

KWAEBIBIREM MUNICIPAL ASSEMBLY

KADE

DISTRICT MEDIUM-TERM DEVELOPMENT PLAN (DMTDP 2026–2029)

**Resetting- Ghana Agenda creating Jobs, Ensuring Accountability,
and promoting Shared Prosperity**



Prepared by:

MPCU

JULY- 2025

FOREWORD

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FOREWORD

The Kwaebibirem Municipal Assembly (KbMA), established by Legislative instrument (LI.2270) in 2017 has made significant progress towards the improvement of the quality of life of residents, through effective mobilization and utilization of resources within the context of good governance.

This has made possible through the implementation of various development plans since the Inception of the fourth republic.

The 2026-2029 District Medium Term Plan of the KbMA takes into consideration of the long-term National Development Framework, UN sustainable development goals and the AU Agenda.

The participatory nature of the plan will facilitate the improvement of the quality of life of the residents through effective mobilization of resources. It is the ambition of Government and key players of KbMA, to commit ourselves and provide a sustainable resources and impetus through good and accountable governance towards the overall achievement of the programmes and projects in the plan.

To ensure participation, ownership, accountability and success of the plan, I urge all stakeholders to actively embrace and be involved in its implementation. We must improve our capacities to be more effective and coherent in supporting the plans implementing, address all challenges and optimize the opportunities this plan provides with the ultimate aim of seeking the wellbeing of citizens of KbMA and beyond.



.....
HON. EMMANUAEL KOFI NTI
MUNICIPAL CHIEF EXECUTIVE

ACKNOWLEDGEMENT

The Kwaebibirem Municipal Assembly wishes to express its profound gratitude to all individuals, institutions, and stakeholders whose invaluable contributions prepared the Medium-Term Development Plan (MTDP) for success.

The Assembly is particularly grateful to the Honourable Municipal Chief Executive (Hon. Emmanuel Kofi Nti), the Presiding Member (Hon. Kabore Abubakar Adams), and all Honourable Assembly Members for their leadership, guidance, and commitment throughout the planning process. Special appreciation is extended to the Municipal Planning and Coordinating Unit (MPCU), under the leadership of the Municipal Coordinating Director (Mr. Damoah Asamoah), for their technical expertise, coordination, and dedication in the formulation of this Plan.

The Assembly also acknowledges the immense contributions of the National Development Planning Commission (NDPC), the Eastern Regional Coordinating Council, and other decentralized departments and agencies whose technical support, data, and guidance enriched the quality of the Plan.

We further appreciate the active participation of traditional authorities, opinion leaders, civil society organizations, non-governmental organizations, the private sector, and community members across the Municipality, whose inputs and consultations ensured that the MTDP reflects the development aspirations and priorities of the people of Kwaebibirem.

Finally, the Assembly is grateful to all development partners and stakeholders who continue to support the Municipality's development efforts. We hope that the collaborative spirit demonstrated during the preparation of this Plan will be sustained throughout its implementation for the overall socio-economic development of the Kwaebibirem Municipality.

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LIST OF ACRONYMS

Acronym	Meaning
AAP	Annual Action Plan
Ads	Assistant Directors
AEA	Agriculture Extension Agency
AfCFTA	African Continental Free Trade Area
BRC	Business Resource Centre
CAPEX	Capital Expenditure
CDD	Centre for Democratic Development
CHPS	Community-based Health Planning and Services
CSO	Civil Society Organization
CWSA	Community Water and Sanitation Agency
DACF	District Assembly Common Fund
DACF-RFG	District Assemblies Common Fund -Responsiveness Factor Grant
DMTDP	District Medium-Term Development Plan
DOVVSU	Domestic Violence and Victims Support Unit
DVGs	Disaster Volunteer Groups
ECG	Electricity Company of Ghana
ECOWAS	Economic Community of West African States
e-GP	Electronic Government Procurement Systems
EHSU	Environmental Health and Sanitation Unit
EPA	Environmental Protection Agency
ERCC	Eastern Regional Coordinating Council
FCUBE	Free Compulsory Universal Basic Education
GES	Ghana Education Service
GET FUND	Ghana Education Trust Fund
GoG	Government Of Ghana
GOPDC	Ghana Oil Palm Development Company
GPI	Gender Parity Index
GWCL	Ghana Water Company Limited
HIV/AIDS	Human Immune Virus and Acquired Immune Deficiency Syndrome
HRM	Human Resource Manager
ICT	Information and Communication Technology
IGF	Internal Generated Funds
KbMA	Kwaebibirem Municipal Assembly
KML	Knowledge Management and Learning
L.I.	Legislative Instrument
LED	Local Economic Development
M&E	Monitoring and Evaluation
MAG	Modernization of Agriculture in Ghana
MAG	Modernization of Agriculture in Ghana
MBA	Municipal Budget Analyst
MCD	Municipal Coordinating Director
MCE	Municipal Chief Executive
MDE	Municipal Director of Education
MDH	Municipal Director of Health
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MMDA	Metropolitan, Municipal, and District Assembly
MMDAs	Metropolitan, Municipal, and District Assemblies

Acronym	Meaning
MP	Member of Parliament
MPCU	Municipal Planning Co-ordinating Unit
MPO	Municipal Planning Officer
MPO	Municipal Procurement Officer
MTDP	Medium Term Development Plan
MWD	Municipal Works Department
NADMO	National Disaster Management Organisation
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
NUSAF	Northern Uganda Social Action
PM	Presiding Member
PM&E	Participatory Monitoring and Evaluation
PoA	Program of Action
PWD	People With Disabilities
RELC	Research Extension Linkage Committee
RGD	Registrar General's Department
RIAP	Revenue Improved Action Plan
RMNCAH	Reproductive, Maternal, Newborn, Child, and Adolescent Health
SDGs	Sustainable Development Goals
SSA	Sub-Saharan Africa
SWCD	Social Welfare and Community Development
TLM	Teaching and Learning Material
UNICEF	United Nations International Children's Emergency Fund
WASH	Water, Sanitation, and Hygiene

EXECUTIVE SUMMARY

The Medium-Term Development Plan (MTDP) 2026–2029 for the Kwaebibirem Municipal Assembly has been developed within the framework of Ghana’s national development agenda. It aims to guide all development interventions in the Municipality over the four-year planning period. This strategic document provides a comprehensive roadmap for addressing critical development challenges, fostering inclusive growth, and improving the quality of life for all residents.

Building on the achievements and lessons from the previous MTDP (2022–2025), this new plan adopts a participatory, data-driven approach. The Municipal Planning Coordinating Unit (MPCU) employed participatory rural appraisal techniques and scientific data collection methods to ensure inclusivity and reliability in decision-making. More than 758 stakeholders, including departmental heads, Assembly members, traditional leaders, NGOs, private sector actors, and community representatives, were engaged through focus group discussions, stakeholder forums, community durbars, and validation meetings. A public hearing was also held to solicit final inputs before the plan was finalized.

The performance review formed the basis for identifying new priorities and refining strategies for the 2026–2029 plan.

The MTDP 2026–2029 is structured into eight chapters:

Chapter One gives a General Introduction highlighting the Vision of the Municipal Assembly, Mission, Functions, Mandate, and Core Values, Organogram - Organisational Structure, and Structure of the Plan.

Chapter Two talks mainly about the Situational Analysis of the Municipality. It contains the performance review of the implementation of the previous plan (DMTDP 2022 – 2025). It also describes the existing conditions in the municipality across all sectors.

Chapter three identifies key Developmental Issues in the Municipality. It lists the identified needs gathered from the community needs assessment, as well as issues arising from the implementation of the previous development plan (DMTDP 2022 – 2025).

Chapter Four talks about the development of the projection, policy goals, and objectives of the Municipality, as well as strategies that will be used to achieve the set goals and objectives, and their implementation.

Chapter Five presents the composite Programme of Action as well as the Programme financing. It gives a broad view of the programmes to be implemented and the required resources and their sources. The spatial and structural plan of the municipality in consonance with the desired future is clearly shown here.

Chapter Six is a breakdown of the broad programmes into individual activities contained in the Annual Action Plan for the four years of 2026-2029 of the Assembly.

Chapter seven gives a clear strategy to monitor and evaluate the programmes contained in the Medium-Term Development Plan. It includes an analysis of various stakeholders and their required roles in order to ensure transparency and efficiency. It also defines indicators, responsibilities, and mechanisms.

Chapter Eight talks about strategies that will be used by the Assembly to disseminate the plan to Stakeholders and other relevant bodies in the Municipality.

The total estimated cost of implementing the MTDP is GH¢148,670,831.14 to be financed through: Common Fund (DACF), GH¢94,381,692.55 DACF Responsive Factor Grant; GH¢11,532,310.35 Internally Generated Funds (IGF); GH¢9,917,233.63. GoG GH¢32,409,706.87 Development Partners and donor support GH¢492,888.00.

The implementation of this plan is expected to accelerate socio-economic development, improve basic infrastructure and services, enhance local economic and agricultural development, promote environmental sustainability, and deepen participatory governance in the district.

Through collective effort, adequate resource mobilization, and sustained stakeholder engagement, the Municipality is poised to make significant strides toward achieving its development aspirations under the 2026–2029

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter presents a background to the establishment of the Kwaebibirem Municipal Assembly. It contains information on the vision, mission, functions, mandate, core values, organogram (organisational structure), and locational map. This chapter should also provide a structure of the various chapters of the document. This chapter also provides the structure of the various chapters of the Medium-Term Development Plan.

The Local Governance Act, 2016 (Act 936), The National Development Planning (System) Act 1994 (Act480) and National Development Planning (System) Regulations, 2016 L.I. 2232 enjoin the Metropolitan, Municipal, and District Assemblies (MMDAs) to undertake development planning functions by preparing Medium Term Development Plans (MTDP), Annual Action Plans (AAP) and implement these plans. MMDAs are also, by these statutes, required to monitor and evaluate the implementation of these plans and periodically report on the progress of their implementation based on the National Development Planning guidelines issued by the National Development Planning Commission (NDPC).

The Medium-Term Plan is prepared in line with the Guidelines for Preparing 2026-2029 Medium-Term Development Plans which was published by the National Development Planning Commission and serves as the basis for the preparation and implementation of development plans by Departments, Units, Zonal Councils and Government Agencies that operate within the jurisdiction of the Assembly as stipulated in the National Development Planning (System) Regulations, 2016 (L.I. 2232). It also serves as a reference document for National Planning, Academia, Development Partners, and other non-state actors such as Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs)

The 2026-2029 MTDP is also influenced by national and international commitments such as the Vision 2057: Long-Term National Development Perspective Framework; Sustainable Development Goals (SDGs 2030); the African Union Agenda 2063; the African Continental Free Trade Area (AfCFTA) Agreement, and ECOWAS Vision 2050, among others. The plan also takes into consideration new Cross-cutting Development Themes such as Gender, Youth, Climate Change, Water, Sanitation, and Hygiene (WASH); Biodiversity; Digitalisation, among others.

1.1 Profile

The Kwaebibirem Municipal Assembly is one of the 33 Districts in the Eastern Region, with Kade as its capital. The Municipality was initially carved out of the then West Akyem District under Legislative Instrument (IL) 1425 in November 1988 as a result of the Government's Decentralization policy. However, Denkyembour District was carved out of Kwaebibirem under LI 2042; currently Kwaebibirem Municipal Assembly was created under LI 2270 in November 2017.

The Kwaebibirem Municipal population, according to the 2021 Population and Housing Census, was 121,698, with more females (61,588) representing 50.6 percent than males (60,110) constituting 49.4 percent. The population is estimated to be around 125,986 this year and is expected to increase by the end of 2029 with a one percent regional growth rate. The Municipality occupies a land size of 803.47 Km² with a population density of 151.3 persons per square kilometre. The Municipality shares boundaries with Atiwa to the North, Birim North to the North-West, Akyem Mansa to the South-West, and Denkyembour District to the South. In 2017, the district gained municipal status under LI 2270 in November 2017.

Administratively, it has 5 zonal councils, made up of 39 elected Assembly Members and 18 Government Appointees. Akan is the main ethnic group (67.6%) in the Municipality, followed by Ga-Dangme (13.3%), Ewe (10.7%), with the remaining groups constituting 8.4 percent.

Eighty-seven percent (86.8%) of the Municipality's population is affiliated with the Christian Religion, followed by 5.7 percent who are Muslim and 0.2 percent Traditionalist. About 7.3 percent of the population belongs to other religions and those with no Religion. The Municipality has a literacy rate of 76.4 percent of the population 6 years and older, which is higher among males (80.7%) than females (72.2%). The Municipality population 15 years and older is mainly engaged in the service sector (42.5%), followed by agriculture (42.1%) and industry (115.4).

Source: MPCU, 2025

1.1.1 Vision

The Kwaebibirem Municipal Assembly exists to facilitate the improvement of the quality of life of residents through effective mobilization and utilization of resources for the total development of the municipality within the context of good governance.

1.1.2 Mission

To become a professional service delivery public sector organization, collaborating effectively with stakeholders to develop the entire municipal area and to improve the lives of people.

1.1.3 Functions

The Kwaebibirem Municipality, like all other District Assemblies, basically derives its functions from Section 245 of the 1992 Constitution of the Republic of Ghana as well as Section 10(3) of the Local Governance Act (Act 936) of 2016. The mandatory functions of the District Assembly, as spelt out in the Local Governance Act of 2016 mandates the Assemblies to exercise deliberative, legislative, and executive functions. These functions include the following:

1. Responsible for the overall development of the district and ensuring the preparation and submission of development plans and budgets to the relevant Central Government Agency/Ministry through the Eastern Regional Coordinating Council
2. Formulating and executing plans, programs, and strategies for effective mobilization of resources necessary for the overall development of the district.
3. Promotion and support for productive activity and social development in the district and removal of any obstacle to initiative and development.
4. Initiate programs for the development of basic infrastructure and provide municipal works and services in the municipality.
5. Responsible for the development, improvement, and management of human settlements and the environment in the district.
6. In co-operation with the national and local security agencies, ensure public safety and maintenance of law and order.
7. Ensure ready access to courts in the district for the promotion of justice.

1.1.4 Mandate

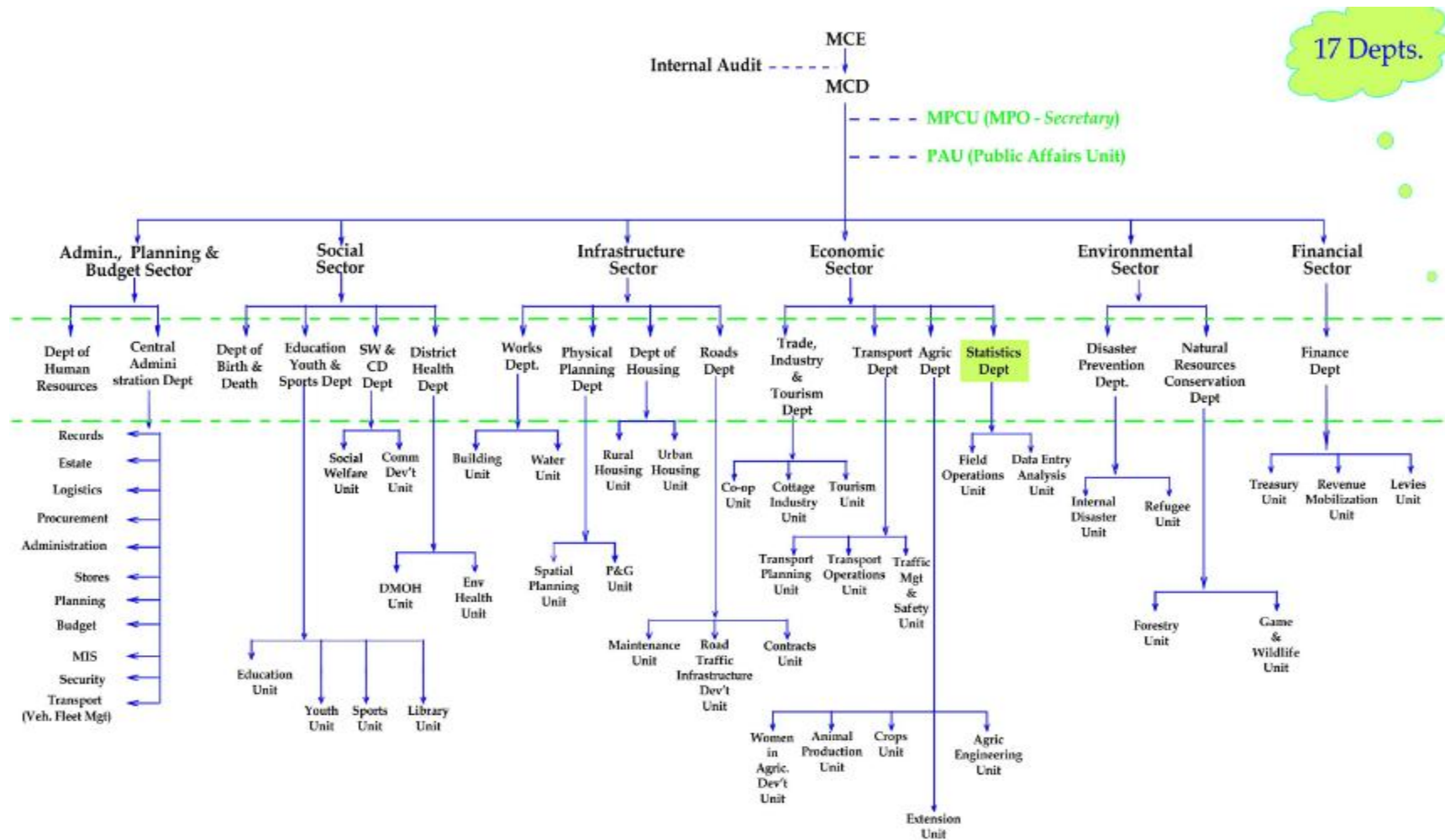
The mandate of the Kwaebibirem Municipal Assembly is to improve the quality of life of its residents through the effective mobilization and utilization of resources for the total development of the district.

1.1.5 Core Values

The core values of the Kwaebibirem Municipal Assembly, which are largely informed by those of the Local Government Service, include: Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Loyalty, Commitment, Anonymity, Impartiality, Permanence, Timeliness, and Transparency

1.2 Organogram of the Kwaebibirem Municipal Assembly

Figure 1: The Administrative Structure of the District Assembly



1.3 LOCTIONAL MAP

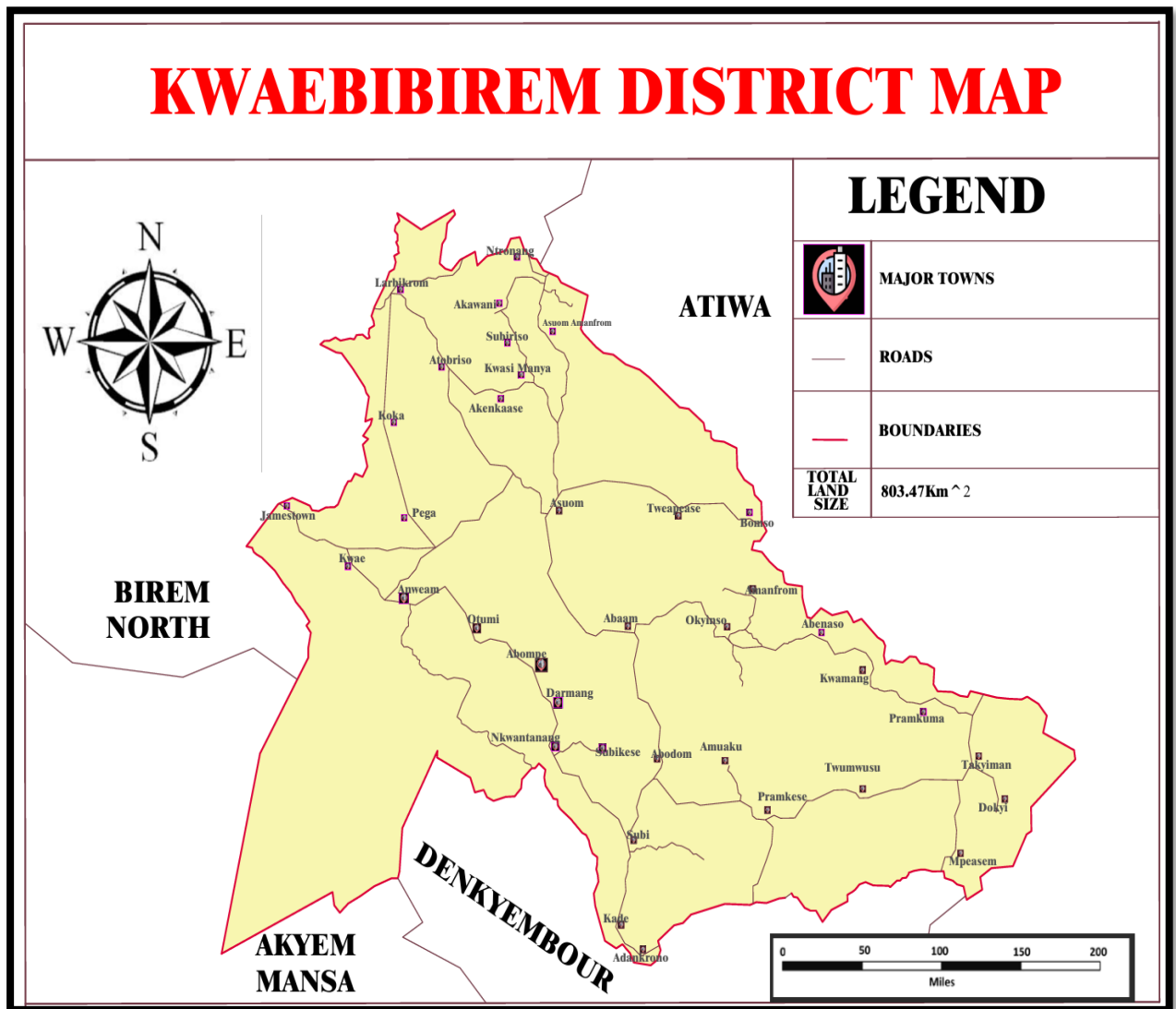
The Kwaebibirem Municipal Assembly is one of the 33 Districts in the Eastern Region, with Kade as its capital. The Municipality was initially carved out of the then West Akyem District under Legislative Instrument (IL) 1425 in November 1988 as a result of the Government's Decentralization policy. However, Denkyembour District was carved out of Kwaebibirem under LI 2042; currently Kwaebibirem Municipal Assembly was created under LI 2270 in November 2017.

The Kwaebibirem Municipal population, according to the 2021 Population and Housing Census, was 121,698, with more females (61,588) representing 50.6 percent than males (60,110) constituting 49.4 percent. The population is estimated to be around 128,688 in the year 2026 and 132,910 by the end of 2029, given a one percent regional growth rate. The Municipality occupies a land size of 803.47 Km² with a population density of 151.3 persons per square kilometre. The Municipality shares boundaries with Atiwa to the North, Birim North to the North-West, Akyem Mansa to the South-West, and Denkyembour District to the South. In 2017, the district gained municipal status under LI 2270 in November 2017.

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Figure 2: Kwaebibirem District Map



1.4 Structure of the Plan

The Medium-Term Development Plan, 2026-2029, is presented in eight chapters, with an executive summary and appendices. Chapter one provides the background and policy context for the Plan. It also outlines the vision, mission, strategic direction, and priorities for the medium-term as well as the process for preparing the Medium-Term Plan.

Chapter two presents the current Situational Analysis of Kwaebibirem Municipal Assembly in terms of the implementation of the Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All Plan (2022-2025 MTDP). This section of the MTDP provides a data-driven situational analysis. It presents the results of performance reviews (including financial performance) of these six development dimensions: Economic Development; Social Development; Environment,

Infrastructure and Human Settlement; Governance, Corruption and Public Accountability; Emergency Planning and Response; and Implementation, Coordination, Monitoring and Evaluation. And demonstrates the development of the situational analysis. The chapter also outlines the key development issues and Medium-term needs assessment (Projections) for the 2026-2029 planning cycle.

Furthermore, the third chapter highlights the Key Development Priorities. The key development issues from chapter two are be prioritized based on agreed criteria and a prioritization tool. Brief narratives on how the prioritization was done and why specific issues were prioritized, and the tool(s) that were used for the prioritization are provided in this section, with their brief reasons for their usage.

Chapter four provides Development Goals, Objectives, and Strategies. Under this chapter, the Assembly provides formulated development goals, objectives, and strategies in line with the Spatial Development Framework and Structure plans. The Development Goals, Objectives, and Strategies presented in a matrix under a set of dimensions and thematic areas are linked to the national development agenda.

The fifth chapter encompasses the Assembly's Composite Development Programs. Development Programs are formulated based on the strategies in the previous chapter. Key Development programs for the medium-term must include Revenue Mobilization Strategies, Monitoring and evaluation, Communication, Maintenance of assets, Knowledge management and learning, etc. The chapter also takes into account the Strategic Environmental Assessment of formulated programs and projects.

Annual Action Plans for the four years, from 2026 to 2029, are provided for in the sixth chapter of this document. It provides formulated programs and projects for a systematic implementation of the MTDP.

Chapter seven caters to the Monitoring and Evaluation of the Program of Action (PoA) and Annual Action Plans (AAPs). It contains an arrangement for monitoring and evaluation for the entire plan implementation period. Participatory Monitoring and Evaluation (PM&E) tools, Stakeholder Analysis, and Knowledge Management and Learning (KML) are also highlighted in this section.

The final chapter of the 2026-2029 MTDP discusses the Development Communication Strategy of the plan and its effective and efficient implementation. It defines communication channels for specific targeted audiences, including gender and vulnerable groups, through a well-developed indicator to assess the effectiveness of the communication strategy

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Introduction

This chapter provides a summary of the performance review on development projects, programs, and financing under the 2022-2025 Medium-Term Development Plan; Agenda for Jobs - “Creating Prosperity and Equal Opportunities for All” of the Assembly. It also presents a narrative of the existing situation and a list of key development issues emanating from the situations within the various sectors. The current situational analysis and performance reviews are discussed under the six development dimensions. These include the Economic Development, Social Development, Environment, Infrastructure and Human Settlement, Governance, Corruption and Public Accountability; Emergency Planning and Response; and Implementation, Coordination, Monitoring and Evaluation. It is worth noting that data for the analysis covers 2022 to 2024 because 2025 data is not readily available.

2.1 Performance review (2022-2025)

This section presents the performance of the implementation of the Medium-Term Development Plan for the 2022-2025 planning cycle under the Agenda for Jobs Policy Framework. It also covers the financial performance of the Assembly within the same period.

It details the overall goal of the Economic Development dimension, which was to build a prosperous society. This was achieved through broad objectives set towards Internal Revenue Generation, Agriculture, Local Economic Development, and Tourism Development. There has been a marginal increase in the number of businesses established and jobs created in both the agriculture, Industry and service sectors.

It presents an overall analysis of education, which indicates that net enrolment and Gender Parity Index (GPI) increased at all levels in 2024. These have resulted in providing equal opportunity for all in the education sector.

This section also details on Institutional maternal ratio ((iMMR), the percentage of children immunized with (Penta 3) which controls and averts five-life-threatening diseases (diphtheria, pertussis, tetanus, hepatitis B and Hib meningitis), the doctor to patient ratio and the proportion of population living with HIV in the district during the 2022-2025 Medium Term Development Action year. Per analysis, it was evident that the proportion of the population with valid National Health Insurance Scheme (NHIS) cards in the Municipality increased.

This section also reviews the proportion of the population with access to improved sanitation services, sustainable access to safe drinking water sources, Electricity coverage to communities within the Municipality, and the percentage of roads in good condition.

The Kwaebibirem Municipal Assembly developed and implemented an effective monitoring and evaluation plan. As a result, year-on-year annual action plans had achieved higher implementation levels from 83%, 93.52%, and 96.04% in 2022, 2023, and 2024, respectively. This resulted in an overall implementation of 72.22 percent of the 2022-2025 Medium-Term Development Plan by the end of 2024.

Table 1: Performance Review (2022-2025)

S/ N	Development Dimension	Indicator	Baseline 2021	2022-2025 Medium-Term Target	Cumulative Achievements		Remarks
					Year	Data	
1.	Economic Development	Percentage Increase in IGF mobilization	18.80%	20%	2024	21.58	Data on the economic indicator was available as of 2024, and not for the entire four years period
2.		Percentage increase in new jobs created in the Agricultural sector	20%	30%	2024	42.2%	Data on the economic indicator was available as of 2024, and not for the entire four years period
3.		Percentage change of SMEs in improved business Performance	40%	90%	2024	50%	Data on the economic indicator was available as of 2024, and not for the entire four years period
4.		Percentage of SMEs supported to access credit Facility	70%	100%	2024	82%	Data on the economic indicator was available as of 2024, and not for the entire four years period
5.		Percentage change in agricultural products			2024		Data on the economic indicator was available as of 2024, and not for the entire four years period
i.		Maize	45%	100%		115%	
ii.		Rice (milled)	78%	100%		120%	
iii.		Cassava	40%	100%		112%	
iv.		Cocoyam	40%	70%		90%	
v.		Plantain	20%	100%		105%	
6.	Average productivity of selected crop (mt/ha)			2024		Data on the economic indicator was available as of 2024, and not for the entire four years period	
i.	Maize	3.53	5.3		3.96		
ii.	Rice (milled)	4.82	8.6		5.3		
iii.	Cassava	8.51	4.3		2.58		
iv.	Cocoyam	9.78					
v.	Plantain	10.55	6.7		5.6		
7.	Percentage of arable land under cultivation	32	40	2024	28	Data on the economic indicator was available as of 2024, and not for the entire four years period	

S/ N	Development Dimension	Indicator	Baseline 2021	2022- 2025 Medium- Term Target	Cumulative Achievements		Remarks
					Year	Data	
8.		Extension Services to Farmer ratio	1:1487	1:706	2024	1:11,514	Data on the economic indicator was available as of 2024, and not for the entire four years period
9.	Social Development	Rate of B.E.C.E Performance	22%	56%	2024	70.80%	Data on the social indicator was available as of 2024, and not for the entire four years period
10.		Net enrolment					
i.		Kindergarten	65.2%	75%		82.20%	
ii.		Primary	84.0%	82%		91.85%	
iii.		JHS	45.0%	60%		68.40%	
11.		Gender Parity Index			2024		Data on the social indicator was available as of 2024, and not for the entire four years period
i.		Kindergarten	1.04	1		0.98	
ii.		Primary	0.99	1		0.96	
iii.		JHS	0.99	1		0.99	
iv.		SHS	1.03	1	1.05		
12.		Completion rate			2024		Data on the social indicator was available as of 2024, and not for the entire four years period
i.		Kindergarten	88.7%	95%		98.16%	
ii.		Primary	95.1%	90%		97.14%	
iii.	JHS	83.1%	85%	91.40%			
iv.	SHS	41.2%	60%	70.34%			
13.	Pass Rate			2024		Data on the social indicator was available as of 2024, and not for the entire four years period	
i.	JSS		60%		70.8%		
14.	Proportion of functional health facilities			2024		Data on the social indicator was available as of 2024, and not for the entire four years. Period	
i.	CHPS compound	30.76%	100%		80.6%		
ii.	Clinic	50%	100%		100%		
iii.	Health centre	50%	100%		75%		
iv.	Poly clinic	0%	50%		0%		
v.	Hospital	100%	100%		100%		
15.	Prevalence of malnutrition (institutional)			2024		Data on the social indicator was available as of 2024, and not for the entire four years period	
i.	Wasting	0%	0%		0%		
ii.	Underweight	0.73%	3.8%		0.72%		
iii.	Stunting	0.23%	0%		0.34%		
iv.	Overweight	0%	0%		0%		
16.	Maternal mortality ratio (Institutional)	90/10000 0	125	2024	43.4/10000 0	Data on the social indicator was available as of 2024, and not for the entire four years period	
17.	Doctor-to-population ratio	1:8166	1:15,000	2024	1:10,498	Data on the social indicator was available as of 2024, and not for the entire four years period	
18.	Nurse-to-population ratio	1:361	1:450	2024	1:311	Data on the social indicator was available as of 2024, and not for the entire four years period	

S/ N	Development Dimension	Indicator	Baseline 2021	2022- 2025 Mediu m- Term Target	Cumulative Achievements		Remarks
					Year	Data	
19.		Proportion of mothers who attended 4 ANC visits	69.24%	85%	2024	99.44%	Data on the social indicator was available as of 2024, and not for the entire four years period
20.		Proportion of population living with HIV			2024	1,834 (1.45%)	Data on the social indicator was available as of 2024, and not for the entire four years period
21.		Family Planning acceptor rate	9.9%	40%	2024	17.1%	Data on the social indicator was available as of 2024, and not for the entire four years period
22.		Percentage of skilled Delivery	18.5%	40%	2024	30%	Data on the social indicator was available as of 2024, and not for the entire four years period
23.		Proportion of population with a valid NHIS card	38.64	65.91	2024	67.46	Data on the social indicator was available as of 2024, and not for the entire four years period
24.		Percentage increase in income among vulnerable households	40%	85%	2024	45%	Data on the social indicator was available as of 2024, and not for the entire four years period
25.		Percent of population with sustainable access to safe drinking water sources			2024		Data on the social indicator was available as of 2024, and not for the entire four years. Period
i.		District	75%	90%		87%	
ii.		Urban	80%	90%		81%	
iii.		Rural	57%	90%		88%	
26.	Proportion of population with access to improved sanitation services			2024		Data on the social indicator was available as of 2024, and not for the entire four years period	
i.	District	74%	94.97%		95%		
ii.	Rural	75%	90.00%		82%		
iii.	Urban	72%	90.00%		74.25%		
27.	Recorded cases of child abuse			2024		Data on the social indicator was available as of 2024, and not for the entire four years. Period	
i.	Child trafficking	0	0		0		
ii.	Child labour	0	0		0		
iii.	Sexual abuse	0	0		0		
iv.	Emotional abuse	0	0		0		
v.	Neglect	15	0		9		
vi.	Early marriage	0	0		0		
vii.	Female genital mutilation	0	0		0		
viii.	Family child separation	0	0		16		
28.	Percentage of road network in good condition			2024		Data on the social indicator was available as of 2024, and not for the entire four years	

S/ N	Development Dimension	Indicator	Baseline 2021	2022- 2025 Mediu m- Term Target	Cumulative Achievements		Remarks
					Year	Data	
							period
i.		Total	50%	50%		30%	
ii.		Urban	100%	60%		45%	
iii.		Feeder	100%	100%		95%	
29.		Percentage of communities covered by electricity			2024		Data on the social indicator was available as of 2024, and not for the entire four years period
i.		District	50%	100%		92%	
ii.		Rural	30%	100%		78%	
iii.		Urban	20%	100%		95%	
30.		Reported cases of crime			2024		Data on the social indicator was available as of 2024, and not for the entire four years. Period
i.		Rape	0	0		1	
ii.		Armed robbery	1	0		2	
iii.		Defilement	0	0		0	
iv.		Murder	0	0		0	
v.		Drug trafficking	0	0		0	
vi.		Peddling	0	0		0	
vii.		Drug abuse	0	0		2	
iii.		Domestic violence	0	0		36	
ix.		Total	1	0		41	
31.	Environment, Infrastructure, and Human Settlement	Level of conformity of Local Plans	50%	50%	2024	50%	Data on the social indicator was available as of 2024, and not for the entire four years period
32.	Governance, Corruption, and Public Accountability	Percentage of Assembly women	2%	30%	2024	20%	
		Rate of citizens participation	25%	90%	2024	60%	
		Percentage of functional Zonal council	20%	100%	2024	60%	
33.	Emergency Planning and Response (including Covid-19 recovery plan)	Number of communities affected by the disaster			2024		Data on the social indicator was available as of 2024, and not for the entire four years period
i.		Bushfire	0	0		0	
ii.		Floods	0	0		0	
iii.		Wind/rain storm	1	0		5	
34.		Number of people vaccinated for COVID-19			2024	2,825	Data on the social indicator was available as of 2024, and not for the entire four years. Period
35.		Number of people vaccinated for Polio	6,517	5,075	2024	5,352	Data on the social indicator was available as of 2024, and not for the entire four years period
36.		Number of people vaccinated against measles	6,102	5,075	2024	5,188	Data on the social indicator was available as of 2024, and not for the entire four years period
37.		Percentage of children immunized (Penta 3)	132.99%	95%	2024	105.15%	Data on the social indicator was available as of 2024, and not for the entire four years.

S/ N	Development Dimension	Indicator	Baseline 2021	2022- 2025 Mediu m- Term Target	Cumulative Achievements		Remarks
					Year	Data	
							period
38.	Implementation, Coordination, and Monitoring and Evaluation	Percentage of the annual action plan implemented	94.25%	100	2024	96.04%	Data on the social indicator was available as of 2024, and not for the entire four years period

Source: MPCU, 2025

2.2 Financial Performance (2022-2025)

2.2.1 Revenue (2022-2025)

The Local Governance Act, 2016, Act 936 mandates Municipal Assemblies to impose fees and rates on the constituents in accordance with sections 94- 96 of the Act. In addition to the Internally Generated Fund, the 1992 Constitution also provides that the Central Government make an Annual Grant in the form of Municipal Assembly Common Fund (DACF) to the Assemblies. Apart from these sources, the Municipal Assembly also receives financial and technical support from donor agencies such as Modernization of Agriculture in Ghana (MAG). These are the three main sources of resources available to the Municipal Assemblies for executing their mandates. The implementation of development programs and projects in the 2022-2025 MTDP depended heavily on revenue sources.

Total Revenue for the period amounted to GH¢ 30,172,998.40 as at 2024, compared to the target of GH¢ 45,469,488.38, representing 66.36 percent performance of the medium-term target. Total Internally Generated Revenue collected was GH¢ 3,638,889.63 (71.97%) as against a target of GH¢ 5,055,980.21 by the end of 2024. The donor funding for Modernization of Agriculture in Ghana (MAG) stopped in 2023 after a cumulative amount of GH¢ 275,984.91 was received in 2022 and 2023.

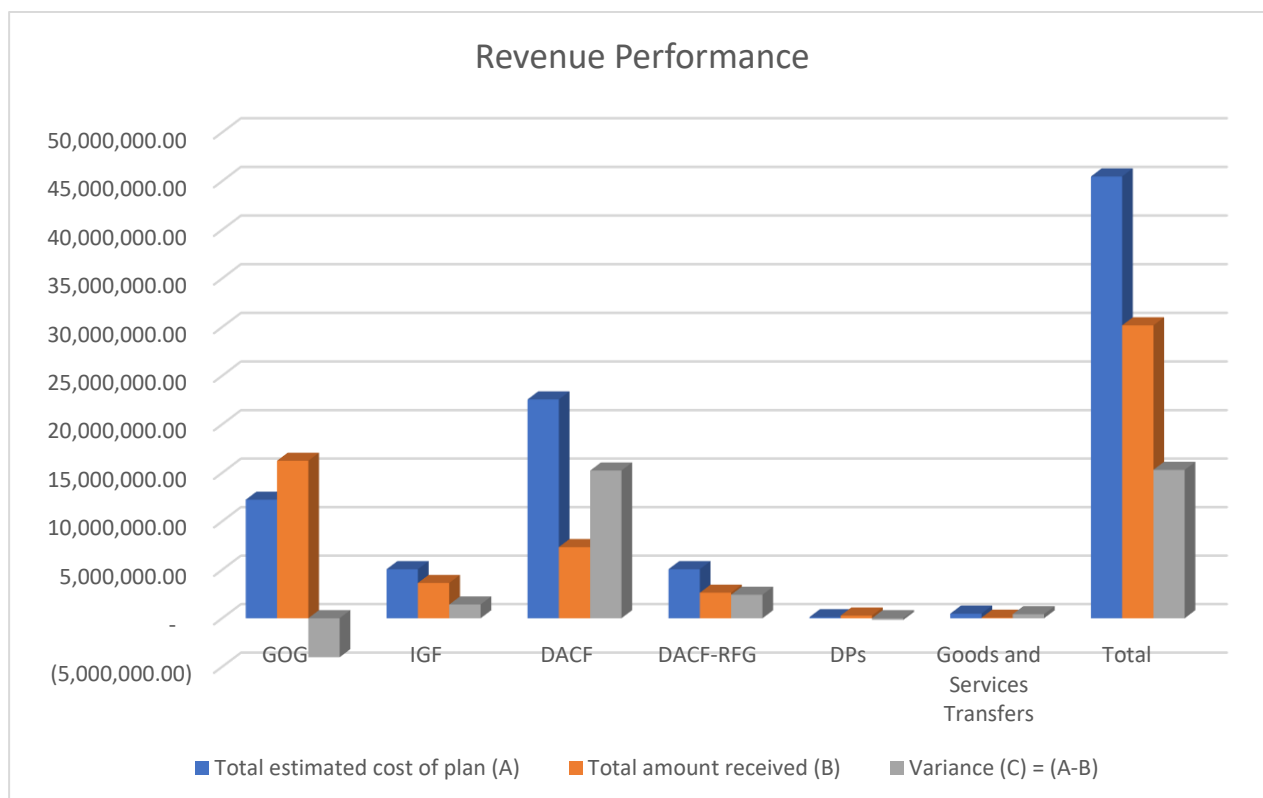
This performance shows a significant increase over the previous (2018-2021 MTDP) performance. However, the Assembly is not likely to meet its medium-term target in December, 2025. The implication is that the Assembly may not be able to achieve a 100 percent implementation of the plan as envisaged. The table below shows the financial performance for the 2022-2025 planning cycle.

Table 2: Revenue Performance (2022-2025)

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
GOG	12,216,343.17	16,235,118.80	(4,018,775.63)
IGF	5,055,980.21	3,638,889.63	1,417,090.58
DACF	22,562,966.26	7,334,591.03	15,228,375.23
DACF-RFG	5,053,893.10	2,632,015.33	2,421,877.77
DPs	107,472.00	275,984.91	(168,512.91)
Goods and Services Transfers	472,833.65	56,398.70	416,434.95
Total	45,469,488.39	30,172,998.40	15,296,489.99

Source: MPCU, 2025

Figure 3: Revenue Performance (2022-2025)



Source: MPCU 2025

2.2.2 Expenditure performance (2022-2025)

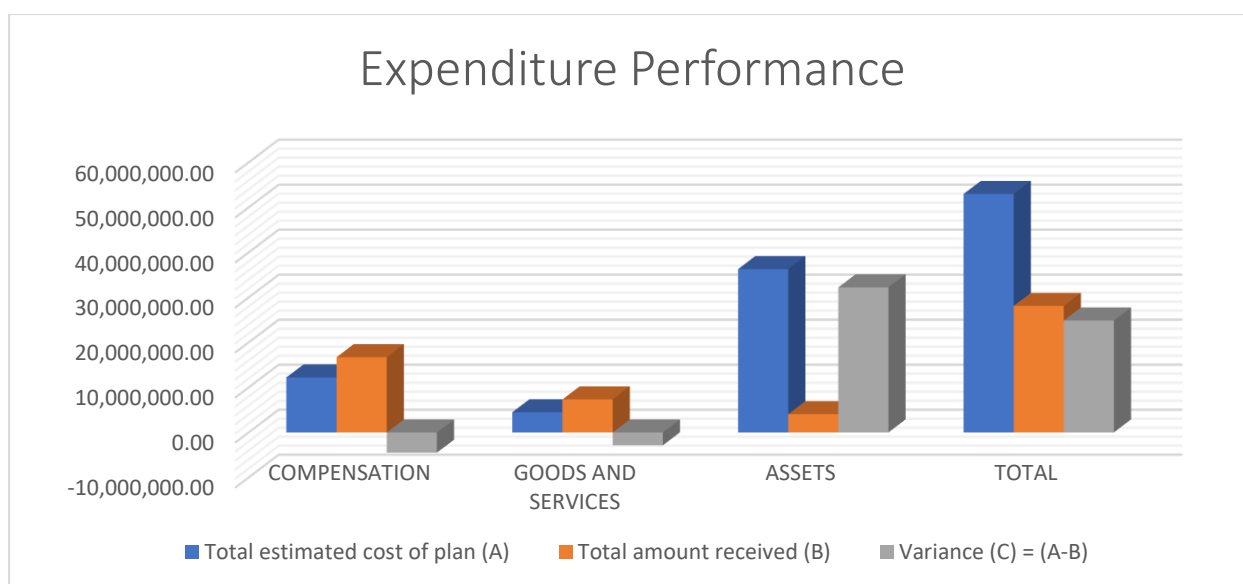
The Assembly's expenditure budget for the 2022-2025 DMTDP was allocated across three main categories: Compensation, Goods and Services, and Capital Expenditure (CAPEX), with an overall planned expenditure of GH¢ 52,974,159.05. The total expenditure amounted to GH¢ 28,104,112.38, representing 53.05 % of the budgeted expenditure as at the period ending 31st December, 2024.

