



**NSAWAM ADOAGYIRI
MUNICIPAL ASSEMBLY**

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Date. 30-10-2025

SUBMISSION OF DISTRICT MEDIUM-TERM DEVELOPMENT PLAN FOR 2026-2029

We write to respectfully submit a copy 2026-2029 MTDP for Nsawam Adoagyiri Municipal for your kind attention and action.

FOR: MUNICIPAL CHIEF EXECUTIVE
(JASPER KUDZO ADENYO)
MUNICIPAL COORDINATING DIRECTOR

THE DIRECTOR GENERAL
NATIONAL DEVELOPMENT PLANNING COMMISSION
ACCRA

THE HON. REGIONAL MINISTER
EASTERN REGIONAL COORDINATING COUNCIL

Cc: HON. MINISTER
MLGCRA



NSAWAM ADOAGYIRI MUNICIPAL ASSEMBLY

DRAFT MEDIUM-TERM DEVELOPMENT PLAN (MTDP) 2026-2029

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

JULY 2025

FORWARD

Nsawam Adoagyiri Municipal Assembly was carved out of Former Akwapim South District in 2012 by Legislative Instrument (L.I. 2047), to facilitate the improvement of the quality of life of the people within her jurisdiction by harnessing all resources available for equitable provision of service for the total development of the Municipality. In line with this commitment, the Assembly has prepared the 2026-2029 Medium Term Development Plan (MTDP), which serves as a blueprint for guiding development interventions in the Municipality for plan period.

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

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

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

It is my firm belief that the implementation of the MTDP will enhance efficiency and success in the management of the Assembly's resources for the collective benefit of all stakeholders.

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



HON. FUMMEY PHILIBERT AMENORPE

(MUNICIPAL CHIEF EXECUTIVE)

MUNICIPAL CHIEF EXECUTIVE
NSAWAM ADOAGYIRI MUN. ASSEMBLY
NSAWAM

TABLE OF CONTENT

TABLE OF CONTENT.....	III
EXECUTIVE SUMMARY	ERROR! BOOKMARK NOT DEFINED.
CHAPTER ONE: GENERAL INTRODUCTION	1
1.1 INTRODUCTION	2
1.2 BACKGROUND	2
1.2.1 Vision of The Assembly	3
1.2.2 Mission of the Assembly	3
1.2.3 Core Functions of the Assembly	3
1.2.4 Core Values	4
1.2.5 Core Mandate	5
1.3 ORGANOGRAM OF THE MUNICIPAL ASSEMBLY	5
1.4 LOCATIONAL MAP OF THE MUNICIPALITY	7
1.5 STRUCTURE OF THE PLAN	10
CHAPTER TWO: SITUATIONAL ANALYSIS.....	12
2.1 INTRODUCTION	13
2.2 PERFORMANCE REVIEW	14
2.3 FINANCIAL PERFORMANCE OF NSAWAM ADOAGYIRI MUNICIPAL ASSEMBLY (2022-2025)	25
2.4 EXISTING CONDITIONS AND DIAGNOSIS.....	26
2.4.1 Demographic Characteristics.....	27
2.4.2 Physical Characteristics	32
2.4.3 Social Services	35
2.4.5 The Environment	71
2.4.6 Governance	75
2.5 DEVELOPMENT PROJECTIONS	85
2.5.1 Total Population Size of Nsawam Adoagyiri	85

2.5.2 Projected Age Sex Structure Projections	86
2.5.3 Labour Force Projections	88
2.5.4 The Dependency Ratio of Nsawam Adoagyiri.....	89
2.6 HEALTH FACILITIES PROJECTIONS AND NEEDS ASSESSMENT	94
2.7 DEVELOPMENT ISSUES.....	107
CHAPTER THREE: DEVELOPMENT PRIORITIES	111
3.0 INTRODUCTION	112
3.1 PRIORITIZATION OF DEVELOPMENT ISSUES	112
CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES	114
4.1 INTRODUCTION	115
4.2 PROGRAMME OF ACTION	115
4.3 MATRIX ON DEVELOPMENT GOALS, OBJECTIVES, STRATEGIES AND PROGRAMMES	116
4.4 SUSTAINABILITY ANALYSIS OF THE ISSUES (INTERNAL CONSISTENCY AND COMPATIBILITY) 125	
4.5 MUNICIPAL LOCAL PLANS	128
CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES	130
5.1 INTRODUCTION	131
5.2 SUSTAINABLE ENVIRONMENTAL ASSESSMENT	132
5.3 PROGRAMME FINANCING	134
CHAPTER SIX; MUNICIPAL ANNUAL ACTION PLAN	141
6.1 INTRODUCTION	142
6.2 PROJECT SELECTION CONSIDERATION	142
CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS	212
7.0 INTRODUCTION	213
7.1 STAKEHOLDER ANALYSIS.....	213
7.2 M&E MATRIX	214
7.3 EVALUATION	221
7.4 PARTICIPATORY MONITORING AND EVALUATION (PM&E).....	221
7.5 PM&E TOOLS.....	221
7.6 SUSTAINABILITY	223
7.7 ACCOUNTABILITY	223
7.8 LESSONS LEARNT	224
CHAPTER EIGHT: COMMUNICATION STRATEGY.....	225
8.1 INTRODUCTION	226
8.2 OBJECTIVES OF THE COMMUNICATION STRATEGY.....	226

8.3 TARGETED AUDIENCE.....	226
8.4 COMMUNICATION CHANNELS	227
8.5 KEY MESSAGES	227
REFERENCES	229
ANNEXES	230
ANNEX 1: PRIORITISED DEVELOPMENT ISSUES.....	231
ANNEX 2: POTENTIALS OPPORTUNITIES CONSTRAINTS CHALLENGES (POCC) ANALYSIS	250
ANNEX 3: IMPACT ANALYSIS - ECONOMIC DEVELOPMENT	253
ANNEX 4: MAINTENANCE PLAN - 2026 - 2029.....	263
ANNEX 5: COMPATIBILITY MATRIX.....	265
ANNEX 6: KNOWLEDGE MAPPING MATRIX.....	268
ANNEX 7: COMPETENCY MATRIX FOR LEARNING	270
ANNEX 8: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	271
ANNEX 9: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY - SUSTAINABILITY TEST: RECORD SHEET	273
ANNEX 10: DISASTER MANAGEMENT PROGRAMME -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).....	275
ANNEX 11: DISASTER MANAGEMENT PROGRAMME -SUSTAINABILITY TEST: RECORD SHEET	280
ANNEX 12: TRANSPORT INFRASTRUCTURE AND ROAD SAFETY IMPROVEMENT -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	282
ANNEX 13: TRANSPORT INFRASTRUCTURE AND ROAD SAFETY IMPROVEMENT -SUSTAINABILITY TEST: RECORD SHEET	289
ANNEX 14: SPATIAL DEVELOPMENT PROGRAMME- SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).....	291
ANNEX 15: SPATIAL DEVELOPMENT PROGRAMME - SUSTAINABILITY TEST: RECORD SHEET	297
ANNEX 16: LOCAL ECONOMIC DEVELOPMENT PROGRAMME - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	299
ANNEX 17: LOCAL ECONOMIC DEVELOPMENT PROGRAMME -SUSTAINABILITY TEST: RECORD SHEET	304
ANNEX 18: AGRICULTURE MODERNIZATION AND POST-HARVEST MANAGEMENT PROGRAMME SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).....	306
ANNEX 19: AGRICULTURE MODERNIZATION AND POST-HARVEST MANAGEMENT -SUSTAINABILITY TEST: RECORD SHEET	309
ANNEX 20: TOURISM PROMOTION PROGRAMME -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	311
ANNEX 21: TOURISM PROMOTION PROGRAMME -SUSTAINABILITY TEST: RECORD SHEET	314
ANNEX 22: VULNERABILITY, SOCIAL AND CHILD PROTECTION PROGRAMME - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	317
ANNEX 23: VULNERABILITY, SOCIAL AND CHILD PROTECTION PROGRAMME -SUSTAINABILITY TEST: RECORD SHEET	323
ANNEX 20: HEALTH IMPROVEMENT PROGRAMME -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).....	325
ANNEX 21: WATER, ENVIRONMENTAL HEALTH AND SANITATION PROGRAMME -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	335
ANNEX 22: WATER, ENVIRONMENTAL HEALTH AND SANITATION PROGRAMME -SUSTAINABILITY TEST: RECORD SHEET	340
ANNEX 23: EDUCATION IMPROVEMENT PROGRAMME -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	342
ANNEX 24: EDUCATION IMPROVEMENT PROGRAMME -SUSTAINABILITY TEST: RECORD SHEET	346
ANNEX 25: YOUTH AND SPORTS DEVELOPMENT PROGRAMME - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	349

