects on Natural Resources (Environment):

	Programme	Prot. Areas & Wildlife	Degraded Land	Energy	Pollution	Raw Materials	Water Bodies
1	Revenue Mobilization and Accountability	0	0	0	0	0	0
2	Skills Development, Entrepreneurship, and Job Creation	0	0	0	0	0	0
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	0	3	3	3	3	3
4	Promotion of Sustainable Urban Agriculture for Local Economic Development	3	3	3	2	4	4
5	Enhancement and Diversification of Tourism for Local Economic Development	5	3	3	2	3	2
6	Enhancement of Educational Infrastructure and Learning Resources	4	5	5	5	4	5
7	Enhanced Basic Education Delivery and Youth Capacity Development	3	3	3	3	3	3
8	Sports and Recreational Development Programmes	4	3	2	2	4	3
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery	0	0	3	3	2	0
10	Strengthening Health Delivery and Support Systems Programme	0	0	0	0	0	0
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme	0	0	0	0	0	0
12	Food Safety and Hygiene Improvement Programme	0	0	2	0	0	0
13	Solid and Liquid Waste Management Programme	0	0	0	3	0	0
14	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	0	0	3	0	0	0
15	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	0	0	0	0	0	0
16	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	0	0	3	3	3	0
17	Blue-Green Infrastructure and Climate Resilient Programme	0	0	0	0	0	0
18	Disaster Prevention and Mitigation Programme	0	0	0	0	0	0
19	Road Infrastructure Improvement Programme	4	4	3	3	0	4
20	Road Safety Education and Enforcement of Regulations Programme	5	5	5	5	3	5

	Programme	Prot. Areas & Wildlife	Degraded Land	Energy	Pollution	Raw Materials	Water Bodies
21	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	5	5	3	5	3	5
22	Assembly Infrastructure Improvement and Functional Logistics Support	0	0	0	4	0	4
23	Administrative Expenses, Including Monitoring and Evaluation	5	5	3	5	5	5
24	Enhancement of Local Governance Structures and System	1	2	2	2	3	2
25	Capacity Building and Development	0	0	0	3	0	0

## Effects on Social/Cultural Conditions

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
1	Revenue Mobilization and Accountability	4	4	5	5	4	5	3
2	Skills Development, Entrepreneurship, and Job Creation	3	4	3	4	4	3	4
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	4	4	4	5	4	4	3
4	Promotion of Sustainable Urban Agriculture for Local Economic Development	2	3	2	2	2	2	3
5	Enhancement and Diversification of Tourism for Local Economic Development	4	4	3	4	4	4	4
6	Enhancement of Educational Infrastructure and Learning Resources	4	4	4	4	4	4	5
7	Enhanced Basic Education Delivery and Youth Capacity Development	4	4	3	5	4	4	4
8	Sports and Recreational Development Programmes	5	3	4	5	4	3	3
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery	3	5	4	4	3	4	5
10	Strengthening Health Delivery and Support Systems Programme	3	5	5	3	4	5	5
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme	3	5	5	2	4	5	5

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
1 2	Food Safety and Hygiene Improvement Programme	3	4	4	3	5	4	5
1 3	Solid and Liquid Waste Management Programme	4	5	5	4	5	5	5
1 4	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	4	4	4	4	4	5	4
1 5	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	4	4	5	3	4	5	5
1 6	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	5	5	4	3	5	4	3
1 7	Blue-Green Infrastructure and Climate Resilient Programme	4	5	5	4	4	5	5
1 8	Disaster Prevention and Mitigation Programme	4	4	5	2	4	5	5
1 9	Road Infrastructure Improvement Programme	4	5	4	4	5	4	5
2 0	Road Safety Education and Enforcement of Regulations Programme	4	4	4	4	5	4	5
2 1	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	4	5	5	4	4	5	5
2 2	Assembly Infrastructure Improvement and Functional Logistics Support	3	5	4	3	4	5	5
2 3	Administrative Expenses, Including Monitoring and Evaluation	4	5	4	4	5	4	5

	Programme	Local Character	Health & Well-being	Gender	Job Creation	Participation	Equity	Vulnerability & Risk
24	Enhancement of Local Governance Structures and System	3	4	3	4	3	4	3
25	Capacity Building and Development	4	5	3	3	4	4	4

### Effects on the Economy

	Programme	Growth	Local Materials & Services	Local Investment of Capital
1	Revenue Mobilization and Accountability	5	0	4
2	Skills Development, Entrepreneurship, and Job Creation	5	5	4
3	Investment in Modern Market facilities to promote Inclusive Trading and support the 24-hour Economy	5	4	4
4	Promotion of Sustainable Urban Agriculture for Local Economic Development	5	3	4
5	Enhancement and Diversification of Tourism for Local Economic Development	5	4	4
6	Enhancement of Educational Infrastructure and Learning Resources	5	4	4
7	Enhanced Basic Education Delivery and Youth Capacity Development	4	4	3
8	Sports and Recreational Development Programmes	5	4	4
9	Improvement of Health Infrastructure and Logistics for Quality Healthcare Delivery	4	3	3
10	Strengthening Health Delivery and Support Systems Programme	4	0	3
11	Water and Sanitation Infrastructure Provision, Management and Maintenance Programme	4	4	3
12	Food Safety and Hygiene Improvement Programme	4	3	4
13	Solid and Liquid Waste Management Programme	4	3	3
14	Poverty Eradication, Especially Among Vulnerable Groups like the Aged, and PwDs	5	3	3
15	Protection of Vulnerable Groups from All Forms of Violence, Abuse, Neglect and Exploitation	5	3	3
16	Climate-Resilient and Inclusive Spatial Planning for Sustainable Smart City Development	4	3	3
17	Blue-Green Infrastructure and Climate Resilient Programme	4	3	3
18	Disaster Prevention and Mitigation Programme	4	0	3
19	Road Infrastructure Improvement Programme	4	3	4
20	Road Safety Education and Enforcement of Regulations Programme	4	4	4
21	Improvement of Community Safety, Security, Law and order, and Emergency response Infrastructure	5	3	4
22	Assembly Infrastructure Improvement and Functional Logistics Support	4	3	3

	Programme	Growth	Local Materials & Services	Local Investment of Capital
23	Administrative Expenses, Including Monitoring and Evaluation	0	0	0
24	Enhancement of Local Governance Structures and System	5	4	4
25	Capacity Building and Development	3	0	2