Table 3: Expenditure performance (2022-2025)

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
Compensation	12,216,343.17	16,714,223.82	(4,497,880.65)
Goods And Services	4,472,833.65	7,334,513.22	(2,861,679.57)
Assets	36,284,982.23	4,055,375.34	32,229,606.89
Total	52,974,159.05	28,104,112.38	24,870,046.67

Source: MPCU, 2025

Figure 4: Expenditure performance (2022-2025)



Source: MPCU 2025

2.3 Existing Conditions and Diagnosis

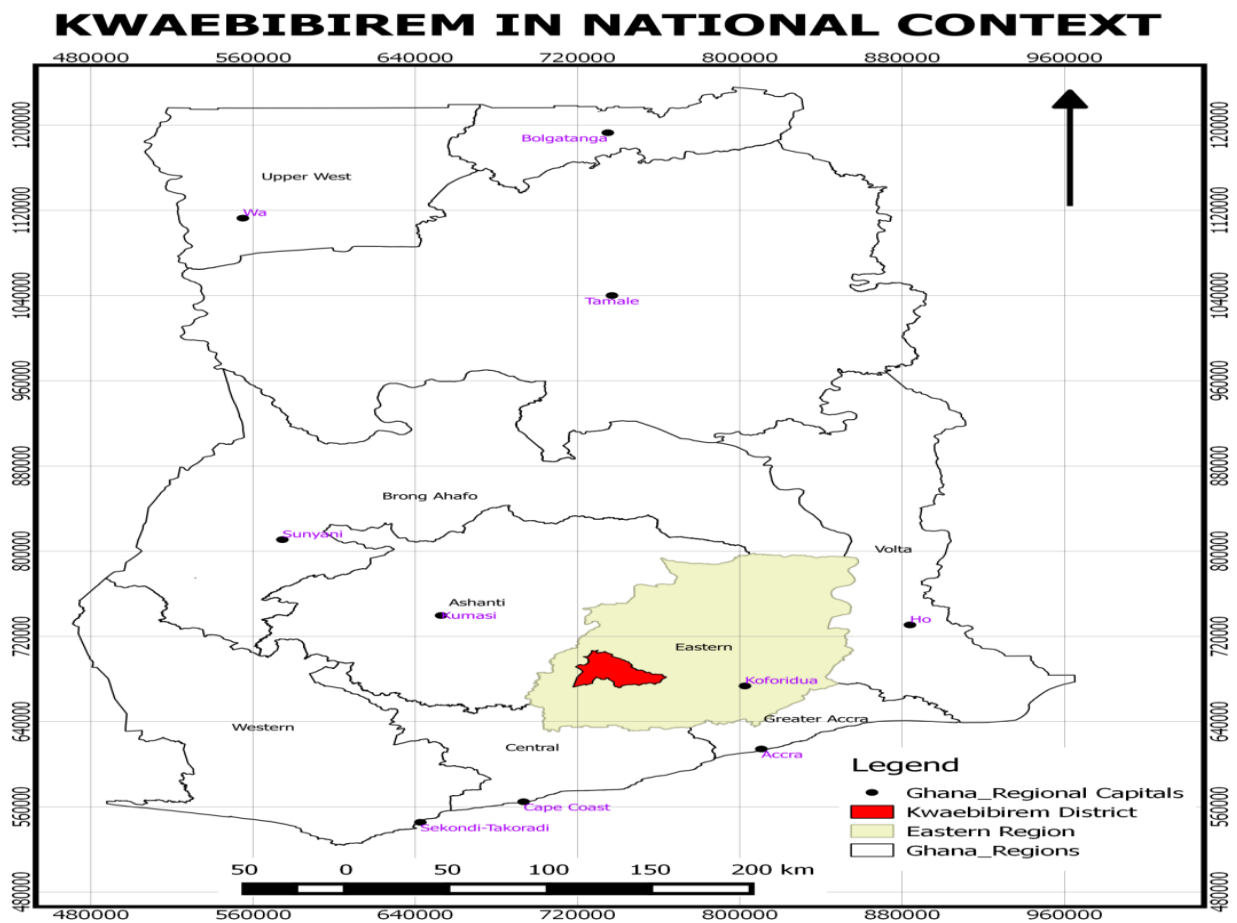
The current socio-economic, institutional, and environmental conditions form the foundation for effective medium-term development planning. This section presents a comprehensive diagnosis of the existing conditions within the district, highlighting critical strengths, weaknesses, opportunities, and challenges that shape development prospects. The assessment of the demographic trends, economic activities, infrastructure, governance, and emergency, provides an evidence-based snapshot of the district’s current state. This diagnostic analysis forms the basis to inform strategic priorities.

2.3.1 Location and Size

The Kwaebibirem Municipal is located in the South-western part of the Eastern Region of Ghana. The Municipal has a surface area of about 803.47 square kilometres (803.47km²). In terms of co-ordinates, the Municipal is between latitude 1 °, 0’W to 0⁰, 35’ E and Longitude 6⁰, 22’N to 30⁰, 25’ S. The Municipal shares boundaries with the following Municipalities in the Region: Atiwa at

the North and East, Birim North at the North-West, Akyem Mansa at the South-West, and Denkyembour at the South-East.

Figure 5: Kwaebibirem in the National context



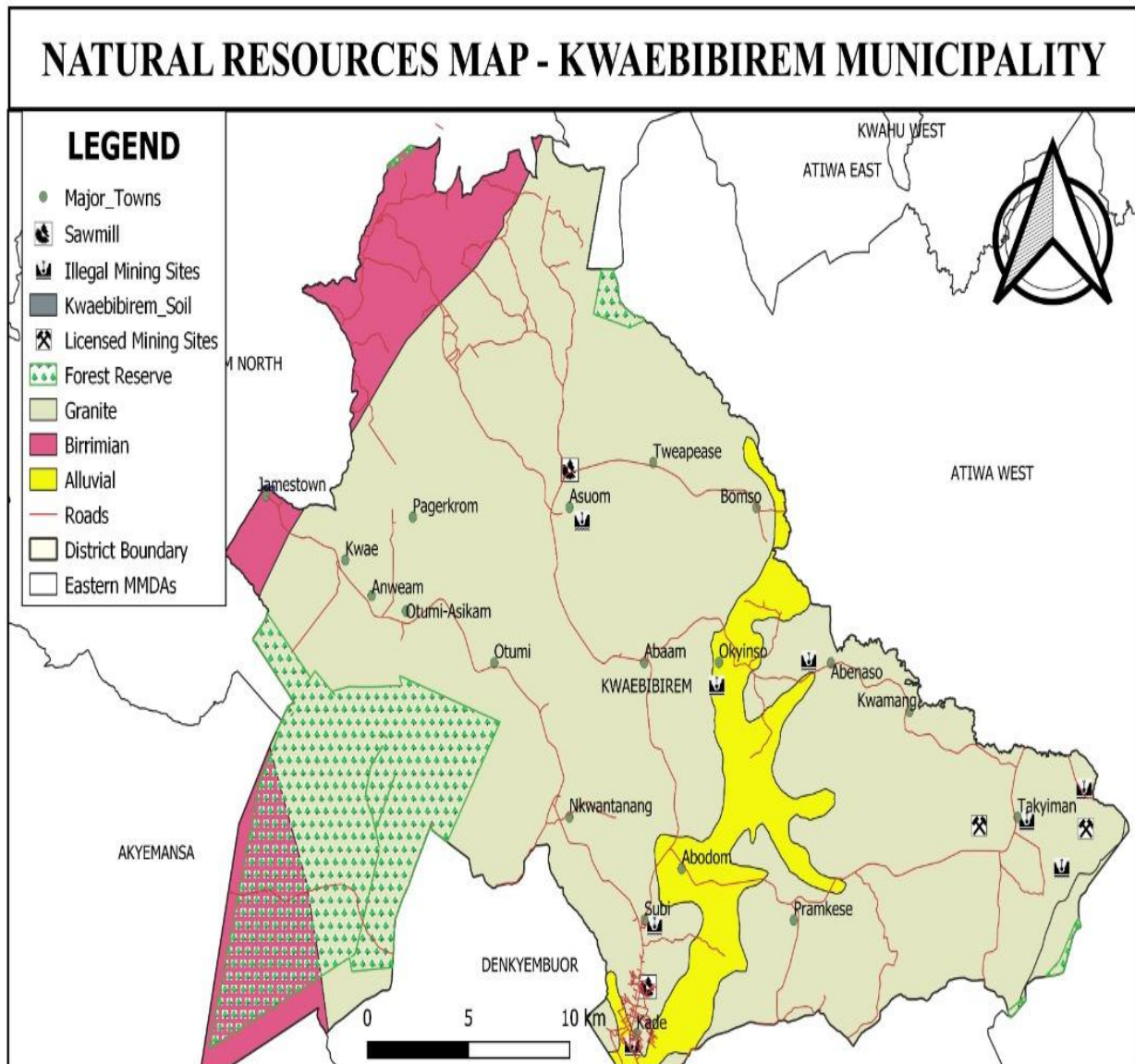
Source: MPCU, 2025

2.3.2 Vegetation, Soils, and Relief

The Municipal lies in the moist semi-deciduous forest zone, and the vegetation consists of low-lying Granite, Birimian, and Alluvial soils and species of hardwood. There are several different types of rock formation giving the different relief features containing several mineral deposits, including gold, diamond, bauxite, and kaolin.

The Municipal has one (1) forest reserve to the east, Ayaola Forest, and in the West, shares Atiwa forest Reserves. Relative humidity is generally high throughout the year, ranging between 70% - 80% in the dry season and 75% - 80% in the wet season.

Figure 6: Natural Resource Map of Kwaebibirem



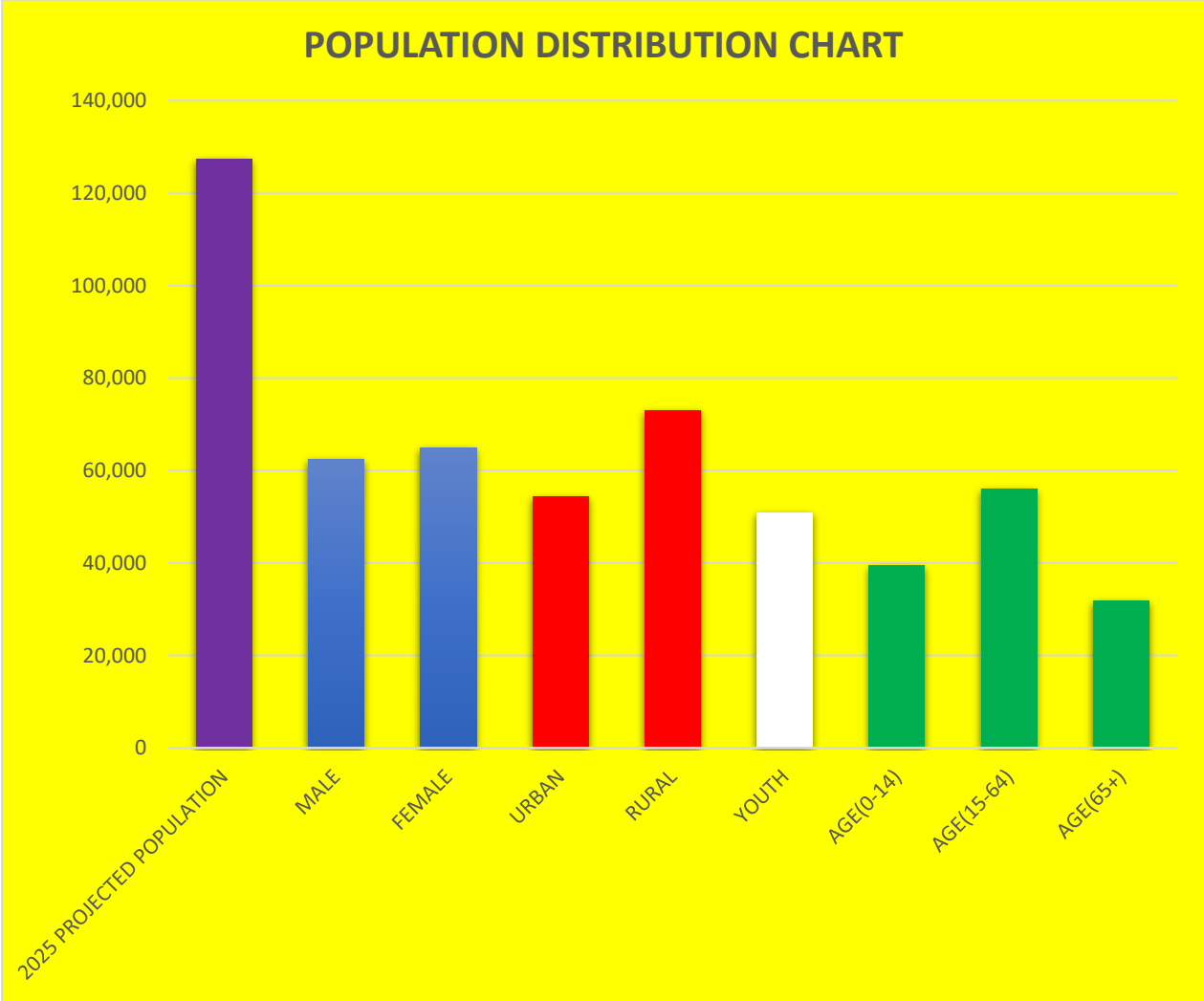
Source: MPCU, 2025

2.3.3 Population Distribution

The population of the Kwaebibirem Municipality has been estimated to be 127,434, with 62,442 (49%) males and 64,992 (50%) females at the end of the year 2025, a medium-term year with a growth rate of 1% according to the regional growth rate. The Municipality has been estimated to cover 54,414 (42.7%) of the population in the Urban areas and 73,020 (57.3%) of the population in the Rural areas.

Similarly, the Municipality shows a Youth Population of 40% of the total population. It has a population density of 178 persons per km² and a population dependency ratio of 1:1.14. The main drivers of demographic change are fertility, mortality, and migration. With an age distribution of 0-14 representing 31%, 15-64 representing 44%, and 65+ representing 25%.

Figure 7: Population distribution Chart of Kwaebibirem



Source: MPCU, 2025

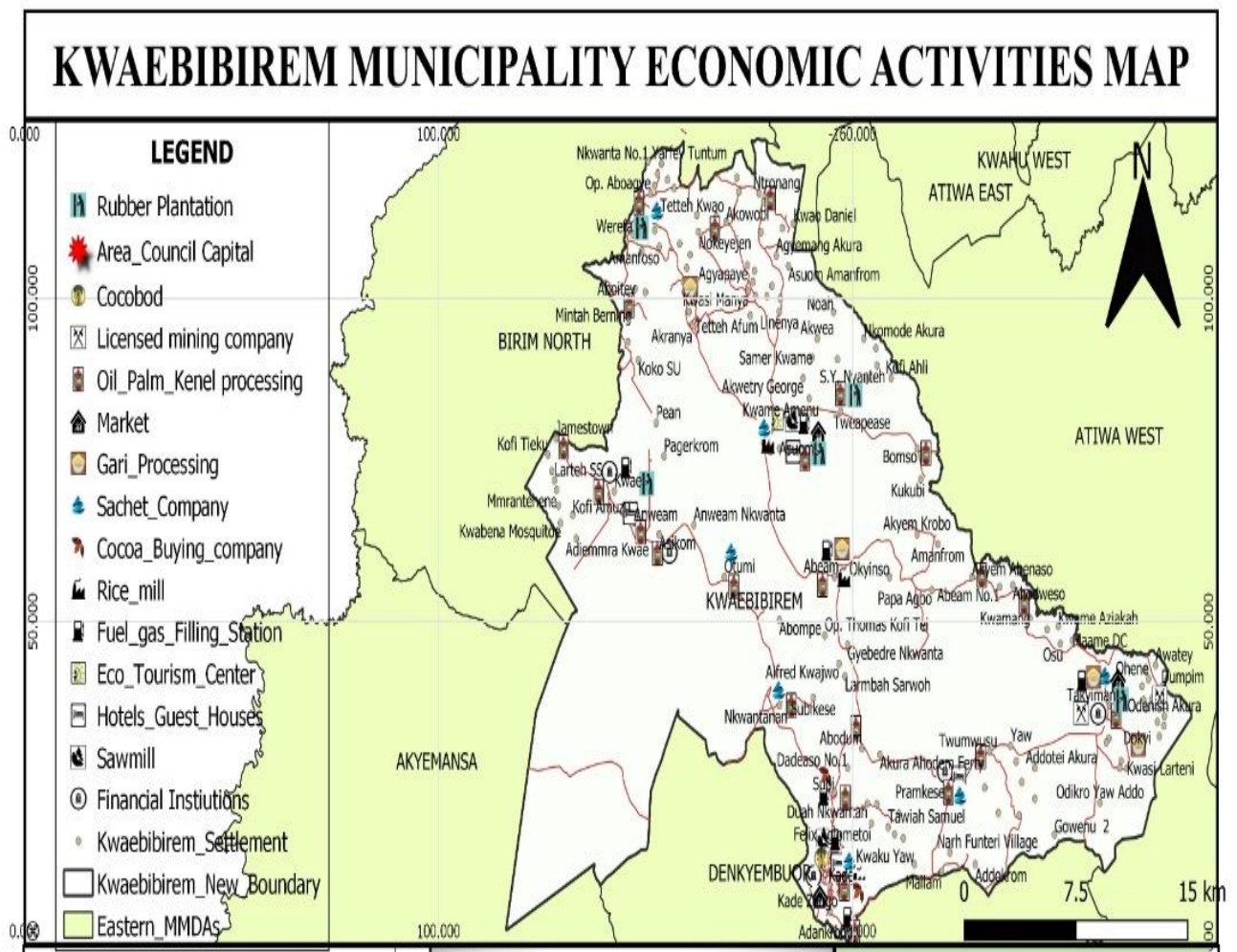
2.3.4 Structure of Municipal Economy

The Municipality is driven by Agriculture, employing 58% of the labour force. The Municipality is the leading producer of palm oil and so has a comparative advantage to expand and explore in the oil palm value chain. The suitability of the climatic conditions for commercial production and processing, coupled with the availability of labour force, makes the municipality a good ground to invest.

Aside from agriculture, Commerce, Service, and Industry also play a crucial role in the economic development of the municipality. The Municipal is well endowed with natural resources and strategically placed along major routes in the region to attract large investments for its Economic Development.

There exists a unique mixture of both formal and informal sectors where the latter remains the engine of growth and also provides a lot of opportunities for the Municipal. Inadequate skills, non-availability of business financing, and start-up kits continue to hamper economic activities.

Figure 8: Economic activity map of Kwaebibirem



Source: MPCU, 2025

2.3.5 Agriculture

The Kwaebibirem Municipality is mainly agrarian with smallholder farming mainly in oil palm, cocoa, and rubber tree crops. Maize, cassava, plantain, taro, as well as vegetables, are also cultivated with poultry and small ruminants rearing. Agriculture contributes about 58% to the economic activities in the Municipality. In recent times, small-scale farmers in the municipality are losing their lands to mining, and therefore the need for sustainable land use planning and farming technologies. The total output of Agricultural Production for staple crops such as Maize, cassava, and plantain stands at 209,734.36(mt), while Poultry and Livestock Production is 227,996.

Food security means that all people at all times have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life. As per this definition, one could say that in the Municipality, there is the availability of food and it's easily accessible. Animal Farmers and individuals in the Municipality have access to a veterinary clinic to handle referral cases of animals.

2.3.6 Tourism and Culture

There are a number of Tourist attractions in the municipality, including the mysterious rocks of Bempong near Nkwantanang, the golden fish at Asuom, and the palm tree with eight heads at Otumi.

Hotels, guest houses, and restaurants are readily available to receive and serve visitors. Though undeveloped, the Kwaebibirem Municipality has the potential to develop its tourism base to create jobs for the teeming youth and boost the municipal economy. Local Economic Development

2.3.7 Local Economic Development

Local Economic Development, defined by the World Bank in 2002 as the process by which public, business, and non – governmental sector partners work collectively to create better conditions for economic growth and employment generation, and to also improve the quality of life for all in the community. LED is seen as a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized.

The Kwaebibirem municipality is well noted for the cultivation of oil palm and the extraction of palm oil. The Municipality, due to this comparative advantage, is a host to the Ghana Oil Palm Development Company (GOPDC) and a host of private oil mills. The palm sector has many uses and benefits aside from the traditional palm oil extraction, which is currently underexploited.

There is a conducive environment for the production of pellets from the empty fruit bunch, mesocarp, and the tree trunk waste that is a major environmental factor in the Municipality.

Given this background, the Municipal Assembly has, over the years, put in place practical measures to foster this agenda through the provision and rehabilitation of critical infrastructure such as roads, electricity, water, and markets. The Assembly in the plan period shall embark on a massive infrastructural support for agriculture production and agro-processing, mainly palm oil. In this vein, several strategies have been outlined to help develop the local economy, including:

1. Secure and install a bulk palm oil storage tank
2. Secure land and establishment of a pellet manufacturing plant
3. Businesses will be supported to acquire improved palm oil extraction machinery to minimize waste, safeguard the health of the processors, and improve the quality of the palm oil
4. Skills training to be organized for the processors in record keeping, business management, and packaging

5. The Assembly to expand Kade central market and construct additional satellite markets in Techiman and other uprising communities
6. Rehabilitate critical roads leading to food production and palm oil extraction communities across the Municipality
7. Intensify trade-based group formation and provide training to boost their skills, and also facilitate start-ups and loans to aid business development
8. The Tourism sector will also be given a boost through collaborative efforts.

2.3.8 Education

As a result of Government policies such as Free Education, School Feeding, it has greatly improved enrolment. There are 146 educational facilities comprising 2 SHS facilities, 90 Public basic, and 54 Private basic educational facilities in the municipality. There has been a slight improvement in enrolment since the introduction of the Free SHS Policy introduced by the Government. Enrolment increased by 45.2% in 2018 to 47.8% and 48.5% in 2019 and 2020, respectively. This decrease can be attributed to the impact of COVID-19 on the last academic year. The municipality is endowed with a lot of educational infrastructure, but the same cannot be said for the pass rate of the BECE in the Municipality.

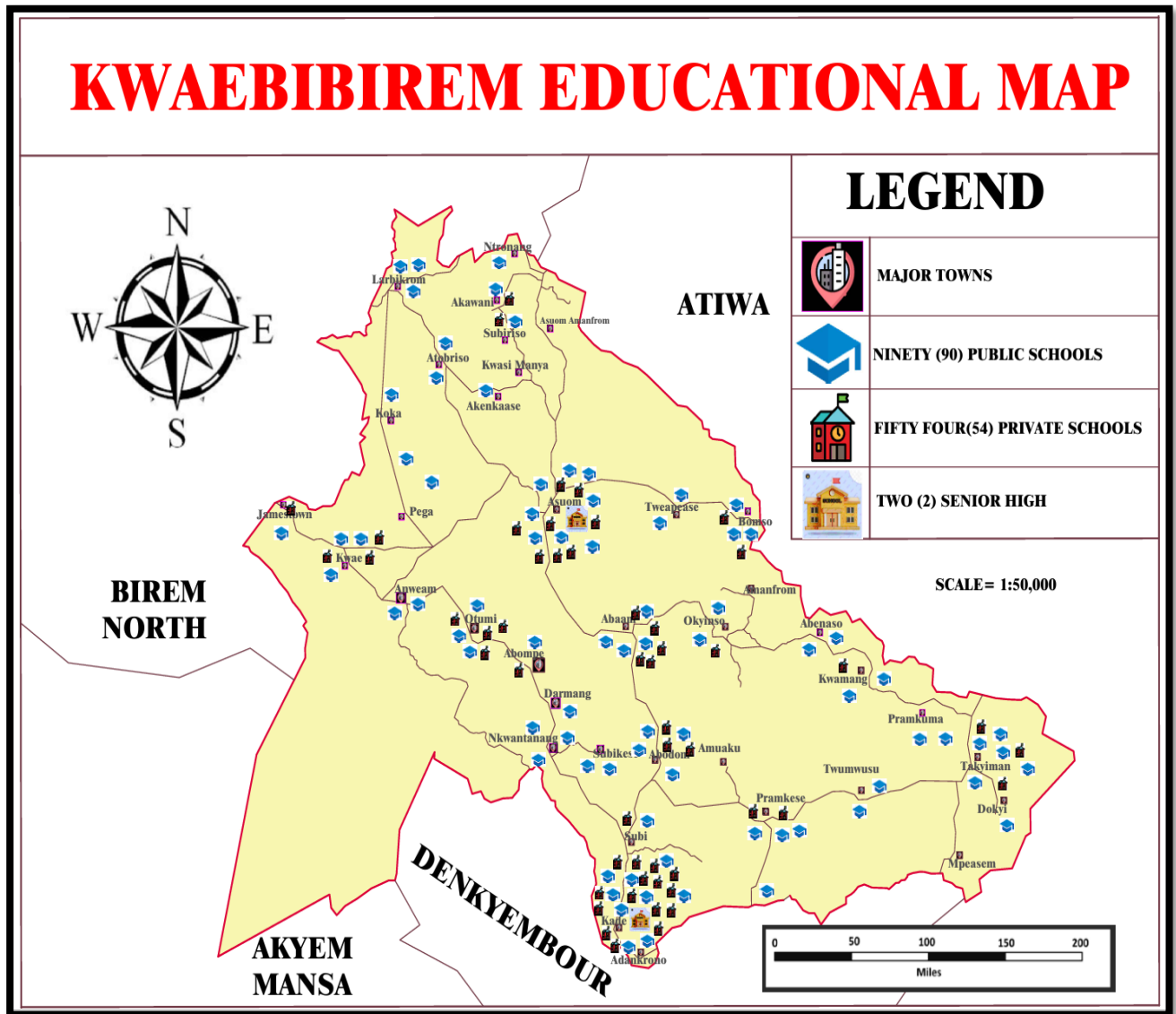
2.3.8.1 Net Enrolment Ratio

The Net Enrolment Ratio for Kindergarten is 68.5%, which indicates that an appreciable number of children within the 4-5 age bracket are in school. That of Primary is 79.8%, and JHS is 48.5%. The trend means that most of the children within the school-going age get enrolled at the primary level and do not continue to the junior high level. This, despite government interventions and policies, persists. Frantic efforts should therefore be made to get the children into schools.

2.3.8.2 Gender Parity Index

The ratio of females to males. Gender Parity Index (GPI) of 1 represents equal representation of boys and girls. $GPI > 1$ shows more girls than boys in a particular level, whilst $GPI < 1$ represents more boys than girls. The Gender Parity Index across all levels except primary is greater than 1, which means there are more girls than boys. Gender parity has, however, not been achieved at the primary level.

Figure 9: Map of Educational Infrastructure



Source: MPCU, 2025

The percentage of trained teachers in the Municipality stands at 90.93%. The challenges facing the education sector are listed below;

- Inadequate school infrastructure
- Insufficient teaching and learning materials.
- Lack of maintenance of school infrastructure
- Inadequate teachers

2.3.8.3 Information and Communication Technology (ICT)

ICT has become one of the tools for development. Access to internet facilities, ownership of mobile phones, fixed telephone lines, and desktop or laptop computers are available in the Municipality.

About 73.7% of the people in the Municipality are literate in ICT, of which 70.1% are males. Again, 78.7% aged 12 years and older own and use mobile phones. A household population of 17.9% also owns a desktop or laptop computer, and 24.7% of people aged 12 years and older who use internet facilities are male-dominated.

2.3.9 Health

The Municipality currently has 1 hospital, 6 health centres, 3 private clinics, and 30 CHP zones. The primary health care coverage in the municipality is about 90.9%.

The following are issues emanating from the health sector:

1. Inadequate health infrastructure
2. High cost of quality healthcare access.
3. Limited supply of personal protective equipment
4. Inadequate and inequitable distribution of the critical staff mix
5. Bad roads

Figure 10: Health facility map in Kwaebibirem



Source: MPCU, 2025

2.3.10 Gender, Vulnerability, and Poverty

2.3.10.1 Disability

The Municipality has recorded a total of 4,708 People with disabilities, representing 2.4% of the population, in various categories, including visually impaired, Hearing and speech, Physical and other forms. Out of this, 46.7% suffer from Visual Disability, 31.6% from hearing and speech, and 27.6% from physical disability.

The support for disability and the care for PWDs as productive citizens is an important aspect of the national human resources development agenda. Among the issues for urgent attention are the high incidences of poverty among PWDs due to very low levels/lack of formal education; inaccessible public transport for PWDs; inadequate and unfriendly walk ways for PWDs as pedestrians; inaccessible and unfriendly environmental conditions, water and sanitation facilities such as uncovered drains/gutters; inadequate appropriate software for PWDs; inadequate research on disability issues; and inappropriate agricultural extension services for PWDs.

There is a high number of unemployed and uneconomically active persons with disabilities aged 15 years and older in the Municipality, representing less than one percent. The educational status of people with disabilities is also increasing due to constant sensitization against PWDs.

2.3.10.2 Vulnerability Analysis

Women and children are the most vulnerable and marginalized in our society. From the population distribution of sexes in the Municipality, it can be seen that women are the most populous gender and children the most populous group, and activities from the Assembly should be geared towards empowering these groups, especially women who are classified as vulnerable. Women and children are easily the most abused groups of the population. The presence of DOVSU and the police does not deter them from being emotionally and physically abused. However, the Children’s ACT 560, ACT 1998 is there to protect the rights of children.

Table 4: Vulnerability Analysis in the Municipality

Indicator	Population	Baseline situation	Response Measures
Female population in the district	51% of total population	Low representation in decision-making, low economic empowerment, poor access to health care, teenage pregnancy, and poverty	Capacity building, advocacy, micro finance support, construction of CHPS & clinics in deprived communities, sensitization on NHIS, LEAP
Children (under 15 years) population in the district	39.4% of total population	Child labour in mining and farming communities, poor access to health care, low school enrolment in rural areas, high rate of malnutrition	Formation of a committee on child labour to co-ordinate eradication process, advocacy, NHIS, school

Indicator	Population	Baseline situation	Response Measures
			feeding program, and school infrastructure
Teenage pregnancy	11.2%	An increasing number of teenage pregnancy cases	Formation of a joint education, health, and social welfare task force to sensitize and monitor teenage girls
Disability	2.4% of total population	Low capacity, lack of access to public facilities, and low economic empowerment	Equitable distribution of the PWD Fund, support for the school for the Deaf
The aged (60+) population in the district	5% of total population	Poor access to health care, lack of recreational facilities and amusement centres, and lack of home-based care	Implementation of NHIS focused on home-based support.
Disasters	64% of the total population suffers from different forms of disasters	Bushfires, domestic fires, flooding, windstorms, collapsed pits, etc.	Formation of the District Disaster Committee, supply of relief items, and sensitization of people prone to disasters.

Source: MPCU, 2025

According to the estimated population of the Municipality for 2020, children aged between 0 and 4 years account for 10.97% of the total population of the Municipality. Those aged 5-9 years represents 8.97% while those aged 10-14 account for 9.7%. The highest proportion of the household members is children (29.64%). These classifications are important because each has different needs that must be addressed differently. There is a need to get these children in school at the right school-going age and get them out of the streets where needed. Children in these groups are susceptible to certain pressures from society; extra care and attention should be given to their needs.

Education data reports that although there has been an increase in enrolment in our public schools, children are not going to school at the right ages. Those in the rural communities, especially, are more drawn to other activities than education. Programs should be encouraged to get these children to school and to help with their emotional and mental needs.

2.3.10.3 Enforcing existing Laws Protecting Women's rights

Despite the many efforts to incorporate an effective women's rights policy in all spheres of political life, the prevalence and practice of many outmoded customs detrimental to these efforts still abound. There is still inadequate support for victims of violence. Interventions to address these include: review and strengthen the ongoing awareness campaign on existing laws and practices; enhance the capacity of appropriate enforcement and related agencies; expand coverage of the

institutions dealing with women’s rights; enhance the implementation of the Domestic Violence law, and institute deterrent sanctions for perpetrators.

2.3.10.4 Poverty Analysis

The Ghana Living Standard Survey 7 in 2018 shows that the poorest of the poor in Ghana live on less than five Ghana Cedis (GH¢5), which is less than a dollar a day. Kwaebibirem, as a Municipality can be divided into 2 main areas: the middle class at the centre and the lower class at the periphery. Although 48.5% of the working population is male and 51.57% are Females, the Municipality can still be classified as being a Poor Municipality. About 38% of the population lives below the average national standard of living.

In summary, the Municipality could easily be delineated into one (1) poverty pocket. This is the basis for the design and implementation of a comprehensive pro-poor program for poverty reduction in the Municipality.

There is a continuous increase in crime rates due to a high rate of unemployment, poor nature of roads, which increases travel time, thereby reducing productivity hours, inadequate markets and trading facilities, Inadequate job opportunities for both skilled and unskilled labour, and High cost of capital, which puts small businesses in a constant web of debt.

2.3.11 Climate Change

Climate change is a change in global or regional climate patterns over a period of time, usually over a decade. Climate Change threatens people with food insecurity, water scarcity, flooding, infectious diseases, extreme heat, economic losses, and displacement. The Kwaebibirem Municipality has encountered effects from climate change in multiple ways in the areas of flooding without casualties. Construction of physical structures on waterways and conservation of wetlands for the construction of buildings. There is therefore a need for a conscious plan for a resilient and green economy for the people of the municipality. Also improve disaster response, being the second phase of disaster management for flood and fire, specifically by desilting of drains, evacuating buildings on waterways and on wetlands, and conserving.

Table 5: Summary of Climate Change Hazards and Impacts

Climate change issues	Location	Areas affected	Persons impacted	Sector impacted	Action to be taken
Flooding	Selected communities	<ul style="list-style-type: none"> • Schools • Residential properties • Roads • Churches • 	<ul style="list-style-type: none"> • School children • Entire population • Market women 	<ul style="list-style-type: none"> • Education • Road • Sanitation • Agriculture 	<ul style="list-style-type: none"> ✓ Construct drains ✓ Water harvesting ✓ Construct footbridges

Climate change issues	Location	Areas affected	Persons impacted	Sector impacted	Action to be taken
		<ul style="list-style-type: none"> Health centre 			<ul style="list-style-type: none"> ✓ Public sensitization on solid waste disposal ✓ Dredge the river
Inadequate Rainfall	Selected communities	<ul style="list-style-type: none"> Agriculture production 	<ul style="list-style-type: none"> Farmers 	<ul style="list-style-type: none"> Agriculture Water 	<ul style="list-style-type: none"> ✓ Irrigation scheme ✓ Training/ capacity building for farmers
Soil Erosion	Selected communities	<ul style="list-style-type: none"> Schools Markets Roads Houses 	<ul style="list-style-type: none"> Entire population 	<ul style="list-style-type: none"> Road Economy Education Housing 	<ul style="list-style-type: none"> ✓ Construct drains/ culverts ✓ Grading of roads
Fire	Selected communities	<ul style="list-style-type: none"> Farms Schools Properties 	<ul style="list-style-type: none"> Farmers Residence 	<ul style="list-style-type: none"> Agriculture Education Health Electricity/ Energy 	<ul style="list-style-type: none"> ✓ Public education on fire safety ✓ Form fire volunteers
Rain/ Windstorm	Selected communities	<ul style="list-style-type: none"> Schools Churches Markets 	<ul style="list-style-type: none"> Entire population 	<ul style="list-style-type: none"> Education Economy Health 	<ul style="list-style-type: none"> ✓ Plant trees to serve as a windbreak
Dry up of Rivers/ Streams	Selected communities	District wide	<ul style="list-style-type: none"> Entire population 	<ul style="list-style-type: none"> Water 	<ul style="list-style-type: none"> ✓ Construct boreholes

Source: MPCU, 2025

Table 6: Flood Prone Areas and proposed interventions

S/ N	Community/ Location	Description of hazard	Intervention
1.	Nsuase	<ul style="list-style-type: none"> The area gets flooded with the little downpour because the landscape is low-lying, coupled with development on the water course. Narrowed gutters and culverts The presence of a filling station poses a danger to lives and property. The area leads to the CBD and a cluster of schools 	<ul style="list-style-type: none"> Dredging of the stream and demolition of properties Need for bigger culverts
2.	Kade – Zongo Adankrono	<ul style="list-style-type: none"> Indiscriminate disposal of solid waste in the river has affected the flow. When River Birem and River Kadewa meet during a downpour, there is an overflow due to the inability of the water flow freely. Islamic School and L/A primary located in the area. 	<ul style="list-style-type: none"> Dredging and creating a water channel Sensitization of the public on waste disposal

S/N	Community/ Location	Description of hazard	Intervention
3.	Asuom	<ul style="list-style-type: none"> Choked gutters and weak bridges at -Adansi Apenkwa Beposo Availability of a cluster of schools and economic activities affected 	<ul style="list-style-type: none"> Desilting of gutters Bridge over the Birem River near Pentecost Church Footbridge over Twumwusu and Amoako Streams Dredging of Pram stream
4.	Kwae	<ul style="list-style-type: none"> Weak bridge between the Jehovah's Witness Church and GNFS Overflow at GOPDC 	<ul style="list-style-type: none"> Reconstruction of the bridge Drains and footbridge at Anweam
5.	Kade Methodist	<ul style="list-style-type: none"> Drains choked at Methodist school Collapsed footbridge at Kade Methodist Presby 	<ul style="list-style-type: none"> Reconstruction of the footbridge Dredging of drains
6.	Okyinso Krobo Abaam	<ul style="list-style-type: none"> Galamsey activities have diverted the course of water bodies 	<ul style="list-style-type: none">

Source: MPCU, 2025

2.3.12 Disaster Management

Apart from fire outbreaks, perennial flooding and rain continue to be a threat to the people of Kwaebibirem Municipality. Flood is the leading disaster condition in the Municipality. The Municipality recorded 15 disasters in 2020. Flood is not only a natural disaster but a man-made disaster caused by the disposal of waste in drains and building on waterways. The pie chart below shows the conditions of disaster in the community.

2.3.13 Settlements pattern

Kwaebibirem is an agrarian rural municipality, except Kade, Asuom, and Abaam, which are peri-Urban, the rest of the settlements are rural with very small communities. However, there is a very strong economic, social, and political interaction between the smaller settlements and the urban centres. These settlements are separated from each other by a distance of 2-8 km. The main Towns are mostly spread along the main trunk road from Accra, through Asamankese to Nkawkaw. Most roads from Kade, the capital town, to other Towns are second class road, the average distance of travel from Kade to other towns is 25km, and with an average time of forty-five (45 mins.) minutes.

2.3.14 Road Network and Urban Transport Services

The Municipal has estimated road network coverage of 450 kilometers. This includes about 38km of first-class road linking up the Municipal capital to Asamankese and Anyinam. second- and third-class roads linking up the market centres and major settlements. In view of the

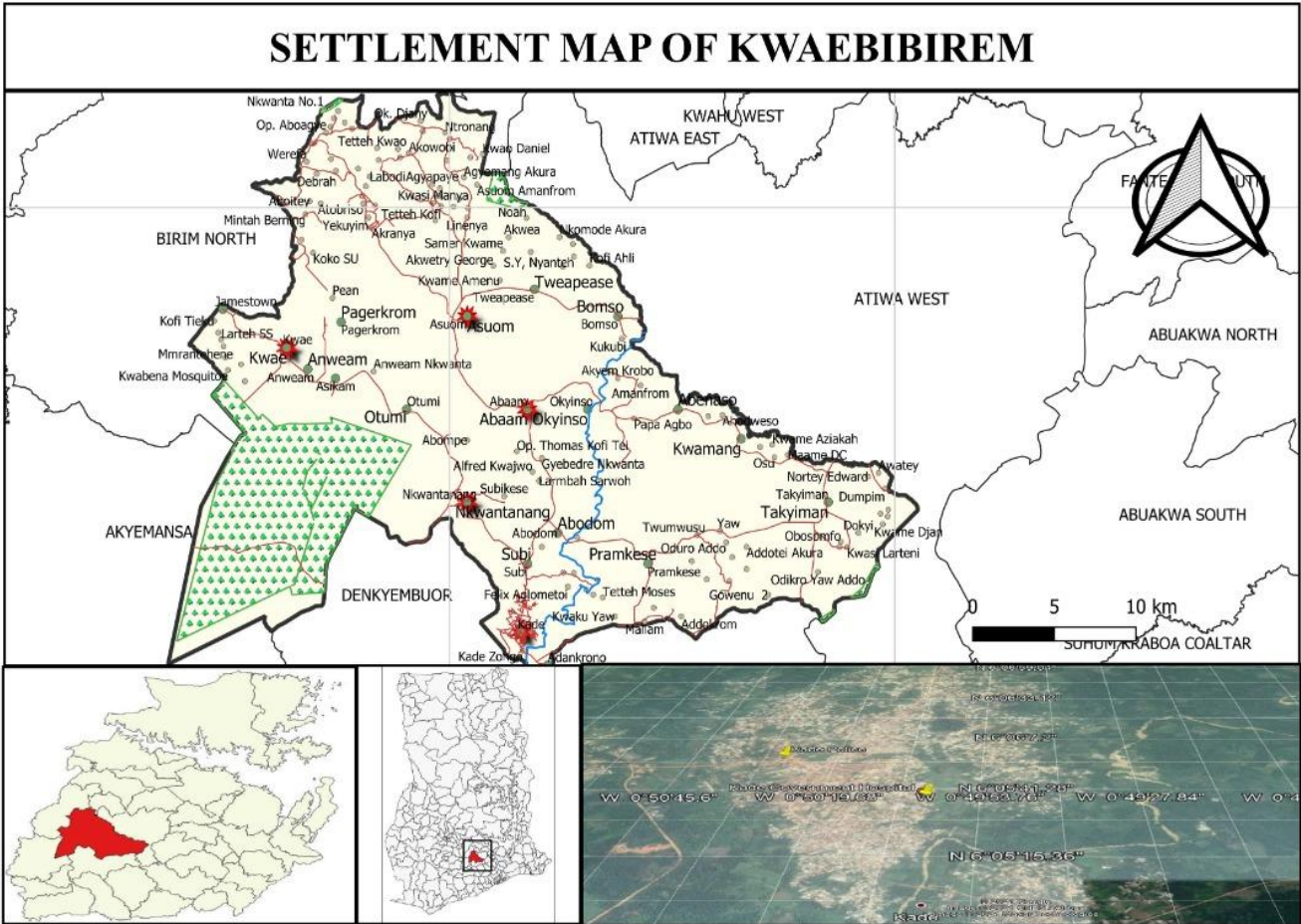
Municipal’s total land area of 1230km², the Municipal seems to have inadequate transport networks to optimally integrate the district economy. The existing network does not facilitate easy connectivity due to the limited availability of alternative links between the settlements. In Table 1.5, further analysis of the road network is presented.