ANNEX 26: YOUTH AND SPORTS DEVELOPMENT PROGRAMME - SUSTAINABILITY TEST: RECORD SHEET.....	354
ANNEX 27: GOVERNANCE, ACCOUNTABILITY AND PUBLIC SAFETY IMPROVEMENT PROGRAM - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).....	357
ANNEX 28: GOVERNANCE, ACCOUNTABILITY AND PUBLIC SAFETY IMPROVEMENT PROGRAM - SUSTAINABILITY TEST: RECORD SHEET.....	361
ANNEX 29: FINANCIAL MANAGEMENT PROGRAMME -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).	364
ANNEX 30: FINANCIAL MANAGEMENT PROGRAMME SUSTAINABILITY TEST: RECORD SHEET.....	367
ANNEX 31: SUB-STRUCTURE IMPROVEMENT PROGRAMME - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	369
ANNEX 32: SUB-STRUCTURE IMPROVEMENT PROGRAMME - SUSTAINABILITY TEST: RECORD SHEET	372
ANNEX 33: CAPACITY BUILDING AND PRODUCTIVITY IMPROVEMENT PROGRAMME - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).....	374
ANNEX 34: CAPACITY BUILDING AND PRODUCTIVITY IMPROVEMENT PROGRAMME - SUSTAINABILITY TEST: RECORD SHEET	377
ANNEX 35: CO-ORDINATION, MONITORING, EVALUATION AND LEARNING PROGRAMME - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA).....	379
ANNEX 36: CO-ORDINATION, MONITORING, EVALUATION AND LEARNING PROGRAMME -SUSTAINABILITY TEST: RECORD SHEET.....	382
ANNEX 37: COMMUNICATION AND INFORMATION DISSEMINATION - SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	384
ANNEX 38: COMMUNICATION AND INFORMATION DISSEMINATION -SUSTAINABILITY TEST: RECORD SHEET	387
ANNEX 39: MAINTENANCE OF PUBLIC BUILDINGS -SUSTAINABILITY ENVIRONMENTAL ASSESSMENT (SEA)	390
ANNEX 40: MAINTENANCE OF PUBLIC BUILDINGS - SUSTAINABILITY TEST: RECORD SHEET.....	397

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LIST OF TABLES

TABLE 2.1: PERFORMANCE REVIEW (2022-2025)	19
TABLE 2.2: PROPORTION OF MTDP ACHIEVED	24
TABLE 2.3: FINANCIAL PERFORMANCE FOR 2022-2025	25
TABLE 2.4: POPULATION/DENSITY OF NAMA (2025-2029).....	27
TABLE 2.5: TOTAL POPULATION BY AGE AND SEX	30
TABLE 2.6: NUMBER OF SCHOOLS IN THE MUNICIPALITY	36
TABLE 2.7: CONDITIONS OF SCHOOL STRUCTURES	37
TABLE 2.8: STAFFING IN PUBLIC SCHOOLS FROM 2022 TO 2025	37
TABLE 2.9: ENROLMENTS FROM 2022 TO 2025.....	39
TABLE 2.10A: CIRCUITS AND THEIR SCHOOLS	40
TABLE 2.11: HEALTH FACILITIES EXISTING IN NSAWAM ADOAGYIRI BY TYPE AND OWNERSHIP	43
TABLE 2.12: LIST OF HEALTH FACILITIES BY TYPE AND OWNERSHIP	43
TABLE 2.13: MEDICAL AND PARA-MEDICAL STAFF/ POPULATION RATIOS	46
TABLE 2.14: TOP 10 OPD CASES FROM 2022-2024	47
TABLE 2.15: ASSESSMENT OF STUNTING & UNDERWEIGHT	49
TABLE 2.16: VITAMIN A SUPPLEMENTATION FOR CHILDREN	50
TABLE 2.17: REPRODUCTIVE AND CHILD HEALTH (RCH) SERVICES	51

TABLE 2.18: MATERNAL DEATH/STILL BIRTH	52
TABLE 2.19: FREE SHS ENROLLMENT IN THE MUNICIPALITY	61
TABLE 2.20: AGE DISTRIBUTION OF PWDS IN THE NSAWAM ADOAGYIRI MUNICIPALITY	63
TABLE 2.21: OCCUPATION OF PERSONS WITH DISABILITIES IN NSAWAM ADOAGYIRI MUNICIPALITY	63
TABLE 2.22: MALE/FEMALE RATIO OF PERSONS WITH DISABILITIES	64
TABLE 2.23: HOSPITAL WELFARE CASES	67
TABLE 2.23A: SCALOGRAM ANALYSIS OF NSAWAM ADOAGYIRI MUNICIPALITY.....	68
TABLE 2.24: COMPOSITION OF NSAWAM ADOAGYIRI MUNICIPAL ASSEMBLY	76
TABLE 2.25: TOTAL INMATE BREAKDOWNS (AS OF FEBRUARY, 2025).....	79
TABLE 2.26: TOTAL INMATE BREAKDOWNS WHO ARE FOREIGNERS (AS OF FEBRUARY, 2025).....	79
TABLE 2.27: POPULATION/DENSITY OF NAMA (2022-2029).....	85
TABLE 2.28: TOTAL POPULATION BY AGE AND SEX	86
TABLE 2.29: ECONOMICALLY ACTIVE LABOUR FORCE PROJECTIONS	89
TABLE 2.30: DEPENDENCY RATIO OF NSAWAM ADOAGYIRI.....	90
TABLE 2.31: PROJECTED TREND OF THE REVENUE OF NSAWAM ADOAGYIRI 2026-2029.....	91
TABLE 2.32: NEEDS ASSESSMENT FOR HOSPITALS FOR 2026-2029.....	94
TABLE 2.33: NEEDS ASSESSMENT FOR HEALTH CENTRE FOR 2026-2029.....	94
TABLE 2.34: NEEDS ASSESSMENT FOR CHPS FOR 2026-2029	95
TABLE 2.35: PROJECTIONS AND NEEDS ASSESSMENT FOR MEDICAL DOCTORS FOR 2026-2029	96
TABLE 2.36: NEEDS ASSESSMENT FOR NURSES IN THE MUNICIPALITY 2026-2029	96
TABLE 2.37: NEEDS ASSESSMENT FOR BED CAPACITY AT MUNICIPAL HOSPITAL.....	97
TABLE 2.38: NEEDS ASSESSMENT FOR BED CAPACITY AT HEALTH CENTRES IN THE MUNICIPALITY 2022-2025	97
TABLE 2.39: NEEDS ASSESSMENT FOR BED CAPACITY AT THE CHPS COMPOUND.....	98
TABLE 2.40: NEEDS ASSESSMENT FOR SANITARY FACILITIES AT THE HEALTH FACILITIES	98
TABLE 2.41: PUBLIC SCHOOLS ENROLMENTS PROJECTIONS (2025 -2029)	99
TABLE 2.42: NEEDS ASSESSMENT OF THE NUMBER OF CLASSROOM BLOCKS FOR KINDERGARTEN SCHOOL	100
TABLE 2.43: NEEDS ASSESSMENT OF THE NUMBER OF CLASSROOM BLOCKS FOR PRIMARY SCHOOL.....	101
TABLE 2.44: NEEDS ASSESSMENT OF THE NUMBER OF CLASSROOM BLOCKS FOR JUNIOR HIGH SCHOOL...	101
TABLE 2.45: NEEDS ASSESSMENT OF THE NUMBER OF CLASSROOM BLOCKS FOR SENIOR HIGH SCHOOL...	102
TABLE 2.46: TEACHERS BY CATEGORY OF SCHOOL (2025-2029)	102
TABLE 2.47: TEACHER – PUPIL RATIO FOR KINDERGARTEN SCHOOL.....	103
TABLE 2.48: TEACHER – PUPIL RATIO FOR PRIMARY SCHOOL.....	104
TABLE 2.49: TEACHER – PUPIL RATIO FOR JUNIOR HIGH SCHOOL	105
TABLE 2.50: TEACHER – PUPIL RATIO FOR SENIOR HIGH SCHOOL.....	106
TABLE 4.1: MATRIX ON GOALS, OBJECTIVES, STRATEGIES AND PROGRAMMES	116
TABLE 5.1: PROGRAMME OF ACTION (2026-2029).....	133
TABLE 5.2: PROGRAMME FINANCING	136