## ANNEX 2: TOOL BOX- PLANNING PROCESS

### ANNEX 2A: PROBLEM TREE ANALYSIS

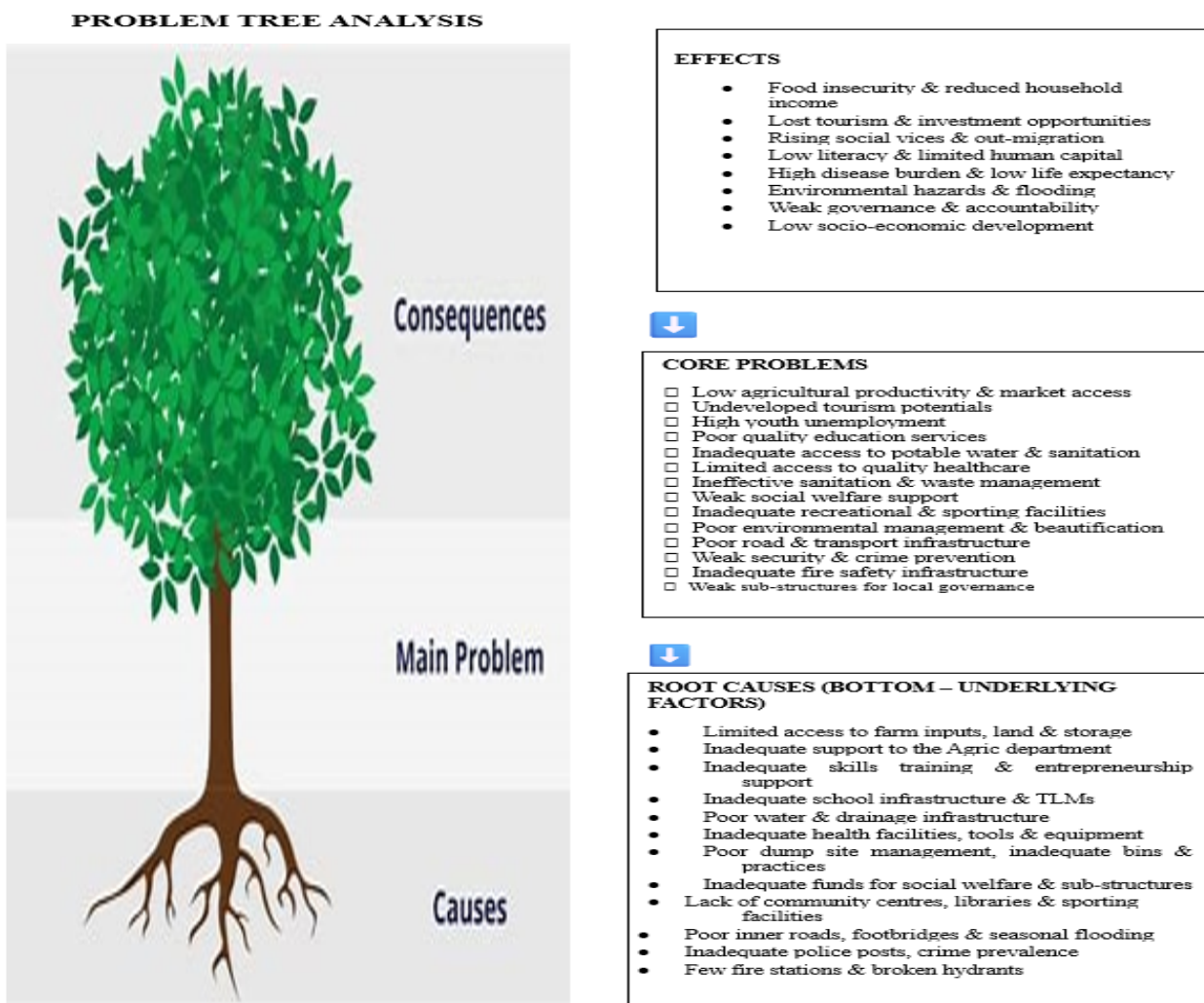


Fig.18, Problem Tree Analysis

## ANNEX 2B: PROBLEM TREE ANALYSIS

S/N	CORE PROBLEMS	ROOT CAUSES	EFFECTS/CONSEQUENCES
	Limited access to farm input markets	High cost of inputs; weak extension services; poor linkages to markets	Low productivity Reduce farmer incomes Food insecurity
	Poor storage facilities	Inadequate investment; obsolete facilities	Post-harvest losses; food insecurity
	Inadequate farm lands	Rapid urbanization Land tenure issues	Decline in agricultural activities Youth unemployment
	Inadequate support for the Agric Department	Limited logistics and funding	Weak service delivery Low adoption of modern practices
	Undeveloped tourism potential	Low investment Weak promotion	Loss of revenue Untapped employment opportunities
	High youth unemployment	Limited skills training Lack of start-up capital	Social vices Migration to urban centres
	Inadequate skills training opportunities	Weak collaboration with TVET/private sector	Skills mismatch Low employment
	Limited support for entrepreneurship	Inadequate funding Weak incubation hubs	Business failures Stifled innovation
	Inadequate school infrastructure	Inadequate funding Abandon projects	Overcrowded classrooms Poor learning outcomes
	Inadequate teaching and learning materials	Delays in supply Weak resourcing	Poor academic performance
	Inadequate potable water access	High demand Inadequate boreholes and pipelines	Waterborne disease High cost of water
	Poor drainage & sanitation facilities	Weak maintenance Poor planning	Flooding Disease outbreaks
	Inadequate health facilities	Low investment in CHPS/clinics	Poor access to healthcare High maternal/child mortality
	Limited access to emergency healthcare	Few ambulances Weak referral system	Preventable deaths
	Inadequate tools & equipment	Poor resourcing	Low-quality health delivery
	Inadequate waste disposal facilities	Limited investment in bins/skips	Indiscriminate dun health hazards
	Uncollected solid waste	weak collection system Inadequate trucks	Environmental degradation
	Poor sanitation practices	Weak public awareness	Increased disease burden
	Inadequate funding for activities	Low budget allocations	Inability to support vulnerable groups
	Lack of community centres Recreational parks, libraries & sporting facilities	Low prioritization in the budget	Limited youth development Low literacy promotion Reduced social cohesion
	Low attention to beautification and landscaping	Competing priorities	Poor Municipal aesthetics Low tourism appeal
	Poor inner roads & inaccessible communities	Low investment Erosion	Reduced mobility Limited economic activity
	Inadequate footbridge/culverts	Poor planning	Cut-off communities during the rainy season
	Seasonal flooding	Poor drainage Unplanned settlement	Loss of property/lives
	Inadequate police posts	Insufficient logistics Inadequate staffing	Rising crime rates
	Incidents of crime and theft	High youth unemployment	Public insecurity

	Weak security presence	
Inadequate fire station and hydrants	Limited budget Broken-down systems	Poor disaster response Loss of lives/property
Lack of permanent structures for Zonal councils	Delayed investment	Weak decentralization Ineffective local governance