Table 7: Municipal Road Network

Type of Road	Length (km)	Area of Municipal covered (%)
Primary Roads	38	10.00
Secondary Roads	273	5.00
Total	450	15.00
Network density: 0.2 kilometres per square kilometer		

Source: MPCU, 2025

Figure 11: Settlement Map of Kwaebibirem



Source: MPCU, 2025

2.3.15 Water and Sanitation

2.3.15.1 Water

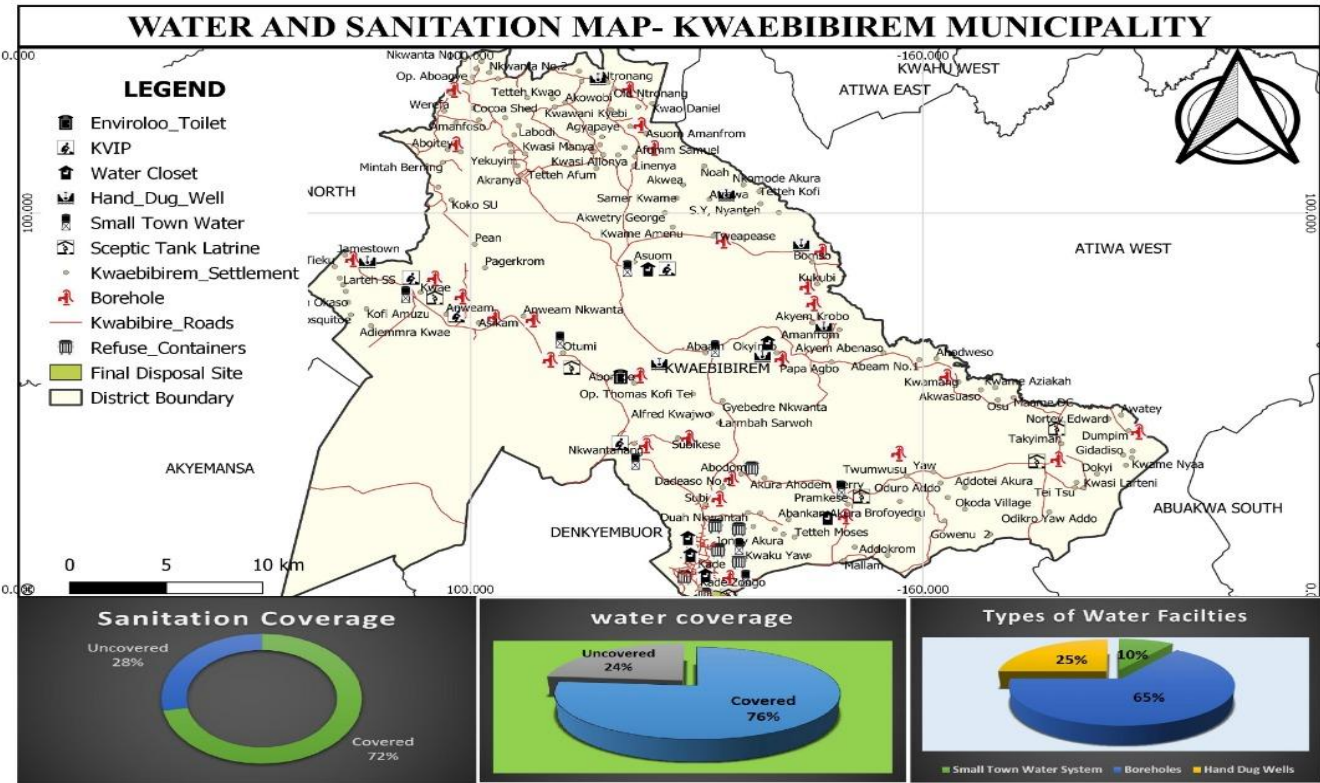
The continuous supply of portable water in sufficient quantities at all times is a basic requirement for human survival and economic development. Water coverage in the municipality is

encouraging. However, sedimentation of the Birim River and Kadewaa has been polluted as a result of alluvial gold mining operations, which has reduced access to good quality and quantity of water for household, commercial, and industrial uses in most of the urban areas in the municipality.

Despite the efforts of Ghana Water Company Limited and a host of private water production and distribution companies to meet the demands of water supply in the urban areas, Water supply in the rural communities is still inadequate, as most of the boreholes that were drilled have broken down. Coupled with this, the non-mechanization of rural water facilities makes access to water inadequate and time-consuming. The drastic change in the rainfall pattern has also made rain harvesting and storage unsustainable while affecting agricultural production.

The collaborative efforts of stakeholders such as the Municipal Assembly, Water Resource Commission, Mineral Commission, EPA, and NGOs are required to address the underlying drivers for water pollution and shortage in order to improve water security in the municipality.

Figure 12: Water and sanitation map



Source: MPCU, 2025

2.3.15.2 Sanitation

Environmental Sanitation is an essential factor contributing to the health, productivity, and welfare of the people of Ghana. It was identified in Ghana’s Program of Economic and Social Development set out in Vision 2020 as a key element underlying Health and Human Development. The

Government's National Environmental Action Plan for 1991-2000 also places a high priority on Environmental Sanitation as well as the establishment and implementation of Environmental and health standards. In view of this, greater emphasis must be placed on Environmental Sanitation in the allocation of National Development Resources with a defined systematic approach and framework within which those resources can be used most efficiently. The two main types of waste are solid and liquid.

The Environmental Health Unit responsible for the cleanliness of the Municipality has a well sought out Plan in place for refuse (solid and liquid) waste disposal. A total of six centralized containers are sited at various Sanitary sites. These Communal Containers are strategically placed to provide refuse collection services. Zoomlion Ghana Limited also provides domestic waste collection.

2.3.15.3 Challenges of Water and Sanitation

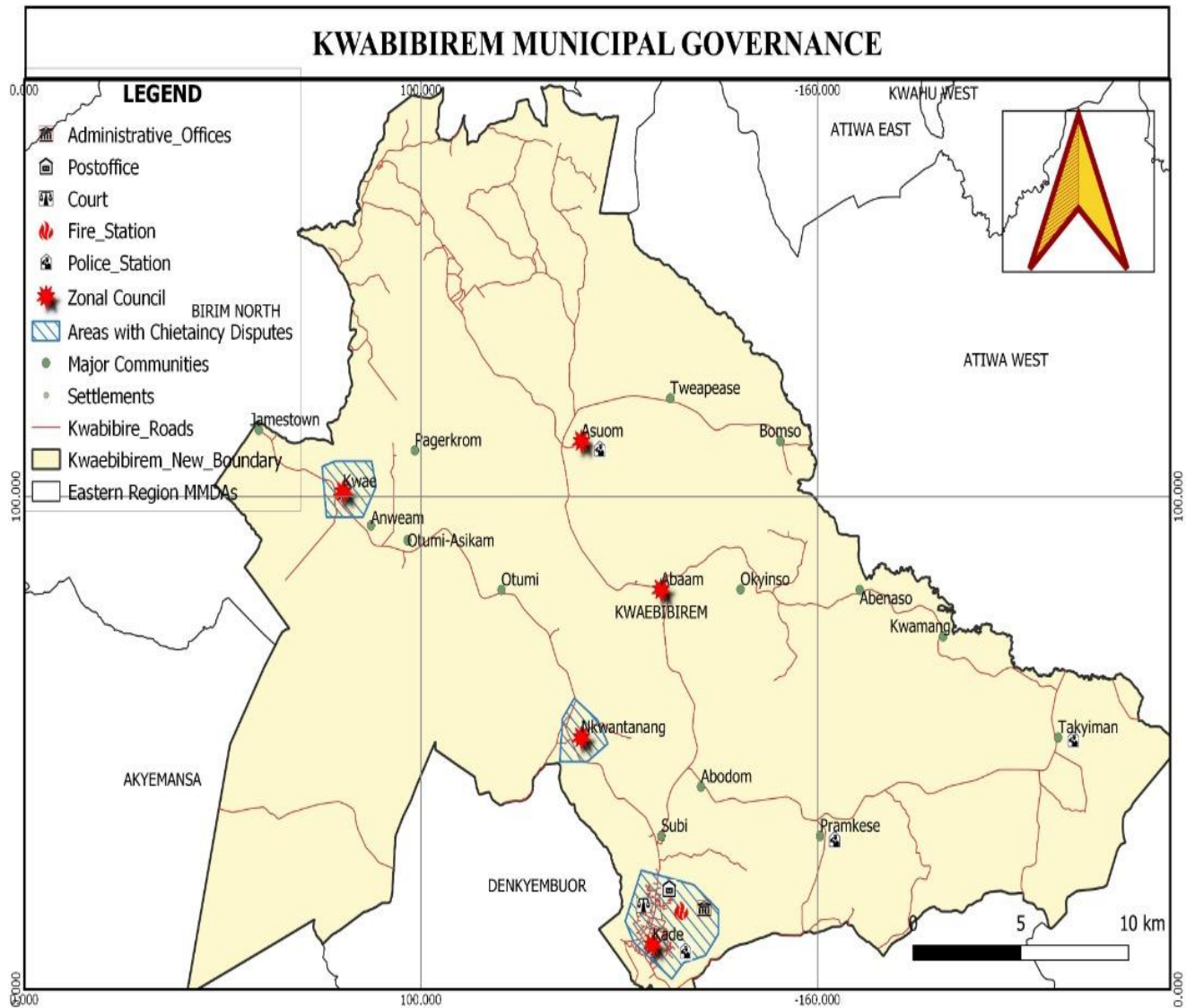
1. High incidence of burst pipes /Damage to Pipe Routes
2. Poor Attitude of Citizenry towards Environmental sanitation and hygiene
3. High prevalence of open defecation
4. Limited Sewerage coverage
5. Poor drainage systems
6. Weak enforcement of environmental laws and regulations
7. Improper disposal of solid and liquid waste
8. Air and Noise Pollution,
9. Inadequate water supply;

2.3.16 Governance and Security

2.3.16.1 Governance (Political and Administrative Structure)

The Kwaebibirem Municipal Assembly is the highest administrative and Political Authority in the Municipality. The legislative and deliberative organ of the Assembly is made up of twenty (20) Assembly Members, including one (1) Municipal Chief Executive and one (1) Member of Parliament. There are 5-unit committee members for each Electoral Area to improve decentralization. Kwaebibirem is made up of 1 constituency, 39 Electoral Areas, and 5 Zonal Councils. There are two statutory committees of the General Assembly, namely the PRCC and the Executive Committee, chaired by the Presiding Member (PM) and Municipal Chief Executive (MCE) respectively. In addition, there are 5 statutory sub-committees (Finance and Administration, Social Services, Justice and Security, Development Planning, and Work). The Assembly, through its highest decision-making body, the General Assembly, created the agric sub-committee to address issues relating to its specific factors.

Figure 13: Kwaebibirem Governance Map



Source: MPCU, 2025

2.3.16.2 Security

The security situation can best be classified as generally peaceful, but for a few pockets of miscreants and misdemeanours. Unemployment has largely contributed to the crime rate in the municipality. The lack of street lights in some parts of the community also contributes to the security issues. The municipality has three police stations located at Kade, Takyiman Asuom, and Pramkese. The UN-approved standard for police to citizen ratio is 1:500. However, the police to citizen ratio in the country is 1:836 while that of the Municipality is 1: 2,246.

The location of the police stations at Kade and along only one route makes police visibility poor. There has been a recorded incidence of robbery within the municipality, both at night and during the daytime. The police, in conjunction with the Municipal Assembly, also undertake night patrols

to control criminal acts and maintain law and order. There is a need for the construction of more police posts to help reduce high crime rates in the Municipality.

2.3.17 Civil Society Organizations (CSOs) and Non-Governmental Organizations

20 Civil Society Organizations and Non-Governmental Organizations exist in the Municipality. These NGOs in the Municipality are Development Partners with the Assembly, and their activities complement those of the Assembly. They coordinate and integrate into the development programs of the Assembly. They are in the fields of education, health, agriculture, and others. The CSOs are mostly made up of Trades Associations and Unions, Clubs, and Other Societies. They assist the Assembly by encouraging their members to pay levies and taxes.

2.4 Key Issues Arising

A number of issues arose from the review of the implementation of the 2022 – 2025 DMTDP and the community needs assessment conducted. These issues will inform the overall development path of the municipality in the preparation of the development plan. These collated issues with implications for the 2022 – 2025 DPTDP are presented below:

2.4.1 Key development issues with implications for 2022-2025

1. Low revenue mobilization
2. Limited access to credit for SMEs and farmers
3. Low and quality finished products from agro-processing
4. Poor and limited market infrastructure
5. Poor tourism development
6. high cost of production inputs
7. low level of commercial farming
8. inadequate extension and veterinary services
9. high post-harvest losses
10. poor quality of education at the basic level
11. inadequate and poor state of educational infrastructure and TLMs
12. inadequate and limited access to health infrastructure and care
13. high malaria prevalence
14. A low number of women in political and public offices
15. Inadequate and limited coverage of social protection programs
16. Inadequate funds to implement Agricultural activities
17. high prevalence of teenage pregnancy
18. poor sanitation coverage
19. inadequate supply of potable water

20. poor quality and inadequate road transport network and drainage system
21. lack of electricity at newly developed sites
22. Inadequate and faulty street lights in major communities
23. Inadequate support for community-initiated projects
24. weak enforcement of planning and building regulations
25. Ineffective sub-structures
26. Weak monitoring and evaluation system
27. weak involvement and participation of the citizenry in planning and budgeting
28. Inadequate service delivery
29. poor police visibility
30. lack of oxygen cylinder.`

2.5 Swot Analysis

2.5.1 Introduction

The SWOT analysis presented below provides a structured evaluation of the internal and external factors affecting Kwaebibirem Municipality. It highlights the Strengths and Weakness which are the internal factors, and Opportunities and Threats (external factors), to assist in strategic planning and informed decision- making.

Table 8: Application of SWOT Analysis to the Identified Issues

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
ECONOMIC DEVELOPMENT				
Low revenue mobilization	<ul style="list-style-type: none"> • Availability of the human resource base to be trained for revenue collection • Availability of information centres 	Availability of consultants and agencies to train revenue collectors	<ul style="list-style-type: none"> • Lukewarm attitude of community members to payment of their taxes • Weak monitoring systems, Inadequate logistics • Poor market 	Untimely release of DACF to help pay on time the district's consultancy services to train revenue collectors
Conclusion: Potentials and opportunities exist to solve this issue. Constraints can be dealt with through embarking on intensive sensitization and education programs on revenue, procurement logistics, and developing various market centres. Challenges can be managed through effective dialogue with the government for the timely release of funds.				
Inadequate support for community-initiated projects	<ul style="list-style-type: none"> • GoG • Private businesses • IGF • DACF 	<ul style="list-style-type: none"> • NGOs • Crowdfunding • Social media • Capacity building 	<ul style="list-style-type: none"> • Limited resources • Unsustainable funding 	<ul style="list-style-type: none"> • External interference • Funding instability • Low government support
Conclusion: potential and opportunities exist to solve this issue. Problems can be resolved through effective community engagement and assistance by private institutions and the government.				
High cost of production inputs	<ul style="list-style-type: none"> • Existence of subsidized Agro - Chemicals • Favorable climate • Availability of farm-based organizations and cooperatives • Existence of experienced farmers 	<ul style="list-style-type: none"> • Availability of donor support, such as NGOs, MOFA, etc. • Government policy of improving productivity programs • Presence of financial institutions like GCB, ADB, Kwaebibirem Bank • Lenders available • Agricultural inputs available in the market 	<ul style="list-style-type: none"> • High illiteracy rate. • Inefficient marketing of agricultural products. • Limited number of credit providers. • High cost of Agro-chemicals 	<ul style="list-style-type: none"> • Inflation • High interest rate • High demand for Agricultural inputs in the international market • Withdrawal of some government subsidies for some agricultural inputs
Conclusion: Significant potentials and opportunities are available. The experience and readiness of community members call for less cost in production.				
Conclusion: The existence of NGOs and farmers' training centres will help increase the application of technology.				

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
Inadequate and faulty street lights in major communities	<ul style="list-style-type: none"> Community awareness Private sector involvements Existing infrastructure has potential for upgrade Individual donations 	<ul style="list-style-type: none"> Presence of a financial institution to assist farmers Presence of NGOs Government fundings 	<ul style="list-style-type: none"> Limited financial institutions. Inadequate infrastructure High maintenance cost Frequent breakdown of the limited infrastructure Low financial support 	<ul style="list-style-type: none"> Environmental factors Theft and vandalization Budget constraint
Conclusion: The existence of private businesses and individual donors can assist government agencies in the maintenance of infrastructure to help lighten our streets				
Low quality and inadequate agricultural infrastructure	<ul style="list-style-type: none"> Availability of land Availability of Labour Availability of Forest reserved availability of Internal Generated Fund (IGF) 	<ul style="list-style-type: none"> Support from the Ministry of Agriculture, Availability of external funds (DACF, DACF-RFG) to support infrastructure. 	<ul style="list-style-type: none"> Inadequate access to credit facilities to improve the agricultural infrastructure. Limited financial institutions Poor maintenance and management of existing agricultural infrastructure 	<ul style="list-style-type: none"> Untimely release of funds High cost of materials for construction
Conclusion: Implementing quality and adequate infrastructure is possible through establishing a good infrastructure management team, persuading financial institutions to offer loans at a low interest rate, and reducing the stress in acquiring them. Also, proper collaborations among the Ministry of Agriculture, NGOs, and the GOG will increase infrastructure				
Poor tourism development	<ul style="list-style-type: none"> Cultural heritage Non-edible fish stream in Asuom Vast land for tourism development sites 	<ul style="list-style-type: none"> Digital promotions and marketing Partnerships and collaborations Sustainable tourism initiatives that attract eco tourists 	<ul style="list-style-type: none"> Lack of infrastructure for tourism Poor marketing Poor road networks in areas with potentials 	<ul style="list-style-type: none"> High competition Negative perceptions Economic downturns
Conclusion: Potentials and solutions exist. By utilizing the land availability opportunity and making a few sites well-known, investors can be attracted to build tourist sites to promote economic development.				
Conclusion: Potentials and opportunities exist. Constraints can be addressed through the provision of adequate staff and equipping them with the needed logistics and organizing capacity,/ refresh training for additional staff. The challenges can be managed through continuous research.				
Low level of commercial farming	<ul style="list-style-type: none"> A variety of local livestock, poultry, and crops exist Land and labour available: Availability of fodder Availability of extension officers 	<ul style="list-style-type: none"> Existence of exotic breeds Availability of Vaccines 	<ul style="list-style-type: none"> Inadequate finance Lack of technical know-how Inadequate storage and processing facilities 	<ul style="list-style-type: none"> High cost of vaccines, High interest rate Climate change high cost of fertilizers and farm products

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
	<ul style="list-style-type: none"> Fertile and favourable topography for palm oil production. Availability of the abattoir Availability of fertilizers 	<ul style="list-style-type: none"> Availability of the ready market Availability of exotic feed Availability of microfinance and banks for financial assistance. Farmers co-operatives 		<ul style="list-style-type: none"> Inadequate veterinary staff High disease and pest infestations
Conclusion: Provision of technical know-how and proper negotiation with financial institution offer financial assistance to farmers, which will address the problem.				
Limited access to credit for SMEs and farmers	<ul style="list-style-type: none"> Availability of labour. Availability of fertile land for agricultural production Availability of water resources for irrigation Availability of small-scale industries. Prevalence of small and micro-enterprises in the market. Presence of Rural Banks 	<ul style="list-style-type: none"> Government subsidies on agricultural inputs. Support from NGOs and other Donor Agencies Ready market for Agricultural produce. Government flagship program on one district one factory Availability of Banks 	<ul style="list-style-type: none"> Lack of collateral to access bank loans Credit institutions are reluctant to deal with farmers Poor loan recovery rate 	<ul style="list-style-type: none"> Poor savings culture Burdensome eligibility criteria attached to credit from banks and a project from the government Online marketing.
Conclusion: It is highly possible to solve the problem of a lack of credit. Relevant potentials and opportunities exist to support the remedy of the problem. Constraints and challenges can be managed through intensive education and mutually beneficial loan repayment arrangements.				
Inadequate extension and veterinary services	<ul style="list-style-type: none"> Availability of extension officers Availability of farmers Existence of CBOs 	<ul style="list-style-type: none"> Availability of the Ministry of Agriculture Existence of NGOs and Donor agencies Inadequate logistics Lack of Agric college 	<ul style="list-style-type: none"> Inadequate extension officers Lack of incentives 	<ul style="list-style-type: none"> Officers refusing posting
Conclusion: Existence of enough potential and opportunities. This issue can be addressed through proper negotiation with the government to lift the ban on employment and also establish agric institution in the district.				
Conclusion: Potential and opportunity exist. The District Assembly should liaise with the Ministry of Fisheries, together with the Government, to educate and persuade private investors to invest in aquaculture by making tax payments flexible and establishing more market infrastructure.				
Poor and inadequate market infrastructure	<ul style="list-style-type: none"> Community engagement Renovation of existing framework Potential for innovation 	<ul style="list-style-type: none"> Government fundings, NGOs, and IGFs Technological advancement 	<ul style="list-style-type: none"> Insufficient funding Outdated infrastructure Poor road networks to drive in the market pull 	<ul style="list-style-type: none"> Heavy rainstorms and erosion Economic downturns and inflation Bureaucratic processes that cause delay in funding
Conclusion: Developing modern markets with storage and infrastructure can leverage economic potential to boost local trade and exports				

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
Low and quality finished products from agro-processing	Large land area suitable for diverse agricultural activities	Partnerships with NGOs and programs like the Project to enhance value chains	Limited access to finance and technology for value addition	
Conclusion: Strengthening value chains through investment in processing facilities and partnerships can enhance agribusiness growth and agro-processing.				
Inadequate extension services	The existing agricultural workforce and the MoFA's mission to promote sustainable agriculture	Support from programs like NAADS and UNICEF for training and extension	Skeletal staffing and inadequate funding for extension programs	Poor information sharing and coordination among departments
Conclusion: Scaling up extension services with adequate staffing and funding can improve farmer productivity and knowledge transfer				
Low irrigation coverage	Continuous water flow from the Afram and Volta rivers supports irrigation potential.	Opportunity for small- and large-scale irrigation projects to enable year- round farming	Less than 1% of arable land is equipped for irrigation in SSA	High initial costs and a lack of technical expertise for irrigation systems
Conclusion: Investing in irrigation infrastructure can transform agriculture, ensuring food security and reducing reliance on rain-fed farming				
High postharvest losses	Potential for local storage facilities using available land and resources	Adoption of modern storage technologies and partnerships with NGOs for capacity building	Poor storage infrastructure and limited electricity access (less than 50% in SSA)	Significant food loss (9% annually in SSA) due to inadequate storage
Conclusion: Reducing postharvest losses requires investment in storage facilities and reliable electricity to enhance food security				
SOCIAL DEVELOPMENT				
Poor quality of education at the basic level	<ul style="list-style-type: none"> • Availability of trained and untrained teachers. • Classrooms are available for teaching. • Students are available to study. Good learning environment, Ghana Education Service. 	<ul style="list-style-type: none"> • Ministry of Education • Support from available development partners, both in public (District Assembly, Get-Fund, G.E.S) and private (NGOs) • Government policy (FCUBE) 	<ul style="list-style-type: none"> • Inadequate teaching and learning materials. • Lack of a teacher incentive package • Poor performance of circuit supervisors. • Inadequate classrooms and furniture. • Low parental control 	<ul style="list-style-type: none"> • Refusal to post to rural communities. Lack of motivation. • Inadequate textbooks • Untimely release of funds
Conclusion: It is possible to address the poor quality of education because potential and opportunity exist. The constraints can be addressed through adequate mobilization of local funds. The challenges can be managed through lobbying and effective dialogue with funding sources.				
Low number of women in political and public offices	<ul style="list-style-type: none"> • Availability of public and private schools • Queen mothers • Availability of school-going age • Religious bodies 	<ul style="list-style-type: none"> • Availability of Tertiary institutions that offer Science, technology, and engineering programs. 	<ul style="list-style-type: none"> • Lack of funds, Inadequate sponsorship, Betrothal marriage, Male dominance • Lack of encouragement • Irresponsible parenting 	<ul style="list-style-type: none"> • Political instability • Political interference in awarding scholarships

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
		<ul style="list-style-type: none"> • Availability of scholarships for science and engineering students • Presence of NGOs 		
Conclusion: Potential and opportunity exist. The constraints and challenges can be addressed through intensive education and embarking on sensitization Programs.				
Inadequate and poor state of educational infrastructure and TLMs	<ul style="list-style-type: none"> • Availability of Ghana Education Service (GES) • Availability of educational infrastructure • Availability of teachers 	<ul style="list-style-type: none"> • Technology integration and involvement in teaching • NGOs collaboration • GoG funds • DACF 	<ul style="list-style-type: none"> • Inadequate funding • Outdated infrastructure • Inadequate infrastructure and TLMs • Limited access to TLMs 	<ul style="list-style-type: none"> • Non-stable educational curriculum • Brain drains • Inequitable access to quality education
Conclusion: improving educational infrastructure and TMLs by the government and individual or private entity support will help create a more effective and equitable education system.				
Inadequate and limited access to health infrastructure and care	<ul style="list-style-type: none"> • Availability of Health officers • Existence of the District Health Directorate • Availability of health facilities • Availability of chemical shops 	<ul style="list-style-type: none"> • Availability of development partners • DACF-RFG DACF • Availability of the Ministry of Health • Existence of a nearby district hospital 	<ul style="list-style-type: none"> • Limited health facilities, Limited transport • Inadequate nurses and medical assistance • Inadequate health facilities • Inadequate medical assistants and trained nurses • Inadequate accommodation for nurses • High patient-nurse ratio • Lack of incentives. • Inadequate logistics. 	<ul style="list-style-type: none"> • Unreliable and untimely release of external funding • Lack of Medical Doctor High staff attrition • Refusal of posting to rural areas
Conclusion: Potential and opportunity exist. The constraints can be addressed through effective mobilization of local resources. However, the challenges can be managed through lobbying for effective dialogue with development partners as well as funding agencies for the timely release of funds.				
High malaria prevalence	<ul style="list-style-type: none"> • Availability of Health facilities. • Availability of environmental health officers. • Existence of trained nurses. 	<ul style="list-style-type: none"> • Existence of NHIS • Existence of malaria control project • Existence of malaria-treating medicines • Mosquito net 	<ul style="list-style-type: none"> • Over-reliance on traditional medicine • Inadequate campaign on personal hygiene • Inadequate skip containers and refuse disposal trucks • Indiscriminate disposal of waste 	<ul style="list-style-type: none"> • Inadequate number of doctors. • Inadequate logistics. • High Nurse-patient ratio.

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
			<ul style="list-style-type: none"> Limited household latrines 	
Conclusion: Relevant potentials and opportunities to provide adequate education on environmental health. Persistent mass education will address the constraints.				
High prevalence of teenage pregnancy	<ul style="list-style-type: none"> Presence of health personnel Availability of Contraceptives and condoms Availability of information centres Presence of GES 	<ul style="list-style-type: none"> Presence of development partners Social media awareness. 	<ul style="list-style-type: none"> Low level of knowledge about safe sex Poverty Low level of education 	<ul style="list-style-type: none"> Social media influence Societal standards and norms Social stigma Health risks
Conclusion: Relevant potentials and opportunities to provide adequate coverage of reproductive health exist. Persistent mass education will address the constraints.				
Poor quality and inadequate road transport network and drainage system				
Conclusion: By capitalizing on opportunities for infrastructure development, road transport and drainage systems can be improved to promote safety, environmental stability, and economic growth.				
Inadequate supply of potable water	<ul style="list-style-type: none"> Availability of boreholes Availability of wells Availability of IGF Presence of GWCL Availability of CWSA 	<ul style="list-style-type: none"> Ghana Water Company Presence of NGOs Availability of DACF Presence of the Ministry of water resource 	<ul style="list-style-type: none"> Low water table. Contaminated water bodies due to illegal mining. Inadequate small water system High cost of maintenance and service delivery 	<ul style="list-style-type: none"> Inflation High cost of chemicals for water treatment High cost of water bills
Conclusion: If both external and internal funds are made available as well as effective performance of works of both CWSA and NGOs, the extension of potable water to all communities in the district would be realized within the shortest possible time.				
Poor quality of drinking water	Availability of environmental health officers	Availability of NGOs DACF-RFG Ghana Water Company	Rampant open defecation, Poor management of waste	Flooding
Conclusion: Existence of potentials and opportunities. The constraints and challenges can be solved through massive education, sensitization programs, and effective IGF mobilization.				
Poor sanitation coverage	<ul style="list-style-type: none"> Availability of Zoom Lion Ghana Ltd. Availability of environmental health officers Presence of Waste Management Dept. of the Assembly Availability of bye-laws 	<ul style="list-style-type: none"> Existence of the Common Fund and DACF-RFG Availability of NGOs 	<ul style="list-style-type: none"> Inadequate number of disposable sites Inadequate household latrines, high rate of open defecation Poor enforcement of bylaws 	<ul style="list-style-type: none"> Lack of approved sanitary sites Inadequate funding
Conclusion: Potential and opportunity exist to address the issue. The constraints can be addressed through embarking on sensitization programs and the enforcement of bylaws. Challenges can be managed through effective dialogue with funding agencies.				

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
Conclusion: Potential and opportunity exist. The government policy of creating opportunities for all will minimize inequality and disparities in the district.				
Limited coverage of social protection programs	<ul style="list-style-type: none"> Existence of child Labour policy document and regulation Existence of Municipal Assembly support Availability of DOVSSU Existence of the NCCE 	<ul style="list-style-type: none"> NGOs support Mass media coverage Availability of the Ministry of Gender and Social 	<ul style="list-style-type: none"> Limited awareness Inadequate monitoring and evaluation of social protection programs Inefficient program design 	<ul style="list-style-type: none"> Lack of proper implementation of child Labour policy Demographic changes Limited capacity of government agencies Restrictive laws
Conclusion: Relevant potentials and opportunities are available to address and manage constraints and challenges, respectively.				
Lack of sustainable funding	<ul style="list-style-type: none"> Availability of DACF IGF Availability MPs Common Fund 	<ul style="list-style-type: none"> Existence of Dev't partners Existence of NGOs 	<ul style="list-style-type: none"> Weak in lobbying for funds Numerous development projects 	<ul style="list-style-type: none"> Inadequate funds from the government Inadequate NGOs
Conclusion: Effective mobilization of internal and external resources and efficient use of funds will help address the issue.				
Weak cooperative regulatory systems	<ul style="list-style-type: none"> Availability of cooperatives Availability of bye-laws 	NGOS Donors	Dormant regulatory systems	
Limited targeting of participation in sports disciplines	<ul style="list-style-type: none"> Availability of football clubs High interest in football among the youth. 	<ul style="list-style-type: none"> Availability of the Sports Ministry Mass Media 	<ul style="list-style-type: none"> Inadequate local support Low interest in football among the people Inadequate funds to support the clubs 	<ul style="list-style-type: none"> Lack of professional coaches, referees, and linemen
Conclusion: Effective mobilization of internal and external funds will help address the issue				
Unmet needs for sexual and reproductive health services	Existing health facilities can be upgraded to provide comprehensive services.	Collaboration with organizations like the Population Council for reproductive health programs	Limited funding and regional disparities in health access	High fertility rates and low female education exacerbate unmet needs
Conclusion: Expanding reproductive health services through partnerships and education can address unmet needs and improve outcomes				
Geographical disparities in healthcare delivery	The presence of Community health workers can bridge gaps in remote areas	Programs like India's RMNCAH Coalition can be adapted for localized healthcare delivery	Inadequate infrastructure and staffing in rural areas	Regional variations in health facility access
Conclusion: Decentralized healthcare delivery with mobile clinics and trained personnel can reduce disparities				
Increasing morbidity and disability	Existence of health data. Presence of PWD Fund.	Availability of the Mahama Care Foundation	Weak surveillance systems and data gaps hinder response	High burden of infectious and chronic diseases
Conclusion: Strengthening surveillance and investing in preventive care can curb rising health issues				

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
High HIV/AIDS incidence in youth	Availability of Hospital Availability of Municipal AIDS Committee	Partnerships with NGOs for HIV/AIDS education and testing	Stigma and limited access to testing and treatment	Inadequate focus on youth-specific interventions
Conclusion: Targeted youth programs and stigma reduction campaigns can lower HIV/AIDS prevalence				
Inadequate healthcare infrastructure	<ul style="list-style-type: none"> • Availability of land • Availability of the Municipal Assembly 	Availability of the Mahama Care Trust Fund	<ul style="list-style-type: none"> • Land acquisition, bureaucratic delays • High staff attrition and limited funding 	<ul style="list-style-type: none"> • Rapid urban population growth • Poor maintenance of existing facilities
Conclusion: Upgrading infrastructure with sustainable funding and retention strategies is critical for healthcare delivery				
Wide gaps in health service data	<ul style="list-style-type: none"> • Availability of Laptops • Availability of personnel 	<ul style="list-style-type: none"> • Digital health tools • Develop digital health information systems; train staff on data management; integrate data platforms 	<ul style="list-style-type: none"> • Poor IT infrastructure • Limited technical expertise, funding shortages, and poor coordination 	<ul style="list-style-type: none"> • Weak data collection culture • Limited technical capacity for data management
Conclusion: Implementing digital health systems can close data gaps and improve planning				
Weak surveillance system	The existing health workforce can be trained for surveillance.	Strengthen surveillance systems; use data analytics; train health workers	Limited funding, lack of trained personnel, and weak coordination	Frequent public health threats Weak coordination between health facilities
Conclusion: Strengthening surveillance through training and digital tools can enhance disease control				
High health staff attrition rates	Availability of skilled Personnel's	Incentives and career development programs to retain staff	Limited funding for salaries and benefits	High workload and poor working conditions
Conclusion: Retention strategies, including better pay and conditions, are essential to stabilize the health workforce				
Inadequate quality of care and client safety	Community feedback can improve service quality	Federal performance management systems for quality assurance	Limited resources for training and equipment	Corruption and inefficiencies in service delivery
Conclusion: Quality assurance systems and anti-corruption measures can enhance care and safety				
Incidence of vaccine-preventable diseases (YF, Measles)	Existing vaccination programs can be scaled up	Partnerships with the WHO and NGOs for vaccine distribution	Weak supply chains and low coverage in rural areas	Vaccine hesitancy and logistical challenges
Conclusion: Strengthening supply chains and awareness campaigns can reduce vaccine-preventable diseases				
Geographical disparities in access to quality education	Availability of land	High students-Teacher ratio	Inadequate school facilities in rural areas	Regional variations in education access
Conclusion: Decentralized education programs and infrastructure investment can reduce disparities				

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
Inadequate teacher motivation	Local teacher training programs can boost morale	Incentives like housing and bonuses to retain teachers	Low salaries and poor working conditions	Lack of recognition and career progression
Conclusion: Improving teacher incentives and support can enhance motivation and retention				
Inadequate supervision and monitoring of schools	Community leaders can support school oversight	Partnerships with media and NGOs for monitoring	Skeletal staffing and inadequate funding	Poor coordination among the education authorities
Conclusion: Community-based monitoring and increased funding can improve school oversight				
High incidence of personally identifiable information among vulnerable households	Fertile land supports income-generating activities to reduce poverty	Social protection programs like NUSAF can be expanded	High dependency ratios and limited economic opportunities	Persistent poverty in remote areas
Conclusion: Expanding social protection and economic opportunities can reduce poverty among vulnerable groups				
Inadequate and limited coverage of social protection programs	Existing programs can be scaled with donor support	Partnerships with UNICEF and NGOs for broader coverage	Limited funding and bureaucratic inefficiencies	Exclusion of marginalized groups from programs
Conclusion: Streamlining administration and increasing funding can enhance social protection coverage				
Inadequate gender mainstreaming in policy, planning, monitoring, and evaluation	Community advocacy groups can promote gender equality	Gender integration programs like those in Bihar, India, can be adapted	Limited awareness and expertise in gender mainstreaming	Cultural barriers to gender equality
Conclusion: Training and policy reforms can improve gender mainstreaming in development processes				
High unemployment rate among PWDs	Skilled and trained human resources	Partnerships with NGOs for vocational training for PWDs	Limited access to training and job opportunities	Social stigma and lack of inclusive policies
Conclusion: Inclusive employment programs and awareness campaigns can reduce unemployment among PWDs				
Prevalence of child abuse and child Labour	Community leaders can advocate for children's rights	Partnerships with NGOs for child protection programs	Limited enforcement of child protection laws	Poverty-driven child Labour and cultural norms
Conclusion: Strengthening legal enforcement and economic support can reduce child abuse and Labour				
Limited awareness of child rights and development issues	Community education programs can raise awareness	Media and NGO partnerships for awareness campaigns	Poor information dissemination channels	Cultural resistance to child rights advocacy
Conclusion: Community-based education and media campaigns can enhance child rights awareness				
Inadequate focus on youth development in rural areas	Youth engagement in agriculture and local projects	Programs like the Girl First Fund can target rural youth	Limited funding and programs for rural youth	Urban bias in development initiatives
Conclusion: Targeted youth development programs in rural areas can empower young people and reduce migration				

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
ENVIRONMENT, INFRASTRUCTURE, AND HUMAN SETTLEMENTS				
Weak legal and policy frameworks for disaster prevention, preparedness, and response	<ul style="list-style-type: none"> • Availability of NADMO • Availability of DVGs • Availability of Municipal Assembly • Relief items for victims 	<ul style="list-style-type: none"> • Availability of Donor and NGOs' support • Illegal mining activities 	<ul style="list-style-type: none"> • Inadequate logistics • Lack of enforcement of disaster management regulation • Reluctant to report early signs of disaster 	<ul style="list-style-type: none"> • Delay of relief items.
Conclusion: Potentials and opportunities exist. Embarking on continuous education and sensitization programs on disaster.				
Poor quality ICT services	<ul style="list-style-type: none"> • Availability of the ICT centre • Availability of trained ICT personnel • Availability of the district Assembly 	<ul style="list-style-type: none"> • Existence of institutions offering ICT programs • Availability of donor support 	<ul style="list-style-type: none"> • Inadequate ICT centres • Inadequate funds for the construction and expansion of ICT centres. 	<ul style="list-style-type: none"> • Inadequate and delayed funds from the government
Conclusion: Potentials and opportunities exist. The challenges can be managed through effective mobilization of local funds and dialogue with funding agencies for the timely release of funds				
Poor and inadequate maintenance of infrastructure	<ul style="list-style-type: none"> • Availability of infrastructure • Availability of land • Availability of Labour • Availability of Traditional Authorities • Existence of Municipal Assembly • Availability of stakeholders • Availability of M&E team 	<ul style="list-style-type: none"> • Support from the Government of Ghana • Donor support NGOs available 	<ul style="list-style-type: none"> • Poor monitoring and evaluation of projects • Low participation of stakeholders in infrastructure development • Poor infrastructure management team • Inadequate funds 	<ul style="list-style-type: none"> • Over-politicization of government projects • Inadequate and untimely release of funds
Conclusion: Institution of a good infrastructure management team and full involvement of stakeholders in planning and implementation of infrastructure will address the constraints. The challenges can be managed through effective mobilization of local funds and dialogue with funding agencies for timely release of funds				
Weak enforcement of planning and building regulations	<ul style="list-style-type: none"> • Existence of planning and building regulations • Existence of a physical planning department • Security Services 	<ul style="list-style-type: none"> • Existence of state laws • Availability of National Building Code 	<ul style="list-style-type: none"> • Non-enforcement of the building law • Lawlessness on the part of some developers. • Inadequate logistics 	<ul style="list-style-type: none"> • Delays in the approval of planning schemes at the national level
Conclusion: Weak enforcement of Planning and building regulations can be solved through intensive education and proper collaboration between physical planning and the security services in the district.				
Unregulated exploitation of rural economic resources	<ul style="list-style-type: none"> • Presence of the Forestry department • Existence of by-laws to protect the environment 	<ul style="list-style-type: none"> • Existence of the Environmental Protection Agency 	<ul style="list-style-type: none"> • Inadequate logistics • Weak enforcement of bylaws 	<ul style="list-style-type: none"> • Weak collaboration among institutions responsible for protecting the environment • Unfavorable climatic conditions

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
	<ul style="list-style-type: none"> Security services (e.g., police, prisons) available Existence of forest reserve, Presence of timber 		<ul style="list-style-type: none"> Involvement of traditional authorities in the exploitation 	
Conclusion: Significant potential and opportunity exist to regulate the exploitation of rural economic resources. The constraints can be addressed through education and strict enforcement of bylaws. Challenges can be managed through effective collaboration among the institutions responsible for protecting the environment.				
Inadequate access to regular water supply services	Presence of GWCL	Investment in water treatment and distribution systems	Limited infrastructure for water supply	High costs and maintenance issues
Conclusion: Leveraging local water resources with infrastructure investment can improve access to clean water				
Poor ownership of climate change interventions	Fertile land supports climate-resilient agriculture	Partnerships with NGOs for climate adaptation programs	Limited awareness and funding for climate initiatives	Resistance to adopting new practices
Conclusion: Community education and funding for climate-smart agriculture can enhance ownership of interventions				
Poor quality and inadequate road transport network and drainage system	Existing road networks can be upgraded and reshaped	Funding from programs ministry of the Highway	Poor maintenance and limited financing	Difficult terrain and high construction costs
Conclusion: Prioritizing Road upgrades with external funding can improve connectivity and economic activity				
Weak enforcement of building regulations	Availability of the Building and Inspectorate Unit	Adoption of clear regulatory frameworks	Limited capacity for enforcement	Corruption and non-compliance
Conclusion: Strengthening regulatory frameworks and anti-corruption measures can ensure compliance				
Limited financing for maintenance	Local revenue from agriculture and markets	External funding from donors and NGOs	Weak revenue-generating capacity	High maintenance costs and mismanagement
Conclusion: Improving local revenue systems and securing donor funds can support infrastructure maintenance				
GOVERNANCE, CORRUPTION, AND PUBLIC ACCOUNTABILITY				
Ineffective sub-structures	<ul style="list-style-type: none"> Availability of established structures Local political commitment Availability of District-level staff DACF/IGF 	<ul style="list-style-type: none"> Legal backing for substructures Existence of DACF/RFG Support from CDD Ghana 	<ul style="list-style-type: none"> Inadequate funds Inadequate logistics Lack of commitment from communities 	<ul style="list-style-type: none"> Large size of members of the substructures Inadequate funding Disruption of activities due to the change of appointees
Conclusion: Government commitment to channeling of resources as part of its decentralization policy to strengthen district substructures will address any inefficiencies				
Weak involvement and participation of the	<ul style="list-style-type: none"> Existence of MPCU 	<ul style="list-style-type: none"> National Development Planning Commission 	<ul style="list-style-type: none"> Inadequate funds to conduct regular meetings 	

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
citizenry in planning and budgeting	<ul style="list-style-type: none"> • Availability of assembly members • Existence of Assembly Members, • District Subcommittee, 	<ul style="list-style-type: none"> • Availability of • Collaborating with and implementing agencies 	<ul style="list-style-type: none"> • Absenteeism • Difficulty in accessing island communities 	
Conclusion: The MCD should ensure that funds allocated to organizing MPCU and any other subcommittee meeting regarding the review and adoption of plans are available. Different modes of communication should be adopted to ensure full participation of stakeholders.				
Weak involvement and participation of the citizenry in planning and budgeting	<ul style="list-style-type: none"> • Availability of regular public hearings • Fee fixing resolution Durbar • Town hall meetings • Information centres. 	<ul style="list-style-type: none"> • Availability MLGCRA NCCE 	<ul style="list-style-type: none"> • Illiteracy Inferiority • Lack of sensitization about the need to partake in planning and budgeting 	<ul style="list-style-type: none"> • Politics
Conclusion: Enough potential and opportunity exist to ensure full participation of the citizenry in planning and budgeting. The constraints and challenges can be solved through mass education.				
Inadequate service delivery	Existing district assembly structure for service delivery	Adoption of e-GP systems to improve efficiency and transparency	Weak capacity at sub-structure levels	Bureaucratic inefficiencies and corruption
Conclusion: Digitalization and capacity building can enhance service delivery and reduce inefficiencies				
Weak monitoring and evaluation system	<ul style="list-style-type: none"> • Existing M&E framework • Stakeholder awareness 	<ul style="list-style-type: none"> • Training and capacity building • Technological leveraging • Collaborations and partnerships with experts 	<ul style="list-style-type: none"> • Limited capacity • Inconsistent implementation 	<ul style="list-style-type: none"> • Data security risks • Limited funding • Resistance to change by stakeholders
Conclusion: Leveraging the existing framework, enforcing training, and effective collaborations with experts will help strengthen the monitoring and evaluation system				
Lack of electricity at newly developed sites	<ul style="list-style-type: none"> • The existence of ECG • Government support • Individual innovative solutions 	<ul style="list-style-type: none"> • Renewable energy integration • Smart grid technologies • Private sector funds to support 	<ul style="list-style-type: none"> • Limited accessibility to these newly developed areas • Technical challenges • High initiation costs 	<ul style="list-style-type: none"> • Complex regulatory framework by the ECG • Bureaucratic process • Funding constraints
Conclusion: Electricity extension to newly developed sites will foster equitable benefit of national service and foster educational and other commercial activities				
Inadequate and limited coverage of social protection programs	Community leaders can disseminate safety information	<ul style="list-style-type: none"> • Media and NGO partnerships for awareness campaigns • The work of the police 	Poor information storage and dissemination channels	Limited access to media in rural areas
Conclusion: Community-based awareness campaigns can improve public knowledge on safety and security				
Poor police visibility	<ul style="list-style-type: none"> • Community engagement • CCTV cameras along the streets 	<ul style="list-style-type: none"> • Increased funding 	<ul style="list-style-type: none"> • Limited resources • Inadequate patrols 	<ul style="list-style-type: none"> • Crime trends

Issues to be Addressed	Strength	Opportunity	Weakness	Threats
	<ul style="list-style-type: none"> • Assistance by the local people • Police patrols 	<ul style="list-style-type: none"> • Technology advancements • Collaborations with private entities 	<ul style="list-style-type: none"> • Lack of transparency 	<ul style="list-style-type: none"> • Public distrust due to police misconduct • Resource constraints
Conclusion: An enabled police visibility will ensure high social security, and this can be enhanced by community and official interventions				

Source: MPCU, 2025

2.6 Medium-Term Needs Assessment and Projections

The Medium-Term Needs Assessment and Projections gives a futuristic view and expected dynamics of the population and its variables, and contains an analysis of the development indicators and projections for the future developments in the Municipality. It represents a critical component of the Medium-Term Development Plan (MTDP), serving as the analytical foundation for setting realistic goals, allocating resources efficiently, and guiding policy direction over the planning period. This section identified the pressing developmental needs of the district and projects future demands based on demographic trends, economic indicators, infrastructure gaps, service delivery performance, and stakeholder expectations.