TABLE 5.3: SUMMARY OF THE REVENUE GENERATION MEASURES TO IMPROVE THE FINANCES OF THE ASSEMBLY	139
TABLE 6.1: ANNUAL ACTION PLAN – 2026.....	143
TABLE 6.2: ANNUAL ACTION PLAN - 2027	161
TABLE 6.3: ANNUAL ACTION PLAN- 2028	178
TABLE 6.4: ANNUAL ACTION PLAN 2029.....	195
TABLE 7.1: STAKEHOLDER ANALYSIS.....	213
TABLE 7.2: MONITORING MATRIX	215
TABLE 7.3: M&E SUSTAINABILITY MATRIX	223
TABLE 8.1: AUDIENCE AND STYLE OF MESSAGE.....	227
TABLE 8.2: COMMUNICATION ACTIVITY MATRIX.....	228

LIST OF FIGURES

FIGURE 1.1: ORGANOGRAM OF NSAWAM ADOAGYIRI MUNICIPALITY	6
FIGURE 1.2: THE NSAWAM ADOAGYIRI MUNICIPAL MAP IN NATIONAL CONTEXT	7
FIGURE 1.3: THE NSAWAM ADOAGYIRI MUNICIPAL MAP IN REGIONAL CONTEXT.	8
FIGURE 1.4: THE MAP OF NSAWAM-ADOAGYIRI MUNICIPALITY	9
FIGURE 2.1: FINANCIAL PERFORMANCE FOR 2022 TO 2025	26
FIGURE 2.2: LOCALITY REPRESENTATION OF NSAWAM ADOAGYIRI MUNICIPALITY	28
FIGURE 2.3: POPULATION PROJECTIONS FOR TOP 20 SETTLEMENTS IN NSAWAM ADOAGYIRI MUNICIPALITY	29
FIGURE 2.4: POPULATION PYRAMID OF NSAWAM ADOAGYIRI MUNICIPALITY	31
FIGURE 2.5: THE MAP OF NSAWAM ADOAGYIRI MUNICIPALITY	32
FIGURE 2.6: ACCESSIBILITY TO EDUCATIONAL FACILITIES IN NSAWAM ADOAGYIRI	36
FIGURE 2.7: DISTRIBUTION OF HEALTH FACILITIES WITHIN THE MUNICIPALITY	45
FIGURE 2.8: THE MUNICIPAL MAP FOR HEALTH ADMINISTRATION	46
FIGURE 2.9: GRAPHICAL REPRESENTATION OF THE NATURE OF PWD’S IN THE MUNICIPALITY ...	62
FIGURE 2.10: ROAD CLASSIFICATION OF NSAWAM ADOAGYIRI	72
FIGURE 2.11: TOP TEN MOST REPORTED CASES	78
FIGURE 2.12: FIRE OUTBREAKS IN THE MUNICIPALITY	80
FIGURE 2.13: PICTURES OF COMMUNITY ENGAGEMENTS FOR THE PREPARATION OF CAP’S	83
FIGURE 2.14: PICTURES OF MTDP TECHNICAL COMMITTEE MEETINGS	84
FIGURE 2.15: KEY ISSUES MAP OF NSAWAM ADOAGYIRI MUNICIPALITY	110
FIGURE 4.1: WATER AND SANITATION MAP OF DESIRED FUTURE OF NSAWAM ADOAGYIRI MUNICIPALITY	126
FIGURE 4.2: HEALTH MAP OF DESIRED FUTURE OF NSAWAM ADOAGYIRI MUNICIPALITY	127
FIGURE 4.3: POWER AND TELECOMMUNICATION MAP OF DESIRED FUTURE OF NAMA	128
FIGURE 4.4: LOCAL SETTLEMENT PLAN OF MAAME DEDE	129
FIGURE 4.5: AN INDUSTRIAL LAYOUT OF NSAWAM ADOAGYIRI MUNICIPALITY	129

LIST OF ABBREVIATIONS

AAP: Annual Action Plan.....	7
AIDS: Acquired Immune Deficiency Syndrome	5
ANC: Antenatal Care	37
APR: Annual Progress Report	192
AU: African Union	85
CBOs: Community-Based Organisations	189
CHAG: Christian Health Association of Ghana	27
CHPS: Community Health Planning and Services	27
Covid: Corona Virus Disease.....	13
CSOs: Civil Society Organisations.....	119
CWSA: Community Water and Sanitation Agency.....	53
DACF: District Assemblies Common Fund	1
DCE: District Chief Executive.....	203
DDF: District Development Facility.....	1
Dept.: Department.....	121
Dev't: Development.....	39
DHMT: District Health Management Team	31
DMTDP: District Medium-Term Development Plan	13
DOVVSU: Domestic Violence and Victims Support Unit	55
DPs: Development Partners	10
DPSC: Development Planning Sub-Committee	203
DVGS: Disaster Volunteer Groups.....	117
ECG: Electricity Company of Ghana.....	113
EHU: Environmental Health Unit.....	96
EIA: Environmental Impact Assessment	194
FBOs: Farmer-Based Organizations	47
FCUBE: Free Compulsory Universal Basic Education	71
GEA: Ghana Enterprises Agency	40
GES: Ghana Education Service	72
GHS: Ghana Health Service	106
GIFTS: Girls Iron Folic Tablets Supplementation.....	33
GNFS: Ghana National Fire Service.....	116
GoG: Government of Ghana.....	10
GPS: Ghana Police Service.....	118
GSS: Ghana Statistical Service	68
HIV: Human Immune Virus	5
HoDs: Heads of Departments	202
HR: Human Resource	117
ICT: Information and Communication Technology	85
IDDR: International Day for Disaster Reduction	116
IGF: Internally Generated Fund.....	1
IPEP: Infrastructure for Poverty Eradication Programme	113
ISD: Information Service Department	135
IT: Information Technology	118
JHS: Junior High School.....	3

KG: Kindergarten.....	3
km: kilometers	14
KVIP: Kumasi Ventilated Improvement Pit	80
LEAP: Livelihood Empowerment Against Poverty.....	21
LED: Local Economic Development	2
LI: Legislative Instrument.....	1
M&E: Monitoring and Evaluation	89
MAG: Modernisation of Agric in Ghana	10
MAO: Municipal Agricultural Officer.....	47
MCD: Municipal Coordinating Director.....	53
MCE: Municipal Chief Executive.....	53
MCH: Maternity and Child Health	27
MEOC: Municipal Education Oversight Committee	104
MHD: Municipal Health Directorate	95
MIS: Management Information System.....	99
MLGRD: Ministry of Local Government and Rural Development.....	119
MMTDP: Municipal Medium-Term Development Plan	203
MOFA: Ministry of Food and Agriculture	48
MoMo: Mobile Money	44
MP: Member of parliament.....	10
MPCU: Municipal Planning Coordinating Unit	7
MPsCF: Member of Parliament's Common Fund.....	172
MSMEs: Micro, Small and Medium-Scale Enterprises.....	84
MTCHIV: Mother-to-Child Transmission of HIV	85
MTDP: Medium-Term Development Plan	1
MTNDPF: Medium-Term National Development Policy Framework.....	83
MTTD: Motor Traffic and Transport Department.....	55
MWD: Municipal Works Department	94
NABCO: Nation Builders' Corps.....	8
NADMO: National Disaster Management Organisation	89
NALAG: National Association of Local Government Authorities.....	121
NAMA: Nsawam Adoagyiri Municipal Assembly.....	7
NBSSI: National Board for Small Scale Industries	143
NCCE: National Commission for Civic Education	112
NDPC: National Development Planning Commission	189
NGOs: Non-Governmental Organisations	24
NHIS: National Health Insurance Scheme.....	7
NMTDF: National Medium-Term Development Framework	58
MTNDPF: Medium-Term National Development Plan Framework.....	13
NYC: National Youth Council.....	106
OPD: Out Patient Department.....	5
PERD: Planting for Export and Rural Development	39
PFJ: Planting for Food and Jobs	39
PFM: Public Finance Management.....	200
PLHIV: Persons Living with HIV	37
PM&E: Participatory Monitoring and Evaluation	122