### ANNEX 2B-PLANNING TOOL: SCALOGRAM ANALYSIS

FACILITY/ SERVICE		EDUCATION										HEALTH			WATER			SAN.			SEC & JUS.			TELE & COMM			TOUR.			FINANCIAL INSTITUTION				ROAD S			DIST.			OTHER SERVICES		ADMIN		NO. OF FUNCTIONS	CENTRAL INDEX TOTAL WEIGHTED	ORDER OF SETTLEMENT		
S/N	SETTLEMENT	POPULATION	UNIVERSITY TRAINING COLLEGE	TECHNICAL UNIVERSITY	SHS/TVET	JHS	PRIMARY	KG	HOSPITAL	HEALTH CENTRE	CLINIC	CHPS	PIPEBORNE MECH:BOREHOLES	BOREHOLES	W/C	KVIP	WAST SORT. CENTRE	COURT	REG. POLICE HD CHAIERS	POLICE STATION	POLICE POST	FIRE STATION	POST OFFICE	POSTAL AGENCY	RADIO STATION	TELE. COMM.	HOTEL	GUEST HOUSE	COMMERCIAL BANK	RURAL BANK	CREDIT UNION	MICROFINANCE	TARRED ROAD	UNTARRED ROAD	UNENGINEERE	SLAUGHTERHOUSE	MAJOR MARKET	SATELLITE MARKET	FUEL STATION	TERMINAL	CAPITAL ZONAL COUNCIL							
	WEIGHT		5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	3				
1	KWADASO NORTH	18,540	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	3	3	27	3,008.5	1st
2	TANOSO NORTH	14,980	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	3	3	18	953.5	2nd
3	NWAMASE	13,700	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	3	13	565.3	6th	
4	OHWIMASE	10,679	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	3	11	202.32	12th	
5	TAKYIMAN	10,443	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	14	355.17	10th		
6	NYANKYERENEASE	9,680	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	12	265.17	11th		
7	ASUOYEOA NORTH	9,245	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	17	660.17	5th		
8	APIRE	8,777	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	12	497.32	7th		
9	APATRAPA NEW SITE	8,570	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	10	143.02	14th		
10	ATWIMA AMANFROM	8,473	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	13	370.17	8th		
11	NZEMA	7,737	5	4	4	3	2	1	1	4	3	2	1	3	2	1	3	2	3	4	4	3	2	4	4	3	3	3	4	3	4	3	2	1	3	2	1	3	3	2	3	3	3	17	787.32	4th		



## ANNEX 2C: PRIORITIZATION MATRIX- PAIRWISE RANKING

PAIRWISE RANKING MATRIX																																									
PROBLEMS	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22	P23	P24	P25	P26	P27	P28	P29	P30	P31	P32	P33	P34	P35	P36	P37	P38	Total Score	Rank	
P1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	37	1	
P2	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	36	2
P3	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	35	3
P4	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	34	4
P5	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	33	5
P6	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	32	6
P7	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	31	7
P8	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	8
P9	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	29	9
P10	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28	10
P11	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	27	11
P12	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	26	12
P13	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	25	13
P14	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24	14
P15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	23	15
P16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	22	16
P17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	21	17
P18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	20	18
P19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19	19
P20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	18	20	
P21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	17	21	
P22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	22	
P23	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15	23	
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P25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	25	
P26	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	12	26	
P27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	11	27	
P28	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	10	28	
P29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	9	29	
P30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	8	30	
P31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	7	31	
P32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	6	32	
P33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	5	33	
P34	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	4	34	
P35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	3	35		
P36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	2	36		
P37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	37	37	
P38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38	38

**ANNEX 3: KNOWLEDGE MAPPING MATRIX & COMPETENCY MAPPING MATRIX FOR LEARNING**

**Knowledge Mapping Matrix**

<b>KNOWLEDGE AREA</b>	<b>KNOWLEDGE HOLDERS</b>		<b>KNOWLEDGE SOURCES</b>		<b>KNOWLEDGE GAPS</b>	
<b>Medium-Term Development Planning (MTDP)</b>	Municipal Officer	Planning	MTDP, Guidelines, Annual Reports	NDPC Progress	Advanced planning evaluation by various departments and units	results-based and impact by various units
<b>Spatial Planning &amp; Development Control</b>	Physical Planner, Engineer	Works, Urban Roads	Local Plans, Permit Records, Inspection Reports	Building Site	Updated base maps, GIS modelling, drone mapping	
<b>Local Revenue Mobilisation</b>	Finance Revenue Superintendent	Officer,	IGF Reports, Rate Registers, Financial Statements		Revenue forecasting, automation of billing and tracking	
<b>Monitoring &amp; Evaluation (MEL)</b>	Dev't MPCU Members	Planning Unit,	APRs, Monitoring Reports, Tracking Sheets	Field Indicator	Digital dashboards, data quality assurance systems	
<b>Disaster Risk Management</b>	NADMO Officer, Environmental Health Officer		Incident Hazard Maps, Risk Assessments	Reports, Community	GIS-based modelling, adaptation planning	risk climate
<b>Procurement &amp; Contract Management</b>	Procurement Works Urban Roads Dept.	Officer, Department,	Procurement Plans, Contract Documents		E-procurement contract analytics	systems, performance
<b>Tourism &amp; Local Economic Development</b>	Municipal Planning Officer, LED person,	Dev't focal	Tourism Development Plan, Business Registry Data		Market investment profiling tools	analytics,
<b>Data &amp; MIS Management</b>	Municipal Planning Officer, MIS Officer, Statistics Officer	Dev't	KoboCollect Census Data, Administrative Records	Data,	Centralised database system, advanced analytics	database data

**Competency Matrix for Learning:**

<b>COMPETENCY</b>	<b>TRAINING PROGRAMME</b>	<b>EVALUATION CRITERIA</b>	<b>LEARNING OBJECTIVES</b>
<b>Results-Based Planning</b>	Results-Based Management (RBM) Training	Quality of MTDP & AAP outputs	Strengthen logical framework and indicator alignment
<b>GIS &amp; Spatial Analysis</b>	Advanced GIS & Remote Sensing Training	Practical mapping outputs	Improve spatial decision-making and risk analysis
<b>Financial &amp; Revenue Management</b>	IGF Enhancement & Financial Forecasting Workshop	Revenue growth trends, audit outcomes	Enhance revenue optimisation and compliance
<b>Monitoring &amp; Evaluation</b>	Digital M&E Systems & Data Quality Training	Timeliness and accuracy of APRs	Improve performance tracking and reporting
<b>Leadership &amp; Team Coordination</b>	Public Sector Leadership Programme	360-degree feedback, team performance review	Strengthen supervision and inter-departmental collaboration
<b>Community Engagement</b>	Participatory Planning & Stakeholder Engagement Training	Stakeholder satisfaction surveys	Improve citizen participation and transparency
<b>Disaster Risk &amp; Climate Resilience</b>	Climate Adaptation & DRR Training	Integration into plans and projects	Mainstream resilience into municipal planning