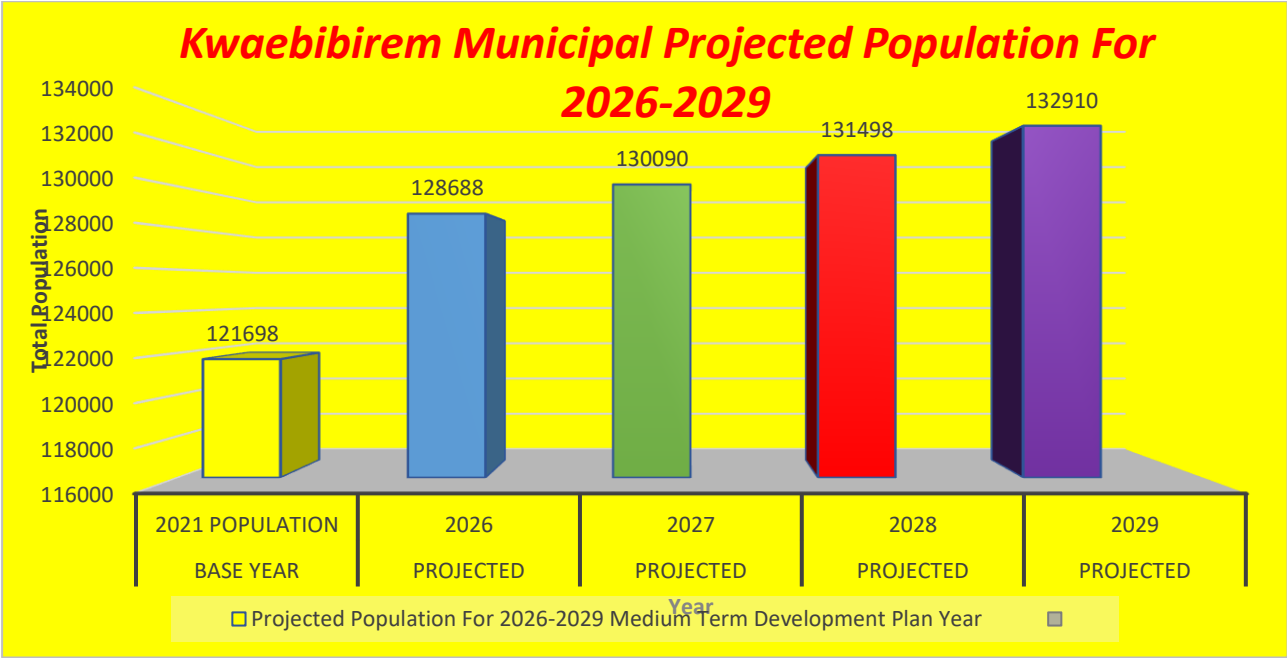
2.6.1 Demographic Structure

The population of the Kwaebibirem Municipal has been growing steadily since 2021, and projections show an increasing trend for the next four years, all other things being equal.

2.6.2 Population Projections

The total population for the municipality in the 2021 population census was 121,698. With the regional growth rate of 1%, the total population estimated at the end of 2026-2029 is as follows: 128,688, 130,090, 131,498, and 132,910, respectively.

Figure 14: Population Projections of Kwaebibirem



Source: MPCU, 2025

2.6.2.1 Implications of the projections

The demographic trends can have the following implications:

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

2.6.3 Strategic Development Proposals

1. Intensify skills training with the provision of start-ups and creating access to low-interest loans to aid business development.
2. Encourage vegetable cultivation and animal rearing to supplement the current focus on tree crops (Cocoa, Rubber, and Palm).
3. Explore and develop tourism, sports, and arts potentials
4. Enforce Environmental laws
5. Control unauthorized development

2.6.4 Local Economy

Projections made on employment in the various sectors of the local economy are based on the following assumptions:

- The population growth rate would remain constant
- There will be phenomenal investments in the Agric sector phenomenal multiplier effect on infrastructure, within the planned period
- The agriculture sector would reduce its per capita population in favor of the Service and Manufacturing/Mining sector, in view of the growing urban population

In terms of the sector, the Agric sector is projected to marginally reduce from 58% to 56% by 2025 owing to possible urbanization. The service sector is expected to be the net beneficiary of population increase from 11% to 12%, while manufacturing is expected to marginally increase from 31% to 32% due to the rollout of interventions such as the community mining and support for agro-processing.

Table 9: Labour Force Projections

Year	Population of Labour Force	Percentage of total population
2024	80,001	55.3
2025	81,921	
2026	83,888	
2027	85,900	
2028	87,962	
2029	90,073	

Source: MPCU, 2025

2.6.5 Projection of Levels of Food Production

As a result of the anticipated increase in the population of the Municipality, as depicted by the demographic projections, it is necessary to assess the future food situation in the Municipality. Based on the estimated population and the current production situation, the following assumptions were made:

1. The Municipal growth rates for the various crops and animal/livestock would marginally increase by at least 5% throughout the plan period.
2. There will be an increase and efficient extension service to farmers.
3. There will be an improvement in the Municipality's transportation system.
4. There will be efficient marketing channels and good prices for the farmers.

The table below shows the estimated crop production levels in the municipality in metric tons. Projections are based on the current levels of production, which are assumed to remain constant throughout the plan period.

Table 10: Production level projection table

Year	Crops (mt)										Animals							
	Oil palm		Maize		Rice		Cassava		Plantain		Sheep		Goat		Pig		Poultry	
2025	476,423	18.61%	3,526.80	19.80%	702.5	18.61%	5,661.30	17.74%	3,208.40	19.02%	18,537	16.06%	49,595	17.05%	2,147	12.18%	249,198	15.74%
2026	488,333.58	19.08%	3,544.43	19.90%	727.79	19.28%	6,000.98	18.80%	3,288.61	19.50%	20,576.07	17.82%	53,562.60	18.41%	2,683.75	15.23%	279,101.76	17.63%
2027	500,542	19.55%	3562.15	20.00%	753.99	19.975%	6,361.04	19.93%	3,370.83	19.99%	22,839.44	19.78%	57,847.61	19.88%	3,354.69	19.04%	312,593.97	19.75%
2028	526,069.56	20.55%	3,579.96	20.10%	781.13	20.694%	6,742.70	21.13%	3,455.10	20.49%	25,351.78	21.96%	62,475.42	21.47%	4,193.36	23.80%	350,105.25	22.11%
2029	568,681.19	22.21%	3,597.86	20.20%	809.25	21.44%	7,147.26	22.40%	3,541.48	21.00%	28,140.48	24.38%	67,473.45	23.19%	5,241.70	29.75%	392,117.88	24.77%

Source: Department of Agriculture, Kade, 2025

2.6.6 Health Sector Projections by 2029

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

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

Table 11: Health Personnel Projections

Category	No. Existing	No. Required
	2025	2029
Medical Doctor	7	30
Physician assistant	8	15
Anaesthetist	4	8
Professional nurse	126	151
Midwives	59	16
ENT nurse	1	5
Mental health officer	4	16
Community Health Nurses	59	88
Enrolled Nurses (Cert. Nurses In Green)	90	98
Health/ward assistant	6	16
Dispensary assistant	18	26
Biomedical scientist	3	4
Laboratory assistant	9	17
Physiotherapist	1	3
Total	188	493

Source: Municipal health directorate, 2025

Table 12: Distribution of Health Facilities by Sub-Districts

Type of Facility	Number Existing	Number required	Surplus	Backlog
Hospital	1	2	-	1
Health centres	4	8	-	4
CHPS Zone	30	39	-	9
CHPs Compound	13	39		26

Source: Municipal Health Directorate, 2021

2.6.7 Projections for the Education Sector

Government efforts in the education sector are geared towards increasing school participation at all levels. To achieve quality basic education in the Municipality, the number of classrooms and teachers that would be needed was projected. These projections are based on the following assumptions:

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

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

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

Table 13: Educational facilities by 2029

Type of facility	Number existing	Number required	Surplus	Backlog
KG	76	105	-	29
Primary	78	100	-	22
JHS	74	95	-	21
SHS/Tech/Voc	2	3	-	1

Source: Municipal Education Directorate, 2025

Although the existing school infrastructure at the primary and JHS levels is not stressed, the situation is affected by the sparse nature of the communities, which has affected the distribution. There is therefore a need to consider accessibility and population to redistribute the facilities according to the needs of specific communities.

Table 14: Estimated population of school-going age – basic education

Year	Projected Total Population	KG (4-6)	Primary (6-12)	JHS (13-15)
2025		17,963	21,866	11,664
2026	128,688	18,442	22,439	11,993
2027	130,090	18,933	23,026	12,329
2028	131,498	19,435	23,626	12,672
2029	132,910	19,950	24,241	12,672

Source: Municipal Education Directorate, 2025

2.6.7.1 Demand for Classrooms

The phenomenon of the school-going age constituting half of the entire municipality's population underlies the demand for more classrooms in the municipality. The following standards were considered in the projection of the demand for classrooms in the municipality.

- The maximum class size for KG is 50
- The maximum class size for Primary is 45

The table below shows the projections made for the planned period using the above standards and the available facilities. The table clearly shows that there is a stress number for classrooms, and this would increase significantly if the existing number of classrooms remains the same. In order to avoid unbearable overcrowding of classrooms, there should be a policy for the delivery of educational infrastructure at the KG level.

Table 15: Demand for Classrooms

Year	KG			Primary			JHS		
	EN	RN	SN	EN	RN	SN	EN	RN	SN
2025	361	339	22	1,090	530	-	463	303	-
2026	370	408	38	1,117	543	-	475	310	-
2027	378	418	40	1,143	556	-	486	318	-
2028	387	428	41	1,171	569	-	497	326	-
2029	396	459	63	1,999	583	-	509	333	-

Source: Municipal Education Directorate, 2025

EN-Existing Number, RN-Required Number, SN-Stress Number

2.6.8 Revenue Projections

2.6.8.1 Source of Funding

The main sources of funding for the 2026 – 2029 District Medium Term Development Plan shall include Internally Generated Fund (IGF), Government of Ghana (GoG) direct transfers, District Assemblies' Common Fund (DACF), District Assembly Common Fund Responsive Factor Grant (DACF- RFG), and funding for planned programs of development partners and Donors. The projected revenue for the plan period is One Hundred and Forty-Eight Million, Six Hundred and Seventy Thousand, Eight Hundred and Thirty-One Ghana Cedis, Forty-One Pesewas (GH¢ 148,670,831.41) as shown in Table 16 detailing the percentage contribution of each of the revenue sources to the MTDP. It reveals that DACF (63.48%) will constitute the largest revenue source for the plan, while IGF will contribute 6.67 % of the revenue sources to the 2026 – 2029 MTDP.

2.6.8.2 Strategies for Revenue Mobilization

- Expand the Kade market and construct more satellite markets to encourage trade
- Construct two revenue check points at Larbikrom and Dome
- Organize stakeholder consultation on fee fixing resolution and post reports on notice boards in the District annually
- Organize revenue performance review meetings
- Organize revenue mobilization trainings for Revenue staff.
- Annual update of revenue data of the District
- Embark on a comprehensive rate payer sensitization /consultative exercise
- Publication of the fee fixing resolution and the annual budget
- Organizing a meeting with all revenue collectors and other stakeholders to find ways to improve revenue generation.

Table 16: Revenue Projections (2026 – 2029)

Revenue Item	2026 (GH¢)	2027 (GH¢)	2028 (GH¢)	2029 (GH¢)	Sub Total (GH¢)	Percentage (%)
IGF	2,136,874.30	2,350,561.73	2,585,617.90	2,844,179.69	9,917,233.63	6.67
Compensation transfers	7,409,732.48	7,780,219.11	8,169,230.06	8,577,691.57	31,936,873.22	21.48
Goods and Services Transfers	109,703.00	115,188.15	120,947.56	126,994.94	472,833.65	0.32
DACF	21,897,669.45	22,992,552.93	24,142,180.57	25,349,289.60	94,381,692.56	63.48
DACF- RFG	2,675,632.46	2,809,414.08	2,949,884.79	3,097,379.03	11,532,310.35	7.76
Donor (MAG and GPSNP)	107,472.00	107,472.00	107,472.00	107,472.00	429,888.00	0.29
Total	34,337,083.70	36,155,408.00	38,075,332.89	40,103,006.83	148,670,831.41	100.00
GRAND TOTAL	148,670,831.41					

Source: Municipal Budget Unit, 2025

2.6.9 Expenditure Projections

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

It is projected that a total of One Hundred Fifty-One Million, Seven Hundred and Eighty-Seven Thousand, Two Hundred and Thirty-Five Ghana Cedis, Ninety Pesewas (GHC151,787,235.90) will be spent on the three main expenditure areas within the four years as shown in Table 17. The share of compensation is projected to be GHC67,046,254.12 (44.17%), that of goods and services is projected at GHC 47,639,270.95 (31.39%) while asset is projected at GHC37,101,710.84 (24.44%).

Table 17: Expenditure Projection (2026-2029)

Expenditure Item	2026	2027	2028	2029	Sub Total	%
Compensation	14,446,510.26	15,891,161.29	17,480,277.41	19,228,305.16	67,046,254.12	44.17
Goods and Services	10,264,872.00	11,291,359.20	12,420,495.12	13,662,544.63	47,639,270.95	31.39
Assets	8,582,248.10	9,440,472.91	9,085,233.25	9,993,756.58	37,101,710.84	24.44
TOTAL	33,293,630.36	36,622,993.40	38,986,005.78	42,884,606.36	151,787,235.90	100.00

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This Chapter presents the identified key development priorities emanating from the key issues and problems collated during the review of the performance under Chapter Two. The identified issues are harmonized with the community needs and aspirations gathered from community engagement and scored in order to examine their relationship and relevance.

3.1 Harmonization of Issues and Aspirations

The identified issues, together with community issues and aspirations gathered from community engagement, were harmonized with the policy framework and subjected to Strategic Environmental Assessment using a compound matrix and sustainability test to determine their sustainability. These issues were equally taken through POCC analysis to help identify the real needs and determine their implementation feasibility. The prioritized development issues and aspirations are presented in order of their importance according to the scores.

3.2 Key Development Priorities Issues

1. Low revenue mobilization
2. Limited access to credit for SMEs and farmers
3. Low and quality finished products from agro processing
4. Poor and limited market infrastructure
5. weak monitoring and evaluation system
6. high cost of production inputs
7. low level of commercial farming
8. inadequate extension and veterinary services
9. high post-harvest losses
10. poor quality of education at the basic level
11. inadequate and poor state of educational infrastructure and TLMs
12. inadequate and limited access to health infrastructure and care
13. A low number of women in political and public offices
14. Inadequate and limited coverage of social protection programs
15. inadequate opportunities for PWDs to develop and utilize their potentials
16. poor sanitation coverage
17. inadequate supply of potable water

18. poor quality and inadequate road transport network and drainage system
19. lack of electricity at newly developed sites
20. Inadequate and faulty street lights in major communities
21. Inadequate support for community-initiated projects
22. Weak enforcement of planning and building regulations
23. ineffective sub-structures
24. weak involvement and participation of the citizenry in planning and budgeting
25. Inadequate service delivery
26. Lack of tourism potential
27. poor police visibility
28. Destruction of farm lands by mining activities
29. Inadequate funds to implement agricultural activities
30. lack of an oxygen cylinder

The prioritization of the issues for the Medium-Term Development Plan was carried out through a systematic and participatory approach. Key stakeholders, including community representatives, government officials, sector experts, and development partners, were engaged to ensure that the identified priorities reflect local Issues and development aspirations. The Pairwise ranking tool was used to come up with the most pressing issues.

The process began with a comprehensive assessment of existing conditions and challenges, followed by a review of available resources and institutional capacities. Criteria such as the impact on a large proportion of the citizens, especially the poor and vulnerable, were considered.

Again, the significant multiplier effect of the issue on the local economy – attraction of enterprises, job creation, increases in incomes, growth, and alignment with national development goals were applied to rank proposed issues. Through consultative workshops and technical evaluations, consensus was reached on priority areas that balance immediate needs with long-term strategic objectives.

These factors were considered in the prioritization process:

- ✚ The severity and diversity of the problem and the intended benefits of the need (social, economic, environmental, and cultural, etc.)
- ✚ The significant multiplier effect on economic efficiency (e.g., attraction of investors, job creation, increase in income, and growth.
- ✚ The significant linkages' effect on meeting basic human needs and rights
- ✚ The significant effects on the sustainable spatial development of designated spaces.

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES

4.0 Introduction

This chapter presents the formulation of development goals, objectives, and strategies that serve as the foundation for the medium-term development plan. It also highlights the municipality's development goals, objectives, and strategies that will be adopted to achieve the desired development. It emphasizes establishing clear, measurable, and achievable targets aligned with the overall vision and priorities. A key feature of this chapter is the assessment of goal compatibility through the use of a goal compatibility matrix, ensuring that proposed objectives are coherent, mutually reinforcing, and free from conflicts. Additionally, the chapter highlights how development proposals are strategically integrated with spatial plans to promote balanced regional growth and optimal resource utilization. Together, these components provide a comprehensive framework to guide effective policy implementation, resource allocation, and monitoring within the medium-term planning horizon.

4.1 District Development Goals

The district development goals formulated reflect the national goal of the NMTDPF 2026-2029. The overall District's development goal for the 2026-2029 plan period is

1. Create an enabling environment for economic growth and development
2. Promote a fair and balanced society for the well-being of all
3. Protect the natural environment, build resilient communities and infrastructure
4. Maintain a firm, unified, and safe municipality

In the achievement of the District's goal, the following underlined Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) objectives have been set under the various thematic areas in consonance with the NMTDP 2026-2029 Objectives and strategies. The above notwithstanding, the achievement of these objectives has been enhanced through the formulation of strategies to achieve them.

The MPCUs formulated Strategies and Objectives based on the prioritized sustainable issues. The Objectives and Strategies were subjected to Strategic Environmental Assessment (SEA) using the Compound Matrix and Sustainability Test to determine their sustainability. The objectives and strategies or purposes of this assessment were to:

- Identify areas of strong synergy where goals reinforce one another.
- Highlight any potential tensions that require integrated planning.

- Support coordinated policy development by informing prioritization and resource alignment.

The assessment of the four strategic goals using a Goal Compatibility Matrix reveals strong overall alignment, with no significant conflicts between goals, as shown in the Appendix.

Table 18: matrix on Development Goals, Objectives, Strategies, and Programs

Prioritised Issues	Goals	Objective	Aligned National Objectives	Strategies	Development Programs
Economic Development Dimension					
Low revenue mobilization due to inadequate data, leakages, and loopholes	Create an enabling environment for economic growth and development	Increase IGF by 10% annually	Ensure improved fiscal performance and sustainability	<ul style="list-style-type: none"> Collect and update revenue data Identify and develop new revenue items Intensify fee fixing engagements Minimize revenue leakages (Monitoring, Evaluations, and audit) Embark on rigorous public education Encouraging citizens' participation in programs Build the capacity of revenue collectors for effective mobilization of revenue 	Financial Management Program
Limited access to credit for SMEs and farmers		Build capacity to 400 SMEs and link them to financial institutions to access funds by the end of 2029	Boost credit access for local traders	<ul style="list-style-type: none"> Training of youth in employable skills district-wide. Build the capacity of Agro-based processing groups. Encourage palm oil extractors to acquire improved machinery Build the capacity of small-scale businesses to access funds and benefit from NEIP 	Financial Management Program
Low output from agro processing		<ul style="list-style-type: none"> Improve palm oil quality and output by 20% by 2029 Store 50% of the palm oil produced at peak season annually Establish 1 pellet production plant by 2029 	create an enabling agribusiness environment	<ul style="list-style-type: none"> Organize quality improvement, labeling, and branding training Organize demonstration visits for processors Procure and install bulk palm oil storage tanks Produce pellets from empty oil palm trunk, fruit bunch, and mesocarp	Agriculture Modernization and Post-Harvest Management Program
Poor and limited market infrastructure		<ul style="list-style-type: none"> Improve market infrastructure in 8 communities by the end of 2029 	Expand market reach for Ghanaian Products globally	<ul style="list-style-type: none"> Expand the Kade market Establish 8 satellite markets at Takyiman, Adankrono, Jamestown, Aweam Nkwantanang Dompem damang, Akawani Bomso Improve sanitation at market centres 	Local Economic Development Program
Under the development of sports and Tourism		<ul style="list-style-type: none"> Develop one tourist site by December 2028 Construct 1 sports stadium with recreational facilities by 2029 	Enhance sports and recreational infrastructure for all	<ul style="list-style-type: none"> Collaborate with the private sector to develop tourism Support culture and festival activities Collaborate with the private sector to construct a sports stadium	Youth and Sports Development Program

Prioritised Issues	Goals	Objective	Aligned National Objectives	Strategies	Development Programs
Economic Development Dimension					
High cost of production inputs		Increase registered FBOs from 28 to 35 by the end of 2028	Formalise the informal economy	<ul style="list-style-type: none"> Form and strengthen farmer/Business Associations to enhance access to credit/farm inputs. Establishment of the satellite market for rice 	Agriculture Modernization and Post-Harvest Management Program
Low level of commercial farming		<ul style="list-style-type: none"> Increase organic high-yielding oil palm production by 8% annually Increase rice production by 3.6% annually Increase the yield of staple crops by 10 % by 2025 Transform 12% of subsistence farmers to commercial farmers by the end of December 2029 		<ul style="list-style-type: none"> Build the capacity of farmers in tree planting agriculture Support the PERD program Establish high-yielding organic oil palm necessities Support the planting for food and jobs Establish demonstration farms Ensure easy and affordable access to farming technology. Supporting rearing for food and jobs Ensure easy access to organic fertilizer 	Agriculture Modernization and Post-Harvest Management Program
Inadequate extension and Veterinary services		<ul style="list-style-type: none"> Increase extension coverage from 56 to 82 percent by the end of the planned period Establish 2 additional Veterinary clinics by 2025	Enhance agricultural production and agri-business for the economy transformation	<ul style="list-style-type: none"> Improve extension services. Improve veterinary services. Establish demonstration farms Support regular vaccination of livestock Promote animal health Support the Rearing of Food	Agriculture Modernization and Post-Harvest Management Program
High post-harvest losses		Reduce the incidence of post-harvest loss of major staples by 20% by the end of 2029	Improve post-harvest management	<ul style="list-style-type: none"> Improve road networks to connect farms and marketing centres Build capacity of agro processing groups Facilitate the provision of storage infrastructure with drying systems at the district level, Facilitate the acquisition of agro-processing equipment.	Agriculture Modernization and Post-Harvest Management Program
Issues	Goals	District Objective	Aligned National Objectives	<ul style="list-style-type: none"> District Strategies 	Development Programs
Social Development Dimension					

Prioritised Issues	Goals	Objective	Aligned National Objectives	Strategies	Development Programs
Economic Development Dimension					
Poor quality of education at the basic level	Promote a fair and balanced society for the well-being of all.	<ul style="list-style-type: none"> Improve BECE performance from 58% to 95% in 2029 Increase enrollment by 20% at all levels by the end of the planned period 	Promote inclusive education	<ul style="list-style-type: none"> Facilitate the postings of teachers Intensify school monitoring and supervision Build community structures to participate in school management Improve access to TLM Undertake standardized mock exams for JHS	Education Improvement Program
Inadequate and poor state of educational infrastructure		Increase classrooms by 10 % by the end of December 2029 in levels	Promote effective maintenance culture	<ul style="list-style-type: none"> Construct and rehabilitate educational facilities 	Education Improvement Program
Inadequate and limited access to health infrastructure and care		<ul style="list-style-type: none"> Provide permanent structure for 4 CHPS compounds by the end of 2029 Operationalize 4 additional demarcated CHPS zones by the end of 2029 	Provide adequate health infrastructure and institute functional health logistic	<ul style="list-style-type: none"> Expand community Based Health Delivery. Involve community members in health care delivery. Provide residential and office accommodation for effective health delivery. Build the capacity of health personnel Accelerate the construction of the Permanent CHPS structure Resource CHO to undertake child welfare clinic and home visits	Health Improvement Program
Lack of comprehensive knowledge of HIV and AIDS/STIs	•	<ul style="list-style-type: none"> To reduce HIV infection by 50% by the end of 2025 Build the capacity of 80% health care providers on HIV and AIDS case Management by the end of 2029 	Reduce the Incidence of new STIs, HIV, and AIDS, and other infections, especially among vulnerable groups	<ul style="list-style-type: none"> Intensify behavioral change strategies, especially for high-risk groups for HIV/AIDS and TB Intensify anti-stigma campaign Promote PMTC	Health Improvement Program
High Malaria Prevalence		Reduce malaria cases by 40 percent by 2029	Reduce incidence of non-communicable diseases	<ul style="list-style-type: none"> Support Malaria Control Programs Promote the use of insecticide-treated bed nets. Support immunization programs	Health Improvement Program
Inadequate and limited coverage of social protection programs		<ul style="list-style-type: none"> Increase beneficiaries on social protection programs by 18% by 2029 	Strengthen Social protection for the vulnerable	<ul style="list-style-type: none"> Expand LEAP to other communities Expand access to the school feeding program 	Vulnerability, Social and Child Protection Program

Prioritised Issues	Goals	Objective	Aligned National Objectives	Strategies	Development Programs
Economic Development Dimension					
Inadequate opportunities for PWDs to develop and utilize their potential		<ul style="list-style-type: none"> Ensure that 500 PWDs are economically independent by the end of December 2029 	Promote the active participation and equal inclusion of PWDs in all dimensions of social and economic development	<ul style="list-style-type: none"> Identify and register new PWDS Ensure the disbursement of PWD funds into income-generating activities Provide adequate support for PWDs in vocational training and technical skills acquisition Build the capacity of PWDs <p>Monitor the activities of PWDs</p>	Vulnerability, Social and Child Protection Program
Low number of women in political and public office		Increase women's participation in political and public office by 30% by the end of 2029	Promote economic empowerment of women	<ul style="list-style-type: none"> Identify and sensitize women natural leaders to take up roles Appoint more women to the GA 	Vulnerability, Social and Child Protection Program
High prevalence of teenage pregnancy		Reduce the incidence of teenage pregnancy by 11.2% to 4% by 2029	Improve maternal and adolescent reproductive health.	<ul style="list-style-type: none"> Formation of adolescent clubs in SHS Intensify family planning education to the youth, churches, and schools <p>Joint GHS / GES task force on early pregnancy prevention and contraceptive use</p>	Education and Training program
Poor sanitation coverage		<ul style="list-style-type: none"> Increase sanitation coverage from 60% in 2025 to 75% by the end of 2029 <p>Attain open defecation-free certificate for 20 communities by the end of December, 2029</p>	Promote efficient and sustainable waste management	<ul style="list-style-type: none"> Encourage the construction of household latrines Facilitate the completion and use of IPEP Toilets and First Ghana Toilets Enforce sanitation bye-laws <p>Acquire final solid waste disposal sites</p>	Water, Environmental Health, and Sanitation Program
Inadequate supply of potable water		Increase potable water coverage from 80 in 2025 to 95% by the end of 2029	Improve access to safe, reliable and sustainable water supply services for all.	<ul style="list-style-type: none"> Construct borehole facilities Mechanize existing boreholes to increase access to water Form and train water management committees in all communities <p>Ensure the periodic conduct of water quality tests by all water providers</p>	Water, Environmental Health, and Sanitation Program
Issues	Goals	District Objective	Aligned National Objectives	District Strategies	Development Programs

Prioritised Issues	Goals	Objective	Aligned National Objectives	Strategies	Development Programs
Economic Development Dimension					
Environment and Human Settlement Development Dimension					
Poor quality and an inadequate road transport network	Protect the natural environment, build resilient communities and infrastructure	<ul style="list-style-type: none"> Resurface 80 km road by the end of 2029 Improve drainage in 6 communities by the end of December 2029 	1 Improve efficiency and effectiveness of the road transport infrastructure and services	<ul style="list-style-type: none"> Expand and maintain the district road network Construct culverts Rehabilitate damaged systems	Transport Infrastructure and Safety Management Program
Lack of electricity in newly developed areas		Increase district electricity coverage 85% to 100% by % by the December 2029	Promote an efficient transmission and distribution system	Connect newly developed communities to the National grid	Spatial Development Program
Inadequate and faulty street lights in major communities		To enhance night security by procuring and installing 800 street lights by the end of 2029	Promote effective maintenance culture	<ul style="list-style-type: none"> Rehabilitate faulty street lights Install street lights on streets without lights Regularly maintain street lights.	Spatial Development Program
Inadequate support for community-initiated projects		Support 20 community-initiated projects by the end of December 2029	Strengthen fiscal decentralization	<ul style="list-style-type: none"> Identify projects initiated by communities Offer technical support Provide building materials to support community projects Monitor community projects	Local Economic Development Program
High incidence of disasters			<ul style="list-style-type: none"> Improve national resilience to hydrological threats Improve infrastructural resilience to geological threats 	<ul style="list-style-type: none"> Promote disaster Preparedness Facilitate formation of DVG Strengthen response mechanisms	Climate Change and Environmental Sustainability Program
Weak enforcement of planning and building regulations		<ul style="list-style-type: none"> Increase communities with layout from 15- 20 	Promote sustainable spatially integrated	<ul style="list-style-type: none"> Prepare additional layouts /planning schemes Undertake regular public education on land use Enforce building regulations 	Spatial Development Program

Prioritised Issues	Goals	Objective	Aligned National Objectives	Strategies	Development Programs
Economic Development Dimension					
		<ul style="list-style-type: none"> To ensure 80% of development in 15 communities conforms to approved layouts by 2025 Complete street naming in 5 major communities by 2029 	development of human settlements	<ul style="list-style-type: none"> Ground truthing and digitization of images for 3 major communities Prepare address maps and erect signage's 	
Over-exploitation of forest resources		Restore 60 hectares of degraded forest by the end of 2028	Safeguard forest and protected area,	<ul style="list-style-type: none"> Undertake tree planting at degraded sites Involve local communities in the management of the forest Intensify forest patrol	Climate Change and Environmental Sustainability Program
Issues	Goals	District Objective	Aligned National Objectives	District Strategies	Development Programs
Governance and Institutional Development Dimension					
Ineffective sub-district structures	Maintain a firm, unified, and safe municipality	Resource and operationalize 5 zonal councils by 2029	Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> Resource and strengthen zonal councils Promote interface between citizens, MCE, and MP Promote community visits	Sub-Structure Improvement Program
Weak involvement and participation of the citizenry in planning and budgeting		Increase stakeholder participation by 50 percent	Deepen political and administrative decentralization	<ul style="list-style-type: none"> Promote effective stakeholder involvement in the development planning process, local democracy, and accountability Frequently organize town hall meetings, public hearings, and community-wide meetings Involve communities in the identification and implementation of projects Intensify fee fixing engagements.	Governance, Accountability and Public Safety Improvement Program
Inadequate Service Delivery		<ul style="list-style-type: none"> Build the capacity of 60% of staff by the end of 2029 	Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> Organize a workshop for staff on different topics Facilitate the posting of more staff to the district Provide office and residential accommodation for staff Provide office equipment and furniture to staff Promote workplace policy	Governance, Accountability, and Public Safety Improvement Program

Prioritised Issues	Goals	Objective	Aligned National Objectives	Strategies	Development Programs
Economic Development Dimension					
Weak monitoring and evaluation system		<ul style="list-style-type: none"> To evaluate all landed properties in 6 major communities by the end of December 2029 Prepare and approve the action plan and budget with full participation of stakeholders annually Implement at least 80 percent of activities and projects of the District Medium Term Plan by the end of December 2029 	Deepen transparency and public accountability	<ul style="list-style-type: none"> Discourage implementation of projects outside the plan Regular monitoring of plan implementation Implementation communication	Co-ordination, Monitoring, Evaluation, and Learning Program

Source: MPCU, 2025

4.2 Integration of Spatial Plans

The Medium-Term Development Plan acknowledges the varied socio-economic, environmental, and infrastructural conditions present across different geographic zones within the Kwaebibirem Municipality, including peri-urban areas, rural communities, and marginalized populations. The district is yet to develop a Spatial Development Framework, which will serve as a guiding tool for the integrated spatial development of the district for more than 20 years.

4.3 Development Options (Development Proposals)

Carefully examining the district's development issues and its spatial characteristics in relation to the national policy, Agriculture-led municipal development was chosen ahead of urbanization and industrialization options at a stakeholders' consultative meeting.

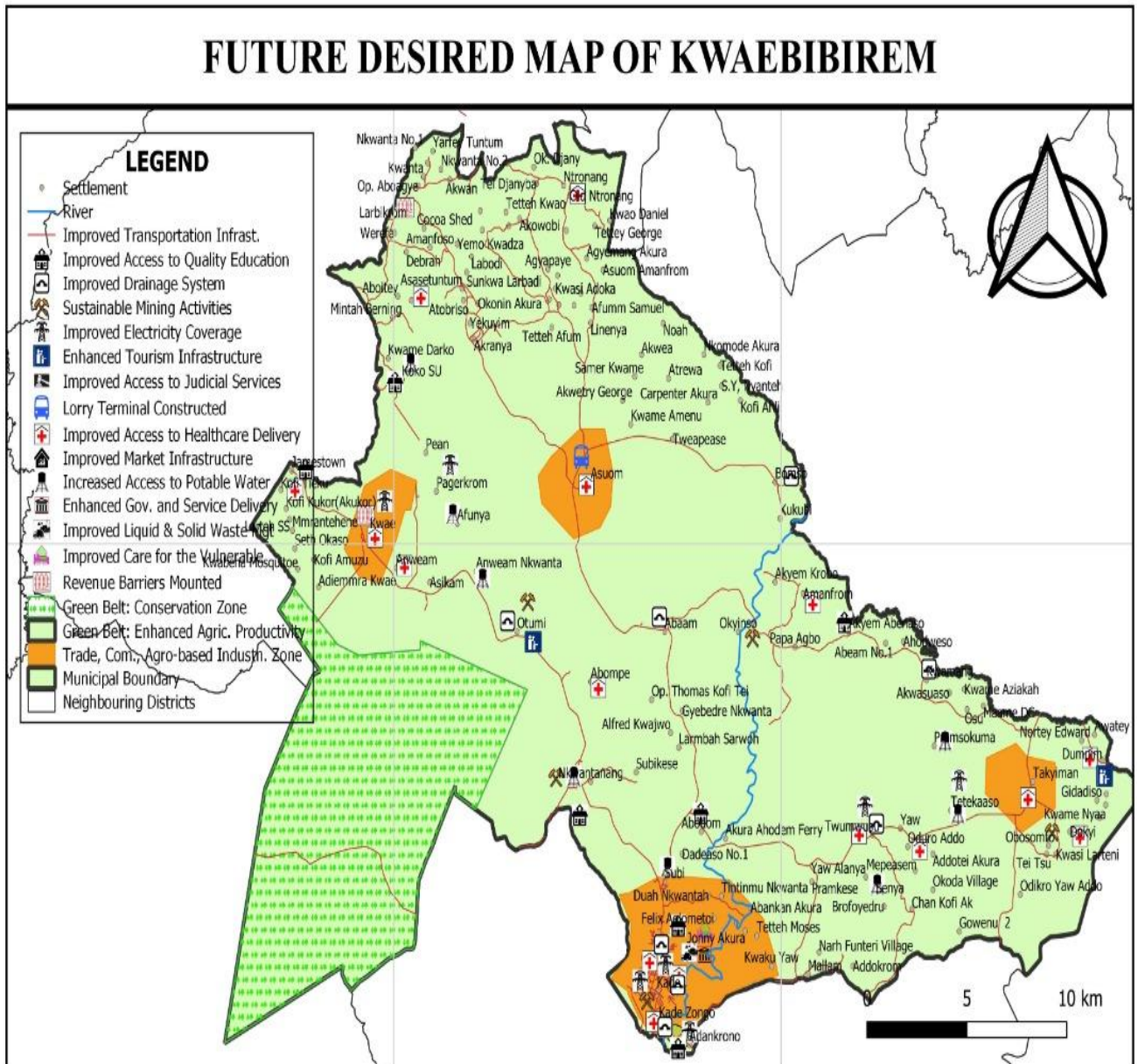
4.4 Agriculture-led Development and Growth Option

This option proposes a continuous focus on farming. The physical productivity of the proposed investment is not the only consideration, but the social value of the output, reflected by the social welfare function in general.

Attention will be given to improving traditional subsistence farming and promoting commercialization while providing basic infrastructure in health, education, transportation, water, and sanitation in rural communities. Equally important is investment in agro-based agribusiness and agro processing, which will eventually utilize the output from the improved farming and also drive urbanization and infrastructure development across the municipality. Pursuing this option could truncate unplanned development of the first-order settlements, especially the district capital.

Kade, Asuom, Kwae, and Takyiman have been identified as potential industrial enclaves as they currently play important roles in the socio-economic development. In achieving the municipality's goals, the above-listed have been set under a strategic area of operations, which will serve as a hub. With a sizeable Economic force and an availability of land, these communities will have a trickling down effect as proposed activities spring up.

Figure 15: Desired Future Map



Source: MPCU, 2025

The map in Figure 4.2 indicates the desired outlook of the municipality resulting from investment in the agriculture sector. Significant improvement and expansion of the road linking major farming and manufacturing towns and villages. The establishment of agro-processing industries has the potential to drive urbanization and result in the provision of education, health, and water facilities in these towns and villages. The youth will be encouraged by the presence of these basic social facilities and the availability of a ready market for farm produce to feed the processing industries, to concentrate on and expand farming activities.

The presence of the bulk oil storage plant, oil palm waste pellet manufacturing plant, and the stadium with recreational facilities will encourage higher productivity, help manage waste, create jobs, nurture talents, and promote enjoyable relaxation of the citizenry.

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMS

5.0 Introduction

This chapter contains all the composite development programs for the 2026-2029 planning cycle. The Development Programs are formulated based on strategies in Chapter Four. These programs are broad enough to encompass the multiple strategies outlined in the chapter above. The Kwaebibirem Municipal Assembly has developed fifteen (15) development programs under the six (6) national development dimensions. These fifteen (15) development programs have been categorised under the five development dimensions. The Economic Dimension has three programs (Financial Management Program, Local Economic Development Program, and Agriculture Modernization and Post-Harvest Management Program). The Social Development Dimension has five programs, including: Vulnerability, Social and Child Protection; Health Improvement; Water, Environmental Health and Sanitation; Education Improvement; and Youth and Sports Development Programs. Similarly, four broad programs are also placed under the Governance and Institutional Development Dimension (Governance, Accountability and Public Safety Improvement Program; Sub-Structure Improvement Program; Capacity Building and Productivity Improvement Program; and Co-ordination, Monitoring, Evaluation and Learning Program). The last but not least Development Dimension in focus is the International Relations Dimension with no Program. The chapter further elaborates on the costing and financing of identified programs.

5.1 Costing of Plan

Program costing involves estimation and management of financial resources needed to complete projects and programs in the composite Annual Action Plans of the MTDP. It involves project and program cost estimation, budgeting, and cost management through effective monitoring and evaluation during implementation.

5.2 Assumptions and methodologies used for the costing

The Kwaebibirem Municipal Assembly considered several factors in the program costing process. Some of the assumptions included but not limited to inflation and exchange rate implications; availability of funds and adequacy of human resources in terms of staff strength in some units and departments; project scope, timelines, and deliverables of such projects within plan (in terms of delayed and abandoned projects due to change in priorities and management), and general economic growth.

Programs were costed taking into consideration the guidelines on the allocation and utilization of the 2025 District Assemblies Common Fund. The guideline provided the maximum and minimum

estimates for projects such as school buildings, water facilities, Health centres, and toilet facilities. Recurrent programs are estimated based on the previous expenditure trends while factoring in inflationary considerations. Some project costs have been considered in relation to their alternative benefit to the citizenry in the long run rather than their current cost. Some of these projects include water, education, and health facilities.

Table 19: Program of Action (PoA)

Development Program	Time Frame				Cost				Program status		Implementation Department		
	2026	2027	2028	2029	GoG	IGF	DACF	DACF-RFG	Door	New	Ongoing	Lead	Collaborating
Financial Management Program	X	X	X	X	X	X	X	X	X	X		Finance, Budget	KbMA
Local Economic Development	X	X	X	X		X	X	X	X	X		BRC, Planning	KbMA
Agriculture Modernization and Post-Harvest Management Program	X	X	X	X		X	X	X	X	X		Agric	KbMA
Vulnerability, Social and Child Protection Program	X	X	X	X		X	X	X		X		SWCD	KbMA
Health Improvement Program	X	X	X	X		X	X	X		X	X	Health, Works	KbMA
Water, Environmental Health, and Sanitation Program	X	X	X	X		X	X	X		X	X	EHSU, Works	KbMA
Education Improvement Program	X	X	X	X		X	X	X		X	X	Education, Works	KbMA
Youth and Sports Development Program	X	X	X	X		X	X	X		X		Education, Works	KbMA
Climate Change and Environmental Sustainability Program						X	X		X	X	X	NADMO	KbMA
Transport Infrastructure and Safety Management Program	X	X	X	X		X	X			X		Works	KbMA
Spatial Development Program	X	X	X	X		X	X			X		Physical Planning	KbMA
Governance, Accountability and Public Safety Program	X	X	X	X		X	X			X	X	Central Admin	KbMA
Sub-Structure Improvement Program	X	X	X	X		X	X			X		Central Admin	KbMA
Capacity Building and Productivity Improvement Program	X	X	X	X	X	X	X	X		X		HRM	KbMA
Co-ordination, Monitoring, Evaluation and Learning Program	X	X	X	X		X	X	X	X	X	X	Planning	KbMA

Source MPCU, 2025

5.3 Program Financing

This section gives a comparison between the cost estimates of all programs under the five Development Dimensions and expected revenue and sources of funds for effective and efficient program implementation over the four-year planning period or cycle.

The Assembly will source its financing needs from the District Assemblies Common Fund (DACF); District Assemblies Common Fund Responsive Factor Grant (DACF-RFG), Government of Ghana (GoG) releases, Donor Fund, and with special focus on Internally Generated Fund (IGF). The financing forecast was largely based on an estimated annual IGF revenue growth of at least ten percent (10%) and a projection of the continuous inflow of the 80% share of the DACF to the District Assemblies as per the current DACF allocation guidelines.

Though some composite programs have funding gaps, the majority reflect a positive funding horizon, indicating that the Assembly would be able to implement all the programs, all things being equal.

To address the yawning gap in financing, the Assembly plans to roll out the following strategies, among others:

- Explore the different forms of PPP in implementing most of the self-financing projects, such as the stadium with recreational facilities, the bulk palm oil storage facility, the pellet production facility, and some markets.
- Partner with Solidaridad Ghana in implementing most of the environmental-related programmes, for which the NGO has committed to providing funding for
- Collaborate with the Ministry of Trade to support activities relating to the scale-up of palm oil production and the Ministry of Special Development Initiative
- Scale up the street naming and property addressing system project to create an accurate database for budgeting and monitoring of revenue collection
- Establish an automated database and billing system to promote efficiency and effectiveness in revenue collection and accounting
- Partner with the private sector in managing developed tourism centres in the Municipality to generate revenue
- Build the capacity of revenue collectors on strategies for revenue mobilization, set targets, monitor performance, and apply rewards/sanctions as the case may be.
- Set up a project proposal writing committee within the MPCU to develop fundable project proposals for submission to International Financing Partners for consideration and funding.
- Undertake property revaluation in most of the commercial towns to obtain realistic property values for budgeting.