PoA: Programme of Action	92
PPD: Physical Planning Department.....	97
PWDs: Persons With Disabilities	3
Qtr: Quarter.....	2
RCC: Regional Coordinating Council	120
RELC: Research Extension Linkage Committe.....	103
REP: Rural Enterprise Project	143
RFG: Responsiveness Factor Grant	10
RFJs: Rearing for Food and Jobs	103
RIAP: Revenue Improvement Action Plan.....	121
RPCU: Regional Planning Coordinating Unit	192
SAM: Severe Acute Malnutrition	35
SD: Social Development Department.....	95
SDG: Sustainable Development Goals	8
SDGs: Persons With Disabilities	8
SEA: Strategic Environmental Assessment	83
SHS: Senior High School.....	3
SMART: Specific, Measurable, Achievable, Realistic and Time bound.....	101
SMEs: Small and Medium Scale Enterprises	2
SPSS: Statistical Package for the Social Sciences	197
sq. km: Square Kilometers.....	19
SSNIT: Social Security and National Insurance Trust.....	38
STIs: Sexually Transmitted Infections.....	85
STME: Science Mathematics and Technology Education.....	41
STMIE: Science, Technology, Mathematics, Innovation and Engineering.....	171
TA: Traditional Authorities	120
TB: Tuberculosis.....	106
TBAs: Traditional Birth Attendants.....	27
TVET: Technical Vocational and Educational Training	24
UHC: Universal Health Coverage.....	85
URD: Urban Roads Department	117
USAID: United States Agency for International Development.....	33
WATSAN: Community Water and Sanitation Committees	41
WHO: World Health Organisation	35
YEA: Youth Employment Agency	96
ZLGL: Zoomlion Ghana Limited	96

EXECUTIVE SUMMARY

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

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

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

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

Nsawam, the municipal capital is strategically located along the Accra–Kumasi highway, serving as a major transit and commercial hub in the Eastern Region. The Municipality has an estimated population of 155,000, engaged largely in trade, services, and agriculture. Despite its advantageous location, Nsawam Adoagyiri Municipal faces development challenges including limited employment opportunities, inadequate sanitation infrastructure, gaps in health and education service delivery, and low revenue mobilization.

The review of the 2022–2025 MTDP highlighted progress in education, health, governance, and infrastructure provision. However, gaps remain in:

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

The MTDP outlines five thematic development priorities:

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

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

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

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

Implementation and Financing

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

Conclusion

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

Second Public Hearing

Major issues of the Draft MTDP were presented to stakeholders, comprising Assembly members, Chiefs, Queen Mothers, PWD Association, Transport Unions, Private Sector operators, Unit Committees Members, Heads of Departments and Agencies at a one-day public hearing meeting held at the Municipal Assembly Hall, Nsawam. Four Hundred and forty-five (470) people participated. Out of the figure, 165 representing 35% of them were females. The remaining 305 (69%) were males.

Preparation of Final Draft MTDP

The concerns and issues raised at the second public hearing were incorporated into the plan to produce the final draft of this MTDP.

Adoption of the Final Draft Plan

A General Assembly meeting was organized to adopt the Draft Medium Term Development Plan. Present at the adoption were the Hon. Presiding Member, Hon. Municipal Chief Executive, Hon. Assembly Members, Heads of Departments, CSOs representatives, Media, Traditional Authorities, Women Groups, PWDs, and many others. Copies of the draft plan were given to participants earlier to study before deliberations and adoption.

Indicative Financial Plan

The total estimated budget or cost for the implementation of the 2026-2029 DMTDP is **One Hundred and Thirty Million Five Hundred and Seventy-Eight Thousand, Seven Hundred and Eighty-Two Cedis and Seventy Pesewas (GH¢ 130,570,782.70)** which will be mobilized from the three main revenue sources of funds of the Assembly (GOG, IGF, DACF-RFG and Donors).

Organization of the MTDP

CHAPTER ONE: GENERAL INTRODUCT ION

1.1 INTRODUCTION

This Chapter briefly describes the background of Nsawam Adoagyiri Municipality. The inception and law that creates the Assembly, its vision, mission, core mandates and functions are described in this Chapter. The organogram showing the hierarchical relationship between departments, units and sectors of the Municipality is seen in this Chapter.

The Chapter geographically depicts the Municipal Assembly in National and Regional contexts and also provides the existing geographical representation of the Municipality.

The Chapter is finalised on the structure or format of the entire plan. Each Chapter is described in this section on what it would entail and processes involved in arriving at the output.

1.2 BACKGROUND

The Local Governance Act of 2016, (ACT 936), the National Development Planning System Act of 1994 (ACT 480) and the National Development Planning (System) Regulations, 2016 (L.I. 2232) designate the District Assemblies as the Planning Authority with the mandate to plan, initiate and implement development programmes at the local level.

The Nsawam Adoagyiri Municipal Assembly was established as a result of the split of the former Akuapem South Municipal Assembly into two by the Legislative Instrument (LI 2047) of 2012. The Assembly exists to improve upon the living conditions of the people through the mobilization of human, material and financial resources while ensuring equitable access to basic amenities, infrastructural and essential facilities. It also exists to provide security and access to justice.

In order to fully appreciate the socioeconomic dynamics of the municipality and living conditions of the people therein, one has to do a critical assessment of the physical environment within which the people live, as it contributes greatly to the kind of economic activities and occupations of the people of the area and subsequently incomes and social services. The analysis in this chapter was based on the data gathered through the administration of questionnaire and secondary sources.

1.2.1 Vision of The Assembly

To become a developed Municipal Assembly that provides exemplary service to her people.
(NAMA Service Charter referred).

1.2.2 Mission of the Assembly

The Nsawam Adoagyiri Municipal Assembly exists to facilitate the improvement of the quality of life of the people within her jurisdiction by harnessing all resources available for equitable provision of service for the total development of the Municipality (NAMA Service Charter referred).

1.2.3 Core Functions of the Assembly

The Assembly does not only derive its functions from the Sections 12 and 13 of the Local Governance Act, 2016, Act 936 but also other legislations such as Security and Intelligence Agencies Act, 2020 (Act 1030)

- exercise political and administrative authority in the district;
- promote local economic development; and
- provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law
- be responsible for the overall development of the district;
- formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;
- co-ordinate, integrate and harmonise the execution of programmes and projects under approved development plans for the district
- promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- sponsor the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health.
- initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;

- be responsible for the development, improvement and management of human settlements and the environment in the district;
- in co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;
- ensure ready access to courts in the district for the promotion of justice;
- act to preserve and promote the cultural heritage within the district;
- execute approved development plans for the district;
- guide, encourage and support sub-district local structures, public agencies and local communities to perform their functions
- monitor the execution of projects under approved development plans and assess and evaluate their impact on the development of the district and national economy in accordance with government policy.
- Without limiting subsection (2) of section 5 of Security and Intelligence Agencies Act, 2020 (Act 1030) the functions of a district security council in a district are to
 - provide early warning signals to the Government of the
 - existence or likelihood of a security threat to the district, the
 - country or the Government;
 - take appropriate measures, in consultation with Council,
 - to ensure peace in conflict areas in the district;
 - take measures to ensure peace building in, and the unity
 - and stability of, the district;
 - take immediate steps to ensure law and order and assist the
 - affected population in the event of an emergency or a
 - disaster in the district; and
 - perform the functions of the Council assigned to that district
 - security council by the Council

1.2.4 Core Values

As a public service institution, the Nsawam Adoagyiri Municipal Assembly has over the years developed some core values in the pursuit of its Vision and Mission Statements. These core values are as follows (NAMA Service Charter referred).

Accountability, Client-oriented, Diligence, Discipline, Equity, Integrity, Innovativeness, Team Work, Timeliness and Transparency. The Assembly has tried to inculcate these value systems through staff training and development.

1.2.5 Core Mandate

The Nsawam Adoagyiri Municipal Assembly is a public service organization, under the Local Government Service within the Ministry of Local Government, Decentralisation and Rural Development). The Nsawam Adoagyiri Municipal Assembly with Nsawam being its Municipal Capital has been established by the Local Government (Nsawam Adoagyiri Municipal Assembly) (Establishment) Instrument, 2012 (L.I 2047).