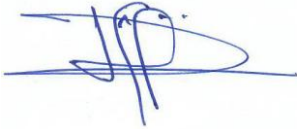

## ANNEX 4 PUBLIC HEARING

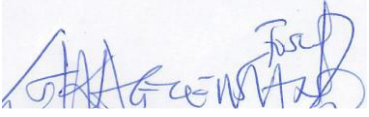
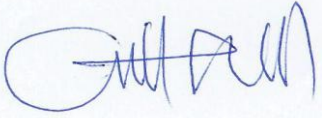
### ANNEX 4A FIRST PUBLIC HEARING REPORT

<b>Name of Municipality</b>	Kwadaso Municipal Assembly	
<b>Region</b>	Ashanti	
<b>Name of Zonal Council</b>	<b>Zonal Councils:</b> Asuoeyeboah, Kwadaso, and Nzema – Kokode Zonal Councils	
<b>Venue</b>	Nzema Methodist Church, Kwadaso Methodist Church, Asuoeyeboa Methodist Church	
<b>Date</b>	28 <sup>th</sup> April, 29 <sup>th</sup> April and 30 <sup>th</sup> April 2025	Time: 10: 00 am on each day

S/N	Report Description	Activity Report	Remarks
A	Medium of invitation	Letters were used to invite participants; 180 letters were printed and dispatched.	Target achieved
B	Name of special Interest Groups/ individuals invited	The names of participants were recorded and attached	Target achieved
C	Identifiable Representations at the hearing	The Identifiable personalities at the hearing were the Presiding Member, Assembly members, Unit committee members, Opinion Leaders, Traditional Authorities, PWDs, Municipal Co-ordinating Director, Heads of Department, and staff.	Target achieved
D	Total Number of persons	206 persons attended, with 124 males and 82 females	Target achieved
E	Gender Ratio/ Percentage	The Gender percentage was 60.20% for males and 39.80% females	Target achieved
F	Language used at the Hearing	English and Asante (Twi) were used as the medium of presentation and discussions.	Target achieved
G	Major issues discussed	<p>The first public hearing was organized on Monday, 28<sup>th</sup> of April, Tuesday, April 29<sup>th</sup> and Wednesday, 30<sup>th</sup> April, 2025. The public hearing was organized for the collection of data on community needs and aspirations, and harmonizing them with the development issues identified. A performance assessment of the 2022-2025 MTDP was also shared on what we were able to implement, partially implement, and not implement at all.</p> <p>Some of the development issues identified from the engagement were poor inner road network, inadequate water facilities, inadequate education facilities, improper waste disposal, poor drainage system, inadequate health facilities, among others. Poor lightning system in communities, undeveloped tourism potentials in the municipality, inadequate skilled training opportunities, inadequate health tools and equipment, inadequate sporting</p>	Target achieved

		<p>facilities, inadequate footbridges for community interconnectivity, non-functional and broken-down hydrants, lack of permanent offices for two (2) zonal councils, inadequate school infrastructure on ICT, and Poor storage facilities for agricultural produce.</p> <p>Each electoral area within each zonal council submitted its needs in the form of a matrix for prioritization and ranking. This platform was used to prioritize and rank the needs identified by each electoral area within each zonal council.</p> <p>The Presiding Member graced the occasion and called on all Assembly Members to commit to the preparation of the community action plan that will guide implementation from the Assembly level.</p>	
H	Main Controversies	None	-
I	Proposal for Resolution of the Controversies	None	-
J	Unresolved questions or Queries	None	-
K	The level of Unresolved problems is going to be resolved	None	-
L	Comment on the general level of participation.	The hearing was successful due to the organizers' commitment, with the majority of MPCU members present, along with all Assembly members. All participants registered for the program, representing 97% participation.	Target achieved

SN	Name	Designation	Signature
1	Hon. Eric Asibey	Municipal Chief Executive (MCE)	
2	Mr. Francis Adu-Boateng	Municipal Co-ordinating Director	
3	Hon. Ernest Frimpong	Presiding Member (PM)	

4	Hon. Fosu Agyemang	Convener of Development Planning Sub-Committee	
5.	Mr. Isaac Kyeremateng	Municipal Planning Officer	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.

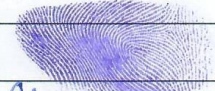




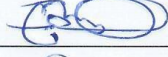






ATTENDANCE SHEET

Electoral Area Nwamase Apire

ZONAL COUNCIL Nwamase

MPCU

DATE 28/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	David Osei Owusu	Driver	
	James Akurugu	Trader	
	Bernice Marfo	Seamstress	
	Caleb Addo Mensah	Trader	
	James Aboagye	Farmer	
	Ekwow Acheampong	Trader	
	Issac Donkor	Teacher	
	Thomas Danso	Trader	
	Kykua Sarah	Seamstress	
	Abena Pokua	Trader	
	Francis Opoku	Driver	
	Esther Osei Dapaah	Trader	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.



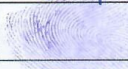
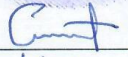

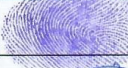


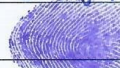

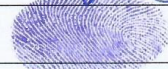

ATTENDANCE SHEET

Electoral Area Tanoso North

ZONAL COUNCIL Tanoso

MPCU

DATE 30/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Gladys Opoku	Trader	
	Francis Mensah	Trader	
	Harriet Nkansah	Seamstress	
	Collins Owusu	Farmer	
	Kofi James Addo	Driver	
	Paul Osei Owusu	Driver	
	Adams Rabac	Tailor	
	Osei Dapaah James	Farmer	
	Eric Owusu	Trader	
	Sarah Mensah	Seamstress	
	Lucy Osei Owusu	Trader	
	Agnes Owusu Mensah	Teacher	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.



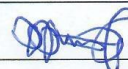




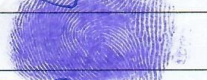

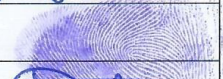

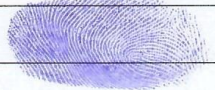
ATTENDANCE SHEET

Electoral Area Edwinase

ZONAL COUNCIL Edwinase

MPCU

DATE 28/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Bernice Kumi Antwi	Trader	
	Yaw Appul Agyei	Driver	
	Opoku Mensah James	Trader	
	Amoah Kofi Adjei	Tailor	
	Tieku Emmanuella	Seamstress	
	Abena Achiaa	Trader	
	Nsira Asare Ntim	Mechanic	
	Yaa Rose	Seamstress	
	Dorcas Appiah	Trader	
	Oikoh Agyemang	Trader	
	Oppong Osei Kuffuor	Trader	
	Obiri Yeboah	Driver	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.