Table 20: Program Financing

Development Program	Development Program Cost (A)	Expected Revenue and Sources of Funding					Total (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF- RFG	DPs		
Financial Management Program	33,636,873.22	32,349,706.87	500,000.00	760,000.00	929,846.55	-	34,539,553.42	902,680.20
Local Economic Development Program	24,027,064.73	-	894,230.00	23,595,423.14	2,883,077.59	15,784.00	27,388,514.73	3,361,450.00
Agriculture Modernization and Post-Harvest Management Program	392,100.00	-	1,542,105.00	260,297.20	-	300,000.00	2,102,402.20	1,710,302.20
Vulnerability, Social and Child Protection Program	2,922,000.00	-	56,482.00	586,331.68	-	14,578.00	657,391.68	2,264,608.32
Health Improvement Program	10,999,946.65	-	721,562.00	9,438,169.26	1,153,231.04	-	11,312,962.29	313,015.64
Water, Environmental Health, and Sanitation Program	14,128,610.86	-	143,658.63	21,876,338.51	2,306,462.07	-	24,326,459.21	10,197,848.35
Education Improvement Program	30,805,928.08	-	65,214.00	23,876,338.51	2,306,462.07	-	26,248,014.58	4,557,913.50
Youth and Sports Development Program	937,111.15	-	56,000.00	248,169.26	1,153,231.04	-	1,457,400.29	520,289.14
Climate Change and Environmental Sustainability Program	4,476,222.32	-	879,521.00	3,000,000.00	-	85,000.00	3,964,521.00	511,701.32
Transport Infrastructure and Safety Management Program	2,772,461.00	-	458,216.00	2,000,000.00	-	-	2,458,216.00	314,245.00
Spatial Development Program	3,972,000.00	-	510,000.00	971,078.25	-	-	1,481,078.25	2,490,921.75
Governance, Accountability and Public Safety Program	6,915,000.00	-	2,000,000.00	5,627,541.75	-	-	7,627,541.75	712,541.75
Sub-Structure Improvement Program	1,864,000.00	-	1,875,245.00	800,000.00	-	-	2,675,245.00	811,245.00
Capacity Building and Productivity Improvement Program	736,000.00	60,000.00	200,000.00	1,042,005.00	800,000.00	-	2,102,005.00	1,366,005.00
Co-ordination, Monitoring, Evaluation and Learning Program	200,000.00	-	15,000.00	300,000.00	-	14,526.00	329,526.00	129,526.00
Total	138,785,318.01	32,409,706.87	9,917,233.63	94,381,692.55	11,532,310.35	429,888.00	148,670,831.41	9,885,513.39

Source: MPCU 202

5.4 Strategic Environmental Assessment (SEA) of formulated program

The development programmes of the district were subjected to the SEA process. The analysis evaluated how each programme contributes to supporting each other to achieve the objectives of the MTDP and sustainable development, minimizes environmental and social risks, and aligns with the district's strategic development goals, national framework, and the Sustainable Development Goals (SDGs). Where the relationship was positive, the issues would be addressed holistically.

A comprehensive Sustainability Assessment was undertaken for all key development programmes in the 2026–2029 Medium-Term Development Plan to ensure environmental, social, economic, and institutional alignment. Each programme was evaluated using a standardized matrix of criteria, indicators, and performance measures based on the principles of sustainable development as shown in Appendix 5 of this document. The following were the key findings of the analysis:

5.4.1 Consistency and Alignment across Programmes

All the 15 programmes assessed (including Economic Development, Agriculture, Health, Education, Gender Equality, etc.) follow a uniform evaluation structure. Criteria such as biodiversity conservation, climate change mitigation, gender inclusion, equity, and institutional governance were applied across the board.

Cross-Sectoral Sustainability Integration

The assessments promote local resource use, community participation, equitable development, and strong economic linkages. Governance elements (e.g., human rights, democratic principles, and access to information) were systematically considered.

Institutional and Environmental Safeguards

Each programme was designed to ensure compliance with environmental standards, minimize adverse ecological impacts, and promote inclusive service delivery with a checklist.

The assessment showed that all the development programmes demonstrate a high level of internal compatibility and coherence with sustainability principles. This alignment provides a robust foundation for achieving inclusive, resilient, and environmentally responsible development outcomes over the medium term in the Municipality.

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 Introduction

This chapter presents the yearly Composite Annual Action Plans formulated to implement the development programs in Chapter Five above. The composite Annual Action Plans have been phased into four, from 2026 to 2029. Each AAP contains both physical and recurrent projects, most of which are new and fewer ongoing. The plans are tied to financial resources to be drawn from GoG, DACF, IGF, DACF-RFG, and Donor funding sources.

The plans include activities on monitoring and evaluation, cross-cutting issues such as gender, the vulnerable in society, and maintenance of existing public infrastructure. Emerging development themes such as climate change and adoptability and emergency preparedness and response have been factored into the four Annual Action Plans ensure implementation of the holistic development needs of the society.

The Annual Action Plans for 2026, 2027, 2028 and 2029 contain 132, 106, 107, and 106 projects respectively.

Table 21: 2026 Annual Action Plan

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	N e w	O n g o i n g	Lead	Collab ouratin g
Economic Development															
Objective: Increase IGF by 10% annually															
Program: Financial Management															
1.	Preparation and Implementation Revenue Improvement Action Plan (RIAP)	KbMA	X	X	X	X	-	-	30,000.00	-	-	√		MBA	KbMA
2.	Preparation and Distribution of Bills to rate payers	Municipal wide	X	X	X	X	-	-	50,000.00	-	-	√		MBA	KbMA
3.	Preparation and Gazette of 2027 Fee-Fixing Resolution	KbMA	X	X	X	X	-	-	10,000.00	-	-	√		MBA	KbMA
4.	Provision for Compensation of employees and related allowances	KbMA	X	X	X	X	7,409,732.48	-	300,000.00	-	-				
	Sub Total						7,409,732.48	-	420,000.00	-	-				
Objective: Build capacity to 400 SMEs and link them to a financial institution to access funds by the end of 2029 Improve market infrastructure in 8 communities by the end of 2029															
Program: Local Economic Development															
5.	Organize technical and management training for artisans	Municipal wide	X	X	X	X	-	2,000.00	10,000.00	-	1,500.00	√		BRC	KbMA
6.	Provide start-up kits for artisans	Municipal wide	X	X	X	X	-	2,000.00	-	-	50,000.00	√		BRC	KbMA
7.	Provide business counselling for MSMEs	Municipal wide	X	X	X	X	-	1,000.00	10,000.00	-	-	√		BRC	KbMA
8.	Organization of Business For a	Municipal wide	X	X	X	X	-	1,000.00	10,000.00	-	-	√		BRC	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
9.	Development of tourism potentials	Asuom, Nkwantana ng	X	X	X	X	-	15,000.00	-	-	-	√		MPO	KbMA
10.	Construction of 25Unit Market Stalls	Okyinso	X	X	X	X	-	-	25,000.00	-	150,000.00	-	√	MWD	KbMA
11.	Government Flagship Program -Design and construct a 24-hour economy market	Kade	X	X	X	X	-	5,213,730.82	-	-	-	√	MWD	KbMA	
12.	Construction of a modernised market at Nkwantanang	Nkwantana ng	X	X	X	X	-	250,000.00	-	-	-	√	MWD	KbMA	
13.	Construction of slaughterhouse lairage, a mechanized borehole fitted with a polytank at Subi	Subi	X	X	X	X	-	-	-	80,233.18	-	√	MWD	KbMA	
	Sub Total						-	5,484,730.82	25,000.00	230,233.18	61,500.00				
Objective: Increase Agricultural productivity by at least 10% each year and reduce post-harvest losses by the end of 2029															
Program: Agriculture Modernization and Post-Harvest Management															
14.	Organize one Research Extension Linkage Committee (RELC) meeting with Agricultural value chain actors annually.	Kade	X	X	X	X	1,000.00	5,400.00	-	-	-	√		MDA	KbMA
15.	Conduct efficient and effective extension delivery (home and Field visits, demonstrations to train agricultural Value Chain Actors on GAPs for Agric. Extension Agents (AEAs)	Municipal wide	X	X	X	X	1,000.00	3,000.00	-	-	-	√		MDA	KbMA
16.	Conduct Vaccination campaigns (Anti Rabies, PPR, CBPP, Newcastle) for pets, sheep, goats, and cattle. Conduct livestock disease surveillance	Municipal wide	X	X	X	X	1,000.00	5,000.00	-	-	-	√		MDA	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	On going	Lead	Collaborating
17.	Organize commodity satellite market day celebrations for agricultural value chain actors at RAD	Koforidua	X	X	X	X	1,000.00	4,000.00	-	-	-	√		MDA	KbMA
18.	Sensitize farmers on climate-smart agriculture	KbMA	X	X	X	X	-	3,500.00	-	-	-	√		MDA	KbMA
19.	Collect and analyse weekly market data	Municipal wide	X	X	X	X	-	3,000.00	-	-	-	√		MDA	KbMA
20.	Conduct multi-round annual crops and livestock survey(MRACLES)	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		MDA	KbMA
21.	Train poultry farmers on organic poultry production	Municipal wide			X	X	-	10,000.00	7,000.00	-	-	√		MDA	KbMA
	Sub-total						4,000.00	38,900.00	7,000.00	-	-				
Social Development															
Objective: Increase beneficiaries on social protection programs by 18% by 2029															
Ensure that 500 PWDs are economically independent by the end of December 2029															
Reduce the incidence of teenage pregnancy by 11.2% to 4% by 2029															
Program: Vulnerability, Social, and Child Protection															
22.	Undertake Child Rights Promotion and Protection activities	Municipal wide	X	X	X	X	1,000.00	7,000.00	5,000.00	-	-	√		SWC D	KbMA
23.	Facilitate the implementation of Livelihood Empowerment Against Poverty (LEAP)	Municipal wide	X	X	X	X	700,000.00	1,000.00	5,000.00	-	-	√		SWC D	KbMA
24.	Facilitate the registration and renewal of NHIS cards for indigenes	Municipal wide	X	X	X	X	1,000.00	2,000.00	1,000.00	-	-	√		SWC D	KbMA
25.	Assist communities in the management of water and sanitation facilities	Municipal wide	X	X	X	X	1,000.00	5,000.00	6,000.00	-	-	√		SWC D	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
26.	Identify, register, and keep updated data on Persons with Disabilities	Municipal wide	X	X	X	X	-	5,000.00	3,000.00	-	-	√		SWCD	KbMA
27.	Disburse PWDs' funds and monitor the activities of beneficiaries.	Municipal wide	X	X	X	X	-	95,000.00	-	-	-	√		SWCD	KbMA
28.	Undertake gender mainstream activities	Municipal wide	X	X	X	X	1,000.00	4,000.00	5,000.00	-	-	√		SWCD	KbMA
29.	Support for the vulnerable and management of Shelter Home	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		SWCD	KbMA
	Sub Total						704,000.00	124,000.00	25,000.00	-	-				
Objective: Provide permanent structure for at least 4 CHPS compounds by the end of 2029 and increase the percentage of functional health facilities															
Program: Health Improvement															
30.	Support for HIV/AIDS /Malaria prevention programs and Immunization Municipal wide	Municipal wide	X	X	X	X	5,000.00	14,000.00	-	-	-	√		MDH	KbMA
31.	Celebrate Child Health Promotion Week (CHPW) and World Breastfeeding Week (WBW)	Municipal wide	X	X	X	X	4,500.00	-	3,000.00	-	-	√		MDH	KbMA
32.	Embark on growth monitoring and nutrition status of children, and conduct food demonstrations in communities	Municipal wide	X	X	X	X	1,000.00	-	2,000.00	-	-	√		MDH	KbMA
33.	Support to celebration of World Mental Health Week	Municipal wide	X	X	X	X	1,000.00	-	5,000.00	-	-	√		MDH	KbMA
34.	Provide support for the national immunization exercise	Municipal wide	X	X	X	X	2,000.00	4,000.00	6,000.00	-	-	√		MDH	KbMA
35.	Improve disease surveillance activities	Municipal wide	X	X	X	X	2,000.00	6,000.00	-	-	-	√		MDH	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	On going	Lead	Collaborating
36.	Registration of Birth and Death	KbMA	X	X	X	X	6,000.00	9,000.00	-	-	-	√		MB&DR	KbMA
37.	Construction of 1 No. CHPS compound with Mechanised Borehole at Atobriso	Atobriso	X	X	X	X	-	-	-	96,686.20	-	√		MWD	KbMA
38.	Rehabilitation of the CHPS compound & construction of 2 no. 1 bedroom apartment at Takyiman	Takyiman	X	X	X	X	-	60,000.00	-	-	-	√		MWD	KbMA
39.	Construction and furnishing of 1 No. CHPS Compound at Kade Abaase	Kade Abaase	X	X	X	X	-	670,978.92	-	-	-	√		MWD	KbMA
40.	Construction and furnishing of 1 No. CHPS Compound at James Town	James Town	X	X	X	X	-	670,978.92	-	-	-	√		MWD	KbMA
41.	Construction and furnishing of 1 No. CHPS Compound at Pramkuma	Pramkuma	X	X	X	X	-	670,978.92	-	-	-	√		MWD	KbMA
42.	Construction of 1 No. Maternity Ward at Takyiman	Takyiman	X	X	X	X	-	743,534.49	-	-	-	√		MWD	KbMA
43.	Completion of the ENT block at Kade	Kade	X	X	X	X	-	600,000.00	-	-	-	√		MWD	KbMA
44.	Provide Oxygen cylinders for the Asuom Health Centre	Asuom	X	X	X	X	-	60,000.00	-	-	-	√		MHD	KbMA
	Sub-total						21,500.00	3,509,471.25	16,000.00	96,686.20	-				
Objective: Ensure sustainable access to safe drinking water Ensure access to improved sanitation Ensure proper management of solid and liquid waste															
Program: Water, Environmental Health, and Sanitation															
45.	Collection, transportation, and disposal of solid and liquid waste (SIP) embark on clean-up exercises.	Municipal wide	X	X	X	X	-	70,000.00	-	-	-	√		EHSU	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
46.	Disinfection and Disinestation of sanitary sites (Fumigation)	Municipal wide	X	X	X	X	-	389,750.00	-	-	-	√		EHSU	KbMA
47.	Conduct medical screening, monitoring, and training for food vendors	Municipal wide	X	X	X	X	-	30,000.00	-	-	-	√		EHSU	KbMA
48.	Procure sanitary and protective tools and items	KbMA	X	X	X	X	-	70,000	30,000.00	-	-	√		EHSU	KbMA
49.	Sensitize the public on environmental sanitation issues and embark on CLTS and WASH activities.	Municipal wide	X	X	X	X	-	32,000.00	-	-	-	√		EHSU	KbMA
50.	Conduct premise inspection, enforce environmental sanitation laws, and monitor sanitation service providers.	Municipal wide	X	X	X	X	-	19,000.00	-	-	-	√		EHSU	KbMA
51.	Training of WATSAN committee members	Municipal wide	X	X	X	X	-	40,245.00	-	-	-	√			
52.	Rehabilitation and Maintenance of Existing Boreholes	Municipal wide	X	X	X	X	-	132,080.14	16,000.00	-	-	√		MWD	KbMA
53.	Management of waste landfill and Community dumpsites	Municipal wide	X	X	X	X	-	661,000.00	-	-	-	√		EHSU	KbMA
54.	Dredging of Drains and Waterways	Selected Communities	X	X	X	X	-	50,000.00	-	-	-	√		MWD	KbMA
55.	Completion of 1No. WC toilet at Okyinso	Okyinso	X	X	X	X	-	300,000.00	-	-	-	√		MWD	KbMA
56.	Drilling and construction of 1 no. Mechanized borehole average depth 30-45 meters, including reinforced concrete stand 2m x 2m x 3.5m high with 4500 litres capacity overhead PVC tank at Akaweni	Akaweni	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
57.	Drilling and Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Jamestown	Jamestown	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
58.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Koka	Koka	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
59.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Amoako	Amoako	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
60.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at tweapease	Tweapease	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
61.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Bomso	Bomso	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
62.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Subriso	Subriso	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
63.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Mepesem	Mempeasem	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
64.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Twumwusu	Twumwusu	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
65.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead Pvc Tank at Kade Office	Ntronang	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
66.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Kade Stadium	Kade Stadium	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
67.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Kwamang	Kwamang	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
68.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Pramkuma Faith Quarters	Pramkuma Faith Quarters	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
69.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Kade Zongo	Kade (zongo)	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
70.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Anweam	Anweam	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
71.	<ul style="list-style-type: none"> Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC at pega afunya 	Pega Afunya	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
72.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Senya	Senya	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
73.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Dokyi	Dokyi	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
74.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Teteka Asum	Teteka Asum	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
75.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Subi	Subi	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
76.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank PVC at Kwae	Kwae	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
77.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High With 4500 Liters Capacity Overhead PVC Tank, PVC at Adankrono	Adankrono	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
	Sub-Total						-	3,588,821.72	46,000.00	-	-				
Objective: Improve BECE performance from 58% to 95% in 2029 Increase enrolment by 20% at all levels by the end of the planned period															
Program: Education Improvement															
78.	Organize my first day at school	Municipal wide	X	X	X	X	1,000.00	20,000.00	2,000.00	-	-	√		MED	KbMA
79.	Sensitization, Registration, and Processing of Final Year Basic School Learners and SHS students	Municipal wide	X	X	X	X	1,000.00	1,000.00	2,000.00	-	-	√		MED	KbMA
80.	Organise orientation for newly appointed Head Teachers, newly trained Teachers, and Office Staff	Municipal wide	X	X	X	X	1,000.00	1,000.00	1,500.00	-	-	√		MED	KbMA
81.	Organize the Kwaebibirem Municipal Teacher of Excellence Award and Celebrate Retired Teachers	Municipal wide	X	X	X	X	1,000.00	22,000.00	-	-	-	√		MED	KbMA
82.	Observe International Day of the Girl-Child and Menstrual Hygiene Day	Municipal wide	X	X	X	X	1,000.00	2,000.00	-	-	-	√		MED	KbMA
83.	Organise Municipal Science & Mathematics quiz/practical for all JHS Students (STMIE).	Municipal wide	X	X	X	X	-	30,000.00	-	-	-	√		MED	KbMA
84.	Procure and distribute school furniture	Municipal wide	X	X	X	X	-	2,085,492.33	-	-	-	√		MPO	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
85.	Construction of 1 No. 3unit classroom block with ancillary facilities at Larbikrom	Larbikrom	X	X	X	X	-	101,305.00	-	-	-	√		MWD	KbMA
86.	Completion of the education office at Kade	Kade	X	X	X	X	-	500,000.00	-	-	-	√		MWD	KbMA
87.	Renovation of Asuom ICT centre	Asuom	X	X	X	X	-	65,000.00	-	-	-	√		MWD	KbMA
88.	Construction of the ICT centre	Adankrono	X	X	X	X	-	700,000.00	-	-	-	√		MWD	KbMA
89.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Asuom SHS	Asuom	X	X	X	X	-	812,936.75	-	-	-	√		MWD	KbMA
90.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Akinkaase	Akinkaase	X	X	X	X	-	812,936.75	-	-	-	√		MWD	KbMA
91.	Construction and furnishing of 1 No. 3 Unit Classroom Block at Mempeasem	Mempeasem	X	X	X	X	-	672,555.58	-	-	-	√		MWD	KbMA
92.	Construction and furnishing of 1 No. 2 Unit KG Block with Office and Store at Kade LA 2	Kade LA 2	X	X	X	X	-	600,000.00	-	-	-	√		MWD	KbMA
93.	Construction of the Teachers' Bungalow at Dokyi	Dokyi	X	X	X	X	-	500,000.00	-	-	-	√		MWD	KbMA
94.	Construction of 1No. 3 Unit Classroom Block with Office, Store, and 3No. Toilet facility with Female Changing Room at Okyinso	Okyinso	X	X	X	X	-	-	-	600,000.00	-	√		MWD	KbMA
	Sub-total						5,000.00	6,926,226.41	5,500.00	600,000.00	-				

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	ongoing	Lead	Collaborating
Objective: Promote sports and cultural activities to unearth new talents															
Program: Youth and Sports Development															
95.	Provide support to promote sports and cultural activities	Municipal wide	X	X	X	X	-	15,000.00	-	-	-	√		MED	KbMA
96.	Construction of Kade Sports Stadium	Kade	X	X	X	X	-	545,111.15	-	-	-	√		MWD	KbMA
	Sub-total						-	560,111.15	-	-	-				
Environment and Human Settlements Development															
Objective: Restore 60 hectares of degraded forest by the end of 2029 Ensure sustainable use of natural resources and protect the natural environment															
Program: Climate Change and Environmental Sustainability															
97.	Train farmers on climate-smart agriculture	Municipal wide	X	X	X	X	-	20,000.00	10,000.00	-	-	√		MDA	KbMA
98.	Undertake a tree planting exercise and educate the Public on 'Plant a tree to save a life.'	Municipal wide	X	X	X	X	-	46,000.00	5,000.00	-	-	√		NADMO	KbMA
99.	Sensitize the public on Disaster Management and Early Warning signs	Municipal wide	X	X	X	X	-	-	5,000.00	-	-	√		NADMO	KbMA
100	Celebration of International Day for Disaster Reduction	Municipal wide	X	X	X	X	-	-	2,000.00	-	-	√		NADMO	KbMA
101	Procure relief items for disaster victims and other emergencies	Municipal wide	X	X	X	X	-	14,555.58	5,000.00	-	-	√		NADMO	KbMA
102	Reclamation of deserted Mining pits	Nkwantana ng, okyinso, abodom	X	X	X	X	-	100,000.00	10,000.00	-	200,000.00	√			
	Sub-total						-	180,555.58	37,000.00	-	200,000.00				

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Objective: Resurface 80 km road by the end of 2029 Increase district electricity coverage from 85% to 100% by % by the December 2029 Increase potable water coverage from 80% in 2025 to 95% by the end of 2029															
Program: Transport Infrastructure and Safety Management															
103	Reshaping of feeder and community access roads	Jamestown Amoaku – Pramso Asuom Ntronang Abaam Twumwusu Kwae Otumi Atobriso no.1 Kade (Abease) Takyiman	X	X	X	X	-	400,000.00	10,000.00	-	-	√		MWD	KbMA
104	Organize road safety education and training for road users	Municipal wide	X	X	X	X	-	-	6,000.00	-	-	√		GPS/MWD	KbMA
105	Inspection of licenses and helmets of motor riders	Municipal wide	X	X	X	X	-	-	4,000.00	-	-	√		GPS/MWD	KbMA
106	Construction of 2No. 6000mm by 1500mm culvert at Kade	Kade	X	X	X	X	-	-	-	152,461.00	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	ongoing	Lead	Collaborating
107	Construction of foot bridge	Abaam	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
108	Construction of Storm Drains	Kade	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
109	Construction of a motorable bridge	Kukubi, kwamang	X	X	X	X	-	210,000.00	-	-	-	√		MWD	KbMA
110	Provide support for the extension of Electricity to Newly Developed Areas and Rural Communities.	Pega-Afunya, Amoaku-Pramso, Larbikrom, Tweapease, Senya-Okoda-Krobom	X	X	X	X	-	10,000.00	-	-	-	√			
111	Provide support for the extension of Water Services	Kade, Asuom	X	X	X	X	-	10,000.00	40,000.00	-	-	√		MPD	KbMA
	Sub-total						-	830,000.00	60,000.00	152,461.00	-				
Objective: Increase the number of communities with a layout from 10 to 25 To ensure 80% of development in 15 communities conforms to approved layouts by 2029 Complete street naming in 5 major communities by 2029															
Program: Spatial Development															
112	Preparation and revision of Planning Schemes	Asuom	X	X	X	X	-	50,000.00	-	-	-	√		MPD	KbMA
113	Street Naming and Property Addressing Project	Tweapease, abdomen	X	X	X	X	-	60,000.00	-	-	-	√		MPD	KbMA
114	Conduct Site Inspection, Sensitize and Enforce Building Regulations	Municipal wide	X	X	X	X	-	12,000.00	40,000.00	-	-	√			

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
	Sub-total						-	122,000.00	40,000.00	-	-				
Governance and Institutional Development															
Objective: Increase women's participation in political and public office by 30% by the end of 2029 Prepare and approve the action plan and budget with full stakeholder participation annually. Increase stakeholder participation by 50 percent.															
Program: Governance, Accountability, and Public Safety Improvement															
115	Organize all statutory meetings, including the General Assembly and other committee meetings.	KbMA	X	X	X	X	-	-	300,000.00	-	-	√		Ads	KbMA
116	Organize Town Hall meetings on projects and programs, as well as MCE Community engagement.	Municipal wide	X	X	X	X	-	-	120,000.00	-	-	√		MPO	KbMA
117	Preparation of 2027 Annual Action Plan, Composite Budget, and Procurement Plan	KbMA	X	X	X	X	-	10,000.00	50,000.00	-	-	√		MPO, MBA	KbMA
118	Embark on continuous public education on the Assembly's byelaws and rate payment.	Municipal wide	X	X	X	X	-	-	10,000.00	-	-	√		ISD	KbMA
119	Organize National Celebrations, including Independence and Farmers' Day	Selected Communities	X	X	X	X	-	115,000.00	10,000.00	-	-	√		MADMO	KbMA
120	Installation of street lights	Municipal wide	X	X	X	X	-	400,000.00	20,000.00	-	-				
121	Completion of the Kade Police Station	Kade	X	X	X	X	-	500,000.00	-	-	-				
122	Strengthen Client Services and relationship with the Public, other MMDAs, and the RCC.	KbMA	X	X	X	X	-	102,000.00	1,000.00	-	-	√		CS	KbMA
123	Provide support for security operations	Municipal wide	X	X	X	X	-	-	35,000.00	-	-	√		ADs	KbMA
	Sub-total						-	1,157,000.00	546,000.00	-	-				

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Objective: Resource and operationalize 5 zonal councils by 2029															
Program: Sub-Structure Improvement															
124	Strengthen the operations of the 5 Zonal Councils	All Zonal Councils	X	X	X	X	-	100,000.00	60,000.00	-	-	√		ADs	KbMA
125	Provide support to Community-Initiated Projects	Municipal wide	X	X	X	X	-	300,000.00	6,000.00	-	-	√		SWCD	KbMA
	Sub-total						-	400,000.00	66,000.00	-	-				
Objective: Build the capacity of 60% of staff by the end of 2029															
Program: Capacity Building and Productivity Improvement															
126	Provide Capacity Building training and workshops for Staff	KbMA	X	X	X	X	-	46,000.00	-	-	-	√		HRM	KbMA
127	Procure office furniture, fittings, equipment, and stationery	KbMA	X	X	X	X	-	120,000.00	10,000.00	-	-	√		MPO	KbMA
	Sub-total						-	166,000.00	10,000.00	-	-				
Objective: Implement at least 90 percent of activities and projects of the District Medium Term Plan by the end of December 2029															
Program: Co-ordination, Monitoring, Evaluation and Learning															
128	Ensure inter-sectoral coordination of all Units, Departments, and other Agencies within the Municipal.	KbMA	X	X	X	X	-	20,000.00	5,000.00	-	-	√		MPO	KbMA
129	Conduct a co-ordinated Monitoring and evaluation of all Projects and Programs.	KbMA	X	X	X	X	-	42,000.00		-	-	√		MPO	KbMA
130	Provide support for the preparation and implementation of Unit and Departmental Action Plans.	KbMA	X	X	X	X	-	-	2,000.00	-	-	√		MPO	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
131	Preparation and Implementation of Operations and Maintenance Plan (Vehicles, buildings (office, residential, school Buildings), etc.	KbMA	X	X	X	X	-	16,000.00	8,000.00	-	-	√		MWD	KbMA
132	Preparation and Implementation of Project Work Plans, Project Concept Notes, and District Development Data Form	KbMA	X	X	X	X	-	-	7,000.00	-	-	√		MPO	KbMA
	Sub-total						-	78,000.00	22,000.00	-	-				
	Grand Total						8,144,232.48	23,165,816.93	1,325,500.00	1,079,380.38	251,500.00				

Source: MPCU, 2025

Table 22: 2027 Annual Action Plan

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Economic Development															
Objective: Increase IGF by 10% annually															
Program: Financial Management															
1.	Preparation and Implementation Revenue Improvement Action Plan (RIAP)	KbMA	X	X	X	X	-	-	30,000.00	-	-	√		MBA	KbMA
2.	Preparation and Distribution of Bills to rate payers	Municipal wide	X	X	X	X	-	-	30,000.00	-	-	√		MBA	KbMA
3.	Preparation and Gazette of 2028 Fee-Fixing Resolution	KbMA	X	X	X	X	-	20,000.00	-	-	-	√		MBA	KbMA
4.	Provision for Compensation of employees and related allowance						7,580,219.11	-	310,000.00	-	-				
	Sub Total						7,580,219.11	20,000.00	370,000.00	-	-				
Objective: Build capacity to 400 SMEs and link them to a financial institution to access funds by the end of 2029 Improve market infrastructure in 8 communities by the end of 2029															
Program: Local Economic Development															
5.	Organize Business Management training for artisans	Municipal wide	X	X	X	X	-	2,000.00	-	-	1,500.00	√		BRC	KbMA
6.	Facilitate Business registration with RGD and access to funds	Municipal wide	X	X	X	X	-	2,000.00	-	-	-	√		BRC	KbMA
7.	Group promotion	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		BRC	KbMA
8.	Organization of Business For a	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		BRC	KbMA
9.	Development of tourism potentials	Asuom, Nkwantana ng	X	X	X	X	-	35,000.00	-	-	-	√		MPO	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating	
10.	Government Flagship Program -Design and construct a 24-hour economy market	Selected Communities	X	X	X	X	-	5,474,417.36	-	-	-	-				
11.	Construction of a modernised market at Tweapease	Tweapease	X	X	X	X	-	100,000.00	-	-	-	-	√		MWD	KbMA
12.	Construction of a modernised market at Anweam	Anweam	X	X	X	X	-	100,000.00	-	-	-	-	√		MWD	KbMA
13.	Construction of a modernised market at Bomso	Bomso	X	X	X	X	-	-	-	100,000.00	-	-	√		MWD	KbMA
14.	Construction of a modernised market at Takyiman	Takyiman	X	X	X	X	-	100,000.00	-	-	-	-	√		MWD	KbMA
	Sub Total						-	5,815,417.36	-	100,000.00	1,500.00					
Objective: Increase Agricultural productivity by at least 10% each year and reduce post-harvest losses by the end of 2029																
Program: Agriculture Modernization and Post-Harvest Management																
15.	Organize one Research Extension Linkage Committee (RELC) meeting with Agricultural value chain actors annually.	Kade	X	X	X	X	1,000.00	5,400.00	-	-	-	-	√		MDA	KbMA
16.	Conduct efficient and effective extension delivery (home and Field visits, demonstrations to train agricultural Value Chain Actors on GAPS for Agric. Extension Agents (AEAs)	Municipal wide	X	X	X	X	1,000.00	30,000.00	-	-	-	-	√		MDA	KbMA
17.	Conduct Vaccination campaigns (Anti Rabies, PPR, CBPP, Newcastle) for pets, sheep, goats, and cattle. Conduct livestock disease surveillance	Municipal wide	X	X	X	X	1,000.00	3,500.00	-	-	-	-	√		MDA	KbMA
18.	Organize commodity satellite market day celebrations for agricultural value chain actors at RAD	Koforidua	X	X	X	X	1,000.00	4,000.00	-	-	-	-	√		MDA	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
19.	Support the running of the District Centre for Agriculture, Commerce and Technology (DCACT)	KbMA	X	X	X	X	-	3,500.00	-	-	-	√		MDA	KbMA
20.	Collect and analyse weekly market data	Municipal wide	X	X	X	X	-	3,000.00	-	-	-	√		MDA	KbMA
21.	Organize training for farmers on improved housing for livestock	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		MDA	KbMA
22.	Train and support farmers on post-harvest management of maize, vegetables, etc.	Municipal wide			X	X	-	50,000.00	7,000.00	-	-	√		MDA	KbMA
	Sub-total						4,000.00	104,400.00	7,000.00	-	-				
Social Development															
Objective: Increase beneficiaries on social protection programs by 18% by 2029															
Ensure that 500 PWDs are economically independent by the end of December 2029															
Reduce the incidence of teenage pregnancy by 11.2% to 4% by 2029															
Program: Vulnerability, Social, and Child Protection															
23.	Undertake Child Rights Promotion and Protection activities	Municipal wide	X	X	X	X	1,000.00	7,000.00	5,000.00	-	-	√		SWC D	KbMA
24.	Facilitate the implementation of Livelihood Empowerment Against Poverty (LEAP)	Municipal wide	X	X	X	X	1,000.00	900,000.00	5,000.00	-	-	√		SWC D	KbMA
25.	Facilitate the registration and renewal of NHIS cards for indigenes	Municipal wide	X	X	X	X	1,000.00	2,000.00	1,000.00	-	-	√		SWC D	KbMA
26.	Assist communities in the management of water and sanitation facilities	Municipal wide	X	X	X	X	1,000.00	5,000.00	6,000.00	-	-	√		SWC D	KbMA
27.	Identify, register, and keep updated data on Persons with Disabilities	Municipal wide	X	X	X	X	1,000.00	5,000.00	3,000.00	-	-	√		SWC D	KbMA
28.	Disburse PWDs' funds and monitor the activities of beneficiaries.	Municipal wide	X	X	X	X	-	45,000.00	-	-	-	√		SWC D	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
29.	Undertake gender mainstream activities	Municipal wide	X	X	X	X	-	4,000.00	5,000.00	-	-	√		SWCD	KbMA
30.	Support for the vulnerable and management of Shelter Home	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		SWCD	KbMA
	Sub Total						5,000.00	973,000.00	25,000.00	-	-				
Objective: Provide permanent structure for at least 4 CHPS compounds by the end of 2029 and increase the percentage of functional health facilities															
Program: Health Improvement															
31.	Support for HIV/AIDS /Malaria prevention programs and Immunization Municipal wide	Municipal wide	X	X	X	X	2,000.00	4,000.00	-	-	-	√		MDH	KbMA
32.	Celebrate Child Health Promotion Week (CHPW) and World Breastfeeding Week (WBW)	Municipal wide	X	X	X	X	2,000.00	-	3,000.00	-	-	√		MDH	KbMA
33.	Embark on growth monitoring and nutrition status of children, and conduct food demonstrations in communities	Municipal wide	X	X	X	X	4,500.00	-	2,000.00	-	-	√		MDH	KbMA
34.	Support to celebration of World Mental Health Week	Municipal wide	X	X	X	X	-	-	5,000.00	-	-	√		MDH	KbMA
35.	Provide support for the national immunization exercise	Municipal wide	X	X	X	X	-	4,000.00	6,000.00	-	-	√		MDH	KbMA
36.	Improve disease surveillance activities	Municipal wide	X	X	X	X	-	6,000.00	-	-	-	√		MDH	KbMA
37.	Registration of Birth and Death	KbMA	X	X	X	X	-	9,000.00	-	-	-	√		MB&DR	KbMA
38.	Construction and furnishing of 1 No. CHPS Compound at Ntronang	Ntronang	X	X	X	X	-	670,978.92	-	-	-	√		MWD	KbMA
39.	Construction and furnishing of 1 No. CHPS Compound at Mpeasem	Mpeasem	X	X	X	X	-	670,978.92	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
40.	Construction and furnishing of 1 No. CHPS Compound at Dompem	Dompem	X	X	X	X	-	-	-	670,978.92	-	√		MWD	KbMA
41.	Construction and furnishing of 1 No. CHPS Compound at Dokyi	Dokyi	X	X	X	X	-	-	-	670,978.92	-	√		MWD	KbMA
	Sub-total						8,500.00	1,364,957.84	16,000.00	1,341,957.84	-				
Objective: Ensure sustainable access to safe drinking water Ensure access to improved sanitation Ensure proper management of solid and liquid waste															
Program: Water, Environmental Health, and Sanitation															
42.	Collection, transportation, and disposal of solid and liquid waste (SIP) embark on clean-up exercises.	Municipal wide	X	X	X	X	-	700,000.00	-	-	-	√		EHS U	KbMA
43.	Disinfection and Disinestation of sanitary sites (Fumigation)	Municipal wide	X	X	X	X	-	489,750.00	-	-	-	√		EHS U	KbMA
44.	Conduct medical screening, monitoring, and training for food vendors	Municipal wide	X	X	X	X	-	300,000.00	-	-	-	√		EHS U	KbMA
45.	Procure sanitary and protective tools and items	KbMA	X	X	X	X	-		30,000.00	-	-	√		EHS U	KbMA
46.	Sensitize the public on environmental sanitation issues and embark on CLTS and WASH activities.	Municipal wide	X	X	X	X	-	32,000.00	-	-	-	√		EHS U	KbMA
47.	Conduct premise inspection, enforce environmental sanitation laws, and monitor sanitation service providers.	Municipal wide	X	X	X	X	-	9,000.00	-	-	-	√		EHS U	KbMA
48.	Training of WATSAN committee members	Municipal wide	X	X	X	X	-	40,245.00	-	-	-	√			
49.	Rehabilitation and Maintenance of Existing Boreholes	Municipal wide	X	X	X	X	-	332,080.14	16,000.00	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
50.	Management of waste landfill and Community dumpsites	Municipal wide	X	X	X	X	-	861,000.00	-	-	-	√		EHS U	KbMA
51.	Dredging of Drains and Waterways	Selected Communities	X	X	X	X	-	10,000.00	-	-	-	√		MWD	KbMA
52.	Construction of Public/ Institutional Toilet facility	Kade Zongo, Kukubi, selected Basic Schools	X	X	X	X	-	300,000.00	-	-	-	√		MWD	KbMA
53.	Drilling and construction of 9 no. Mechanized borehole average depth 30-45 meters, including reinforced concrete stand 2m x 2m x 3.5m high, with 4500 litres capacity overhead PVC tank at Anweam	Anweam, Pega-Afunya, Larbikrom, darmannng, kade, Asuom,pega,attobriso, larbikrom	X	X	X	X	-	856,583.60	-	-	-	√		MWD	KbMA
	Sub-Total						-	3,930,658.74	46,000.00	-	-				
Objective: Improve BECE performance from 58% to 95% in 2029 Increase enrolment by 20% at all levels by the end of the planned period															
Program: Education Improvement															
54.	Organize my first day at school	Municipal wide	X	X	X	X	1,000.00	20,000.00	500.00	-	-	√		MED	KbMA
55.	Sensitization, Registration, and Processing of Final Year Basic School Learners and SHS students	Municipal wide	X	X	X	X	1,000.00	1,000.00	1,000.00	-	-	√		MED	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
56.	Organise orientation for newly appointed Head Teachers, newly trained Teachers, and Office Staff	Municipal wide	X	X	X	X	2,000.00	1,000.00	1,000.00	-	-	√		MED	KbMA
57.	Organize the Kwaebibirem Municipal Teacher of Excellence Award and Celebrate Retired Teachers	Municipal wide	X	X	X	X	-	2,000.00	1,000.00	-	-	√		MED	KbMA
58.	Observe International Day of the Girl-Child and Menstrual Hygiene Day	Municipal wide	X	X	X	X	-	2,000.00	-	-	-	√		MED	KbMA
59.	Organise Municipal Science & Mathematics quiz/practical for all JHS Students (STMIE).	Municipal wide	X	X	X	X	-	30,000.00	-	-	-	√		MED	KbMA
60.	Procure and distribute school furniture	Municipal wide	X	X	X	X	-	294,041.56	-	-	-	√		MPO	KbMA
61.	Construction and furnishing of 1 No. 3 Unit Classroom Block at Kwamang	Kwamang	X	X	X	X	-	672,555.58	-	-	-	√		MWD	KbMA
62.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Adankrono	Adankrono	X	X	X	X	-	-	-	822,936.75	-	√		MWD	KbMA
63.	Construction of the ICT centre at Darmang	Darmang	X	X	X	X	-	-	-	500,000.00	-	√		MWD	KbMA
64.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Kade SHS	Kade	X	X	X	X	-	822,936.75	-	-	-	√		MWD	KbMA
65.	Completion of Classroom Block	Abaam	X	X	X	X	-	600,000.00	-	-	-	√			
66.	Construction and furnishing of 4 No. 2 Unit KG Block with Office and Store	Larbikrom Anweam, Akawani Takyiman islamic	X	X	X	X	-	2,600,000.00	-	-	-	√		MWD	KbMA
67.	Construction of Teachers' Bungalow at Atobriso	Atobriso	X	X	X	X	-	500,000.00	-	-	-	√		MWD	KbMA
	Sub-total						4,000.00	5,545,533.89	3,500.00	1,322,936.75	-				

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Objective: Promote sports and cultural activities to unearth new talents															
Program: Youth and Sports Development															
68.	Provide support to promote sports and cultural activities	Municipal wide	X	X	X	X	2,000.00	25,000.00	2,000.00	-	-	√		MED	KbMA
69.	Sub-total						2,000.00	25,000.00	2,000.00	-	-				
Environment and Human Settlements Development															
Objective: Restore 60 hectares of degraded forest by the end of 2029 Ensure sustainable use of natural resources and protect the natural environment															
Program: Climate Change and Environmental Sustainability															
70.	Train farmers on climate-smart agriculture	Municipal wide	X	X	X	X	2,000.00	2,000.00	10,000.00	2,000.00	-	√		MDA	KbMA
71.	Undertake a tree planting exercise and educate the Public on 'Plant a tree to save a life.'	Municipal wide	X	X	X	X	2,000.00	6,000.00	5,000.00		-	√		NAD MO	KbMA
72.	Sensitize the public on Disaster Management and Early Warning signs	Municipal wide	X	X	X	X	-	-	5,000.00	1,000.00	-	√		NAD MO	KbMA
73.	Celebration of International Day for Disaster Reduction	Municipal wide	X	X	X	X	-	-	2,000.00	1,000.00	-	√		NAD MO	KbMA
74.	Procure relief items for disaster victims and other emergencies	Municipal wide	X	X	X	X	-	147,555.58	5,000.00	1,000.00	-	√		NAD MO	KbMA
75.	Reclamation of deserted Mining pits	Mpeasem	X	X	X	X	2,000.00	1,000,000.00	10,000.00	1,000.00	200,000.00	√		NAD MO	KbMA
	Sub-total						6,000.00	1,155,555.58	37,000.00	6,000.00	200,000.00				

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Objective: Resurface 80 km road by the end of 2029 Increase district electricity coverage 85% to 100% by % by the December 2029 Increase potable water coverage from 80 in 2025 to 95% by the end of 2029															
Program: Transport Infrastructure and Safety Management															
76.	Reshaping of feeder and community access roads	Abaam, Otumi, Kwae,takyman,darman,Asuom,kade.	X	X	X	X	-	250,000.00	10,000.00	-	-	√		MWD	KbMA
77.	Organize road safety education and training for road users	Municipal wide	X	X	X	X	-	-	6,000.00	-	-	√		GPS/MWD	KbMA
78.	Inspection of licenses and helmets of motor riders	Municipal wide	X	X	X	X	-	-	4,000.00	-	-	√		GPS/MWD	KbMA
79.	Construction of foot bridge	Kade Zongo	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
80.	Construction of a culvert	Pramkese	X	X	X	X	-	-	-	100,000.00	-	√		MWD	KbMA
81.	Construction of Storm Drains	Otumi	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
82.	Construction of 2 No. motorable bridge	Kukubi, Kwamang	X	X	X	X	-	110,000.00	-	-	-	√		MWD	KbMA
83.	Provide support for the extension of Electricity to Newly Developed Areas and Rural Communities.	Kwae, James Town	X	X	X	X	-	1,000,000.00	-	-	-	√		ECG	KbMA
84.	Provide support for the extension of Water Services	Kade, Asuom	X	X	X	X	-	1,000,000.00	-	-	-	√		GWCL	KbMA
	Sub-total						-	2,560,000.00	20,000.00	100,000.00	-				
Objective: Increase the number of communities with layout from 10 to 25 To ensure 80% of development in 15 communities conforms to approved layouts by 2029 Complete street naming in 5 major communities by 2029															

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Program: Spatial Development															
85.	Preparation and revision of Planning Schemes	Kwae	X	X	X	X	-	90,000.00	-	-	-	√		MPD	KbMA
86.	Street Naming and Property Addressing Project	Takyiman	X	X	X	X	-	120,000.00	-	-	-	√		MPD	KbMA
87.	Conduct Site Inspection, Sensitize and Enforce Building Regulations	Municipal wide	X	X	X	X	-	-	40,000.00	-	-	√		MPD	KbMA
	Sub-total						-	210,000.00	40,000.00	-	-				
Governance and Institutional Development															
Objective: Increase women's participation in political and public office by 30% by the end of 2029 Prepare and approve the action plan and budget with full stakeholder participation annually. Increase stakeholder participation by 50 percent.															
Program: Governance, Accountability, and Public Safety Improvement															
88.	Organize all statutory meetings, including the General Assembly and other committee meetings	KbMA	X	X	X	X	-	-	500,000.00	-	-	√		Ads	KbMA
89.	Organize Town Hall meetings and MCE Community engagement	Municipal wide	X	X	X	X	-	-	120,000.00	-	-	√		MPO	KbMA
90.	Preparation of 2028 Annual Action Plan, Composite Budget, and Procurement Plan	KbMA	X	X	X	X	-	60,000.00	-	-	-	√		MPO, MBA	KbMA
91.	Embark on continuous public education on the Assembly's byelaws and rate payment.	Municipal wide	X	X	X	X	-	-	10,000.00	-	-	√		ISD	KbMA
92.	Organize National Celebrations, including Independence and Farmers' Day	Selected Communities	X	X	X	X	-	45,000.00	10,000.00	-	-	√		MAD MO	KbMA
93.	Construction of Durbar Grounds	Dokyi	X	X	X	X	-	400,000.00	-	-	-	√			
94.	Installation of street lights	Municipal wide	X	X	X	X	-	50,000.00	20,000.00	-	-	√			