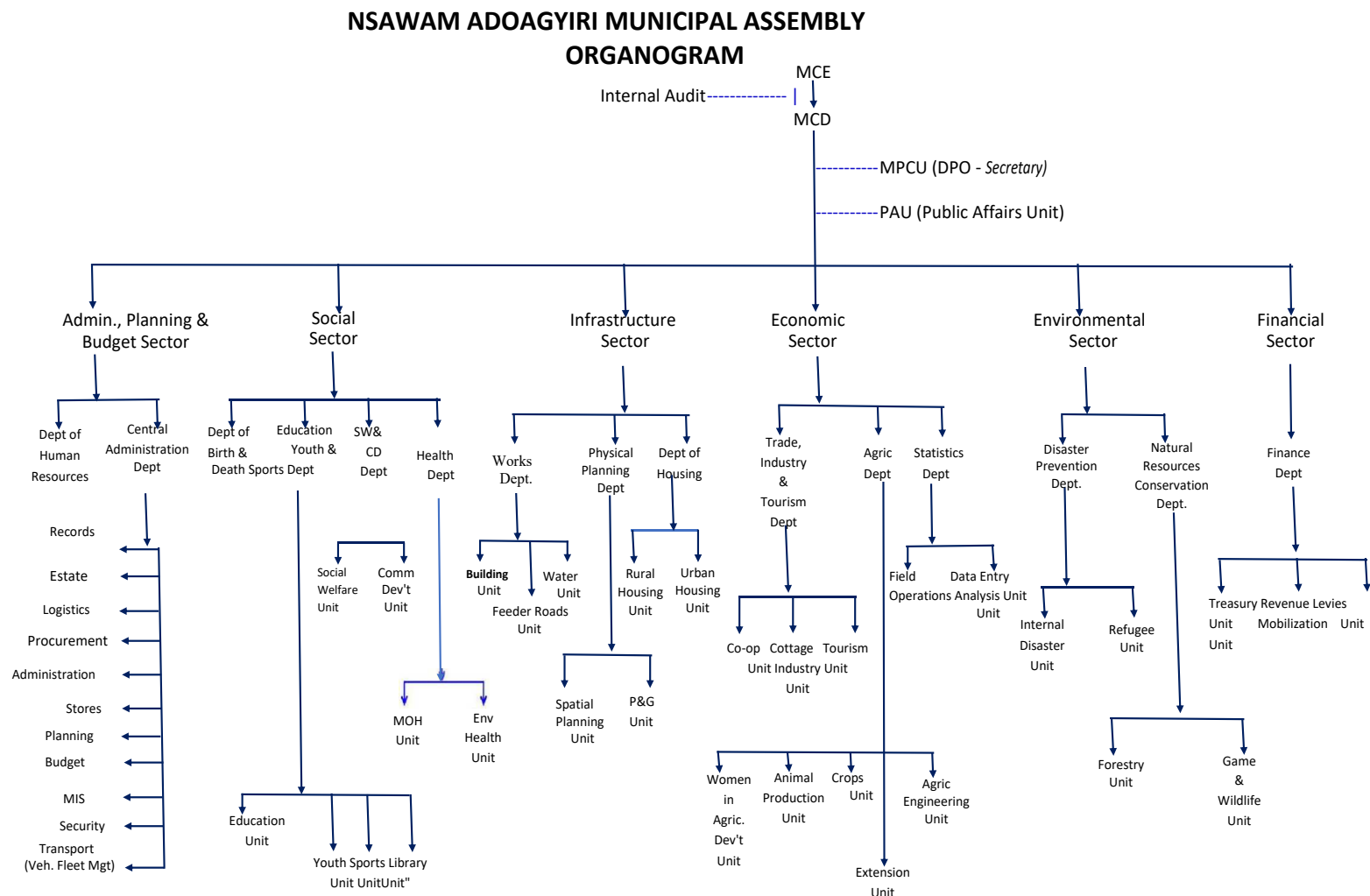
The Municipality comprises of twenty (29) electoral areas with one hundred and fourteen (114) communities.

In sum, the Municipal Assembly has been established to purposely to harness and mobilise adequate resources internally to develop the municipality to reduce poverty, increase employment opportunities, enhance the capacity of the Municipal human resources, strengthen social infrastructure and services, ensure effective environmental sanitation and waste management, Improve Agricultural Productivity, encourage the establishment of agro-base industries to improve socio-economic life of its people (File Number: NAMA.01/10/08/02/69 referred).

1.3 ORGANOGRAM OF THE MUNICIPAL ASSEMBLY

The organogram of Nsawam Adoagyiri Municipal Assembly can be depicted below.

Figure 1.1: Organogram of Nsawam Adoagyiri Municipality



1.4 LOCATIONAL MAP OF THE MUNICIPALITY

1.4.1 Location and Size

Between latitude 5.45°N and 5.58°N and longitude 0.07°W and 0.27°W in the South Eastern part of the Eastern Region lies Nsawam Adoagyiri Municipality. It is located approximately 23km from Accra, the national capital and covers a land area of about 175 square kilometer.

Figure 1.2: The Nsawam Adoagyiri Municipal Map in National Context

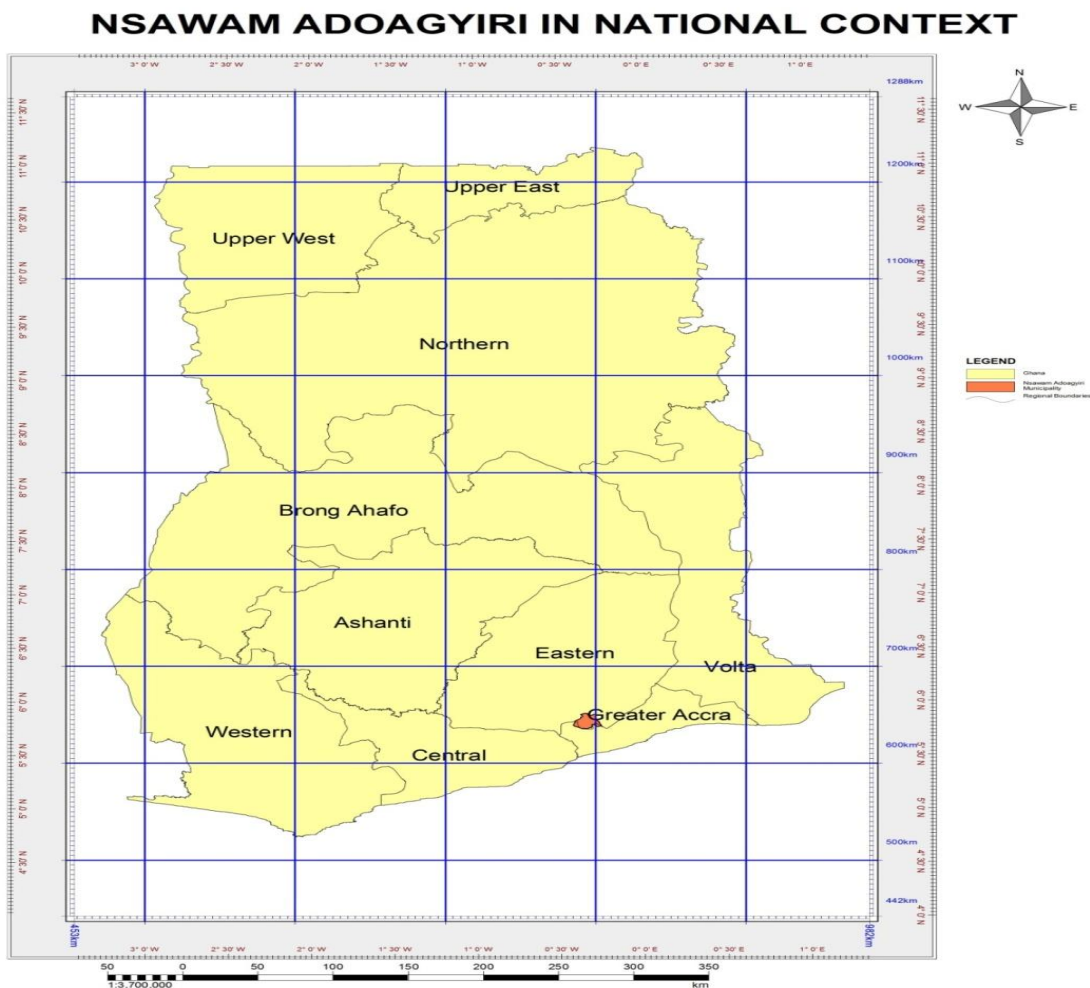
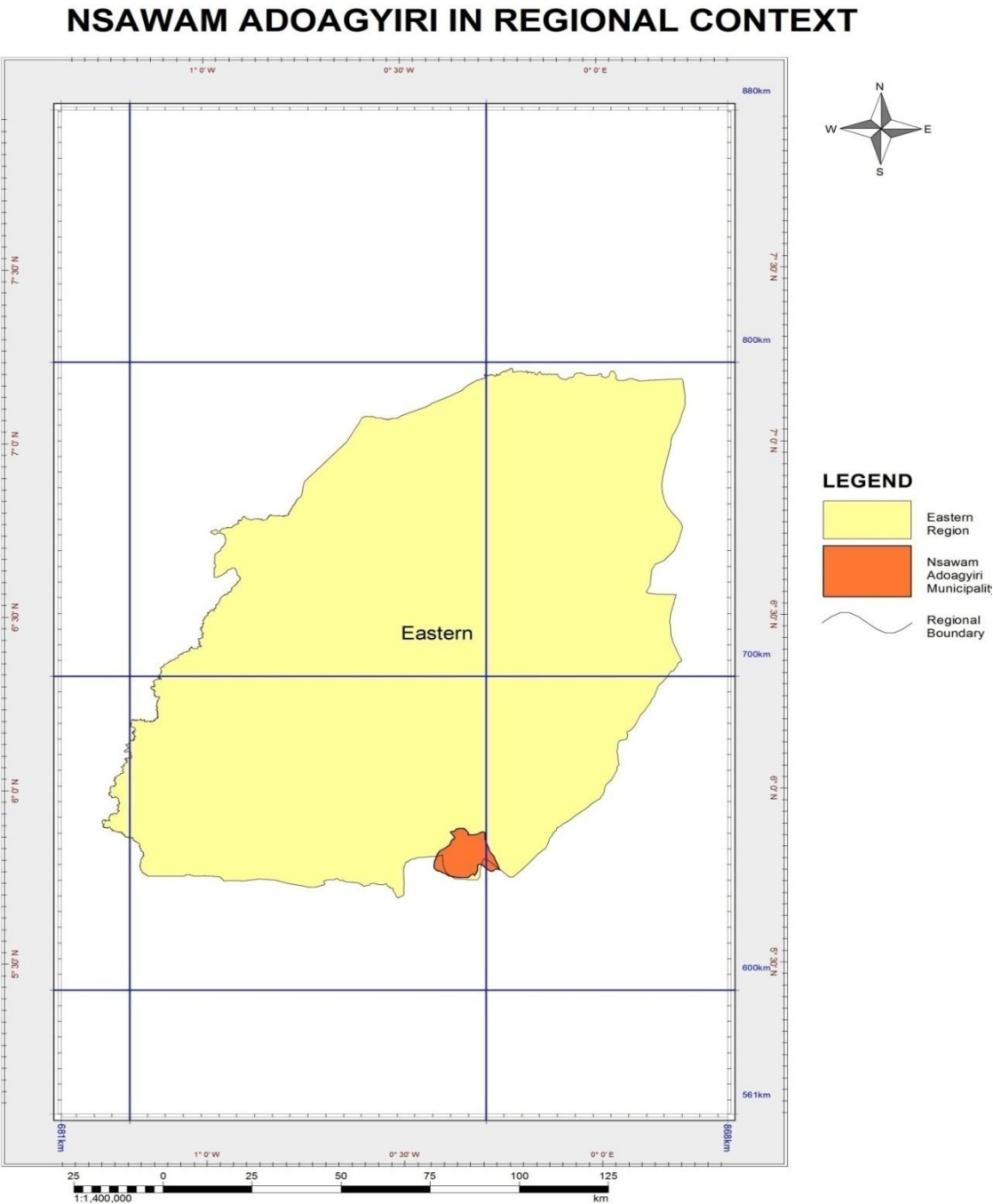