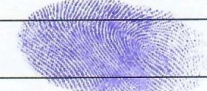




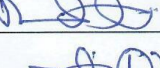
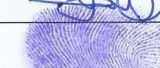





ATTENDANCE SHEET

Electoral Area Kwadaso Proper

ZONAL COUNCIL Kwadaso

MPCU

DATE 29/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Paul Osei Owusu	Driver	
	Adjei Mensah Thomas	Trader	
	Eric Osei Dapaah	Mechanic	
	Collins Apriye	Trader	
	Nkansa Osei Ntim	Driver	
	Mina Mensah Appul	Trader	
	Kojo Manu	Driver	
	Yaa Mensah	Trader	
	Aprakomaa Joana	Seamstress	
	Apia Agyemang	Trader	
	Osei Antwi Takyi	Driver	
	Antwi Agyei Brempong	Teacher	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.


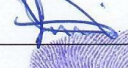
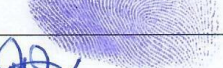
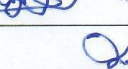






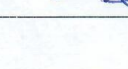
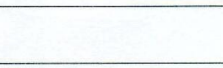
ATTENDANCE SHEET

Electoral Area- Nyankyerenease

ZONAL COUNCIL Nyankyerenease

MPCU

DATE- 29/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Afia Buah Mensah	Trader	
	Yaw Ntim	Driver	
	Kubi Micheal	Mechanic	
	Asenso James	Driver	
	Anna Attaa	Seamstress	
	Kumi Priscilla	Trader	
	Abena Menu	Trader	
	David Osei Owusu	Teacher	
	Owusu Nsia Emmanuella	Seamstress	
	Kojo Osei Dapaah	Driver	
	Afia Priscilla	Trader	
	Owusu Peprah Ansaah	Teacher	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.








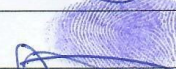




ATTENDANCE SHEET

Electoral Area- Kokode

ZONAL COUNCIL Kokode

MPCU

DATE- 28/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Agyemang Osei Ankwai	Trader	
	Yaw Amoateng	Teacher	
	Anna Siaw	Seamstress	
	Abboagye Asare	Driver	
	Kwaku Twumasi	Trader	
	Adutwum Frank	Trader	
	Kwabena Okyere Buabeng	Tailor	
	Yaw Amcah Kyere	Driver	
	Oforu Hene	Teacher	
	Adwoa Joyce	Trader	
	Anim Agyei	Teacher	
	Efa Mensah Kwakye	Teacher	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.





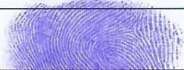
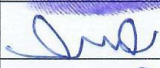
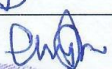
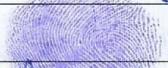
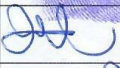


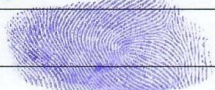
ATTENDANCE SHEET

Electoral Area Apatrapa

ZONAL COUNCIL Apatrapa

MPCU

DATE 30/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Appiah Adjei	Trader	
	James Atta Kwasi	Driver	
	Kusi Amoah	Teacher	
	Afia Appiagyeyi	Seamstress	
	Akua Anim Agyei	Trader	
	Ama Kyerema Oppong	Food Seller	
	Obuor Osei Kwabena	Trader	
	Kwaku Antwi Micheal	Mechanic	
	Yaw Amoateng	Trader	
	Nana Appiah Kubi	Teacher	
	Hillary Adu Boku	Teacher	
	Achiqa Tiwaa	Trader	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.





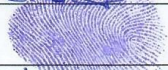



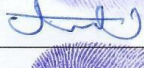



ATTENDANCE SHEET

Electoral Area Asuoyeboah North

ZONAL COUNCIL Asuoyeboah

MPCU

DATE 30/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Eric Osei Kofi	Trader	
	Opaku Owusu Mensah	Trader	
	Nana Agyemang	Driver	
	Asare Bediako	Teacher	
	Obour Apriyie	Trader	
	Nana Obiri Korang	Mechanic	
	Sarah Amoah	Seamstress	
	James Appiagyeyi	Tailor	
	Freda Ababio	Farmer	
	Tieku Anim	Driver	
	Achida Tiwaa	Teacher	
	Arenso Kuffuor	Teacher	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.






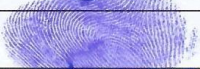



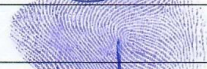
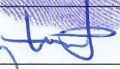

ATTENDANCE SHEET

Electoral Area Dhwimase

ZONAL COUNCIL Dhwimase

MPCU

DATE 28/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Opoku Mensah	Teacher	
	Asemare Prince	Driver	
	Agnes Nkansah	Trader	
	Afia Osei Owusu	Trader	
	Yaw Mensah	Teacher	
	Aibena Ansere	Seamstress	
	Christiana Nsiah	Trader	
	Kwaku Baah	Driver	
	Amoah Osei Mensah	Tailor	
	Ntim Dapaah	Driver	
	Sampson Owusu	Trader	
	Lucy Atwia	Seamstress	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.



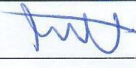
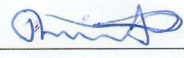
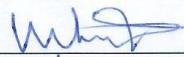




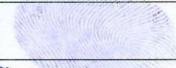

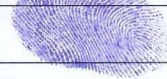
ATTENDANCE SHEET

Electoral Area Nsala Asara

ZONAL COUNCIL Kwadase

MPCU

DATE 29/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Emmanuella Peprah	Trader	
	Daniel Frimpong	Mechanic	
	Elijah Mensah	Tailor	
	Thomas Kwaku Manu	Trader	
	William Osei	Trader	
	Felix Adjei	Farmer	
	Atwasi Oliver	Driver	
	Akua Aprijie Mensah	Trader	
	Mary Owusu	Trader	
	Francis Kwakye	Driver	
	Danso Owusu Antwi	Driver	
	Franklina Mensah	Seamstress	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.

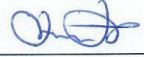

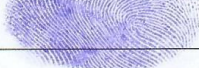
ATTENDANCE SHEET

Electoral Area Apatrapa New site

ZONAL COUNCIL Apatrapa

MPCU

DATE 29/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Kwaku Amoah	Trader	
	Caleb Appul	Driver	
	Bernice Osei	Seamstress	
	Yaw Mensah	Trader	
	Christiana Nana	Trader	
	Kofi Adjei	Driver	
	Joyce Osei	Seamstress	
	Ama Priscilla	Trader	
	Kojo Dapaah	Teacher	
	Isaac Ntim	Trader	
	Ama Tess	Seamstress	
	Rabi Mohammed	Foodseller	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.