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
95.	Construction of Police Post	Abaam	X	X	X	X	-	600,000.00	-	-	-	√		MWD, GP	KbMA
96.	Strengthen Client Services and relationship with the Public, other MMDAs, and the RCC.	KbMA	X	X	X	X	-	2,000.00	1,000.00	-	-	√		CS	KbMA
97.	Provide support for security operations	Municipal wide	X	X	X	X	-	-	35,000.00	-	-	√		ADs	KbMA
	Sub-total						-	1,157,000.00	696,000.00	-	-				
Objective: Resource and operationalize 5 zonal councils by 2029															
Program: Sub-Structure Improvement															
98.	Strengthen the operations of 5 Zonal Councils	All Zonal Councils	X	X	X	X	-	300,000.00	60,000.00	-	-	√		ADs	KbMA
99.	Provide support to Community-Initiated Projects	Municipal wide	X	X	X	X	-	100,000.00	6,000.00	-	-	√		SWC D	KbMA
	Sub-total						-	400,000.00	66,000.00	-	-				
Objective: Build the capacity of 60% of staff by the end of 2029															
Program: Capacity Building and Productivity Improvement															
100	Provide Capacity Building training and workshops for Staff	KbMA	X	X	X	X	-	16,000.00	-	2,000.00	-	√		HRM	KbMA
101	Procure office furniture, fittings, equipment, and stationery	KbMA	X	X	X	X	-	150,000.00	60,000.00	10,000.00	-	√		MPO	KbMA
	Sub-total						-	166,000.00	60,000.00	12,000.00	-				
Objective: Implement at least 90 percent of activities and projects of the District Medium Term Plan by the end of December 2029															
Program: Co-ordination, Monitoring, Evaluation and Learning															
102	Ensure inter-sectoral coordination of all Units, Departments, and other Agencies within the Municipal.	KbMA	X	X	X	X	-	-	5,000.00	-	-	√		MPO	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing Institution department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
103	Conduct a co-ordinated Monitoring and evaluation of all Projects and Programs.	KbMA	X	X	X	X	-	12,000.00	-	-	-	√		MPO	KbMA
104	Provide support for the preparation and implementation of Unit and Departmental Action Plans.	KbMA	X	X	X	X	-	-	2,000.00	-	-	√		MPO	KbMA
105	Preparation and Implementation of Operations and Maintenance Plan (Vehicles, buildings (office, residential, school Buildings), etc.	KbMA	X	X	X	X	-	16,000.00	8,000.00	-	-	√		MWD	KbMA
106	Preparation and Implementation of Project Work Plans, Project Concept Notes, and District Development Data Form	KbMA	X	X	X	X	-	-	7,000.00	-	-	√		MPO	KbMA
	Sub-total						-	28,000.00	22,000.00	-	-				
	Grand Total						7,609,719.11	22,455,523.41	1,410,500.00	2,882,894.59	201,500.00				

Source: MPCU, 2025

Table 23: 2028 Annual Action Plan

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	N e w	Ongo ing	Lead	Colla bora ting	
Economic Development																
Objective: Increase IGF by 10% annually																
Program: Financial Management																
1.	Preparation and Implementation Revenue Improvement Action Plan (RIAP)	KbMA	X	X	X	X	-	-	60,000.00	-	-	√		MBA	KbMA	
2.	Preparation of 2029 Annual Action Plan, Composite Budget, and Procurement Plan	KbMA	X	X	X	X	-	60,000.00	-	-	-	√		MPO, MBA	KbMA	
3.	Preparation and Distribution of Bills to rate payers	Municipal wide	X	X	X	X	-	-	50,000.00	-	-	√		MBA	KbMA	
4.	Preparation and Gazette of 2029 Fee-Fixing Resolution	KbMA	X	X	X	X	-	20,000.00	-	-	-	√		MBA	KbMA	
5.	Provision for Copenion of employees and related allowance	KbMA	X	X	X	X	8,169,230.06	-	320,000.00	-	-	√		HRM/ FIN	KbMA	
6.	Sub Total						8,169,230.06	80,000.00	430,000.00	-	-					
Objective: Build capacity to 400 SMEs and link them to a financial institution to access funds by the end of 2029 Improve market infrastructure in 8 communities by the end of 2029																
Program: Local Economic Development																
7.	Organize Business Management training for artisans	Municipal wide	X	X	X	X	-	2,000.00	-	-	-	1,500.00	√		BRC	KbMA
8.	Facilitate Business registration with RGD and access to funds	Municipal wide	X	X	X	X	-	2,000.00	-	-	-	√		BRC	KbMA	
9.	Group promotion	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		BRC	KbMA	

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
10.	Organization of Business For a	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		BRC	KbMA
11.	Development of tourism potentials	Asuom, Nkwantana ng	X	X	X	X	-	35,000.00	-	-	-	√		MPO	KbMA
12.	Construction of a modernised market at Kwae	Kwae	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
13.	Provision for the Government Flagship Program from the 20% share of DACF	Selected Communities	X	X	X	X	5,748,138.23	-	-	-	-	√		MWD	KbMA
14.	Construction of a modernised market at Twumwusu	Twumwusu	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
15.	Construction of a modernised market at Pega-Afunya	Pega-Afunya	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
	Sub Total						5,748,138.23	341,000.00	-	-	1,500.00				
Objective: Increase Agricultural productivity by at least 10% each year and reduce post-harvest losses by the end of 2029															
Program: Agriculture Modernization and Post-Harvest Management															
16.	Organize one Research Extension Linkage Committee (RELC) meeting with Agricultural value chain actors annually.	Kade	X	X	X	X	1,000.00	5,400.00	-	-	-	√		MDA	KbMA
17.	Conduct efficient and effective extension delivery (home and Field visits, demonstrations to train gricultural Value Chain Actors on GAPs for Agric. Extension Agents (AEAs)	Municipal wide	X	X	X	X	1,000.00	30,000.00	-	-	-	√		MDA	KbMA
18.	Conduct Vaccination campaigns (Anti Rabies, PPR, CBPP, Newcastle) for pets, sheep, goats, and cattle. Conduct livestock disease surveillance	Municipal wide	X	X	X	X	1,000.00	3,500.00	-	-	-	√		MDA	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
19.	Organize commodity satellite market day celebrations for agricultural value chain actors at RAD	Koforidua	X	X	X	X	1,000.00	4,000.00	-	-	-	√		MDA	KbMA
20.	Support the running of the District Centre for Agriculture, Commerce and Technology (DCACT)	KbMA	X	X	X	X	-	3,500.00	-	-	-	√		MDA	KbMA
21.	Collect and analyse weekly market data	Municipal wide	X	X	X	X	-	3,000.00	-	-	-	√		MDA	KbMA
22.	Organize training for farmers on improved housing for livestock	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		MDA	KbMA
23.	Train and support farmers on post-harvest management of maize, vegetables, etc.	Municipal wide			X	X	-	50,000.00	7,000.00	-	-	√		MDA	KbMA
	Sub-total						4,000.00	104,400.00	7,000.00	-	-				
Social Development															
Objective: Increase beneficiaries on social protection programs by 18% by 2029 Ensure that 500 PWDs are economically independent by the end of December 2029 Reduce the incidence of teenage pregnancy by 11.2% to 4% by 2029															
Program: Vulnerability, Social, and Child Protection															
24.	Undertake Child Rights Promotion and Protection activities	Municipal wide	X	X	X	X	2,000.00	7,000.00	5,000.00	-		√		SWC D	KbMA
25.	Facilitate the implementation of Livelihood Empowerment Against Poverty (LEAP)	Municipal wide	X	X	X	X	9,000.00	1,000.00	5,000.00	-	-	√		SWC D	KbMA
26.	Facilitate the registration and renewal of NHIS cards for indigenes	Municipal wide	X	X	X	X	500.00	2,000.00	1,000.00	-	-	√		SWC D	KbMA
27.	Assist communities in the management of water and sanitation facilities	Municipal wide	X	X	X	X	1,000.00	5,000.00	6,000.00	-	-	√		SWC D	KbMA
28.	Identify, register, and keep updated data on Persons with Disabilities	Municipal wide	X	X	X	X	500.00	5,000.00	3,000.00	-	-	√		SWC D	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
29.	Disburse PWDs' funds and monitor the activities of beneficiaries.	Municipal wide	X	X	X	X	-	45,000.00		-	-	√		SWC D	KbMA
30.	Undertake gender mainstream activities	Municipal wide	X	X	X	X	-	4,000.00	5,000.00	-	-	√		SWC D	KbMA
31.	Support for the vulnerable and management of Shelter Home	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		SWC D	KbMA
	Sub Total						13,000.00	74,000.00	25,000.00	-	-				
Objective: Provide permanent structure for at least 4 CHPS compounds by the end of 2029 and increase the percentage of functional health facilities															
Program: Health Improvement															
32.	Support for HIV/AIDS /Malaria prevention programs and Immunization Municipal wide	Municipal wide	X	X	X	X	1,000.00	4,000.00	-	-	-	√		MDH	KbMA
33.	Celebrate Child Health Promotion Week (CHPW) and World Breastfeeding Week (WBW)	Municipal wide	X	X	X	X	2,000.00	-	3,000.00	-	-	√		MDH	KbMA
34.	Embark on growth monitoring and nutrition status of children, and conduct food demonstrations in communities	Municipal wide	X	X	X	X	1,000.00	-	2,000.00	-	-	√		MDH	KbMA
35.	Support to celebration of World Mental Health Week	Municipal wide	X	X	X	X	-	-	5,000.00	-	-	√		MDH	KbMA
36.	Provide support for the national immunization exercise	Municipal wide	X	X	X	X	1,000.00	4,000.00	6,000.00	-	-	√		MDH	KbMA
37.	Improve disease surveillance activities	Municipal wide	X	X	X	X	-	6,000.00	-	-	-	√		MDH	KbMA
38.	Registration of Birth and Death	KbMA	X	X	X	X	-	9,000.00	-	-	-	√		MB& DR	KbMA
39.	Construction and furnishing of 1 No. CHPS Compound at Anweam	Anweam	X	X	X	X	-	670,978.92	-	-	-	√		GHS, MWD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
40.	Construction and furnishing of 1 No. CHPS Compound at Kukubi	Kukubi	X	X	X	X	-	670,978.92	-	-	-	√		GHS, MWD	KbMA
41.	Construction and furnishing of 1 No. CHPS Compound at Mereponso	Mereponso	X	X	X	X	-	-	-	670,978.92	-	√		GHS, MWD	KbMA
42.	Construction of nurses' quarters	Abenaso	X	X	X	X	-	500,000.00	-	-	-	√		GHS, MWD	KbMA
	Sub-total						5,000.00	1,864,957.84	16,000.00	670,978.92	-				
Objective: Ensure sustainable access to safe drinking water Ensure access to improved sanitation Ensure proper management of solid and liquid waste															
Program: Water, Environmental Health, and Sanitation															
43.	Collection, transportation, and disposal of solid and liquid waste (SIP), embark on Clean up exercises	Municipal wide	X	X	X	X	-	70,000.00	-	-	-	√		EHSU	KbMA
44.	Disinfection and Disinestation of sanitary sites (Fumigation)	Municipal wide	X	X	X	X	-	389,750.00	-	-	-	√		EHSU	KbMA
45.	Conduct medical screening, monitoring, and training for food vendors	Municipal wide	X	X	X	X	-	300,000.00	-	-	-	√		EHSU	KbMA
46.	Procure sanitary and protective tools and items	KbMA	X	X	X	X	-	-	30,000.00	-	-	√		EHSU	KbMA
47.	Sensitize the public on environmental sanitation issues and embark on CLTS and WASH activities.	Municipal wide	X	X	X	X	-	32,000.00	-	-	-	√		EHSU	KbMA
48.	Conduct premise inspection, enforce environmental sanitation laws, and monitor sanitation service providers.	Municipal wide	X	X	X	X	-	9,000.00	-	-	-	√		EHSU	KbMA
49.	Training of WATSAN committee members	Municipal wide	X	X	X	X	-	40,245.00	-	-	-	√			

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
50.	Rehabilitation and Maintenance of Existing Boreholes	Municipal wide	X	X	X	X	-	332,080.14	16,000.00	-	-	√		MWD	KbMA
51.	Management of waste landfill and Community dumpsites	Municipal wide	X	X	X	X	-	861,000.00	-	-	-	√		EHSU	KbMA
52.	Dredging of Drains and Waterways	Selected Communities	X	X	X	X	-	10,000.00	-	-	-	√		MWD	KbMA
53.	Construction of Public/ Institutional Toilet facility	Bomso, Asuom, Abenaso, Selected schools	X	X	X	X	-	300,000.00	-	-	-	√		MWD	KbMA
54.	Drilling and construction of 6no. Mechanized borehole average depth 30-45 meters, including reinforced concrete stand 2m x 2m x 3.5m high with 4500 litres capacity overhead PVC tank	Akawani, Kade Zongo, Adankrono takyiman, attobriso	X	X	X	X	-	942,241.95	-	-	-	√		MWD	KbMA
	Sub-Total						-	3,286,317.09	46,000.00	-	-				
Objective: Improve BECE performance from 58% to 95% in 2029 Increase enrolment by 20% at all levels by the end of the planned period															
Program: Education Improvement															
55.	Organize my first day at school	Municipal wide	X	X	X	X	1,000.00	20,000.00	-	-	-	√		MED	KbMA
56.	Sensitization, Registration, and Processing of Final Year Basic School Learners and SHS students	Municipal wide	X	X	X	X	1,000.00	1,000.00	-	-	-	√		MED	KbMA
57.	Organise orientation for newly appointed Head Teachers, newly trained Teachers, and Office Staff	Municipal wide	X	X	X	X	1,000.00	1,000.00	-	-	-	√		MED	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
58.	Organize the Kwaebibirem Municipal Teacher of Excellence Award and Celebrate Retired Teachers	Municipal wide	X	X	X	X	-	22,000.00	-	-	-	√		MED	KbMA
59.	Observe International Day of the Girl-Child and Menstrual Hygiene Day	Municipal wide	X	X	X	X	-	2,000.00	-	-	-	√		MED	KbMA
60.	Organise Municipal Science & Mathematics quiz/practical for all JHS Students (STMIE).	Municipal wide	X	X	X	X	-	30,000.00	-	-	-	√		MED	KbMA
61.	Procure and distribute school furniture	Municipal wide	X	X	X	X	-	2,299,255.29	-	-	-	√		MPO	KbMA
62.	Construction and furnishing of 1 No. 3 Unit Classroom Block at Akyim Dokyi	Akyim Dokyi	X	X	X	X	-	672,555.58	-	-	-		√	MWD	KbMA
63.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Atobriso	Atobriso	X	X	X	X	-	812,936.75	-	-	-	√		MWD	KbMA
64.	Construction of the ICT centre at Koka-Minta Bomeng	Koka-Minta Bomeng	X	X	X	X	-	-	-	500,000.00	-	√		MWD	KbMA
65.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Nkwantanang	Nkwantanang	X	X	X	X	-	812,936.75	-	-	-	√		MWD	KbMA
66.	Construction and furnishing of 1 No. 2 Unit KG Block with Office and Store at Abaam	Abaam	X	X	X	X	-	812,936.75	-	-	-				
67.	Construction and furnishing of 1 No. 2 Unit KG Block with Office and Store at Anweam	Akawani	X	X	X	X	-	600,000.00	-	-	-	√		MWD	KbMA
68.	Construction of 3No. Teachers Bungalow	Ntronang, Darmang, Pramkuma	X	X	X	X	-	1,500,000.00	-	-	-	√		MWD	KbMA
	Sub-total						3,000.00	7,586,621.12	-	500,000.00	-				
Objective: Promote sports and cultural activities to unearth new talents															
Program: Youth and Sports Development															

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
69.	Provide support to promote sports and cultural activities	Municipal wide	X	X	X	X	-	25,000.00	-	-	-	√		MED	KbMA
70.	Construction of Standardized Sports Park	Darmang	X	X	X	X	-	300,000.00	-	-	-	√			
	Sub-total						-	325,000.00	-	-	-				
Environment and Human Settlements Development															
Objective: Restore 60 hectares of degraded forest by the end of 2029 Ensure sustainable use of natural resources and protect the natural environment															
Program: Climate Change and Environmental Sustainability															
71.	Train farmers on climate-smart agriculture	Municipal wide	X	X	X	X	-	20,000.00	10,000.00	-	-	√		MDA	KbMA
72.	Undertake a tree planting exercise and educate the Public on 'Plant a tree to save a life.'	Municipal wide	X	X	X	X	-	46,000.00	5,000.00	-	-	√		NAD MO	KbMA
73.	Sensitize the public on Disaster Management and Early Warning signs	Municipal wide	X	X	X	X	-	-	5,000.00	-	-	√		NAD MO	KbMA
74.	Celebration of International Day for Disaster Reduction	Municipal wide	X	X	X	X	-	-	2,000.00	-	-	√		NAD MO	KbMA
75.	Procure relief items for disaster victims and other emergencies	Municipal wide	X	X	X	X	-	147,555.58	5,000.00	-	-	√		NAD MO	KbMA
76.	Reclamation of deserted Mining pits	Takyiman, Koka – Minta Bomeng Abaam nkwantana ng,okyinso	X	X	X	X	-	1,000,000.00	10,000.00	-	200,000.00	√		NAD MO	KbMA
	Sub-total						-	1,213,555.58	37,000.00	-	200,000.00				
Objective: Resurface 80 km road by the end of 2029 Increase district electricity coverage 85% to 100% by % by the December 2029															

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Increase potable water coverage from 80 in 2025 to 95% by the end of 2029															
Program: Transport Infrastructure and Safety Management															
77.	Reshaping of feeder and community access roads	Amoaku-Pramso, Dompem	X	X	X	X	-	250,000.00	10,000.00	-	-	√		MWD	KbMA
78.	Organize road safety education and training for road users	Municipal wide	X	X	X	X	-	-	6,000.00	-	-	√		GPS/MWD	KbMA
79.	Inspection of licenses and helmets of motor riders	Municipal wide	X	X	X	X	-	-	4,000.00	-	-	√		GPS/MWD	KbMA
80.	Construction of foot bridge	Asuom	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
81.	Construction culvert 3No. Culvert	Abodom, Otumi abaam	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
82.	Construction of Storm Drains	Tweapease	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
83.	Construction of a motorable bridge	Amoaku-Pramso	X	X	X	X	-	110,000.00	-	-	-	√		MWD	KbMA
	Sub-total						-	660,000.00	20,000.00	-	-				
Objective: Increase the number of communities with a layout from 10 to 25 To ensure 80% of development in 15 communities conforms to approved layouts by 2025 Complete street naming in 5 major communities by 2029															
Program: Spatial Development															
84.	Preparation and revision of Planning Schemes	Anweam	X	X	X	X	-	90,000.00	-	-	-	√		MPD	KbMA
85.	Street Naming and Property Addressing Project	Abaam	X	X	X	X	-	120,000.00	-	-	-	√		MPD	KbMA
86.	Conduct Site Inspection, Sensitize and Enforce Building Regulations	Municipal wide	X	X	X	X	-	-	40,000.00	-	-	√		MPD	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
87.	Provide support for the extension of Electricity to Newly Developed Areas and Rural Communities.	Akawani, Pramkese, Mpeasem	X	X	X	X	-	1,000,000.00	-	-	-	√		ECG	KbMA
88.	Provide support for the extension of Water Services	Kade, Asuom	X	X	X	X	-	1,000,000.00		-		√		GWC L	KbMA
	Sub-total						-	1,210,000.00	40,000.00	-	-				
Governance and Institutional Development															
Objective: Increase women's participation in political and public office by 30% by the end of 2029 Prepare and approve the action plan and budget with full stakeholder participation annually. Increase stakeholder participation by 50 percent.															
Program: Governance, Accountability, and Public Safety Improvement															
89.	Organize all statutory meetings, including the General Assembly and other committee meetings.	KbMA	X	X	X	X	-	-	300,000.00	-	-	√		Ads	KbMA
90.	Organize Town Hall meetings and MCE Community engagement	Municipal wide	X	X	X	X	-	-	120,000.00	-	-	√		MPO	KbMA
91.	Preparation of 2029 Annual Action Plan, Composite Budget, and Procurement Plan	KbMA	X	X	X	X	-	60,000.00	-	-	-	√		MPO, MBA	KbMA
92.	Embark on continuous public education on the Assembly's byelaws and rate payment.	Municipal wide	X	X	X	X	-	-	10,000.00	-	-	√		ISD	KbMA
93.	Organize National Celebrations, including Independence and Farmers' Day	Selected Communities	X	X	X	X	-	45,000.00	10,000.00	-	-	√		MAD MO	KbMA
94.	Construction of Durbar Grounds	Darmang	X	X	X	X	-	400,000.00	-	-	-	√			KbMA
95.	Installation of street lights	Municipal wide	X	X	X	X	-	100,000.00	20,000.00	-	-	√			KbMA
96.	Construction of Police Post	Kwae	X	X	X	X	-	500,000.00	-	-	-	√			KbMA
97.	Strengthen Client Services and relationship with the Public, other MMDAs, and the RCC.	KbMA	X	X	X	X	-	2,000.00	1,000.00	-	-	√		CS	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
98.	Provide support for security operations	Municipal wide	X	X	X	X	-	-	35,000.00	-	-	√		ADs	KbMA
	Sub-total						-	1,107,000.00	496,000.00	-	-				
Objective: Resource and operationalize 5 zonal councils by 2029															
Program: Sub-Structure Improvement															
99.	Strengthen the operations of the 5 Zonal Councils	All Zonal Councils	X	X	X	X	-	300,000.00	60,000.00	-	-	√		ADs	KbMA
100.	Provide support to Community-Initiated Projects	Municipal wide	X	X	X	X	-	100,000.00	6,000.00	-	-	√		SWC D	KbMA
	Sub-total						-	400,000.00	66,000.00	-	-				
Objective: Build the capacity of 60% of staff by the end of 2029															
Program: Capacity Building and Productivity Improvement															
101.	Provide Capacity Building training and workshops for Staff	KbMA	X	X	X	X	-	16,000.00	-	-	-	√		HRM	KbMA
102.	Procure office furniture, fittings, equipment, and stationery	KbMA	X	X	X	X	-	150,000.00	10,000.00	-	-	√		MPO	KbMA
	Sub-total						-	166,000.00	10,000.00	-	-				
Objective: Implement at least 90 percent of activities and projects of the District Medium Term Plan by the end of December 2029															
Program: Co-ordination, Monitoring, Evaluation and Learning															
103.	Ensure inter-sectoral coordination of all Units, Departments, and other Agencies within the Municipal.	KbMA	X	X	X	X	-	-	5,000.00	-	-	√		MPO	KbMA
104.	Conduct a co-ordinated Monitoring and evaluation of all Projects and Programs.	KbMA	X	X	X	X	-	12,000.00	-	-	-	√		MPO	KbMA
105.	Provide support for the preparation and implementation of Unit and Departmental Action Plans	KbMA	X	X	X	X	-	-	2,000.00	-	-	√		MPO	KbMA

S/ N	Projects	Location	Timeframe				Cost					Project status		Implementing institution/ department	
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	DACF-RFG	DONOR	N e w	Ongo ing	Lead	Colla bora ting
106.	Preparation and Implementation of Operations and Maintenance Plan (Vehicles, buildings (office, residential, school Buildings) etc.	KbMA	X	X	X	X	-	16,000.00	8,000.00	-	-	√		MWD	KbMA
107.	Preparation and Implementation of Project Work Plans, Project Concept Notes and District Development Data Form	KbMA	X	X	X	X	-	-	7,000.00	-	-	√		MPO	KbMA
	Sub-total						-	28,000.00	22,000.00	-	-				
	Grand Total						13,942,368.29	18,446,851.64	1,215,000.00	1,170,978.92	201,500.00				

Source: MPCU 2025

Table 24: 2029 Annual Action Plan

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/depart ment	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Economic Development															
Objective: Increase IGF by 10% annually															
Program: Financial Management															
1.	Preparation and Implementation Revenue Improvement Action Plan (RIAP)	KbMA	X	X	X	X	-	-	60,000.00	-	-	√		MBA	KbMA
2.	Preparation and Distribution of Bills to rate payers	Municipal wide	X	X	X	X	-	-	50,000.00	-	-	√		MBA	KbMA
3.	Preparation and Gazette of 2030 Fee-Fixing Resolution	KbMA	X	X	X	X	-	20,000.00	-	-	-	√		MBA	KbMA
4.	Provision for Compensation of employees and related allowances							8,577,691.57	-	400,000.00	-			HRM /FIN	KbMA
	Sub Total						-	8,597,691.57	110,000.00	400,000.00	-				
Objective: Build capacity to 400 SMEs and link them to financial institution to access funds by the end 2029 Improve market infrastructure in 8 communities by the end of 2029															
Program: Local Economic Development															
5.	Organize Business Management training for artisans	Municipal wide	X	X	X	X	-	2,000.00	-	-	1,500.00	√		BRC	KbMA
6.	Facilitate Business registration with RGD and access to funds	Municipal wide	X	X	X	X	-	2,000.00	-	-	-	√		BRC	KbMA
7.	Group promotion	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		BRC	KbMA
8.	Organization of Business For a	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		BRC	KbMA
9.	Development of tourism potentials	Asuom, Nkwantana ng	X	X	X	X	-	35,000.00	-	-	-	√		MPO	KbMA

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
10.	Provision for the Government Flagship Program from the 20% share of DACF	Selected Communities	X	X	X	X	6,035,545.14	-	-	-	-	√		MWD	KbMA
11.	Construction of a modernised market at Ntronang	Ntronang	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
12.	Construction of a modernised market at James Town	James Town	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
13.	Construction of a modernised market at Akawani.	Akawani	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
14.	Construction of a modernised market at Dompem	Dompem	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
	Sub Total						6,035,545.14	441,000.00	-	-	1,500.00				
Objective: Increase Agricultural productivity by at least 10% each year and reduce post-harvest losses by the end of 2029															
Program: Agriculture Modernization and Post-Harvest Management															
15.	Organize one Research Extension Linkage Committee (RELC) meeting with Agricultural value chain actors annually.	Kade	X	X	X	X	-	5,400.00	-	-	-	√		MDA	KbMA
16.	Conduct efficient and effective extension delivery (home and Field visits, demonstrations to train agricultural Value Chain Actors on GAPs for Agric. Extension Agents (AEAs)	Municipal wide	X	X	X	X	-	30,000.00	-	-	-	√		MDA	KbMA
17.	Conduct Vaccination campaigns (Anti Rabies, PPR, CBPP, Newcastle) for pets, sheep, goats, and cattle. Conduct livestock disease surveillance.	Municipal wide	X	X	X	X	-	3,500.00	-	-	-	√		MDA	KbMA
18.	Organize commodity satellite market day celebrations for agricultural value chain actors at RAD.	Koforidua	X	X	X	X	-	4,000.00	-	-	-	√		MDA	KbMA

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
19.	Support the running of the District Centre for Agriculture, Commerce, and Technology (DCACT)	KbMA	X	X	X	X	-	3,500.00	-	-	-	√		MDA	KbMA
20.	Collect and analyse weekly market data	Municipal wide	X	X	X	X	-	3,000.00	-	-	-	√		MDA	KbMA
21.	Organize training for farmers on improved housing for livestock	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		MDA	KbMA
22.	Train and support farmers on post-harvest management of maize, vegetables, etc.	Municipal wide			X	X	-	50,000.00	7,000.00	-	-	√		MDA	KbMA
	Sub-total						-	104,400.00	7,000.00	-	-				
Social Development															
Objective: Increase beneficiaries on social protection programs by 18% by 2029 Ensure that 500 PWDs are economically independent by the end of December 2029 Reduce the incidence of teenage pregnancy by 11.2% to 4% by 2029															
Program: Vulnerability, Social, and Child Protection															
23.	Undertake Child Rights Promotion and Protection activities	Municipal wide	X	X	X	X	2,000.00	7,000.00	5,000.00	-	-	√		SWC D	KbMA
24.	Facilitate the implementation of Livelihood Empowerment Against Poverty (LEAP)	Municipal wide	X	X	X	X	2,000.00	900,000.00	5,000.00	-	-	√		SWC D	KbMA
25.	Facilitate the registration and renewal of NHIS cards for indigenes	Municipal wide	X	X	X	X	1,000.00	2,000.00	1,000.00	-	-	√		SWC D	KbMA
26.	Assist communities in the management of water and sanitation facilities	Municipal wide	X	X	X	X	1,000.00	5,000.00	6,000.00	-	-	√		SWC D	KbMA
27.	Identify, register, and keep updated data on Persons with Disabilities	Municipal wide	X	X	X	X	-	5,000.00	3,000.00	-	-	√		SWC D	KbMA
28.	Disburse PWDs' funds and monitor the activities of beneficiaries.	Municipal wide	X	X	X	X	-	45,000.00	-	-	-	√		SWC D	KbMA
29.	Undertake gender mainstream activities	Municipal wide	X	X	X	X	-	4,000.00	5,000.00	-	-	√		SWC D	KbMA

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
30.	Support for the vulnerable and management of Shelter Home	Municipal wide	X	X	X	X	-	5,000.00	-	-	-	√		SWCD	KbMA
	Sub Total						6,000.00	973,000.00	25,000.00	-	-				
Objective: Provide permanent structure for at least 4 CHPS compounds by the end of 2029 and increase the percentage of functional health facilities															
Program: Health Improvement															
31.	Support for HIV/AIDS /Malaria prevention programs and Immunization Municipal wide	Municipal wide	X	X	X	X	2,000.00	14,000.00	-	-	-	√		MDH	KbMA
32.	Celebrate Child Health Promotion Week (CHPW) and World Breastfeeding Week (WBW)	Municipal wide	X	X	X	X	1,000.00	-	3,000.00	-	-	√		MDH	KbMA
33.	Embark on growth monitoring and nutrition status of children, and conduct food demonstrations in communities	Municipal wide	X	X	X	X	1,000.00	-	2,000.00	-	-	√		MDH	KbMA
34.	Support to celebration of World Mental Health Week	Municipal wide	X	X	X	X	1,000.00	-	5,000.00	-	-	√		MDH	KbMA
35.	Provide support for the national immunization exercise	Municipal wide	X	X	X	X	1,000.00	4,000.00	6,000.00	-	-	√		MDH	KbMA
36.	Improve disease surveillance activities	Municipal wide	X	X	X	X	-	6,000.00	-	-	-	√		MDH	KbMA
37.	Registration of Birth and Death	KbMA	X	X	X	X	-	9,000.00	-	-	-	√		MB&DR	KbMA
38.	Construction and furnishing of 1 No. CHPS Compound at Darmang	Darmang	X	X	X	X	-	-	-	670,978.92	-	√		MWD	KbMA
39.	Construction and furnishing of 1 No. CHPS Compound at Nkwantana ng	Nkwantana ng	X	X	X	X	-	670,978.92	-	-	-	√		MWD	KbMA
40.	Construction and furnishing of 1 No. CHPS Compound at Amoaku-Pramso	Amoaku-Pramso	X	X	X	X	-	670,978.92	-	-	-	√		MWD	KbMA

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
	Sub-total						6,000.00	1,374,957.84	16,000.00	670,978.92	-				
Objective: Ensure sustainable access to safe drinking water Ensure access to improved sanitation Ensure proper management of solid and liquid waste															
Program: Water, Environmental Health, and Sanitation															
41.	Collection, transportation, and disposal of solid and liquid waste (SIP), embark on Clean up exercises.	Municipal wide	X	X	X	X	-	70,000.00	-	-	-	√		EHS U	KbMA
42.	Disinfection and Disinestation of sanitary sites (Fumigation)	Municipal wide	X	X	X	X	-	389,750.00	-	-	-	√		EHS U	KbMA
43.	Conduct medical screening, monitoring, and training for food vendors	Municipal wide	X	X	X	X	-	300,000.00	-	-	-	√		EHS U	KbMA
44.	Procure sanitary and protective tools and items	KbMA	X	X	X	X	-		30,000.00	-	-	√		EHS U	KbMA
45.	Sensitize the public on environmental sanitation issues and embark on CLTS and WASH activities.	Municipal wide	X	X	X	X	-	32,000.00	-	-	-	√		EHS U	KbMA
46.	Conduct premise inspection, enforce environmental sanitation laws, and monitor sanitation service providers.	Municipal wide	X	X	X	X	-	9,000.00	-	-	-	√		EHS U	KbMA
47.	Training of WATSAN committee members	Municipal wide	X	X	X	X	-	40,245.00	-	-	-	√			
48.	Rehabilitation and Maintenance of Existing Boreholes	Municipal wide	X	X	X	X	-	332,080.14	16,000.00	-	-	√		MW D	KbMA
49.	Management of waste landfill and Community dumpsites	Municipal wide	X	X	X	X	-	861,000.00	-	-	-	√		EHS U	KbMA
50.	Dredging of Drains and waterways	Selected Communities	X	X	X	X	-	10,000.00	-	-	-	√		MW D	KbMA

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
51.	Construction of Public/ Institutional Toilet facility	Mpeasem, Dompem, Asuom Methodist, Takyiman rc	X	X	X	X	-	300,000.00	-	-	-	√		MWD	KbMA
52.	Drilling and construction of 1 no. Mechanized borehole average depth 30-45 meters, including reinforced concrete stand 2m x 2m x 3.5m high, with 4500 litres capacity overhead PVC tank at Okyinso Krobo	Okyinso Krobo	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
53.	Drilling and Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Subi	Subi	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
54.	Drilling And Construction Of 1 No. Mechanized Borehole Average Depth 30-45 Meters, Including Reinforced Concrete Stand 2m X 2m X 3.5m High, With 4500 Liters Capacity Overhead PVC Tank at Kwae	Kwae	X	X	X	X	-	81,579.39	-	-	-	√		MWD	KbMA
Sub-Total							-	2,588,813.31	46,000.00	-	-				
Objective: Improve BECE performance from 58% to 95% in 2029 Increase enrolment by 20% at all levels by the end of the planned period															
Program: Education Improvement															
55.	Organize my first day at school	Municipal wide	X	X	X	X	-	20,000.00	-	-	-	√		MED	KbMA

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
56.	Sensitization, Registration, and Processing of Final Year Basic School Learners and SHS students	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		MED	KbMA
57.	Organise orientation for newly appointed Head Teachers, newly trained Teachers, and Office Staff	Municipal wide	X	X	X	X	-	1,000.00	-	-	-	√		MED	KbMA
58.	Organize the Kwaebibirem Municipal Teacher of Excellence Award and Celebrate Retired Teachers	Municipal wide	X	X	X	X	-	22,000.00	-	-	-	√		MED	KbMA
59.	Observe International Day of the Girl-Child and Menstrual Hygiene Day	Municipal wide	X	X	X	X	-	2,000.00	-	-	-	√		MED	KbMA
60.	Organise Municipal Science & Mathematics quiz/practical for all JHS Students (STMIE).	Municipal wide	X	X	X	X	-	30,000.00	-	-	-	√		MED	KbMA
61.	Procure and distribute school furniture	Municipal wide	X	X	X	X	-	2,529,180.82	-	-	-	√		MPO	KbMA
62.	Construction and furnishing of 1 No. 3 Unit Classroom Block at Darmang	Darmang	X	X	X	X	-	-	-	672,555.58	-	√	MWD	KbMA	
63.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Abodom	Abodom	X	X	X	X	-	812,936.75	-	-	-	√	MWD	KbMA	
64.	Construction of the ICT centre at Anweam	Anweam	X	X	X	X	-	500,000.00	-	500,000.00	-	√	MWD	KbMA	
65.	Construction and furnishing of 1 No. 6 Unit Classroom Block at Senya-Okoda	Senya-Okoda-Krobom	X	X	X	X	-	812,936.75	-	-	-	√	MWD	KbMA	
66.	Construction and furnishing of 1 No. 2 Unit KG Block with Office and Store at Larbikrom	Larbikrom	X	X	X	X	-	600,000.00	-	-	-	√	MWD	KbMA	
67.	Construction of a community library	Kwamang	X	X	X	X	-	300,000.00	-	-	-	√			
68.	Construction of Teachers Bungalow	Kukubi, Akawani	X	X	X	X	-	1,500,000.00	-	-	-	√	MWD	KbMA	

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
	Sub-total						-	7,131,054.32	-	1,172,555.58	-				
Objective: Promote sports and cultural activities to unearth new talents															
Program: Youth and Sports Development															
69.	Provide support to promote sports and cultural activities	Municipal wide	X	X	X	X	-	25,000.00	-	-	-	√		MED	KbMA
	Sub-total						-	25,000.00	-	-	-				
Environment and Human Settlements Development															
Objective: Restore 60 hectares of degraded forest by the end of 2029 Ensure sustainable use of natural resources and protect the natural environment															
Program: Climate Change and Environmental Sustainability															
70.	Train farmers on climate-smart agriculture	Municipal wide	X	X	X	X	2,000.00	20,000.00	10,000.00	-	-	√		MDA	KbMA
71.	Undertake a tree planting exercise and educate the Public on 'Plant a tree to save a life.'	Municipal wide	X	X	X	X	1,000.00	6,000.00	5,000.00	-	-	√		NAD MO	KbMA
72.	Sensitize the public on Disaster Management and Early Warning signs	Municipal wide	X	X	X	X	-	-	5,000.00	-	-	√		NAD MO	KbMA
73.	Celebration of International Day for Disaster Reduction	Municipal wide	X	X	X	X	-	-	2,000.00	-	-	√		NAD MO	KbMA
74.	Reclamation of deserted Mining pits and reforestation	Municipal wide	X	X	X	X	1,000,000.00	-	-	-	-				
75.	Procure relief items for disaster victims and other emergencies	Municipal wide	X	X	X	X	-	147,555.58	5,000.00	-	-	√		NAD MO	KbMA
	Sub-total						1,003,000.00	173,555.58	27,000.00	-	-				
Objective: Resurface 80 km road by the end of 2029 Increase district electricity coverage 85% to 100% by % by the December 2029 Increase potable water coverage from 80 in 2025 to 95% by the end of 2029															

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q1	Q2	Q3	Q4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Program: Transport Infrastructure and Safety Management															
76.	Reshaping of feeder and community access roads	James Town, Asuom, Mpeasem	X	X	X	X	-	250,000.00	10,000.00	-	-	√		MWD	KbMA
77.	Organize road safety education and training for road users	Municipal wide	X	X	X	X	-	-	6,000.00	-	-	√		GPS/MWD	KbMA
78.	Inspection of licenses and helmets of motor riders	Municipal wide	X	X	X	X	-	-	4,000.00	-	-	√		GPS/MWD	KbMA
79.	Construction of foot bridge	Kade Abaase	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
80.	Construction culvert at Kade	Abaam, Kade Zongo	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
81.	Construction of Storm Drains	Abaam	X	X	X	X	-	100,000.00	-	-	-	√		MWD	KbMA
82.	Construction of a motorable bridge	James Town, Nkwantana ng	X	X	X	X	-	-	-	110,000.00	-	√		MWD	KbMA
83.	Provide support for the extension of Electricity to Newly Developed Areas and Rural Communities.	Abenaso, Okyinso, Mereponso, Anweam, Nkwantana ng	X	X	X	X	-	1,000,000.00	-	-	-	√		ECG	KbMA
84.	Provide support for the extension of Water Services	Kade, Asuom	X	X	X	X	-	1,000,000.00	-	-	-	√		GWCL	KbMA
	Sub-total						-	2,550,000.00	20,000.00	110,000.00	-				

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
Objective: Increase the number of communities with a layout from 10 to 25 To ensure 80% of development in 15 communities conforms to approved layouts by 2025 Objective: Complete street naming in 5 major communities by 2029															
Program: Spatial Development															
85.	Preparation and revision of Planning Schemes	Pramkese	X	X	X	X	-	90,000.00	-	-	-	√		MPD	KbMA
86.	Street Naming and Property Addressing Project	Adodom	X	X	X	X	-	120,000.00	-	-	-	√		MPD	KbMA
87.	Conduct Site Inspection, Sensitize and Enforce Building Regulations	Municipal wide	X	X	X	X	-	-	40,000.00	-	-	√		MPD	KbMA
	Sub-total						-	210,000.00	40,000.00	-	-				
Governance and Institutional Development															
Objective: Increase women's participation in political and public office by 30% by the end of 2029 Prepare and approve the action plan and budget with full stakeholder participation annually. Increase stakeholder participation by 50 percent.															
Program: Governance, Accountability, and Public Safety Improvement															
88.	Organize all statutory meetings, including the General Assembly and other committee meetings.	KbMA	X	X	X	X	-	50,000.00	300,000.00	-	-	√		Ads	KbMA
89.	Organize Town Hall meetings and MCE Community engagement	Municipal wide	X	X	X	X	-	-	120,000.00	-	-	√		MPO	KbMA
90.	Preparation of 2030 Annual Action Plan, Composite Budget, and Procurement Plan	KbMA	X	X	X	X	-	60,000.00	-	-	-	√		MPO, MBA	KbMA
91.	Embark on continuous public education on the Assembly's byelaws and rate payment.	Municipal wide	X	X	X	X	-	-	10,000.00	-	-	√		ISD	KbMA
92.	Organize National Celebrations, including Independence and Farmers' Day	Selected Communities	X	X	X	X	-	45,000.00	10,000.00	-	-	√		MAD MO	KbMA

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q1	Q2	Q3	Q4		DACF	IGF	DACF-RFG	DONOR	New	Ongoing	Lead	Collaborating
93.	Installation of street lights	Municipal wide	X	X	X	X	-	500,000.00	20,000.00	-	-				
94.	Construction of Police Post	Bomso	X	X	X	X	-	600,000.00	-	-	-	√			
95.	Strengthen Client Services and relationship with the Public, other MMDAs, and the RCC.	KbMA	X	X	X	X	-	2,000.00	1,000.00		-	√		CS	KbMA
96.	Strengthen Client Services and relationship with the Public, other MMDAs, and the RCC.	KbMA	X	X	X	X	-	2,000.00	1,000.00		-	√		CS	KbMA
97.	Provide support for security operations	Municipal wide	X	X	X	X	-	-	35,000.00	-	-	√		ADs	KbMA
	Sub-total						-	1,259,000.00	497,000.00		-				
Objective: Resource and operationalize 5 zonal councils by 2029															
Program: Sub-Structure Improvement															
98.	Strengthen the operations of the 5 Zonal Councils	All Zonal Councils	X	X	X	X	-	300,000.00	60,000.00	-	-	√		ADs	KbMA
99.	Provide support to Community-Initiated Projects	Municipal wide	X	X	X	X	-	100,000.00	6,000.00	-	-	√		SWC D	KbMA
	Sub-total						-	400,000.00	66,000.00	-	-				
Objective: Build the capacity of 60% of staff by the end of 2029															
Program: Capacity Building and Productivity Improvement															
100	Provide Capacity Building training and workshops for Staff	KbMA	X	X	X	X	4,000.00	16,000.00	-	10,000.00	-	√		HRM	KbMA
101	Procure office furniture, fittings, equipment, and stationery	KbMA	X	X	X	X	-	150,000.00	10,000.00	6,000.00	-	√		MPO	KbMA
	Sub-total						4,000.00	166,000.00	10,000.00	16,000.00	-				
Objective: Implement at least 90 percent of activities and projects of the District Medium Term Plan by the end of December 2029															
Program: Co-ordination, Monitoring, Evaluation and Learning															

S/ N	Projects	Location	Timeframe				GoG	Cost				Project status		Implementing institution/department	
			Q 1	Q 2	Q 3	Q 4		DACF	IGF	DACF-RFG	DONOR	New	On going	Lead	Collaborating
102	Ensure inter-sectoral coordination of all Units, Departments, and other Agencies within the Municipal.	KbMA	X	X	X	X	-	-	5,000.00	-	-	√		MPO	KbMA
103	Conduct a co-ordinated Monitoring and evaluation of all Projects and Programs.	KbMA	X	X	X	X	-	12,000.00	-	-	√		MPO	KbMA	
104	Provide support for the preparation and implementation of Unit and Departmental Action Plans.	KbMA	X	X	X	X	-	-	2,000.00	-	-	√		MPO	KbMA
105	Preparation and Implementation of Operations and Maintenance Plan (Vehicles, buildings (office, residential, school Buildings), etc.	KbMA	X	X	X	X	-	16,000.00	8,000.00	-	-	√		MWD	KbMA
106	Preparation and Implementation of Project Work Plans, Project Concept Notes, and District Development Data Form	KbMA	X	X	X	X	-	-	7,000.00	-	-	√		MPO	KbMA
	Sub-total						-	28,000.00	22,000.00	-	-				
	Grand Total						7,054,545.14	25,022,472.62	886,000.00	2,369,534.50	1,500.00				

Source: MPCU, 2025

CHAPTER SEVEN

MONITORING AND EVALUATION

7.0 Introduction

Chapter Seven presents the integrated framework for Monitoring, Evaluation, and Learning (M&E) that supports the effective implementation of the Medium-Term Development Plan (2026–2029). It outlines the mechanisms for tracking progress, ensuring accountability, and promoting adaptive management across all sectors. This chapter ensures that results-based management principles guide implementation, with a focus on learning, inclusiveness, and evidence-informed decision-making.