Figure 1.3: The Nsawam Adoagyiri Municipal Map in Regional Context.



NSAWAM ADOAGYIRI MUNICIPAL MAP

Scale 1: 35,000

0 0.35 0.7 1.4 2.1 2.8 Kilometers

LEGEND

- Municipal Boundary
- District Capital
- Communities
- Major Roads
- Minor Roads
- Rivers
- Adjoining District Boundaries

The Municipal Capital, Nsawam is a nodal town that serves as transit from Accra to many in land Districts and communities in the Northern and southern part of Ghana. This has resulted into brisk businesses and creation of a major marketing centre which brings a lot of traders and passengers to the town every day. This situation also exert pressure on the limited socio-economic infrastructures in the Municipality.

1.5 Structure of the Plan

This report is organized into eight main parts, the contents of which adhere closely to the framework advocated in the National Development Planning Commission Guidelines.

Chapter one details out the background of Nsawam Adoagyiri Municipality stating the vision, mission, core mandates and core values of the Assembly. The Chapter further highlights the logical framework of the Assembly. The Assembly in regional and national context is also shown here. Finally, the structure in which the entire plan is laid out in chapters is described in this chapter.

Chapter two covers the existing conditions with adequate spatial geographical representations of the Municipality. Chapter two also provides detailed development outcome information on key indicators of the Departments as performance review of Municipality under the MTDP (2022-2025). It provides description of the general characteristics of the municipality including physical and demographic characteristics. It also analyses the current situation of development of the municipality and analyses statements of key development issues, key potentials, opportunities, constraints and challenges in the municipality in relation to the development dimensions based on the MTNDPF 2026 -2029.

Chapter three deals with the Municipal Development Priorities linked to the development dimensions of the MTNDPF. It highlights development issues that were put into consideration in the prioritization process; severity and diversity of the problem, its significant multiplier effect on economic efficiency, significant linkage effect on meeting basic human needs and right and significant effects in the sustainable spatial development of designated spaces.

Chapter four also covers the Municipal Development Goal and Objectives Strategies clearly consistent with the Goals of the Medium-Term Development Policy Framework 2026-2029. Development Projections for 2026-2029, are specific, measurable, achievable realistic and time bound (SMART) in relation to the pillars of the Medium-Term Development Policy Framework, and strategies or activities to achieve the objectives.

Chapter Five covers the implementation of Composite Programme of Action through Annual Action Plans. It also deals with Composite Development Programme statements based on the Logical Framework from 2022-2025 and indicative Financial Plan.

Chapter Six covers the detailed activities implemented in yearly basis known as the Annual Action plans. These activities span from 2026 to 2029 with each year having its distinct implementable plans.

Chapter Seven deals with the Monitoring and Evaluation Arrangements for the Municipal Medium Term Development Plan (2022-2025). It must be emphasized that the implementation of the plan is flexible enough to accommodate any future changes, which may occur, or events which were not foreseen during the plan preparation process.

Chapter Eight highlights the strategies NAMA will employ to disseminate the plan and its implementation progress. This will enable the Assembly pass on information and elicit feedback from stakeholders and community members regarding the provision of socio-economic infrastructure and related services.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

This Chapter highlights performance review of outcome indicators of the previous planned period. The performance review as well comes with the financial performance of the previous planned period the existing conditions/characteristics/features and diagnosis which includes: demography, geography, physical conditions, economy, social, environment, governance and emergency responsiveness. The list of development issues gathered during the needs assessment is categorically enumerated in this chapter. There is SWOT Analysis conducted to ascertain the strengths, weaknesses, opportunities and threats existing in the Municipality that can help to solve or curtail development issues identified.

2.2 Performance Review

This section of the plan analyzes the performance of the previous plan to ascertain the development achievements (outcomes) attained during implementation of activities planned.

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks
				Year	Data	
Economic Development	Average productivity of selected crop (Mt/ha):	Maize-2.45 Mt/ha	n.a	2024	6.71	Baseline exceeded Supply of improved seeds for higher yields is required
		Rice- 3.46Mt/ha	n.a	2024	10.84	
		Cassa-16.20 Mt/ha	n.a	2024	54.3	
		Plan- 6.98 Mt/ha	n.a	2024	21.3	
		Cocoy-5.10 Mt/ha	n.a	2024	16.5	
		Cabb-28.20 Mt/ha	n.a	2024	78.4	
	Percentage of Arable land under cultivation	n.a	n.a	2024	160 km ²	
	Percentage change in IGF	21%	40%	2024	64%	Target exceeded. Revenue collection strategies like management out day, incentives for collectors and prosecution of revenue defaulters and increased road tolls led to the exponential increase in IGF by 2024 even against the 2025 target
Social Development	Net enrolment ratio i. Kindergarten ii. Primary iii. JHS	106.7:100	100%	2024	122.0%	Target achieved. The NER at Kindergarten. and Prim. Shows 62% of boys and girls are beyond
		115.6:100	100%	2024	140.0%	
		61.5:100	90%	2024	63.9%	