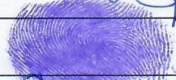






ATTENDANCE SHEET

Electoral Area Tanoso South

ZONAL COUNCIL Tanoso

MPCU

DATE 30/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Osei Adams	Trader	
	Gifty Osei Mensah	Teacher	
	Peter Adjei	Trader	
	Abdul Hakim	Trader	
	Frank Adu Antwi	Farmer	
	Joyce Appiah Kubi	Seamstress	
	Fifi Adams	Tailor	
	James Adamu	Driver	
	Priscilla Nti Mensah	Trader	
	Asia Pokua	Teacher	
	Osei Owusu Sampson	Trader	
	Opoku Anne Gladys	Trader	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.

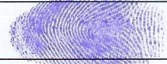



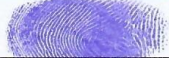

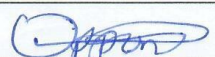





ATTENDANCE SHEET

Electoral Area Asuoyeboah South

ZONAL COUNCIL Asuoyeboah

MPCU

DATE 30/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Felix Adjei	Trader	
	Henry Owusu -	Driver	
	William Adu.	Driver	
	Ebo Isaac.	Trader	
	Efua Mensah.	Farmer	
	Abena Ansere	Seamstress	
	Oppong Kekeyeku -	Driver	
	Kofi Mensah.	Tailor	
	Jessica Bosh.	Trader	
	Abena Meny.	Trader	
	Ama Akrakomaa.	Seamstress	
	Yaa Osei Mensah.	Trader	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.


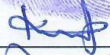







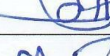


ATTENDANCE SHEET

Electoral Area Nzima

ZONAL COUNCIL Nzima

MPCU

DATE 28/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Joojo Aprane	Driver	
	Appiah Kubi James	Trader	
	Isaac Ntim Kusi	Tailor	
	Joyce Mensah	Seamstress	
	Blankson Opoku	Driver	
	Francis Antwi Adjei	Teacher	
	Ama Konadu	Trader	
	Osei Sampson	Farmer	
	Priscilla Ama Achiaa	Seamstress	
	Oscar Adu	Teacher	
	Eric Osei Owusu	Trader	
	Sarah Ababio	Seamstress	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.



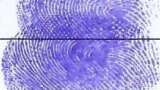




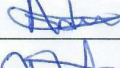




ATTENDANCE SHEET

Electoral Area Kwadaso North

ZONAL COUNCIL Kwadaso

MPCU

DATE 29/08/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Osei Isaac	Driver	
	Francis Dapaah	Tailor	
	Esther Marfo	Seamstress	
	Daniel Mensah	Farmer	
	Akasua Vester	Seamstress	
	Peter Adjei	Mechanic	
	Gifty Osei	Hairdresser	
	Adu Kojio Micheal	Driver	
	James Teprah	Driver	
	Mary Owusu	Seamstress	
	Lucy Antwi Adjei	Hairdresser	
	Akasua Marfo	Fruit seller	

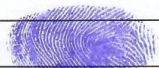




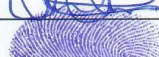
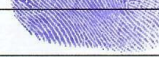
STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.

ATTENDANCE SHEET

Electoral Area-----

ZONAL COUNCIL Traditional Authorities MPCU

DATE 28/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	Nana Obiri Korang	Apiro Nikro	
	Nana Afriyie Takyi	Takyiman Nikro	
	Nana Orko Agyemang	Edwenase Nikro	
	Abusuapanin Antwi Osei	Asuoyeboah Nikro	
	Nana Obuor Osei Kwabena	Edwenase Nikro	
	Nana Owiredu Akrokro Panin	Nenkyemouso Nikro	
	Nana Asare Bediako	Kwadaso Nikro	

STAKEHOLDERS ENGAGEMENT FOR 2026-2029 MEDIUM TERM  
DEVELOPMENT PLAN PREPARATION ,PERFORMANCE ,REVIEW AND  
COMMUNITY NEEDS ASSESSMENT.

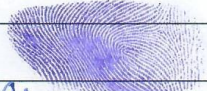

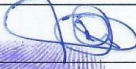







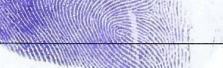
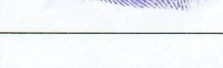
ATTENDANCE SHEET

Electoral Area Nwamase Apire

ZONAL COUNCIL Nwamase

MPCU

DATE 28/04/2025

S/N	NAME	DESIGNATION	SIGNATURE
	David Osei Owusu	Driver	
	James Akurugu	Trader	
	Bernice Marfo	Seamstress	
	Caleb Addo Mensah	Trader	
	James Aboagye	Farmer	
	Ekwu Acheampong	Trader	
	Issac Donkor	Teacher	
	Thomas Danso	Trader	
	Kykua Sarah	Seamstress	
	Abena Pokua	Trader	
	Francis Opoku	Driver	
	Esther Osei Dapaah	Trader	

## ANNEX 4B SECONDS PUBLIC HEARING REPORT

<b>Name of Municipality</b>	Kwadaso Municipal Assembly	
<b>Region</b>	Ashanti	
<b>Name of Area Council</b>	<b>Zonal Councils:</b> Nzema – Kokode, Kwadaso, and Asuoeyeboa	
<b>Venue</b>	Kwadaso Municipal Assembly, Conference Hall	
<b>Date</b>	25 <sup>th</sup> September, 2025	Time: 10: 35am

S/N	Report Description	Activity Report	Remarks
A	Medium of invitation	Letters were used to invite participants; 125 letters were printed and dispatched.	Target achieved
B	Name of special. Interest Groups/ individuals invited	The names of participants were recorded and attached	Target achieved
C	Identifiable Representations at hearing	The Identifiable personalities at the hearing were the Municipal Chief Executive, Presiding Member, Assembly members, Unit Committee Members, Municipal Coordinating Director, Heads of Department, Traditional Authorities, Political Party Representatives, Government Appointees, and Media.	Target achieved
D	Total Number of persons	155 persons attended, with 86 males and 69 females	Target achieved
E	Gender Ratio/ Percentage	The Gender percentage was 55.5% for males and 44.5% females	Target achieved
F	Language used at the Hearing	English and Asante (Twi) were used as the medium of presentation and discussions.	Target achieved
G	Major issues discussed	The second public hearing was organized on Thursday, the 28 <sup>th</sup> of September, 2025. The purpose of the gathering was to present and introduce the Draft MTDP (2026-2029) to the major stakeholders in the Municipality. The public hearing was organized after the data collection, community needs and aspiration analysis, and the Harmonization of community needs and Aspirations with development issues identified from the draft profile of the	Target achieved