7.1 Stakeholder Analysis

The stakeholder group brings unique interests, roles, and capabilities that shape how M&E activities are designed, implemented, and utilized. Coordinated engagement among these actors is critical to ensuring transparency, accountability, learning, and improved development outcomes.

Stakeholders have been categorized into four main groups:

- Project and program beneficiaries at the community level
- Intermediary organizations, including NGOs, CBOs, and CSOs
- Development partners and the private sector
- Government and quasi-government institutions across all administrative levels

Table 25 below outlines the key stakeholders and highlights their respective roles and levels of involvement in the M&E process.

Table 25: Stakeholder Analysis

M&E STAKEHOLDERS	INTERESTS/NEEDS	STAKEHOLDERS INVOLVEMENT IN M&E ACTIVITIES
MPCU	<ol style="list-style-type: none"> 1. Needs Assessment, 2. Data collection, Collation, and Analysis 3. Preparation & Co-ordination of DMTDP & M&E Plan 4. M&E Plan Implementation 	<ol style="list-style-type: none"> 1. Assess the needs of the people in the Municipality 2. Collect, Collate, and Analyse data for M&E 3. Prepare and Co-ordinate DMTP & M&E Plan
Sub-structures (ACs, Unit Committees)/ Assembly members	<ol style="list-style-type: none"> 1. Information Dissemination 2. Data Collection Monitoring 	<ol style="list-style-type: none"> 1. Disseminate Information 2. Assist in Collection of Data 3. Monitor ongoing Projects/ Programs in their localities
Departments & Agencies	<ol style="list-style-type: none"> 1. Advocacy Capacity building 	<ol style="list-style-type: none"> 1. Build the Capacity of DA: Collect and collate data.

M&E STAKEHOLDERS	INTERESTS/NEEDS	STAKEHOLDERS INVOLVEMENT IN M&E ACTIVITIES
MP	<ol style="list-style-type: none"> Information Dissemination Advocacy Transparency & Accountability	<ol style="list-style-type: none"> Disseminate Information Play the Advocacy role
Development Partners NGOs (World Vision, Plan Ghana, and APDO)	<ol style="list-style-type: none"> Transparency & Accountability Capacity building Logistics and financial support Monitoring 	<ol style="list-style-type: none"> Support in building the capacity of the DA staff on monitoring issues Provide Logistics and financial support for monitoring Monitor their funded Projects/ Programs
Financial Institutions Religious Bodies	<ol style="list-style-type: none"> Individuals and Groups identification Monitoring 	<ol style="list-style-type: none"> Monitor and evaluate credit facilities given to individuals and groups in the district
Development Partners (World Bank, EU, DANIDA, etc.)	<ol style="list-style-type: none"> Human Resource Development Research inputs Funding 	<ol style="list-style-type: none"> Development Human resource Support in providing Research inputs Funding of projects and programs
Communities	<ol style="list-style-type: none"> Needs identification Data collection Monitoring 	<ol style="list-style-type: none"> Assist in the identification of community needs Assist in Data collection for monitoring Monitor ongoing projects/Programs in their communities
Community-Based Organisations (CBOs)	<ol style="list-style-type: none"> Provide data Information dissemination Advocacy 	<ol style="list-style-type: none"> Provide data for M&E Disseminate information on M&E Advocacy role
Small Business Associations	Transparency & Accountability	<ol style="list-style-type: none"> Provide data for M&E Disseminate information on M&E# Assist in the identification of association needs
Civil Society Organisations (e.g. Youth Associations)	<ol style="list-style-type: none"> Transparency & Accountability Advocacy Monitoring and Evaluation 	<ol style="list-style-type: none"> Advocacy role Monitor and evaluate the performance of the DA

Source: MPCU, 2025

7.2 Indicators & Targets

To ensure effective monitoring and evaluation of the Medium-Term Development Plan (MTDP) 2026–2029, a comprehensive set of performance indicators has been developed. These indicators were carefully formulated based on the objectives outlined in the Plan of Action (PoA) and Annual Action Plans (AAPs), with a strong focus on aligning with national development priorities, sector-specific targets, and relevant Sustainable Development Goals (SDGs)

Beyond the adoption of national and core indicators set by the National Development Planning Commission (NDPC), the district also identified context-specific indicators through a participatory stakeholder workshop. These locally derived indicators were tailored to address unique development challenges and priorities within the district. This indicator framework forms the backbone of a results-based monitoring and evaluation system, enabling stakeholders to systematically track progress, identify implementation

gaps, ensure accountability, and support evidence-based decision-making throughout the plan’s lifecycle.

7.3 M&E Matrix

The Monitoring and Evaluation (M&E) matrix serves as a practical tool for tracking the implementation and performance of programs and projects under the District Medium-Term Development Plan (DMTDP) 2026–2029. It provides a comprehensive summary of how each development objective will be monitored and evaluated, ensuring a clear pathway from output to long-term impacts. Each DMTDP objective was linked to corresponding activities, expected results, and performance indicators, thereby enhancing coherence, accountability, and results-based management.

Additionally, the matrix highlights the data collection methods and sources to be used; the responsible institutions for each activity; the frequency of monitoring; and the alignment of district interventions with national policy goals and development frameworks.

By consolidating all key components of the M&E plan into a single reference table, the matrix ensures that stakeholders can systematically monitor progress, assess effectiveness, and make informed adjustments throughout the implementation period.

Table 26: Monitoring Matrix

1. Goal 1: Create an enabling environment for economic growth and development

- Objectives: 1. Increase IGF by 10% annually
2. Improve market infrastructure in 8 communities by the end of 2029

Program 1: 1. Financial Management Program										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage Change in IGF	Measures the percentage increase or decrease in revenue collected locally over the previous years	Outcome		10%	10%	10%	10%	Cedis	Quarterly	MFO, MBA, MIA
Change in the number of markets constructed	Measures the increase or decrease in the Counts of places built for exchange of goods and services as compared to the previous years.	Output	6	8	10	12	14	Structures	Quarterly	MWD, MFO MBA

Goal 1: Create an enabling environment for economic growth and development

- Objective
- Build capacity to 400 SMEs and link them to financial institution to access funds by the end 2029
- Improve palm oil quality and output by 20% by 2029
- Store 50% of palm oil produced at peak season annually
- Establish 1 pellet production plant by 2029

Program: Agriculture Modernization and Post Harvest Management Program										
Indicators	Indicator Definition			Targets				Disaggregation		

		Indicator Type	Baseline 2025	2026	2027	2028	2029		Monitoring Frequency	Responsibility
Number of Youth, Men and Women trained in employable skills	Counts of youth and men/women trained with abilities and traits that are attractive to employers	Output	2000	2200	2400	2600	2800	Gender/ age	Quarterly	BAC,SWCD
Percentage Change in agro processing	Measures the percentage increase or decrease in raw agricultural products transformed to more valuable item over the previous years	Outcome	5%	10%	10%	10%	10%	Tonnage	Quarterly	DOA,
Number of registered FBOs	Counts of number of FBOs registered	Output	28	30	32	34	38	Gender / locality	Quarterly	DOA
Percentage Change in Palm Oil Production	Measures the percentage increase or decrease of the output of oil palm produced over the previous years	Outcome	5%	6%	8%	8%	8%	Tonnage	Annual	DOA,BAC
Percentage Change in production level of rice	Measures the percentage increase or decrease in the quantity of rice produced over the previous years	Outcome	3.6%	3.6%	3.6%	3.6%	3.6%	Tonnage	Annul	DOA,BAC, NGO
Percentage Change in production of staple crops	Measures the percentage increase or decrease of the output of main food crops over the previous years	Outcome	2.9%	2.9%	2.9%	2.9%	2.9%	Tonnage	Annual	
Percentage Change in commercial farming	Measures the percentage increase or decrease in farming for profits over the previous years	Outcome	10%	10%	10%	10%	10%	Tonnage	Annual	DOA
Percentage change in extension	Measures the ratio increase or decrease in the number of extension officers to farmers	Outcome	56%	62%	70%	76%	82%	Locality / crop	Annual	DOA

officers to farmers ratio	coverage over the previous years									
Number of veterinary clinics established	Measures the counts of veterinary clinics	Output	2	2	2	2	2	Structure	Annual	DOA, KbMA
Percentage Change in Post-Harvest Losses	Measures the percentage increase or decrease in food lost after harvest over the previous years	Outcome	40%	35%	30%	25%	20%	Tonnage	Annual	DOA

Goal 2: Promote a fair and balanced society for the well-being of all

Objective: Improve BECE performance from 58% to 95% in 2029

Increase enrolment by 20% at all levels by the end of the planned period

1. Program: Education Improvement Program

Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage Change in BECE Performance	Measures the percentage increase or decrease in how JHS 3 students perform in the BECE examination over the previous years	Outcome	58%	62%	71%	80%	95%	Age/gender	Annual	GES, KbMA
Percentage Change in Enrolment	Measures the percentage increase or decrease in enrolment of students in various classes over the previous years	Outcome						Age/gender	Annual	GES, KbMA
	KG	Outcome	68.5%	72%	76	78.5%	80%	Age/gender	Quarterly	GES, KbMA
	Primary	Outcome	79.8%	82.2%	84%	87%	90%	Age/gender	Quarterly	GES, KbMA
	JHS	Outcome	48.5%	50.5%	54%	65%	75%	Age/gender	Quarterly	GES, KbMA

The number of classrooms increased.	Count of new classroom blocks added compared to the previous years.	Output	10	10	10	10	10	Structures	Annual	GES, KbMA
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- Goal 2: Promote a fair and balanced society for the well-being of all
- Objective: Increase beneficiaries on social protection programs by 18% by 2029
 - Ensure that 500 PWDs are economically independent by the end of December 2029
 - Reduce the incidence of teenage pregnancy by 11.2% to 4% by 2029

Vulnerability, Social and Child Protection Program

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage change in eligible beneficiaries under the social intervention program	Measures the percentage increase or decrease in the number of vulnerable and needy benefitting from social intervention programs (LEAP PWDs, etc.) over the previous years	Outcome	70%	75%	80%	85%	90%	Age/gender	Quarterly	SWCD
Percentage change of incidence of teenage pregnancy	Measures the percentage increase or decrease in pregnancies in girls aged 13-19 years over the previous years	Outcome	11.2%	10%	8%	6%	4%	Age/gender	Quarterly	SWCD, GHS, NGO

- Goal 2: Promote a fair and balanced society for the well-being of all
- Objective:
- Provide permanent structure for 4 CHPS compounds by the end of 2029

Program: Health Improvement Program

Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2028			

Percentage Change in Health Care Coverage	Measures the percentage increase or decrease of the population and towns with access to affordable health care services over the previous years	Outcome	90%	100%	100%	100%	100%	Locality	Quarterly	GHS, EHSU
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Goal 3: Protect the natural environment, build resilient communities and infrastructure

Objective:

- Resurface 80 km road by the end of 2029
- Increase district electricity coverage 85% to 100% by % by the December 2029
- Increase potable water coverage from 80 in 2025 to 95% by the end of 2029

Program Transport Infrastructure and Safety Management Program

Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Tourist sites improved	Counts of tourist sites developed	Output		2	2	2	2	Locality	Annual	
Percentage Change in Electricity Coverage	Measure the percentage increase or decrease in the number of off-grid communities and newly developed areas connected to the National Grid over the previous years.	Outcome	70%	78%	85%	90%	92%	Locality	Annual	ECG, KbMA
Percentage Change in Rural and Urban Roads extension length (km).	Measures the increase or decrease in the length of rural and urban roads (km) over the previous years	Outcome	20%	30%	40%	50%	60%	Locality / rural /urban	Annual	MWD
Percentage change in water coverage	Measures the percentage increase or decrease in the	Outcome	65%	72%	78%	82%	88%	Locality	Annual	EHSU

extension of water facilities to different places over the previous years										
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Goal 3: Protect the natural environment, build resilient communities and infrastructure

- Objective
- Increase communities with layout from 10 to 25
- To ensure 80% of development in 15 communities conforms to approved layouts by 2025
- Complete street naming in 5 major communities by 2029

Spatial Development Program

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation 2027	Monitoring Frequency 2027	Responsibility 2028
				2026	2026	2026	2026			
Percentage change in the level of authorized developments	Measures the percentage increase or decrease in the number of permits approved for developments over the previous years	Outcome	40%	50%	55%	60%	70%	Permanent/temporal	Quarterly	PPD
Percentage change in developer response rate	Measures the percentage increase or decrease of developers who respond to queries on unauthorized structures over the previous years	Outcome	5%	10%	25%	35%	50%	Locality	Quarterly	PPD
Percentage Change in coverage of streets named and properties embossed	Measures the increase or decrease in the number of streets named with signage and houses embossed with unique street numbers over the previous years	Outcome	50%	60%	70%	70%	70%	Locality	Quarterly	PPD

Goal 3: Protect the natural environment, build resilient communities and infrastructure

- Objective:
- Improve the early warning system of 10 communities
- Improve drainage of 6 communities by the end of December 2029
- To enhance night security by procuring and installing 800 street lights by the end of 2029

Provide relief items to 200 disaster victims annually.

Program 1: INFRASTRUCTURE DELIVERY AND MANAGEMENT

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency 2027	Responsibility
				2026	2026	2026	2026			
Percentage change in the incidence of Disaster	Measure the percentage increase or decrease in the incidence of domestic/ Bushfire Flooding Rain/ Wind Storm over the previous years.	Outcome	10%	7%	5%	2%	0%	Locality	Quarterly	NADMO GNFS
Percentage change of degraded forest/farmland restored.	Measure the percentage increase or decrease in the number of Hectares' of degraded farm land restored over the previous years.	Outcome	5%	5%	5%	5%	5%	Locality/hectares	Quarterly	NADMO, Security
Percentage change of the re-afforestation exercise coverage	Measures the percentage increase or decrease in coverage of new trees replanted over the previous years of afforestation.	Outcome	20%	30%	35%	40%	48%	Locality/hectares	Quarterly	Forestry

Goal 4: Maintain a firm, unified, and safe municipality.

Objective

- Resource and operationalize 5 zonal councils by 2029
- Increase women's participation in political and public office by 30% by the end of 2029
- Build the capacity of 60% of staff by the end of 2029
- Prepare and approve an action plan and budget with full participation of stakeholders annually

- Implement at least 80 percent of activities and projects of the District Medium Term Plan by the end of December 2029

Governance, Accountability and Public Safety Improvement Program

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation		Monitoring Frequency		Responsibility						
				2026	2027	2028	2029	2027	2027	2027	2027	2028	2028	2028	2028			
Percentage Change in the popular participation of men and women in decision-making	Measures the percentage increase or decrease in the number of men and women involved at the GA, UC, and ZC over the previous years	Outcome	22%	28%	35%	38%	40%	Gender/locality		Annual								
Percentage Change of stakeholders participation	Measures the percentage increase or decrease of NGO's, CSOs, RCC, and traditional councils' participation in town hall meetings and other engagements over the previous years	Outcome	10%	20%	28%	35%	50%	Gender/locality		Bi Annual								

Source: MPCU, 2025

7.4 Evaluation

Evaluation is a vital component of results-based management, offering critical insights that inform policy direction, strategic planning, and the efficient allocation of resources. To effectively assess the implementation and performance of programs and projects within the Plan of Action (PoA) and Annual Action Plans (AAPs), three key types of evaluations are recommended at different stages of the project lifecycle:

7.4.1 Ex-ante Evaluation

Conducted before implementation begins, the ex-ante evaluation would be used to assess the relevance, feasibility, and potential impact of proposed interventions. This would ensure that planned programs and projects are well-designed, aligned with policy objectives, and have a strong likelihood of achieving their intended results.

7.4.2 Mid-term Evaluation

Planned for July 2027, the mid-term evaluation will be conducted midway through the implementation period. Its purpose is to assess progress toward achieving planned outcomes, identify any implementation challenges, and recommend adjustments to improve effectiveness. Even though the plan period will still be ongoing, this evaluation is crucial to determine whether key impact indicators set for the mid-term have been met. Planned activities during this phase will include:

A comprehensive review of quarterly and annual progress reports
Focus group discussions with beneficiary communities

Field data collection to evaluate the short-term effects of completed projects

7.4.3 Terminal (End-of-Term) Evaluation

The final evaluation is scheduled for January 2030, at the end of the DMTDP period. The terminal evaluation will assess the overall impact, effectiveness, and sustainability of the development interventions implemented over the plan cycle. It will also evaluate the performance of specific projects and their outcomes in target communities, and document lessons learned and best practices to guide future planning.

7.5 Participatory Approaches and Use of Findings

All evaluations will incorporate participatory methods to ensure inclusiveness, transparency, and stakeholder ownership of findings. The results of each evaluation phase will feed directly into

The district’s decision-making processes, thereby promoting evidence-based planning and continuous improvement in program delivery.

7.6 Participatory M&E (PM&E)

Participatory Monitoring and Evaluation (PM&E) is a valuable tool for assessing whether development interventions are meeting the expectations and needs of beneficiaries—particularly the poor and vulnerable. It is a broad-based, inclusive process that promotes active engagement from community members and key local stakeholders, including NGOs, CBOs, CSOs, beneficiary groups, and Zonal Council members.

For a participatory M&E (PM&E) in the Kwaebibirem Municipal Assembly, the following interventions and methods would be used.

Table 27 PM&E Methods by Intervention and Timing

Development Intervention	PM&E Method	Purpose	Key Participants	When
1. Implementation Start-up & Coordination	Participatory Rural Appraisal	Build shared understanding of MTDP actions & roles	Implementing agencies, communities	Planning phase
	Stakeholder Role Clarification Workshops	Define monitoring & reporting responsibilities	Local authorities, CSOs, community reps	Planning phase
2. Service Delivery & Project Implementation	Participatory Community Scorecards	Track progress of projects & services	Community monitors, CSOs	Implementation phase
	Participatory Progress Tracking (simple indicators, charts)	Monitor outputs & timelines	Beneficiaries, project staff	Implementation phase (quarterly)
	Transect Walks & Site Visits	Verify physical progress & quality	Community members, officials	Implementation phase (quarterly)
3. Resource Use & Accountability	Social Audits	Monitor use of funds & resources	Communities, oversight bodies	Implementation phase (annually)
	Community Score Cards	Assess the quality of	Service users	Implementation phase (annually)

		services & satisfaction		
4. Inclusion & Equity Monitoring	Disaggregated Community Tracking	Monitor gender, youth & vulnerable group inclusion	Community monitors	Implementation phase
	Focus Group Discussions (FGDs)	Identify barriers to participation & access	Target groups	Review phase
5. Mid-Term Review & Adaptive Management	Participatory Review Workshops	Assess progress, challenges & lessons	All stakeholders	Review Phase
	Most Significant Change (MSC)	Capture qualitative changes & outcomes	Beneficiaries	Review stage
	Joint Action Planning	Adjust implementation strategies	Planning & implementation teams	Review Stage
6. Transparency & Feedback Mechanisms	Community Interface Meetings	Dialogue between service providers & citizens	Communities, authorities	Both Implementation and Review Phases
	Grievance & Feedback Systems (suggestion boxes, hotlines)	Capture community concerns	Community members	Implementation phase (continuous)
7. Final Review, Learning & Accountability	Participatory Evaluation Forums	Assess outcomes & impacts	Stakeholders, communities	Completion Phase
	Outcome Harvesting	Identify achieved changes linked to MTDP	Community reps, evaluators	Completion Phase
	Participatory Learning & Reflection Workshop	Document lessons for next MTDP cycle	All stakeholders	Completion Phase

To ensure the successful implementation of the PM&E process, the District Assembly plans to adopt the following steps:

1. *Identification, Selection, and Training of Local NGOs and CBOs*

Local NGOs and CBOs already operating within communities possess vital contextual knowledge and established relationships with residents. Their involvement would be essential. The Assembly will identify, select, and build the capacity of these organisations to lead and support the PM&E process effectively.

2. *Provision of Logistics and Operational Support*

To ensure these organisations function optimally, the Municipal Planning and Coordinating Unit (MPCU) will provide them with the necessary tools, logistics, and resources. This support aims to motivate and enable CBOs and NGOs to carry out their roles with commitment and efficiency.

3. *Community Education and Engagement*

Local communities will be educated on the purpose and process of PM&E, including their specific roles and responsibilities. This sensitization and training will be facilitated by the selected NGOs and CBOs, with oversight and support from the MPCU. The aim is to foster ownership and ensure community members actively participate in evaluating development outcomes.

4. *Use of Focus Group Discussions for Data Collection*

Focus group discussions will be used as a primary method of data collection during the PM&E process. These discussions will provide a platform for community members to express their experiences, perceptions, and feedback. The qualitative data will be instrumental in assessing poverty levels, project relevance, and local impact.

The participatory approach would enhance transparency, empower beneficiaries, and generate grassroots-level insights that will help the Assembly make better-informed, inclusive, and responsive development decisions.

7.7 Knowledge Management and Learning

Effective knowledge management plays a critical role in enhancing development planning, evidence-based decision-making, implementation efficiency, and accurate reporting. As part of the Medium-Term Development Plan (MTDP) 2026–2029, the Municipality will adopt a comprehensive Knowledge Management and Learning (KML) framework to ensure that lessons learned, best practices, and relevant data are systematically collected, shared, and applied to inform continuous improvement.

The core aim of this framework is to promote a culture of learning and adaptive management across all levels of implementation. It ensures that insights generated through monitoring and evaluation are not only documented but also translated into actionable knowledge that informs policy adjustments, program redesign, and improved service delivery.

Table 28 Knowledge Management and Learning Framework

COMPONENT	DESCRIPTION
1. Objectives	Enhance learning, reduce errors, boost development outcomes.
2. Roles	<ul style="list-style-type: none"> • Knowledge manager: The M&E officer (Planning unit head) oversees overall Knowledge management strategies • M&E Team: The M&E team captures lessons by documenting project successes and challenges, analyzes data by identifying trends and lessons learned, and shares insights by informing future planning. • Project Team: The Project team shares document project successes, contributes to the knowledge base, applies learnings, and collaborates with other teams.
3. Platforms	<ul style="list-style-type: none"> • Development portals for the central knowledge hub • Collaboration tools (Teams, WhatsApp)
4. Processes	<ul style="list-style-type: none"> • Capture document wins and challenges • Shares quarterly sessions and portal updates, and applies access and feedback • Apply learnings and feedback for continuous improvement

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7.7.1 Knowledge Management and Learning

To operationalize the framework, a set of targeted interventions will be integrated into both the Program of Action (PoA) and Annual Action Plans (AAPs).

The key interventions adopted by the district include:

1. Establishment of Knowledge Repositories

Digital and physical platforms such as databases, dashboards, and knowledge banks will be developed to house project reports, case studies, success stories, evaluation findings, and community feedback for easy access and reference.

2. Routine Learning and Reflection Sessions

Institutionalized learning mechanisms, including M&E review meetings, learning forums, and mid-year reflection sessions, will provide regular opportunities to analyse implementation experiences and adapt strategies where necessary.

3. Documentation and Dissemination of Best Practices

Successful approaches, innovations, and locally effective solutions will be systematically captured and shared with relevant stakeholders to encourage replication and scale-up

4. Capacity Building for Knowledge Utilization

Capacity-strengthening activities will be conducted for Assembly staff, sector officers, and local partners, focusing on how to gather, analyse, and apply knowledge for improved planning and decision-making.

5. Stakeholder Knowledge Exchange Platforms

Platforms such as workshops, peer learning events, and multi-stakeholder dialogues will be established to facilitate the exchange of experiences, learning, and collaboration across sectors and institutions.

By mainstreaming these interventions into the district's PoA and AAPs, knowledge management becomes an integrated and continuous process—not a one-time activity. This will enhance institutional learning, accountability, and adaptive capacity, ultimately improving development outcomes across the MTDP period. Appendix 4 identifies key knowledge areas relevant to the implementation of the Medium-Term Development Plan (MTDP), along with knowledge holders, sources, and gaps.

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

The following outlines the key processes required to achieve these three critical outcomes in Kwaebibirem Municipal

7.8.1 Sustainability in M&E

The following processes would be used:

- i. Embed M&E functions within the core operations of the Municipal Planning and Coordinating Unit (MPCU) and sector departments, with clearly defined roles and responsibilities.
- ii. Regularly train assembly staff, stakeholders, and community actors on M&E tools, data collection, analysis, and reporting techniques to reduce dependency on external consultants.
- iii. Allocate dedicated budget lines for M&E activities in the PoA and AAPs to ensure consistent funding for monitoring, evaluation, and learning processes.

Utilize digital tools and management information systems (e.g., GIS, dashboards, mobile data collection apps) to streamline M&E processes and ensure institutional memory.

7.8.2 Accountability in M&E Processes

Publish and disseminate progress reports, evaluation findings, and audit results through accessible platforms such as websites, community meetings, and notice boards. Involve communities, CSOs, and other stakeholders in data collection, validation, and feedback processes to enhance transparency and shared responsibility. Use public expenditure tracking surveys (PETS), citizen scorecards, and performance audits to assess the effectiveness and integrity of service delivery. Establish channels for collecting and responding to community feedback, complaints, and suggestions to improve responsiveness and corrective action.

7.9 Lessons Learned in M&E

This would be achieved through:

- Conduct reviews of completed projects to assess what worked, what did not, and why, documenting insights for future planning cycles.
- Organize learning forums, reflection sessions, and inter-district exchanges to share successes, challenges, and innovations.
- Develop case studies, learning briefs, and knowledge products that highlight key findings from M&E activities and make them accessible to decision-makers.
- Ensure that insights and evidence from M&E are fed directly into the formulation of new policies, programs, and budgets.

By adopting these processes, the district will build a robust, inclusive, and forward-looking M&E system that supports continuous improvement, transparency, and long-term development sustainability.

CHAPTER EIGHT

DEVELOPMENT COMMUNICATION STRATEGY

8.0 Introduction

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

8.1 Goals of the Development Communication Strategy

The goals of the Development Communication Strategy are to

- a. Foster Stakeholder Engagement and Participation in the Planning and Implementation process within the Municipality
- b. Increase public awareness and understanding of the Development plan goals, strategies, and expected outcomes in the Municipality.
- c. Promote transparency and accountability of the plan's progress to the public.
- d. Enhance the Plan's overall visibility and impact both nationally and internationally.

8.2 Development Communication Strategy

The framework of dissemination and communications strategy shall include the following, among other things, while the details are outlined in Table 28:

- i. Holding workshops, consultations, and community meetings at central locations such as the five Zonal Councils in the municipality
- ii. Using feedback mechanisms to actively involve relevant stakeholders such as community members and private sector actors.
- iii. Creation of awareness through public forums, announcements, discussions on media outreach (including local FM stations), and online platforms such as WhatsApp and Facebook, as well as the KbMA Website on the MTDP, Annual Progress Reports, etc.
- iv. Strengthening of the Client Service Unit to act as an interface between the Assembly and the general public in respect of complaints and feedback.
- v. Arrangements for distribution of the quarterly and annual progress reports.
- vi. Establishment of the Development Communication Committee, chaired by the PM
- vii. Use of interactive radio discussions to create awareness on interventions in the Plan, their performance, and to seek feedback from the general public.

8.3 Objectives of the Development Communication Strategy

The objectives of the Communication Strategy are to:

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

8.4 Defined Communication Channels for Specific Targeted Audiences

The communication channels and approaches will combine mass media, interactive forums, printed materials, and digital platforms. These were tailored to suit the needs and preferences of each stakeholder group.

The core medium-term development messages for the communication audience within the plan year are as follows.

- **Citizens**
 - i. Improved infrastructure and services
 - ii. Job creation and economic growth
 - iii. Enhanced safety and security
- **Sub-district Structures**
 - i. Decentralized development initiatives
 - ii. Community engagement and participation
 - iii. Resource allocation and utilization
- **Civil Societies**
 - i. Collaborative development initiatives
 - ii. Transparency and accountability
 - iii. Community empowerment
- **Parliament**
 - i. Legislative support and oversight
 - ii. Policy framework for development
 - iii. Resource mobilization and allocation

- **Regional coordinating Councils**
 - i. Regional development coordination
 - ii. Resource allocation and utilization
 - iii. Monitoring and evaluation
- **Development Partners**
 - i. Collaborative development initiatives
 - ii. Funding opportunities
 - iii. Project implementation and impact

Table 29: Communication Channels for Targeted Audiences

Channel	Audience	Stakeholders	Frequency	Responsible Person	Feedback Mechanism
Social Media (Facebook, Twitter, Instagram)	Sub-District structures, Civil Society/NGOs	Traditional Leaders, Citizens, NGO/CSO Leaders	3 times a week	Communication Officer	Live chats, Comment Sections, and Feedback forms
Municipal Website	Parliaments, RCCs, District Assemblies, Sub-District Structures, Civil Society / NGOs, Development Partners, Academic Institutions	MCEs, Assembly Members, MPs, Committees, Regional Leaders, Traditional Leaders, Citizens, Bilateral/Multilateral Agencies, Researchers	Update as needed	I.T Officer	Real-Time feedback, Online Community Forums
Local Radio / TV stations	Sub-District Structures, Civil Society / NGOs	Traditional Leaders, Citizens, NGO/CSO Leaders	Monthly	Communication Officer	Call -in segments, Radio debates and discussion, Community outreach
Community/ Assembly Meetings	District Assemblies, Sub-District Structures, Civil Society / NGOs,	MCEs, Assembly Members, MPs, Committees, Regional Leaders, Traditional Leaders, Citizens,	Quarterly	Presiding Member, Chairman for various sub-structures, Assembly Members, etc	Community suggestion box, town hall meetings
Print Media (Newspapers , Posters)	Civil Society / NGOs, Sub-District Structures	Traditional Leaders, Citizens, Sub-District Structures, Civil Society / NGOs,	Bi-monthly	Communication Officer	
Seminars, Conferences, Consultative Workshops	MDAs, RCCs, Development Partners Academic Institutions	Ministers, Directors, Regional Leaders, MCEs, Assembly Members, Bilateral/Multilateral Agencies, Researchers	Quarterly	Communication Officer, Municipal Planning Coordinating Members	

8.5 Communication messages for MTDP dissemination

To ensure efficient and effective implementation of projects and programs in the MTDP, the MPCU will prepare and submit demand-driven, quarterly, and Annual Progress Reports on project implementation and M&E activities to Management, Development Partners, the General Assembly, RCC, NDPC, OHLGS, MDAs, and other relevant stakeholders. Pursuant to the schedule fifteen of L. I 2232, the timelines for submitting quarterly and annual progress reports shall be the end of April, July, October, and January. The content and context of reports to each of the stakeholders will be guided by the data needs and responsibilities of the given stakeholder.

Table 30: Communication Activity Matrix

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

Source: MPCU, 2025

Appendix 1: first public hearing

MEDIUM TERM DEVELOPMENT PLAN 2026-2029

DISTRICT:

KWAEBIBIREM MUNICIPAL ASSEMBLY

REGION: EASTERN REGION

VENUE: ZONAL COUNCILS

DATE: 21ST to 28TH JULY, 2025.

INTRODUCTION

According to Legislative Instrument 2232(National Development Planning Regulations), the District Planning Authority shall organize a public hearing on the draft District Development Plan. It also stipulates that the public hearing is open to all citizens in the district. To this end, the Municipal Planning Coordinating Unit organized a public hearing to discuss the draft Medium-Term Plan for 2026-2029.

A. Medium of invitations

- Announcements were made through community information centres, churches, and mosques to create awareness and also to invite the general public to the public hearing at the various Zonal Councils.
- Letters were used to invite specific individuals and groups, such as MCE, Members of the Zonal Council, Assembly Members, Heads of Departments, Chiefs, Trade groups, Opinion Leaders, etc., to the hearing.

B. Identifiable Representations at hearing

The following representatives participated in the public hearing:

- Chiefs
- Departments and Agencies
- Political Parties
- Economic Groups (Farmer-Based Organization)
- Local Council of Churches in all the Zonal Councils
- Social Groups (Ghana Federation of the Disabled)
- Trade Groups (Market Women from All Zonal Council)
- Non-Governmental Organizations (CDD, Seredepalm, NETCODA)
- Assembly Members, Unit Committees, and Chairmen of All Zonal Councils
- Security (Ghana Police Service and Fire Service)

- Financial Institutions (Kwaebibirem Rural Bank)
- Media (Fresh FM, Susubiribi FM, Real FM)
- Member of Parliament, Kade Constituency

C. Total Number of Persons at hearing

A total of Three Hundred and ten (310) stakeholders participated in the public hearing. There were a total of One Hundred and Eighty Two (182) Females representing 58.7 percent and One Hundred and Twenty Eight (128) Males representing 41.3 percent of the total participants.

Female	182	58.7
Male	128	41.3
Total	310	100

D. Language(s) used at hearing

The main language used in the presentation and discussions at the public hearing is the Twi language, which is common to the majority of the participants. English was, however, used occasionally to explain some terms otherwise difficult to explain in Twi.

E. Major Issues at Public Hearing:

The following are major issues identified are

- The need for the Renovation and rehabilitation of Zonal Council offices
- Creation of some other offices to operate in the municipality (Immigration office)
- Poor academic performance: Parents should help control their children from attending social gatherings.
- Limited information on the disbursement of disability funds
- Teenage Pregnancy has a higher rate; therefore, students should be well educated on the causes and prevention of teenage pregnancy.
- Lack of structured plans affecting development control

- Abandoned Public toilet projects in the municipality
- Electricity extension to newly developed areas
- Construction of bridges and culverts in the municipality

F. Main controversies and major areas of complaints

Participants made the following complaints:

- Illegal mining (galamsey) and lumbering
- Bad road especially linking the food-producing communities to the market centres
- Teenage pregnancies leading to school drop-out in the communities
- Students in some of the zones find it difficult to attend school when there is heavy rainfall, so there is a need to construct bridges and culverts
- Increasing problem of stray animals

G. Proposals for the resolution of the above complaints

To ensure a satisfactory resolution of the various complaints, the following proposals were made:

- On the issue of galamsey, the MCE responded that some youths of the municipality have been trained on community mining to ensure safe practices. He urged all, especially the chiefs, to take an interest in protecting the environment. He, however assured of the regulatory bodies and MUSEC support on any issues arising out of it
- On the deplorable nature of the roads, the MCE indicated that the Assembly is making efforts to get a roads engineer posted to the municipality. This will ensure that the municipality is given some allocation from feeder roads departments to be able to cover a substantial portion of the municipality.
- On the issue of teenage pregnancy, the Municipal Director of Education, there is a need for a collective effort to manage the situation. Discussions are underway to form a joint task force comprising personnel from the Ghana Education Service, Ghana Health Service, Social Welfare, and community leaders to adequately address the development
- On the issue of students not being able to go to school when there is heavy rainfall, the MCE, together with the Head of Works, assured that there will be the construction of bridges and culverts to help solve the problem.

- The Municipal Environmental Health Officer’s response to issues on Stray Animals said there is an ongoing discussion and measures for the Taskforce exercise to commence soon in the Municipality. Also, the need for all communities to have a pen to host stray animals before the Municipal Environmental Health Officer comes in. Henceforth, there is a law to this effect, so anyone who is caught under this will be dealt with by law.

H. Unresolved questions or queries





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

I. General Level of Participation

The Presiding Member ensured that all participants at the public hearing, including women and the excluded, disadvantaged, and marginalized groups, were allowed to express their views and that their grievances were adequately addressed.

After the presentation of the Draft Medium-Term Plan by the Municipal Planning Officer, participants, both males and females, engaged the MPCU in a Question-and-Answer session on issues relevant to their interests and to the benefit of the Municipality at large.

The participants present after the deliberations consented to the content of the plan and hoped that the activities would be undertaken in order to drive the needed development in the municipality.

MCE	HON. EMMANUEL KOFI NTI	
MCD	MR. DAMOAH ASAMOAH	
P.M	HON. KABORE ADAMS	
MPO	MR. HENRY DANIELS	

KWAEBIBIREM MUNICIPAL ASSEMBLY

ATTENDANCE SHEET

PROGRAM: 2026-2029 MTDP Needs Assessment and Public Hearing

DATE: 21-07-2025 - 28-07-2025

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Konadu Albert	Otumi	0244294865	<i>Konadu</i>
2.	Kwaku Antwi	Obumi	0596780327	<i>[Signature]</i>
3.	SAMUEL BOADI	Otumi	0549431865	<i>[Signature]</i>
4.	BERNICE ANTIAMWA	Otumi	0242788059	<i>[Signature]</i>
5.	Bismark O. Aming	Darman	0247445545	<i>[Signature]</i>
6.	Owusu Frank	Darman	0543479738	<i>[Signature]</i>
7.	Zacki Abdul Mu	NK4	0243318829	<i>[Signature]</i>
8.	Nana Oforokwe Sarpom	NK4	0243023141	<i>[Signature]</i>
9.	Iddrisu Amenu	Darman	0540712383	<i>[Signature]</i>
10.	Abudu Aziz	Darman	0548622109	<i>[Signature]</i>
11.	Kwame Agyei	Darman	055985533	<i>[Signature]</i>
12.	Sarkye Isaac	Darman	0246978300	<i>[Signature]</i>
13.	Korankye Janet	Nkwantang	0247861258	<i>[Signature]</i>
14.	Kofi Yeboah	Otumi	02424140131	<i>[Signature]</i>
15.	Idrisu Aheissan	Otumi	0246873603	<i>[Signature]</i>
16.	Akvan Samuel Teboah	Nkwantang	0546300079	<i>[Signature]</i>
17.	Appiah Korang James	Nkwantang	0242879063	<i>[Signature]</i>
18.	SUMAILA RAFIU	Nkwantang	0531654622	<i>[Signature]</i>
19.	Amankwah Ampofo	Nkwantang	0244095599	<i>[Signature]</i>
20.	Suleman	Otumi	0537308626	<i>[Signature]</i>
21.	Aggiei Tuum	Otumi	0256467776	<i>[Signature]</i>
22.	Joseini Ahasan	Otumi	0244928255	<i>[Signature]</i>

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM: Mexico Assessment and Public Hearing (Zonal)

DATE: 21st - 28th July 2025

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Nantey Jalisdom	Minta Bonang	0248779424	
2.	Adetunmbura Margaret	Kwae	0543589118	
3.	Njame Richard	Kwae	0554167048 05416	
4.	Boatema Linda	Kwae	0548662440	
5.	Ibrahim Alhassan	Kwae	0248480246	
6.	Nana Botwe II	Kwae	0242246258	Nabali
7.	Margaret Birago	Kwae	0534495930	Byro
8.	Konadu Anita	Kwae	0247128892	Abu
9.	Isaac Ansal	Anweam	0532594964	Vuff
10.	Edmund S. Mensh	Kwae	0245451046	
11.	Nana Antwi Boasiako	Asikam	0243518238	Elii
12.	Adu Samuel Ernest	Asikam	0541719809	
13.	Michael Adji	Anweam	0241119966	Kwae
14.	Anyam Simon	Jamestan	0542714457	
15.	Jacobs Appiah	Kwae	0549683372	
16.	David Eklu	Anweam	0243259880	
17.				
18.				
19.				
20.				

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE: 22nd July, 2025

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Twumasi Debrah	Twumusu	0249906602	[Signature]
2.	Nana Samuel Kofi	Twumusu	02456248135	[Signature]
3.	Dem a Samuel	Twumusu	0544756641	[Signature]
4.	Emmanuel Tetteh	Pranso	0541071947	[Signature]
5.	Edmond K. Nkiamoh	Twumusu	0249222462	[Signature]
6.	Emmanuel Aggrey	Twumusu	0246683361	[Signature]
7.	Saba Michael	Amoaku	0241750769	[Signature]
8.	Kenney Stephen	Pranso	0242713870	[Signature]
9.	Amesah Raymond	Amoaku	02492651006	[Signature]
10.	Paul Badu	Amoaku	0545030507	[Signature]
11.	Ansaah Raymond	Amoaku	0247703514	[Signature]
12.	Agnes Sapa Farikini	Prankese	0247604526	[Signature]
13.	Moses Adams	Prankese	0246678301	[Signature]
14.	Okete Abraham	Senja	0240688247	[Signature]
15.	Akuban Abraham	Senja	054131230	[Signature]
16.	Pastor Boateng	Prankese	0247442734	[Signature]
17.	Denis Acheampong	Prankese	0242623896	[Signature]
18.	Sarkwa Timothy	Twumusu	024379582	[Signature]
19.	Tamaleky Francis	Twumusu	0242318814	[Signature]
20.	Edward Dzandza	Prankese	0248404208	[Signature]
21.	David Koomson	Prankese	0246924185	[Signature]

KWAEBIBIREM MUNICIPAL ASSEMBLY

PAYMENT SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Kwasi Botwe	Asuom	0249357147	
2.	Samuel Kesse-Adu	Bomso	0241710146	
3.	Bright Asimah	Bomso	0597847038	
4.	Dankwah Augustine	Bomso	0244788073	
5.	Kwasi Asuah	Bomso	0245609206	
6.	Pual Oppong	Bomso	0245696470	
7.	Yaa Thumwa	Bomso		
8.	Kwasi Badu	Bomso	0544498437	
9.	Kofi Affum	Kukubi	0249942477	
10.	Isaac Amane	Kukubi	0240075589	
11.	IRUL ASAHIE	ASUOM	0545544854	
12.	Alex Oduo	ASUOM	0243123129	
13.	Chatey Emmanuel	ASUOM	024894601	
14.	Richard Ampansah	ASUOM	0247292036	
15.	Major Kingsly W. Adlesin	ASUOM	0242287128	
16.	Simpson Jones	ASUOM	0558761130	
17.	Taw Niti	ASUOM	0541452511	
18.	Asare Kenneth	ASUOM	0541458776	
19.	Agyei Sylvester	ASUOM	0246983907	
20.	Hayford Osumy	ASUOM	0243132103	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Tumasi Elliot	Kade	0245982331	
2.	Agua Kwaku	Kade	0249568181	
3.	Adwoa Yeboah	Kade	0550436225	
4.	Joseph Akwambah	Kade	0548191911	
5.	Boakyea Margaret	Kade	0594406555	
6.	Marthin Dahiru	Kade	0244757030	
7.	Entemnce Kumi Isaac	Kade	024949329	
8.	Peter Asame	Kade	0248-734344	
9.	Bismark Oforu	Kade	0552186375	
10.	Alex Asare	Kade	0245084942	
11.	Amoako Billy-Graham	Kade	0551564994	
12.	Obiri Simon	Kade	0245714048	
13.	Juegray Hussey	Kade	0542771469	
14.	Menko Meraj	Kade		
15.	Emmanuel Odwo	Kade	0538545764	
16.	Afenteng Samuel	Kade	0591326735	
17.	Issac Kofi Amoako	Kade	0248147132	
18.	Immanuel Appiah Tabi	Kade	0256723910	
19.	Asare Stephen	Kade	6548159849	
20.	Korkor Joyce	Kade	0247814131	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....




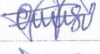












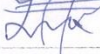


DATE: 22nd July, 2025

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Seth Taboah	Prankese	0243621436	
2.	Gyekye Kwaning Nana	Prankese	0554074765	
3.	Nana Acheampong	Prankese	0244259588	
4.	Alex Asare	Prankese	0245084942	
5.	Felix Osei	Prankese	0240074734	
6.	Daniel Bodi	Prankese	0546068840	
7.	E-A Tenkorang	Prankese	0545064286	
8.	Francis Kumi	Okodanum	0245718384	
9.	Botwe John	Okodanum	0249082051	
10.	Nana Oduro Biare	Prankese	0243150563	
11.	Rev. E.Y Setyi	Prankese	0242889390	
12.	Tei Samuel	Tuumusu	0247105410	
13.	Kofi Felix	Tuumusu	0242524306	
14.	Edward Fobi	Prankese	0245967120	
15.	Edward Fobi	Prankese	0246924185	
16.	Tetteh Boas	Tuumusu	0547413195	
17.	Daniel Abiyiah	Prankese	0242963121	
18.	Faustina Tetteh	Prankese	0553097778	
19.				
20.				