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks
				Year	Data	
	iv. SHS	39.7:100	50%	2024	39.7%	their age at that level of education. And the NER at JHS and SHS shows that the number of boys and girls at that age level of education are lower than expected. This could be that they are involved in informal sector activities like galamsey, etc.
	Gender Parity Index	1.0	1.0	2024	1.1	
	i. Kindergarten	1.03	1.0	2024	1.1	
	ii. Primary	1.01	1.0	2024	1.1	
	iii. JHS	1.03	1.0	2024	1.1	
Social Development	iv. SHS					Increased supervision of teaching and learning activities in the schools culminated in increased pass rate. Baseline exceeded. Most of the CHPS in the rural areas are operating in improvised structures
	Completion rate	125.70%	100%	2024	125.7%	
	i. Kindergarten					
	ii. Primary					
	iii. JHS					
	SHS					
		125.20%	100%	2024	134.2%	
		93.40%	100%	2024	104%	
		12.50%	50%	2024	78.3%	
	Pass rate	M- 88.3%	90.0%	2024	M-79.8%	
	• JHS	F- 88.8%	90.0%	2024	F- 84.0	
	• SHS	T- 88.6%	-	2024	T- 81.9	
		M- 88.1%	-	2024	M- 88.1%	
		F- 86.1%	-	2024	F- 86.1%	
		T - 87.2%	-	2024	T - 87.2%	
	Proportion of health facilities that are functional	100% (9)	100%	2024	100% (35)	
		100% (9)	100%	2024	100% (11)	
	CHPS Compound	100% (1)	100%	2024	100% (2)	
	Health Centre-HC					
	Clinic					
	Hospital	100% (3)	100%	2024	100% (3)	

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks
				Year	Data	
	Prevalence of malnutrition (institutional) •Wasting •Underweight •Stunting •Overweight	0.15	1.2%	2024	0.16	Target achieved. Increased education on provision of supplementary food and education for nursing mothers
		0.11	1.5%	2024	0.69	
		0.76	10.0%	2024	0.98	
		n/a	1.0%	n/a	n/a	
Social Development	Maternal mortality ratio (Institutional)	184	144	2024	0	Target achieved. Public education for institutional delivery curtailed fear and rumor mongering among expectant mothers on myths
	Malaria case fatality (Institutional) i. Municipal total ii. Under five years iii. Women between 15-49	0.48	0.38	2024	0	Target achieved. Distribution of nets and public education and adherence to the use of mosquito nets brought 0% case fatality
		0.27	0.22	2024	0	
		0.10	0.03	2024	0	
	Proportion of population with valid NHIS card i. Total	15.8%	T- 35%	2023	54.41% (80,981)	Target exceeded. Increased publicity and outreach campaigns for registration.
		1.90%	-	2023	3.27% (2,646)	
		0.36%	-	2023	0.60% (484)	

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks
				Year	Data	
	ii. SSNIT Contributors	21.02%	-	2023	38.51% (31,184)	Categorization gives further details of the composition total NHIS holders in the municipality
	iii. SSNIT Pensioners	2.45%	-	2023	5.27% (4,264)	
	iv. Informal	22.21%	-	2023	44.81% (36,284)	
	v. Indigents	2.64%	-	2023	5.12% (4,144)	
	vi. Under 18 Years					
	vii. Over 70 Years	1.44%	-	2023	2.44% (1,975)	
	viii. Preg. Women.					
	Percentage of population with sustainable access to safe drinking water sources Municipal, Urban Rural	45%	80%	2024	68%	Target not achieved. Maintenance and mechanization of boreholes is capital intensive venture hindered by improper management and limited private sector involvement.
			-	2024	85%	
			-	2024	60%	
		Mun. -30%	Mun. -50%	2024	65%	
			-	2024	66%	
Social Development	Proportion of population with access to improved sanitation services	0	-	2024	65%	Routine waste collection and sanitation exercises needs improvement
		0	-	2024	66%	
		0	-	2024	39%	
	Percentage of road network in good condition, Total, Urban Feeder	27% (77km)	60%	2024	68%	Target achieved. Road rehabilitation and spot improvements by the central Gov. through the Mun. Roads Dept. helped in Improving Road conditions
		-	-	2024	58%	
		-	-	2024	65%	

Development Dimension	Indicator	Baseline (2021)	2022- 2025 Medium-term target	Cumulative achievement		Remarks
				Year	Data	
	Percentage of communities covered by electricity Municipal, Rural & Urban	85%	95%	2024	84%	Target not achieved. Extension of electricity to rural areas, replacement of faulty meters and poles is capital intensive and needs adequate funding for target to be realized
		-	-	2024	65%	
		-	-	2024	100%	
	Percentage of communities covered by electricity Municipal, Rural & Urban			2024	84%	Target not achieved. Extension of electricity to rural areas, capital intensive and needs funding.
				2024	65%	
				2024	100%	
Social Development	Proportion of population who have tested positive for covid-19 Total Male Female	0.003	0%	2024	0%	No longer a public health threat in the Municipality.

Source: MPCU-NAMA, 2025

Table 2.1: Performance Review (2022-2025)

DEVELOPMENT DIMENTION	INDICATORS	BASELINE (2021)	2022-2025 MEDIUM TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
Economic Development	Percentage of Farmers with increased yield per hectare	N/A	10%	2024	N/A	
	Percentage of formalized SMEs reporting profits.	N/A	10%	2024	N/A	
	Total Agricultural Production	N/A	10%	2024	N/A	
	Change in yield of Maize (Metric Tonnes)	2,860.16	10%	2024	2,691.69	
	Change in yield of Cassava (Metric Tonnes)	27,482.23	10%	2024	16,562.39	
	Change in yield of Pawpaw (Metric Tonnes)			2024	1,394.61	
	Change in yield of Cattle	2,562	10%	2024	1,707	
	Change in yield of Goat	14,499	10%	2024	6,519	
	Change in yield of Chicken	526,008	10%	2024	204,770	
	Change in yield of Yam (Metric Tonnes)	436.62	10%	2024	250.80	
	Change in yield of Pigs	23,563	10%	2024	7,018	
Social Development	Incidence of Teenage Pregnancy Incidence	28	10	2024	32	-
	Percent of PWDs empowered economically through start up kits/scholarships	5.8%	26%	2022-24	16%	PWDs have become self-reliant
	Change in the Incidence of Domestic Violence cases	44	11	0	19	-
	Change in the Proportion of Child Abuse Cases Settled	102	550	2024	338	Children's rights upheld.
	Proportion of case workers trained in child protection and family welfare	-	4	2024	12.5%	Social workers receive training to be well equipped for their work.

	Proportion of child violence cases benefitting from social welfare/social service		2	5	2024	40%	Children's rights improved
	Proportion of children reached by social work/social services		102	10, 100	2024	83%	Children's rights protected and promoted
	Percentage of people reached with child protection and SGBV information		178.4%	166%	2024	345.6%	Children's rights protected and promoted
	Percentage of LEAP household members on NHIS		545	545	2024	38%	Vulnerable children and family health improved
	Proportion of referrals receiving adequate follow-up		102	25	2024	44%	Collaboration with other stakeholders enhanced
	Proportion of girls reached by prevention and care services		47	6,200	2024	68%	Girls' welfare improved
	Proportion of CP/SGBV cases referred to other services and followed up		-	-	-	-	-
	Proportion of NGOs, including RHCs, trained		-	-	-	-	-
	Percentage of children in RHCs profiled and reunified		30	23	2024	13%	Child rights and protected at RHCs
	Pass Rate						
	JHS		90.8%	97.8%	2024	Not Yet In	
	Gross Enrolment Rate						
	KG	Boys	131.94%	116.73%	2024	Not Yet In	
		Girls	130.74%	112.41%	2024	Not Yet In	
	Primary	Boys	127.75%	120.93%	2024	Not Yet In	
		Girls	123.6%	121.41%	2024	Not Yet In	
	JHS	Boys	108.88%	113.34%	2024	Not Yet In	
		Girls	105.74%	123.23%	2024	Not Yet In	
	SHS	Boys	56.75%		2024	Not Yet In	
		Girls	58.52%		2024	Not Yet In	

	Net Enrolment Rate					
	KG	Boys	89.495	70.15%	2024	Not Yet In
		Girls	89.04%	66.98%	2024	Not Yet In
	Primary	Boys	111.78%	92.31%	2024	Not Yet In
		Girls	106.99%	94.21%	2024	Not Yet In
	JHS	Boys	91.61%	70.99%	2024	Not Yet In
		Girls	95.3%	79.74%	2024	Not Yet In
	SHS	Boys	56.26%		2024	Not Yet In
		Girls	58.3%		2024	Not Yet In
	Completion Rate					
	KG		Boys	121.29%	113.06%	2024
			Girls	128.96%	110.38%	2024
	Primary	Boys	117.4%	117.96%	2024	Not Yet In
		Girls	127.67%	122.25%	2024	Not Yet In
	JHS	Boys	99.81%	106.59%	2024	Not Yet In
		Girls	98.65%	120.38%	2024	Not Yet In
	SHS	Boys	56.62%		2024	Not Yet In
		Girls	67.01%		2024	Not Yet In
	Gender Parity Rate					
	KG		0.96	0.96	2024	Not Yet In
	Primary		0.97	1.01	2024	Not Yet In
	JHS		0.97	1.09	2024	Not Yet In
	SHS		1.03		2024	Not Yet In
	Maternal Mortality Ratio		24/100000LBS	125/100000LBS	2024	30/100000LBS
	Infant Mortality Rate		3.9/1000LBS		2024	12/1000LBS
	Malaria Fatality Rate		0.5(2 deaths)	0.1	2024	0
	Still Birth ratio		13.8/1000 total births	11.5	2024	10/1000 total births
	Cholera Incidence		0	0	2024	0
	HIV/AIDS prevalence rate					