		<p>Kwadaso Municipality.</p> <p>After the presentation, the platform was used for the inclusion and addition of projects and programmes proposed during the formulation of Programmes of Action and the Annual Action Plan.</p> <p>It was noticed that the following projects and programmes were left out in the PoA during the presentation;</p> <p>Construction of Culvert at Takyiman-Topre Unengineered road, Construction of Culvert on Takyiman-Tanoso-Denkyemuoso Unengineered road, Construction of market stalls at Denkyemuoso, Construction of 18-Unit Boys' Dormitory block at Agric-Nzema SHS, Construction of 18-Unit Girls' Dormitory block at Agric-Nzema SHS, Construction of 16-Unit Classroom block at YAGSHS, Construction of 16-Unit Dormitory block at YAGSHS, Construction of 4No. Accommodation for Health workers at Nwamase Health Centre and Construction of Theatre Block to upgrade Nwamase Health Centre into a Polyclinic Status</p> <p>Also, the following programmes were omitted in the Action Plans: Provision of Skip Container at Tanoso North, Provision of solar light, Renovation of all public toilets, and the disinfection of boreholes. The Municipal Environment Health Officer was encouraged by the chiefs and other stakeholders to beef up their activities within the municipality to ensure good sanitation and hygiene.</p> <p>MCE witnessed the occasion and responded to some questions raised by the Chiefs and other stakeholders concerning the poor road network and community inter-connectivity programmes, and urged the Chiefs and the people to support the Assembly as it discharges its roles to ensure development. He responded that development is a gradual process and that he will do everything within his means during his tenure to fix some of the problems in the municipality.</p>	
H	Main Controversies	Omission of projects and programmes in the Programme of Action presentation was observed.	-
I	Proposal for Resolution of the	None	-

	Controversies		
J	Unresolved questions or Queries	None	-
K	The level of Unresolved problems is going to be resolved	All proposed projects like road works improvement, construction of borehole, construction of Astro Turf, Construction of Educational Facilities for second-cycle institutions and TVET, etc.	-
L	Comment on the general level of participation.	The hearing was a success based on the organizers' commitment, with the majority of MPCU members present during the hearing. All Assembly members present. With the letters dispatched, there was a 98% participation rate from invited participants.	Target achieved

SN	Name	Designation	Signature
1	Hon. Eric Asibey	Municipal Chief Executive (MCE)	
2	Mr. Francis Adu-Boateng	Municipal Co-ordinating Director	
3	Hon. Ernest Frimpong	Presiding Member (PM)	
4	Hon. Fosu Agyemang	Convener of Development Planning Sub-Committee	
5.	Mr. Isaac Kyeremateng	Municipal Planning Officer	

PRESENTATION AND INTRODUCTION OF THE DRAFT NTDP (2026-2029) TO THE MAJOR STAKEHOLDERS IN THE MUNICIPALITY.

ATTENDANCE SHEET

MPCU DATE 25/04/2025

S/N	NAME	LOCATION	DESIGNATION	SIGNATURE
23	James Boatkye	Kwadaso	Teacher	
24	Prince Armah	Ohwimase	Trader	
25	Daniel Ofori	Ohwimase	Mechanic	
26	Blessing Oppong	Asuoyeboah	Trader	
27	Ama Boateng	Edwinase	Teacher	
28	Bright Kofi Asante	Kwadasonorth	Driver	
29	Kwaku Adomako	Ohwimase	Maison	
30	Mama Gyimah	Nzima	Teacher	
31	Kwaku Boku	Apatrapa	Trader	
32	Kwame Asare	Edwinase	Teacher	
33	Kofi Poku	Nyankyerense	Mechanic	
34	KWAKU DUATH	Nsia Asare	Teacher	
35	AMA SAGH	Kwadaso	Trader	
36	Amoah Opoku	Kokade	Trader	
37	Bernice Offei	Kwadaso	Teacher	
38	Kwaky Mensah	Nzima	Teacher	
39	Jacob Ansere	Asuoyeboah	Farmer	
40	Telwah Akosah	Apatrapa	Trader	
41	Kwame Ansah	Nzima	Driver	
42	Temestina Adfo	Nyankyerense	Hairdresser	
43	Nana Ama Agyemang	Asuoyeboah	Teacher	
44	Frank Mensah	Apatrapa	Trader	

PRESENTATION AND INTRODUCTION OF THE DRAFT NTDP (2026-2029) TO THE MAJOR STAKEHOLDERS IN THE MUNICIPALITY.

ATTENDANCE SHEET

MPCU

DATE 25/09/2025

S/N	NAME	LOCATION	DESIGNATION	SIGNATURE
1)	Akosah Douglas	Nyantkyerenease	Teacher	
2)	Issah Rahim Acquah	Apatrapa	Maison	
3)	Rose Antwi	Nzima	Trader	
4)	George Sarfo Kyeremateny	Kwadaso	Trader	
5	Prince Anane	Edwinase	Trader	
6	Felix Osei Kwakwa	Apire	Maison	
7	Stephen Bonsu	Edwinase	Driver	
8:	Myles Adjei	Kwadaso	Trader	
9	Abigail Serwaah	Kokode	Food seller	
10	Desmond Amuah	Kokode	Mechanic	
11	Agnes Adjei	Kwadaso	Trader	
12	Olivia Bobbie	Nzima	Trader	
13	Hafsah Yakubu	Kokode	Teacher	
14	Asare James	NsiaAsare	Tailor	
15	Justice Oppong	Apatrapa	Tailor	
16	Sandra Kanikari	Nyantkyerenease	Seamstress	
17	Harriet Obeng	Nyantkyerenease	Trader	
18	Stephen Adjei	Kokode	Maison	
19	Obed Sarfo	Apatrapa	Mechanic	
20	Blessing Boakye	Nzima	Food seller	
21	Abdulai Sadiq	Edwinase	Tailor	
22	Emelia Sarfo	Edwinase	Teacher	

PRESENTATION AND INTRODUCTION OF THE DRAFT NTDP (2026-2029) TO THE MAJOR STAKEHOLDERS IN THE MUNICIPALITY.

ATTENDANCE SHEET

MPCU

DATE

25/6/2025

S/N	NAME	LOCATION	DESIGNATION	SIGNATURE
67	Eric ADU	Kwadaso	Trader	
68	James Kwarteng	Apimé	Driver	
69	Francis Oduro	Kokode	Trader	
70	Rita Ofori	Edwinase	Trader	
71	Gloria Owusu	Apatrapa	Foodseller	
72	Samuel Osei	Nyankyerere	Driver	
73	Princess Amankwaa	Apatrapa	Teacher	
74	John nti	Kwadaso	Mechanic	
75	Paul Twimasi	Asuoyeboah	Farmer	
76	Monica Ansah	Nzima	Hairdresser	
77	Ebenezer Boateng	Kokode	Maison	
78	Daniel Addei	Nsia Asare	Trader	
79	Joyce Ofori	Kwadaso South	Food Seller	
80	Sampson Obeng	Apatrapa	Mechanic	
81	Richard Asamoah	Kokode	Mechanic	
82	Kwame Osei Boateng	Nzima	Driver	
83	Millicent Darko	Edwinase	Trader	
84	Zipporah Appiah	Apimé	Trader	
85	Seth Kwabena Mensah	Kokode	Driver	
86	Atta Adusei	Apatrapa	Maison	
87	Emmanuel Appiah	Kwadaso	Trader	
88	Yaw Mensah	Nzima	Teacher	

PRESENTATION AND INTRODUCTION OF THE DRAFT NTDP (2026-2029) TO THE MAJOR STAKEHOLDERS IN THE MUNICIPALITY.