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Akosua Satjibea	Ntronang	0242124947	
2.	Akua Nijam	Ntronang	0246807884	
3.	Otu Joseph	Ntronang	0246809884	
4.	Samuel Ohene	Ntronang	0244429195	
5.	Dominic Owusu	Ntronang	0551780488	
6.	Afrifa Osae	Ntronang	0248218641	
7.	Simon Teje	Ntronang	0559571096	
8.	Emmanuel Asima	Ntronang	0549590190	
9.	Ohene	Ntronang	0242829286	
10.	E.Y. ASARE	Ntronang		
11.	Joseph Tetteh	Ntronang	0245915007	
12.	Vicent Aboagye	Ntronang	0243155367	
13.	Akua Asabea	Ntronang	0248350655	
14.	Larbi Rosemond	Ntronang	0246861605	
15.	Aboe Kwame	Ntronang	0	
16.	Kofi Amoako	Ntronang	0541045589	
17.	Akotua Kwaku	Ntronang		
18.	Asumaring Fredrick	Ntronang	0541659094	
19.	Tetteh Francis	Ntronang		
20.	Asamoah Dacostar	Ntronang	0249804040	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	S. B. Afari	Ntronang	0241753394	<i>[Signature]</i>
2.	S. K. NSia	Ntronang	0538546755	<i>[Signature]</i>
3.	Peprah Eric	Ntronang	0249679992	<i>[Signature]</i>
4.	Ampfa Ebenezer	Ntronang	0249629554	<i>[Signature]</i>
5.	Anseh Emmanuel	Ntronang	0597681867	<i>[Signature]</i>
6.	Kofi Asare	Ntronang	0592674909	<i>[Signature]</i>
7.	Kwasi Eric	Ntronang	0246358341	<i>[Signature]</i>
8.	Affum partick	Ntronang	0592416223	<i>[Signature]</i>
9.	Oboay Kwaku	Ntronang	0248724091	<i>[Signature]</i>
10.	Akyuffu Emmanuel	Ntronang	0242124947	<i>[Signature]</i>
11.	Jonathan Agyere	Ntronang	0552030990	<i>[Signature]</i>
12.	Tawiah Louis	Ntronang	0542447174	<i>[Signature]</i>
13.	Jonathon Edom	Ntronang	0860335499	<i>[Signature]</i>
14.	Victoria Darko	Ntronang	0535640158	<i>[Signature]</i>
15.	Dede Elizabeth	Ntronang	0552971887	<i>[Signature]</i>
16.	Phiscilla Danso	Ntronang	0540339494	<i>[Signature]</i>
17.	Sarah Koranteng	Ntronang	054788810	<i>[Signature]</i>
18.	Kingsely Omare	Ntronang	0541659073	<i>[Signature]</i>
19.	Afra Emmanuel	Ntronang	0532782109	<i>[Signature]</i>
20.	Joseph Amankwah	Ntronang	0553210197	<i>[Signature]</i>

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Yaw Tug	Takijiman	0546660197	
2.	John Kofi	Takijiman	0248209562	
3.	Ayim Daniel	Kuamany	0540596372	
4.	Mohammed Ali	Takijiman	0595122424	
5.	Nana Sakji Asirig	Takijiman	0530263793	
6.	Bismark Appiah	Takijiman	0244632513	
7.	Michael Otua	Mempeasem	0597025052	
8.	Baffour Gyamera	Takijiman	0541284994	
9.	Nana Odehyes Baelu	Takijiman	024148594	
10.	Agnes Aduator	Takijiman	0546522164	
11.	Mercy Dzifa	Takijiman	0241518188	
12.	Baffour Frimpong	Takijiman	0554166220	
13.	Nana Ademan	Takijiman	0247859437	
14.	Amankrabo Nimo	Dompem Takijiman	02423268308	
15.	Tomu Godwin	Kuamany	0241944464	
16.	Berima Ofosu Amako.A	Dokji	0247080266	
17.				
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KWAEBIBIREM MUNICIPAL ASSEMBLY

PAYMENT SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.			0549745723	<i>[Signature]</i>
2.	Asabea Doris	Athronang		<i>[Signature]</i>
3.	Nana Bediako Amankado	Athronang	0244351505	<i>[Signature]</i>
4.	Nana Osifo	Athronang	0249532547	<i>[Signature]</i>
5.	Okyame Kwadwo Seth	Athronang	0	<i>[Signature]</i>
6.	Anane Darochi	Athronang	0249281523	<i>[Signature]</i>
7.	Issac Asare	Athronang	0241074298	<i>[Signature]</i>
8.	Tei Francis	Athronang	0549863253	<i>[Signature]</i>
9.	Afari David	Athronang	0249446923	<i>[Signature]</i>
10.	Xddo Kwabena	Athronang	0594170031	<i>[Signature]</i>
11.	Odepo Asare	Athronang	0592623802	<i>[Signature]</i>
12.	Joyce Kwakyei	Athronang	0248949429	<i>[Signature]</i>
13.	Alice Serwaa	Athronang		<i>[Signature]</i>
14.	Julia Kwame	Athronang	0249131787	<i>[Signature]</i>
15.	Asiedu Dampre	Athronang	0242232200	<i>[Signature]</i>
16.	Kwabena Ayikra	Athronang	0556908556	<i>[Signature]</i>
17.	Kwadwo Asematey	Athronang		<i>[Signature]</i>
18.	Margret Yamoah	Athronang	0592623819	<i>[Signature]</i>
19.	Florence Yamoah	Athronang	0555039394	<i>[Signature]</i>
20.	Yau Boahene	Athronang	0240650538	<i>[Signature]</i>

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Ofei Gifty	Kade		
2.	Kuwonu Richard	Zongo	0248218544	
3.	Fetor Emmanuel	Zongo	0551557237	
4.	Della Nicholas	Zongo	0543191172	
5.	Fatimatu Musah	Zongo	0541062473	
6.	Isha Ibrahim	Zongo	0248104566	
7.	Issifu Awudu	Zongo	0543206246	
8.	Della Kukuku	Abaase	0551564889	
9.	Kpego Emmanuel	Zongo	0245767339	
10.	Magret Kisi Boadi	Abaase	026618200	
11.	Paulina AnSah	Abaase	0245602452	
12.	Umar Usman	Zongo	0240623484	
13.	GYABAA K BERAKYE	FRESH FM	0541571465	
14.	Lucas Lucas Melio	Abaase	0244098836	
15.	Cecillia Addo	Abaase	0545084714	
16.	Ampofo Richmond	Zongo	0247566243	
17.	Kwabena Aliga	Abaase	0533761464	
18.	Rexford Owusu	Adankrono	0543671341	
19.	John Mensah	Subi	0240096826	
20.	Afikotsen Mensah	Subi	0244187022	

KWAE BIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Anane Mcheam	Kwae	0599832569	Mcheam
2.	Michael P. P. P.	Kwae		
3.	Anane K. Paul	Kwae	024659089	Paul
4.	Okyere Godfred	Kwae	0593102408	Godfred
5.	Ahmedzi Ellis	Kwae	0241264990	Ellis
6.	Braimah Isaka	Kwae	0248722524	Isaka
7.	Ibrahim Seidu	Kwae	0247481958	Seidu
8.	Seidu Bawa	Kwae	0242144396	Bawa
9.	Nana Ladi Achana	James Town	0249489395	Achana
10.	Teiku Hayford	James Town	0548982494	Hayford
11.	Samuel Kimo	Kwae	0548862923	Kimo
12.	Cyrenah Boateng	Kwae	0554865824	Boateng
13.	Stephen Kwabena Brako	Kwae	0249302148	Brako
14.	David Nani	James Town	0241454655	Nani
15.	Samuel M'ikku	Anweam	0247825704	M'ikku
16.	Tetteh Simon	M. Bomeng	054235486	Simon
17.	Anoatey Stanley	M. Bomeng	0245590332	Anoatey
18.	Rockson Tetteh	M. Bomeng	0595728509	Tetteh
19.	Kernar Bensm	Anweam	0541215648	Bensm
20.	Abosye Emmanuel	Anweam	024561116	Abosye

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Bredu Bismark	^{OLD} NIRONANG	0243470304	Bud
2.	Ajebea Diana	Ntronang	0597689324	DM
3.	Jonathan Kofi Sammy	Ntronang	0550036121	JK
4.	Janet Martey	Ntronang	0249803300	Jand
5.	Rose Atiri	Ntronang	0546057931	R
6.	Opong Daniel	Ntronang	0547327117	PO
7.	Stephen Larko K	Ntronang	0248442561	SK
8.	Joshua Kofi Lokare	Ntronang	0552687839	JK
9.	Kwaku Botwe	Ntronang	0247454511	KB
10.	Kwaku Asante	Ntronang	054200205	KA
11.	Asare Samuel	Ntronang	0242470626	AS
12.	Boahem an Margaret	Ntronang	6	BM
13.	Emmah Donis	Ntronang	0533465203	EM
14.	Gladys Sakjiba	Ntronang	0594170088	GS
15.	James Nkansah	Ntronang	0549312875	JA
16.	Hon. F. Ameyao-Bordea	Ntronang	0552606272	FA
17.	Asare Ashu	Hpiratiase	024957411	AS
18.	Bofo Prince	Ntronang	0547788238	BP
19.	Grace Ohere	Ntronang	0559057837	GO
20.	Elhice Amombeg	Ntronang	0546353190	EA

KWAEBIBIREM MUNICIPAL ASSEMBLY
PAYMENT SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Oforuhene Apenteng	ASuom	0247628807	
2.	Yaw Agyei	ASuom	024458778	
3.	Oduro Seth	ASuom	0249088103	
4.	Oteng Micheal	ASuom	0249522511	
5.	Appiah Sarliys	ASuom	0245909045	
6.	Timpang Festin	ASuom	0502623342	
7.	Oteng Alex	ASuom	0543135245	
8.	Okyere Seth	ASuom	0243001904	
9.	Daskwa Samuel Kofi	ASuom	0241371359	
10.	Kesewa Joyce	ASuom	0244746230	
11.	Bala USSIF	ASuom	0245802306	
12.	AGBESI FRANK	ASuom	0540960590	
13.	Maxwell Opaty	ASuom	0245663356	
14.	Fenteng Ampafi	ASuom	0244057569	
15.	Osa. Oforuhene Apenteng II	ASuom	0243130128	
16.	Isaac Awuah	ASuom	0554859004	
17.	Kofi Arbmako	ASuom	0246519213	
18.	Ampousah Bright	ASuom	0245250900	
19.	Philip Twum	ASuom	0244278942	
20.	Mono Takubu	ASuom	0249810417	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	David Tebru	Abaam	054038528	
2.	Ankomah Charles	Abenaso	0543421370	
3.	Dogbalse Dominic	Abenaso	0549100747	
4.	Agbesi Gabriel	Abenaso	0540734869	
5.	Agbo Daniel	Abenaso	0593083546	
6.	Agbesi Alex	Abenaso	0242066043	
7.	Asare Vincent	Okyanti	0242649561	
8.	Fredrick Tuum	Abodom	0548470040	
9.	Evans Ansaah	Abodom	0244254981	
10.	Takyi Ameyaw Eric	Abodom	0243054391	
11.	Rev. Emmanuel Kwitor	Abaam	0846587106	
12.	Brabbey Coege	Abaam	0591701114	
13.	Agyapong A. Daniel	Abaam	0557063335	
14.	Evans Ampomah	Abodom	0542171877	
15.	Elvis Agyemang	Abodom	0245766891	
16.	Opoku Isaac	Abaam	0240858481	
17.	Njarko Evans	Abaam	0559886045	
18.	Frank Frimpong	Abaam	0540313177	
19.	Ophelia Ampaw	Abaam	0598841872	
20.	Paul Antwi	Abaam	0248205566	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	George Telleh	Kwamang	0546577139	<i>[Signature]</i>
2.	Dwumor, jar Kwasi	Takijimang	0548767861	<i>[Signature]</i>
3.	Addo Kwaku Stephen	Takijimang	0245366067	<i>[Signature]</i>
4.	Awetor Ahetor Mensha	Takijimang	0545798838	<i>[Signature]</i>
5.	Adobea Florence	Takijimang	0540192512	<i>[Signature]</i>
6.	Francis Anya Kaka	Takijimang	0240632042	<i>[Signature]</i>
7.	Nana Ofori Kwaku	Takijimang	0500275381	<i>[Signature]</i>
8.	Evelyn Adjei	Takijimang	0244499503	<i>[Signature]</i>
9.	Addo Maclean	Takijiman	0248836496	<i>[Signature]</i>
10.	Alex Adu Sakodie	Takijimang	0248423517	<i>[Signature]</i>
11.	Viktor Asante Yeboah-Kwasi	Takijiman	0242926712	<i>[Signature]</i>
12.	Rev. Jacob Kofi Mensah	Takijiman	0246414353	<i>[Signature]</i>
13.	Abdulai Alhasan	Takijiman	0248753373	<i>[Signature]</i>
14.	Rey Johnson S	Takijiman	0240394978	<i>[Signature]</i>
15.	Kwaku Yeboah	Kwaman	0592682344	<i>[Signature]</i>
16.	Joyce Amponsah Mery	Kwamang	0243680307	<i>[Signature]</i>
17.	Bright Darkwa	Kwamang	024695306	<i>[Signature]</i>
18.	Tuum Sampson	Kwaman	0556542748	<i>[Signature]</i>
19.	Michael Osafo	Takijiman	0240925577	<i>[Signature]</i>
20.	Angmar Fredrick	Prankuma		<i>[Signature]</i>

KWAE BIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Joseph Okiang	Kwae	0555338452	
2.	Kwakyee Gibson	Kwae	0541258659	
3.	Toku Samuel	James Town	0557139772	
4.	Rev. Amoah O. Bismark	James Town	0548181579	
5.	Tei Joseph	James Town	0249678692	
6.	Agbanavor Confidence	James Town	0242620173	
7.	Asiedu Samuel	James Town	0242981179	
8.	Mankye Fredrik	James Town	0540966403	
9.	Michael Amoah	Kwae	0552046153	
10.	Opong Richmond	Kwae	0245697015	
11.	Matthew Akasule	Kwae	0241989825	
12.	Daniel Appiah	James Town	0243650093	
13.	Tussit Aschul Jabil	Kwae	0242020604	
14.	MARION CHRISTIAN LGWAE	Kwae	0246167083	
15.	AMOAKO MAXWELL	KWAE	024303348	
16.	OFOSU JUSTICE	KWAE	0553959434	
17.	Delumeh Faust	James Town	0541478006	
18.	Cyekye William	James Town	0548382736	
19.	Nana Afanyah Addo			
20.	FRANS AFANYAH	Pesa/Apanyah	0558155246	
21.	Kofi Sammy	Kwae	058162710	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:

DATE:

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Agwire Samuel	Atobiriso	0246595622	<i>[Signature]</i>
2.	Daniel Martey	Atobiriso-2	0245603262	<i>[Signature]</i>
3.	Okyeame Adbo Ireku	Atobiriso-2	0247668072	<i>[Signature]</i>
4.	Patience Mensha	Atobiriso-2	0247578760	<i>[Signature]</i>
5.	Tetteh Justice	Atobiriso-2	0245696153	<i>[Signature]</i>
6.	Amos Martey	Akaviani	0547428540	<i>[Signature]</i>
7.	Tewogyo Pagan's	Akawani	0242261180	<i>[Signature]</i>
8.	K. O. Adbo	Larbi Krom	0547491122	<i>[Signature]</i>
9.	Enoch Tequiah	Atobiriso	0242239983	<i>[Signature]</i>
10.	Tetteh Joshua	Akawani	0534547918	<i>[Signature]</i>
11.	Philip Asante	Larbi Krom	0596452054	<i>[Signature]</i>
12.	MUS ALPITA MOHAMMAD	LARBI KROM	0599555937	<i>[Signature]</i>
13.	Adbo Issac	Larbi Krom	0558028644	<i>[Signature]</i>
14.	Adbo Benjamin	Atobiriso	0246823183	<i>[Signature]</i>
15.	Okonah Noah	Atobiriso	0241026256	<i>[Signature]</i>
16.	Bright Nii Tetteh	Atobiriso No 1	0244349188	<i>[Signature]</i>
17.	Issac Tetteh	Atobiriso	0246242517	<i>[Signature]</i>
18.	John Tetteh	Atobiriso No 1	0248155552	<i>[Signature]</i>
19.	Agbeko Dominic	Atobiriso	0247194693	<i>[Signature]</i>
20.	Noah Jonathan Martey	Atobiriso	0240703240	<i>[Signature]</i>

Appendix 2: Report on Public Hearing

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

DISTRICT:

KWAEBIBIREM MUNICIPAL ASSEMBLY

REGION: EASTERN REGION

VENUE: MUNICIPAL ASSEMBLY CONFERENCE HALL, KADE

DATE: 5TH AUGUST, 2025

INTRODUCTION

According to Legislative Instrument 2232(National Development Planning Regulations), the District Planning Authority shall organize a public hearing on the draft District Development Plan. It also stipulates that the public hearing is open to all citizens in the district. To this end, the Municipal Planning Coordinating unit organized a public hearing to discuss the draft Medium-Term Plan for 2022-2022.

C. Medium of invitations

- Announcements were made through FM stations, community information centres, churches, and mosques to create awareness and also to invite the general public to the Public Hearing.
- Letters were used to invite specific individuals and groups, such as Assembly Members, Heads of Departments, Chiefs, trade groups, etc., to the hearing.

A. Identifiable Representations at hearing

The following representatives participated in the public hearing:

- Chiefs
- Departments and Agencies
- Political Parties
- Economic Groups (Farmer-Based Organization)
- Faith-Based Organizations (Local Council and Churches Kade)
- Social Groups (Ghana Federation of the Disabled)
- Trade Groups (Market Women from Kade)
- Non-Governmental Organizations (CDD and SERIDIPALM)
- Assembly Members, Unit Committees, and Chairmen of Zonal Councils
- Security (Ghana Police Service and Fire Service)
- Financial Institutions (Kwaebibirem Rural Bank)
- Media: Fresh FM, Susubiribi FM, Real FM

B. Total Number of Persons at hearing

A total of 278 stakeholders participated in the public hearing. Females (70) constituted 45.2 percent of the participant's while males constituted (208) 54.8 percent.

C. Language(s) used at hearing

The main language used in the presentation and discussions at the public hearing is the Twi language, which is common to the majority of the participants. English was, however, used occasionally to explain some terms otherwise difficult to explain in Twi.

D. Major Issues at Public Hearing:

The following are major issues identified are

- Teenage pregnancy and drug abuse.
- Poor academic performance: BECE and WASSCE Results
- Ineffective development control
- Limited information on the disbursement of disability funds
- The need for the restructuring of the Zonal council with various Communities.
- Why Malaria keeps increasing every year despite several interventions by Successive governments.
- Lack of Office National Health Insurance
- Abandoned Public toilet projects in the District
- Handing over of the corn and flour milling facility to PWDs
- Stalled projects

E. Main controversies and major areas of complaints

Participants made the following complaints:

- Increasing problem of stray animals
- Abandoned Public toilet projects in the District
- Underaged children engage in the okada and tricycle business

F. Proposals for the resolution of the above complaints

To ensure a satisfactory resolution of the various complaints, the following proposals were made:

- The Municipal Environmental Officer’s response to issues on Stray Animals said there is a need for all zonal councils to have their pens to host stray animals. A task force will also be formed to seize such stray animals at announced times.
- Underaged Okada and Tricycle Drivers, the Hon. MCE indicated that the police will be out to check licenses and registration of drivers and vehicles, respectively. He urged that when found, such children and their parents should be reported to the social welfare department.
- On the abandoned public toilets projects in the district, the MCE indicated that the Assembly has written letters to the appropriate authorities and will continually make follow-up on them to ensure that all such projects are completed for use by the citizenry.

G. Unresolved questions or queries

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

H. General Level of Participation

The Presiding Member deliberately gave greater opportunity to the women and disadvantaged groups present to express their concerns to be incorporated.

After the presentation of the Draft Medium Term Plan and all deliberations, participants, both

The participants who constituted the Municipal Planning Authority adopted the Draft 2026-2029 Medium Term Development Plan as an official document of the Kwaebibirem Municipal Assembly for onward submission and approval.

MCE	HON. EMMANUEL KOFI NTI
MCD	MR. DAMOAH ASAMOAH
P.M	HON. KABORE ADAMS
MPO	MR. HENRY DANIELS

Handwritten signatures in blue ink corresponding to the names in the table above.

KWAEBIBIREM MUNICIPAL ASSEMBLY

ATTENDANCE SHEET

Purpose: Second Public Hearing on 2026-2029
Medium-Term Development Plan at Abaam Zone

Date



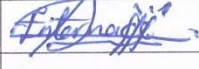
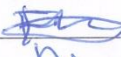


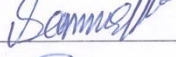









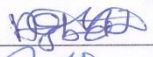
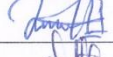


S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	OPHELIA K. AMPAW	ABAAM	0598841892	
2.	OPOKU ISAAC	ABAAM	0243012570	For OJ
3.	EVANS NYARKO	ABAAM	0559886045	
4.	ELVIS AGYEMANG	ABAAM	0445766899	
5.	Ossol Bright	ABAAM	0256400225	
6.	BROBBEY GEORGE	ABAAM	0591701114	
7.	AGYAPONGA DANIEL	ABAAM	0557063335	
8.	FRIMPONG FRANK	ABAAM	0540313177	
9.	ASARE COMFORT	ABAAM	0547408331	
10.	ONKARE MICHAEL	AMANTROM	0540388382	
11.	Peter Asare	P.W.D	0248-734344	772
12.	OSU DANIEL	ABAAM	0242944414	
13.	ASIA B. AKOYINAH A	ABAAM	0530729007	
14.	ASARE VINCENT	OKYINSO	0242649565	
15.	Kyeewa Diana	Abaam	0542788311	
16.	EVANS AMPONGSAH	Abodom	054271877	
17.	Serwaa Janet	Abaam	0559054710	
18.	Peter Safo	Abaam	0708122217	
19.	Nede Kari	Abodom	020814721	
20.	Emmanuel Gyemsi	OKYINSO	054224276	Okari
21.	Solomon Kerang	OKYINSO	054224707	Som
22.	OBED BOATYI	ABODOM	05967213842	Om
23.	IWEINBOAH PRINCE	ABODOM	0554896891	
24.	JULIUS ASANTE	ABAAM	0203559489	
25.	FREDERICK ANKWA NYAME	ABENASO	054352127	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

NTDP PUBLIC HEARING AT KADE ZONAL MEETING

DATE: 20/11/2025

S/N	NAME	COMMUNITY	T&T	SIGNATURE
1.	ISAAC KOFI AMONKO	Kade, Abasse	}	
2.	Issi Fu Awuolu	Zongo East		
3.	Enternace Kumi Isaac	Kade - Kubease		
4.	Faaheta Abubakar			
5.	HAOR NAOMI			
6.	Thomas Eliot	Kade-Kubease		
7.	Safa Emmanuel	Revenue		
8.	ASAH STEPHEN ABASSO			
9.	BONDI ALBERT	Kade - Kubease		
10.	Emmanuel odino	Kade - Nsuase		
11.	Tiku King	Kade Nsuase		
12.	Festung Kofi Samuel	Kade Nsuase		
13.	LUCAS MELIO	ABASSE		
14.	AKOTEN - MENSAN	SUBI		
15.	Agyei Samuel	Subi		
16.	BAFFONE SERWAA AMOBENS I	SUBI		
17.	Agbeko Kwame Nicholas	Kade		
18.	Umar Usman	Kade		
19.	Abubakar A Kabore	Kade		
20.	Amewunga Justice	Adankrono		

KWAEBIBIREM MUNICIPAL ASSEMBLY

ATTENDANCE SHEET

Purpose: Second Public Hearing on 2026-2029 Medium Term Development Plan at Asuom Zone

Date

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Rev Francis Amponsah	Asuom	024746791	[Signature]
2.	Ayim David	Kwamang	054059137	[Signature]
3.	Oteng Michael	Asuom	0246969311	[Signature]
4.	Smart Osei Boatye	Asuom	024397941	[Signature]
5.	Tum Yaw	Asuom	0244278942	[Signature]
6.	Yeboah Petrick	Kwamang	024649778	[Signature]
7.	Dawu Sefa Sandrah	Asuom	0537238878	[Signature]
8.	Boatye Matilda	Asuom	0598747937	[Signature]
9.	Yeboah Okato	Asuom	0540394085	[Signature]
10.	Ayim Darkwa	insapese	0247640882	[Signature]
11.	Oteng Alex	Asuom	0543135245	[Signature]
12.	Boatye Nicholas	Asuom	0557865711	[Signature]
13.	Elysa Asom	Asuom	05482844	[Signature]
14.	Dakor Symel Zoff	Asuom	0593792224	[Signature]
15.	Nana Baba Amah	Asuom	0246162604	[Signature]
16.	Sirpong Jones	Asuom	0558761130	[Signature]
17.	Seth Boatye	Asuom	024502438	[Signature]
18.	Kwabena Boatye	Asuom	0556250660	[Signature]
19.	PRINCE OBENA	ASUOM	0245933703	[Signature]
20.	Christopher Adomah	Kade	055729761	[Signature]
21.	Seth Fosuare	Kade	024261282	[Signature]
22.	Afful K. Asomaning	Kade	0241147052	[Signature]
23.	Revd John Aputa	Kwamang	020854712	[Signature]
24.	Daavt Zima	Kwamang	0532921487	[Signature]
25.	Eyem Ebenezer	Asuom	0541921214	[Signature]

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

Purpose:.....

Date

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Wilson Adade	Woepease	0236049974	Wilson
2.	Christiana Kongdu	Asuom	0243005907	Christiana
3.	Gideon Owiredu	Kwamang	0243847539	Gideon
4.	Kwasi Prince Azumeth	Asuom	0512675395	Prince
5.	Attese Kenneth	Tweapease	0209887546	Attese
6.	Gyasi Emmanuel	Asuom	0535490533	Gyasi
7.	Charlotte Owusu	Asuom	0245498969	Charlotte
8.	Ofofy Randy	Asuom	05468739126	Randy
9.	Blavis Aare	Kwamang	0249868184	Blavis
10.	Odwio Bompomus Janet	Asuom	0593281718	Janet
11.	Guabeng David	Asuom	0246363819	David
12.	Seth Boakye Danguah	Asuom	0587178622	Seth
13.	Bright Sarpong	Kwamang	0285312627	Bright
14.	Emmanuel Boakye	Atobriso	0557233929	Emmanuel
15.	Ella Adjah-Tetteh	Atobriso No.2	0558630581	Ella
16.	Abeng Apraku	Asuom	0555887730	Abeng
17.	Akoto Nkansah	Kwamang	0243249982	Akoto
18.	Danso Akwua Morris	Atobriso	0501594612	Danso
19.	Iwum Kwasi	Asuom	0546598127	Iwum
20.	Obeng Edward	Kwae	0249192728	Obeng
21.	Desmond Marpo	Asuom	0553141498	Desmond
22.	Mubarak Mohammed	Asuom	0248391616	Mubarak
23.	Bestbran Adade	Asuom	0554499312	Bestbran
24.	Obi Alethea	Asuom	0244732467	Alethea
25.	Anna Jeremiah	Kwae	0557581998	Anna

KWAEBIBIREM MUNICIPAL ASSEMBLY

ATTENDANCE SHEET

Purpose:.....

Date

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Agyabeng Dorq	Okyins0	054948445	<i>Dorq</i>
2.	Bright Aglaping	Abodom	056174591	<i>[Signature]</i>
3.	Animah Anack	Abodom	0543649970	<i>[Signature]</i>
4.	Kofi Asare	Abaam	024884496	<i>[Signature]</i>
5.	Ohenekema Bridge	Abodom	054761817	<i>[Signature]</i>
6.	Asante Samuel	Abaam	054721860	<i>[Signature]</i>
7.	Appiah Asante Gals	Abaam	0547614372	<i>[Signature]</i>
8.	Asantewaa Beatrice	Kyins0	026777897	<i>[Signature]</i>
9.	Esi Ampofoa	Abaam	0245440673	<i>[Signature]</i>
10.	Comfort Ofosu	Okyins0	055883282	<i>[Signature]</i>
11.	Betty Amoah Nyame	Abens0	0248891172	<i>[Signature]</i>
12.	Bernice Amoah Nyame	Abens0	0591178689	<i>[Signature]</i>
13.	Mary Ampofoa	Abaam	054201722	<i>[Signature]</i>
14.	Ampomah Nyarko	Abodom	0548992294	<i>[Signature]</i>
15.	TINA AMPONJAH	KYINSO	055321247	<i>[Signature]</i>
16.	Abigail Ampomah	Abodom	055480725	<i>[Signature]</i>
17.	Ahmed Zabila	Abodom	0242433970	<i>[Signature]</i>
18.	Asante Richmond Antai	Kyins0	053892625	<i>[Signature]</i>
19.	Appiah Benita	Kyins0	059951270	<i>[Signature]</i>
20.	Sankran Lartebaa	Abaam	0547737104	<i>[Signature]</i>
21.	Irean Sewaa	Abaam	0247744648	<i>[Signature]</i>
22.	A Dansa Celestine	Abaam	0566782114	<i>[Signature]</i>
23.	Beati/Davor Stephen	Abaam	0547744648	<i>[Signature]</i>
24.	Darke Collin Richmond	Abaam	0249977881	<i>[Signature]</i>
25.	Brodi Davidowusu	Abaam	0505598127	<i>[Signature]</i>

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

DATE:.....

S/N	NAME	COMMUNITY	T&T	SIGNATURE
1.	Fahma Abubakar	Subi	}	
2.	Sheilla Davies	Kade		
3.	Stephen Sackey	Kade		
4.	Jemima Owur-dug	Subi		
5.	Onuwa Banku	Kade		
6.	Danson Roberta	Adankron		
7.	Rev. Abubakar	Kade		
8.	Twumasi Stephen	Subi		
9.	Kumiwa Catherine	Kade		
10.	Dennis Dankor	Adankron		
11.	Cynthia Arana	Subi		
12.	Francisca Larbi	Kade		
13.	Kosoma Emmanuel	Adankron		
14.	Danson Love	Kade		
15.	Earl Daniel	Subi		
16.	Thelma Affum	Kade		
17.	Obad Amos	Adankron		
18.	Antwi Selma	Subi		
19.	Aba Faith	Kade		
20.	Isaac Offreh	Kade		









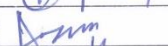


KWAEBIBIREM MUNICIPAL ASSEMBLY

ATTENDANCE SHEET

Purpose:.....

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Date

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Dennis Eshun	Akwani	054214681	
2.	Adobea Eshun	Akwani	0248014201	
3.	Hon. Peter Meruti	Pega	0241546812	
4.	Isaac Agyi	Kwae	0541812747	
5.	Abigail Ansaah	Pega	020412142	
6.	Isaac Odum	Kwae	0248167841	
7.	Emmanuel Agyekum	Akwani	0547483176	
8.	Nana Asare Bawuah	Jamestown	0741874268	
9.	Kaase Amo Ansaah	Kwae	0249804421	
10.	Desmond Adofo	Kwae	0248174216	
11.	Adelaide Asantwaa	Jamestown	0241814271	
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KWAEBIBIREM MUNICIPAL ASSEMBLY

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Purpose:.....

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S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Rev. David Nargh	James Town	074224107	
2.	Adu Gyekye	James town	024024021	
3.	Asare George	James Town	054162877	
4.	Tetteh Moses	Atobriso	0249818181	
5.	Amah Abraham	Atobriso	053929124	
6.	Kona Agyapong Raphael	Atobriso	0540214280	
7.	Gladys Ofofy	Anwoam	0549812042	
8.	Hadi Osman	Kwae	020814310	
9.	Emmanuel Agyei	ADPO	0548124170	
10.	Priscilla Agyeuh	Asim	0546125047	
11.	Benjamin Boateng	Anwoam	0507781418	
12.	Richmond Osei Owus	Anwoam	020814788	
13.	Fred Sarpomg	Anwoam	0540314981	
14.	Getrude Agye	Kwae	0541787989	
15.	Paul Kyereimanteng	Anwoam	0548124176	
16.	Annena Gladys	Pega	0248748176	
17.	Kyei Trumpong	Pega	05403681471	
18.	Nausel mambey	Kwae	0542814817	
19.	Sandra klemet	James town	0541784178	
20.	fr. Casandra	James town	0542798147	
21.	Nyamea Naeve	Jenesta	05408178172	
22.	Agyapong Nimo Kwao	Akwani	0540814214	
23.	Elder pmpuni Afrane	Atobriso	0241817812	
24.	James Kwafu	Pega	0201818888	
25.	Jenethan Kware	Koka	024221788	

Kwae

KWAEBIBIREM MUNICIPAL ASSEMBLY
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Purpose:.....

Date

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Hon Abaagye Emmanuel	Anweam	0591676368	
2.	Ekyi David	Anweam	0207798946	
3.	Kemay Benam Kofi	Anweam	05431666792	
4.	Edward Siaw	Atobriso	0555484950	
5.	Jonathan M. Martey	Atobriso	024456178	
6.	Tetteh Stephen	Atobriso	0543847538	
7.	Frellyn Agyemang	Anweam	0242921865	
8.	Odoi Joseph Tetteh	Akawani	05075546905	
9.	Tiwago Francis	Akawani	0551445321	
10.	Kwakye Gibson	Kwae	05955167912	
11.	Aghako Dominic	Atobriso	0246171219	
12.	Kwasi John	Kwae Estate	0561712759	
13.	Ebenezer Aghako	Atobriso	0246828112	
14.	Elijah K. Ocran Osei	Peggy	0561179721	
15.	Boateng Charles	Peggy	02468925906	
16.	Cecilia Asienu	Kwae	0561212981	
17.	Dina Tetteh	Kwae	0248291712	
18.	Evelyn Acheampong	Anweam	0559811925	
19.	Akwasi Agyeman Premah	Kwae	0572167702	
20.	Isaac Tetteh	Atobriso	0205714324	
21.	Hon Evans Azumah	Peggy	02460777	
22.	Hon Amos Martey	Akawani	0540362991	
23.	Matthew Akasode	Kwae	024958147	
24.	Ayisi Kwasi Larbi	Kwae	024172472	
25.	Ps. E. K. Boateng	Anweam	0241478147	

NAME	TOWN	TEL	SINATURE
Baffour Owusu Kofi Tandarang	Nkwantarang	02447429582	
Opanin Adansesi Abuu	Nkwantarang	0246006491	
Tinzima Adu Otubea	Nkwantarang	0246515241	
Hirabeth Ebedene	Nkosatarang	0555780269	
Aman Kwah Ampofah	Nkwantarang	0244019599	
Akrasi Samuel Tebrah	Nkwantarang	054630077	
Samuel Appiah Boateng	Nkwantarang	0246245845	
Ajiteh Francis	Nkwantarang	0245084951	
Roband Owusu Iyamasi	Nkwantarang	0248451082	
Richard Gyau	Otumi	0549158462	
PRISCILLA ADOME YEDDAH	Nkwantarang	0553049406	
Osai Kennedy	Nkwantarang	0242008682	
Selomon Boakye	Otumi	0208979367	
Boamoh Osai Bonsu	Aboamppe	05524919290	
STANLEY DANKO	Aboamppe	020355592	
Bansu Yefubu	Aboamppe	0509278347	

KWAEBIBIREM MUNICIPAL ASSEMBLY

















ATTENDANCE SHEET

Purpose:.....

Date

S/N	NAME	COMMUNITY	CONTACT	SIGNATURE
1.	Evans Darko	Abompe	0543842124	
2.	Serrick Ampofo Gyakobari	Abompe	0243171673	
3.	ACHAH COFFIE	Nkwantanan	0263114621	
4.	Koranteng Gabriel	Abompe	0249498725	
5.	Kwawabera Safo	Nkwantanan	0256944321	
6.	Jetteh Isaac	Abompe	0505596878	
7.	Owusu Genevieve	Otumi	0589587870	
8.	Patrick Asante	Abompe	0501717173	
9.	Mirfa Isah	Abompe	0208142216	
10.	Spright Boateng	Otumi	0246404181	
11.	Bismark Acheampong	Otumi	0241808947	
12.	Jemah Mary	Otumi	0241888947	
13.	ISAH Idrisu	Nkwantanan	0242585647	
14.	Mary Ampofo	Nkwantanan	0241502814	
15.	Obeng Paul	Otumi	0205947531	
16.	Nora Fimpomah	Nkwantanan	0249428375	
17.	Owusu Prince	Abompe	0262637981	
18.	Zakariya Salifu	Otumi	0548739672	
19.	Amos Akatopai	Nkwantanan	0548772599	
20.	Emmanuel Murfo	Otumi	0533475753	
21.	Appiah Danso	Otumi	0241652193	
22.	Prince Obere	Otumi	056147312	
23.	Ophelia Obeng	Kwae	0591148715	
24.	Jennyffer Boateng	Otumi	0267923167	
25.	Edward Sobo	Otumi	02447709024	

Nkwantanang

NAME	TOWN	TEL	SINATURE
Zakari Abded Mumin	Nkwantanang	0243318629	
Abdelkarim Dg	Dormang/Plompe	0249351507	
Dora Kwarkye	Nkwantanang	0241944462	
Abdul Aziz Kassim	Dormang	0548622109	
Kwame Agyei	Dormang	0559815533	
Peprah Samuel	Dormang	0555326161	
F.Y. Twum	Nkwantanang	0243456950	
Sumaila Rajin	Nkwantanang	0531654622	
James Appiah Kwang	Nkwantanang	0242879063	
Kwabu Albert	Obuasi	0244244865	
Emmanuel Agyei	ADPO	084036289	
Appiah Godfred	Nkwantanang	0536159161	
Azare Michael	Nkwantanang	0248991751	
Rev Julius Ofori Danso	Nkwantanang	0244759124	
Nana Ofori Hene Sarpong	Nkwantanang	0243023141	
Yaw Agyei	Nkwantanang	0548674081	

KWAEBIBIREM MUNICIPAL ASSEMBLY
ATTENDANCE SHEET

PROGRAM:.....

.....

DATE:.....

S/N	NAME	COMMUNITY	T&T	SIGNATURE
1.	Margaret Adjai Darkwa	Abaase	}	
2.	Alormemu Nicholas	Zongo West		
3.	Felix Emmanuel	Zongo West		
4.	Edmund Ayim Antwi	Adankrono		
5.	Thalma Adu adubea	Kade		
6.	Elizabeth Adongo	Kade		
7.	Shirazi Sanyang Prempo	Subi		
8.	Esther Aman	SW Unit		
9.	Emmanuel Agyi	ADPO		
10.	Okyere Crosby	KADE		
11.	Affum Bismark	Kade		
12.	Asante Joseph	Adankrono		
13.	Oppong Emmanuel	Abaase		
14.	Eyemah Daniel	Kade		
15.	Father Adubea	Subi		
16.	Appiah Agyi	Subi		
17.	Achea manu	Adankrono		
18.	Appiah Samuel	Subi		
19.	Gladys Owusu	Kade		
20.	Duwodov Asare	Kade		

Appendix 3: Definition of the Compatibility Ratings

DEFINITION SCORE	SCORE
Strongly Compatible – Goals strongly reinforce each other	2
Compatible – Goals are mutually supportive	1
Neutral – Goals neither support nor hinder each other	0
Somewhat Conflicting – Goals may occasionally interfere	-1
Conflicting – Goals are likely to work against each other	-2

Appendix 4: Goal Compatibility Matrix

GOAL	GOAL 1: Create an enabling environment for economic growth and development	GOAL 2: Promote a fair and balanced society for the well-being of all	GOAL 3: Protect the natural environment, build resilient communities and infrastructure	GOAL 4: Maintain a firm, unified, and safe municipality.
GOAL 1: Create an enabling environment for economic growth and development		2	1	1
GOAL 2: Promote a fair and balanced society for the well-being of all	2		1	2
GOAL 3: Protect the natural environment, build resilient communities and infrastructure	1	1		2
GOAL 4: Maintain a firm, unified, and safe municipality.	1	2	2	

Appendix 5: Sustainability analysis of the Programs (internal consistency/compatibility)

Sustainability Test: 1

Program: Financial Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: Conserve biodiversity in protected areas	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: Avoid /minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid /minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., preserve vegetation along banks of rivers & lakes).		(0) 1 2 3 4 5

EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		(0) 1 2 3 4 5
Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 5
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5

Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input materials (e.g., wood poles for electrification, insulators made by clay)	Availability and usage to be assessed	(0) 1 2 3 4 5
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Sustainability Test: 2

Program: Local Economic Development		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: Conserve biodiversity in protected areas	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: Avoid /minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid /minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., preserve vegetation along banks of rivers & lakes).		(0) 1 2 3 4 5

EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		(0) 1 2 3 4 5
Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 5
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5

Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input materials (e.g., wood poles for electrification, insulators made by clay)	Availability and usage to be assessed	(0) 1 2 3 4 5
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Sustainability Test: 3

Program: Agriculture Modernization and Post-Harvest Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Bio-diversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, Sulphur dioxides, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 55
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river		(0) 1 2 3 4 5

hydropower schemes; preserve vegetation along banks of rivers & lakes).		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 5
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil a sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
		(0) 1 2 3 4 5

Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input materials (e.g., wood poles for electrification, insulators made by clay)	Availability and usage to be assessed	(0) 1 2 3 4 5
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		(0) 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Sustainability Test: 4

Program: Vulnerability, Social, and Child Protection		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: conserve biodiversity in protected areas – (installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; Diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, Sulphur dioxides, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 55
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
		(0) 1 2 3 4 5

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 5
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for an improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		(0) 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Sustainability Test: 5

Program: Health Improvement		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: Conserve biodiversity in protected areas	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 55
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., preserve vegetation along banks of rivers & lakes).		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5

Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 5
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil a sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for an improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input materials (e.g., wood poles for electrification, insulators made by clay)	Availability and usage to be assessed	(0) 1 2 3 4 5

Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Water, Environmental Health, and Sanitation		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Bio-diversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil a sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: The activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises, conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Sustainability Test: 7

Program: Education Improvement		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: Conserve biodiversity in protected areas	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 55
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., preserve vegetation along banks of rivers & lakes).		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
		(0) 1 2 3 4 5

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil a sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises, conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Youth and Sports Development		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Bio-diversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; Diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission of carbon dioxide, sulphur dioxide, nitrogen oxides.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 55
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
		(0) 1 2 3 4 5

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil a sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: The activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for an improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Climate Change and Environmental Sustainability		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: Conserve biodiversity in protected areas	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Transport Infrastructure and Safety Management		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Bio-diversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil-spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Spatial Development		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Bio-diversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Governance, Accountability, and Public Safety Improvement		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Bio-diversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 55
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		(0) 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Sub-Structure Improvement		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: Conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		(0) 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Capacity Building and Productivity Improvement		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: Activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5

Program: Co-ordination, Monitoring, Evaluation and Learning		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Biodiversity: conserve biodiversity in protected areas – (birds against installation of windmills to harness wind resources); aquatic life	Sensitive areas shown on the map	(0) 1 2 3 4 5
Land take: PPP should minimize the take-up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; diversify energy supply sources to improve the security of supplies.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change: avoid/minimize emission carbon dioxide, sulphur dioxide, nitrogen oxides, etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5
Pollution: Avoid/minimize pollution on the environment – noise, oil spills, efficient effluent management schemes, protection of water bodies from contamination, and flooding.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g., wood poles for electrification, insulators made from clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of the natural state of rivers and water bodies;	Vulnerable areas shown on the map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Vulnerable areas shown on the map	(0) 1 2 3 4 55
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g., employ run-of-river hydropower schemes; preserve vegetation along banks of rivers & lakes).	Vulnerable areas shown on the map	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		

Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 55
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter, education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5
Gender: should encourage and empower women and promote access, control, and usage of energy resources for women and young people	No of women to be empowered.	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instil sense of ownership and protection of projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land, and water: the activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts are distributed equally, ensuring equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts, and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety hazards.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input	Availability and usage to be assessed	(0) 1 2 3 4 5

materials (e.g., wood poles for electrification, insulators made of clay)		
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products, and labour.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships, i.e., domestic and foreign investments, to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution, and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste-to-energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5
Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practices and compliance with environmental/industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		0 1 2 3 4 5
Technology and skill transfer: The PPP should encourage the transfer of technology and skills to local people.	No of local artisans employed	(0) 1 2 3 4 5