ATTENDANCE SHEET

MPCU

DATE 25/09/2025

S/N	NAME	LOCATION	DESIGNATION	SIGNATURE
111	Blankson Osei Opoku	Apre	Trades	[Signature]
112	Vivonne Achreamong	Kokote	Trades	[Signature]
113	Animah Mary	Nzima	Nurse	[Signature]
114	Comfort Fordjour	Ohwinese	Farmer	[Signature]
115	Faustina Kyerewaa	Kwadaso	Teacher	[Signature]
116	Christabel Addo	Apretapa	Trades	[Signature]
117	Elizabeth Pomaa	Nzima	Trades	[Signature]
118	Praselen Achiaa	Nzima	Farmer	[Signature]
119	Fred opoku	Kwadaso	Driver	[Signature]
120	Felicia Owusu.	Asuayabul	Trades	[Signature]
121	Sandra Kyerewaa	Apretapa	Farmer	[Signature]
122	Justice Opon	Pokukrom	Farmer	[Signature]
123	Kwaku Agyemang	Nyankyemaa	Carpenter	[Signature]
124	Justina Adjei	Kokote	Teacher	[Signature]
125	Cecilia Asamoah	Nzantrese	Mechanic	[Signature]
126	Lydia Buckman	Pokukrom	Nurse	[Signature]
127	Frederick Oppong	Apretapa	Teacher	[Signature]
128	Kelvin Asare	Kwadaso	Carpenter	[Signature]
129	Emmanuel Agyei	Ohwinese	Musician	[Signature]
130	Bosie Asamoah	Apre	Storekeeper	[Signature]
131	Adelaide Nsiah Asante	Ohwinese	Teacher	[Signature]
132	Kofi Nsiah	Ohwinese	Driver	[Signature]

PRESENTATION AND INTRODUCTION OF THE DRAFT NTDP (2026-2029) TO THE MAJOR STAKEHOLDERS IN THE MUNICIPALITY.

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MPCU

DATE

25/09/2025

S/N	NAME	LOCATION	DESIGNATION	SIGNATURE
45	Daniel Mensah	Kokode	Trader.	
46	Akwasi Awuah	Kwadaso	Teacher	
47	Agustine Adjei	Nzima	Trader	
48	Gideon Appiah	Kokode	Mechanic	
49	Christiana Amankwaah	Edwinase	Food seller	
50	Adjoa Kliafe	Kwadaso	Trader	
51	Akwasi Ampofo	Asuoyeboah	Mechanic	
52	Mavis Appiah	Nzima	Hairdresser	
53	Loretta Bonsu	Asuoyeboah	Trader	
54	Yaw Owusu	Apatrapa	Maison	
55	Dominic Amankwaah	Ohwimase	Mechanic	
56	Emmanuel Sarpong	Edwinase	Driver	
57	Sandra Ampem sah	Ohwimase	Trader	
58	James Oppong	Apire	Farmer	
59	Priscilla Boateng	Nyankekeremase	Hairdresser	
60	Rocklyn Owusu	Nsia Asare	Teacher	
61	Gabriel Kwanteng	Kwadaso south	Trader	
62	Eugene Gyamfi	Apatrapa	Teacher	
63	Gideon Oteng	Kokode	Driver	
64	Oheraba Acheampong	Nzima	Maison	
65	Godfred Antwi	Nsia Asare	Driver	
66	Francisca Manu	Kokode	Teacher	

PRESENTATION AND INTRODUCTION OF THE DRAFT NTDP (2026-2029) TO THE MAJOR STAKEHOLDERS IN THE MUNICIPALITY.

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MPCU

DATE 25/09/25

S/N	NAME	LOCATION	DESIGNATION	SIGNATURE
89	Moses Bobie	Kokode	Trader	
90	James Oteng	Kwadaso	Trader	
91	GLADYS ASARE	Edwinase	Teacher	
92	Peter Ntim	Nyankyerense	Farmer	
93	Kwakye Rose	Edwinase	Seamstress	
94	Appiah James	Kokode	Tailor	
95	JAMES OPPONG	Apire	Mechanic	
96	Adu Manu	Asuapboah	Maison	
97	Oteng Ansa Kofi	Kwadaso	Teacher	
98	Ansa Prince	Kokode	Mechanic	
99	Asare Charles	Edwinase	Teacher	
100	ANSAH ISAAC	Nyankyerense	Trader	
101	Clutus Longo	Asuapboah	Driver	
102	Akosua Serwaa	Kwadaso	Food seller	
103	KELWIN APPIAH	Apire	Maison	
104	Felix Bio	Apatrapa	Mechanic	
105	Eric tei	Kokode	Trader	
106	Paula Ansa	Edwinase	Maison	
107	Michael Osei	Kwadaso	Trader	
108	Bless Quinoo	Nzima	Driver	
109	Fredrick Aggrey	Apire	Teacher	
110	Paulina Otiyo	Nzima	Seamstress	

PRESENTATION AND INTRODUCTION OF THE DRAFT NTDP (2026-2029) TO THE MAJOR STAKEHOLDERS IN THE MUNICIPALITY.

ATTENDANCE SHEET

MPCU

DATE- 25/09/25

S/N	NAME	LOCATION	DESIGNATION	SIGNATURE
	Kwakyere Mensah	Kokode	Teacher	
	Manu John	Kwadaso	Trader	
	Axia Jona	Kokode	Trader	
	Akua Marfo	Edwinase	Seamstress	
	Akosua Vester	Apire	Food seller	
	Ana Mensah	Akwaboch	Trader	
	John Osei	Kwadaso	Driver	
	Osei Owusu James	Kokode	Teacher	
	Moana Osei	Kwadaso	Teacher	
	Opoku John	Nzima	Maison	
	Osei Marvin	Edwinase	Teacher	
	Kwaku Mensah	Kwadaso	Maison	
	Francis Osei	Apatrapa	Teacher	
	Mensah Owusu Prince	Nyankyrenase	Farmer	
	Dapaah Osei	Kwadaso	Mechanic	
	Emmanuella Peprah	Edwinase	Trader	
	Treda Osei Manu	Nzima	Food seller	
	Agnes Dapaah	Kokode	Teacher	
	Lacey Antwi	Apatrapa	Trader	
	Nita Niro	Edwinase	Seamstress	
	Kwakyere Mensah	Kwadaso	Teacher	
	Victoria Osei Mensah	Kokode	Seamstress	