	Family Planning Acceptance Rate (Female)	22.7%	40%	2024	28%	
	Percentage Change in OPD Attendance	36%		2024	2%	
	Malnutrition Prevalence rate	0.2		2024	0.1	
	Proportion of Children Fully Immunized	8663		2024	7736	
	Environment, Health and Sanitation					
	Safe Drinking Water Coverage					
	(Rural)	61.2%	100%	2024	75%	
	(Urban)	100%	100%	2024	100%	
	Percentage of Population with Access to Improved Sanitation Facility					
	(Rural)	20.2%	30%	2024	58%	
	(Urban)	41.5%	50%	2024	85%	
	No. of Communities with Open Defecation Free Certificates					
Environment, Infrastructure and Human Settlement Development	Average Road Network Accessibility	116.25	186.65	2024	274.40km	Average travel network reduced
Governance, Corruption and Public Accountability	Proportion of the population and properties covered by digital addressing system					
Governance, Corruption and Public Accountability	Crime rate					
	Proportion of cases trailed and adjudicated					
	Proportion of population with an active NHIS Card	55.59%	80%	2024	60.00%	There is the need for more outreach programs to get members registered
	Performance in DPAT Assessment	92%	100%	2023	97%	The Assembly has been improving upon performance yearly
	Proportion of NADMO officials trained	100%	100%	2024	100%	All NADMO officials within the

Emergency Planning and Response (Including Covid-19 Recovery Plan)						Municipality are adequately trained
	Change in the number of endangered trees planted					
Implementation, Coordination, Monitoring and Evaluation	Percentage of monitoring reports prepared	100%	100%	2024	100%	All the monitoring reports were duly prepared and filed
	Proportion of Projects/Programmes in AAP Implemented	91.1%	100%	2024	6.6%	The Assembly executed 129 activities out of planned 150 projects and programmes.
	Proportion of Overall Medium-Term Plan Implemented	21.5%	75%	2024	68.6%	The Assembly has done tremendously well in ensuring high achievement of the DMTDP.
Governance, Corruption and Public Accountability	Percentage of Communities covered by Electricity					
	Rural	31%	40%	2024	32.8%	Some communities are yet to get light in the rural areas which requires gov't intervention
	Urban	53%	60%	2024	60%	

Source: MPCU Secretariat, 2025

Table 2.2: Proportion of MTDP Achieved

NO.	DEVELOPMENT DIMENSION	FULLY IMPLEMENTED	ON- GOING	OTHERS	TOTAL NO. OF PROJECTS	PERCENT IMPLEMENTED
1	Economic Development	47	13	8	68	14.53%
2	Social Development	95	16	20	131	26.88%
3	Environment, Infrastructure and Human Settlement Development	74	9	6	89	20.09%
4	Governance, Corruption and Public Accountability	74	7	6	87	19.61%
5	Emergency Planning and Preparedness Response	17	2	1	19	4.6%
6	Implementation, Coordination, Monitoring and Evaluation	18	2	1	19	4.8%
	TOTAL	325	49	42	413	90.56%

Source: MPCU - NAMA Secretariat, 2025

2.3 FINANCIAL PERFORMANCE OF NSAWAM ADOAGYIRI MUNICIPAL ASSEMBLY (2022-2025)

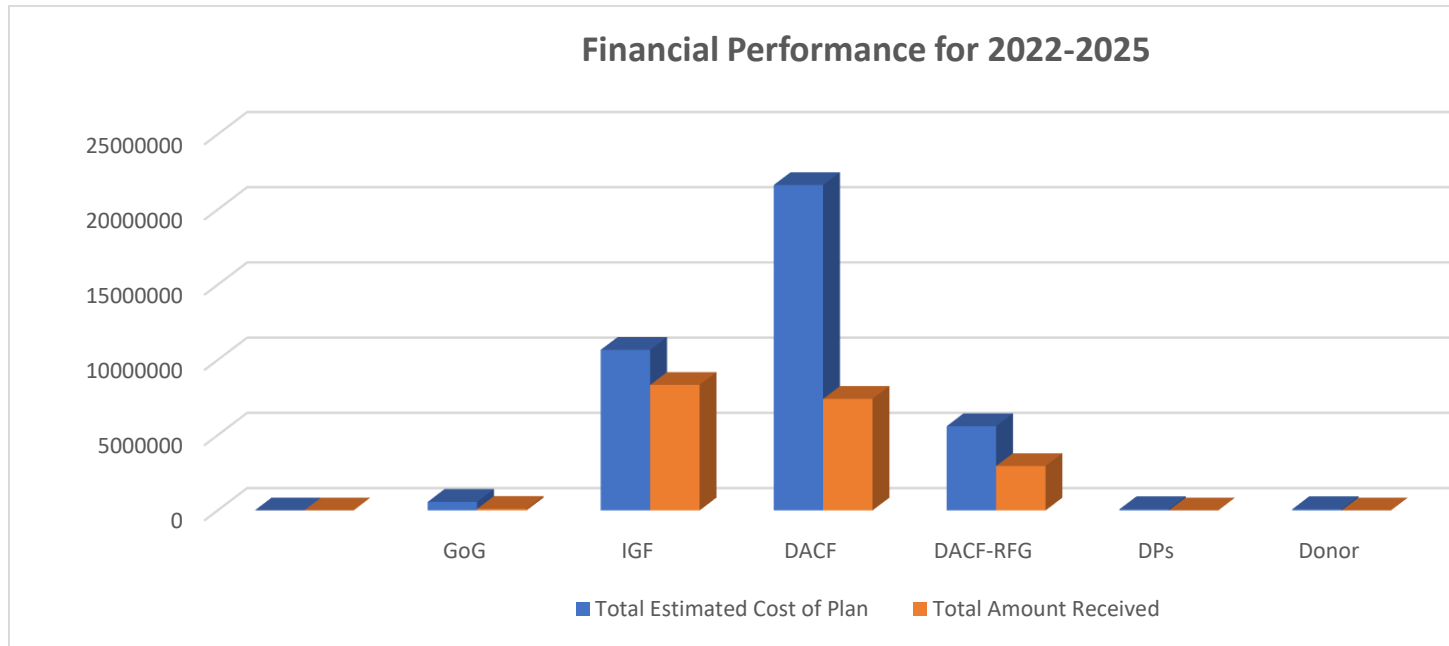
The Nsawam Adoagyiri Municipal Assembly derives its revenue from two main sources- internal and external. For the plan period, the expenditure components were personal emoluments that is wages and salaries received by workers or people working in the Nsawam Adoagyiri Municipal Assembly. Capital expenditure also included developmental projects and assets that were undertaken by Nsawam Adoagyiri Municipal Assembly during the period. The goods and services are expenses made on purchasing goods such as computers, printers, stationery etc while services comprise consultancy fees among others.

Table 2.3: Financial Performance for 2022-2025

Source of Funds	Total Estimated Cost of Plan (A)	Total Amount Received (B)	<u>Variance (C)</u> <u>(A-B)</u>
GoG	568,187.501	100,872.78	<u>467,314.72</u>
IGF	10,673,808.05	8,345,393.70	<u>2,328,414.35</u>
DACF	21,631,709.85	7,414,895.80	<u>14,216,814.06</u>
DACF-RFG	5,600,705.37	2,949,779.00	<u>2,650,926.37</u>
DPs	81,169.64	-	<u>81,169.64</u>
Donor	81,169.64	-	<u>81,169.64</u>
OTHERS	1,907,486.61	391,992.18	<u>1,515,494.43</u>
TOTAL	40,544,236.66	19,202,915.46	<u>21,381,888.04</u>

Source: NAMA Finance Department, 2025

Figure 2.1: Financial Performance for 2022 to 2025



The amounts expected to be received from IGF fell short by 21.81% by the end of the 2024. This resulted in some of the programmes and projects unimplemented by the end of 2024 planned period. The target for DACF fell short with the Municipality managing only 34.28% of the targeted amount within the planned period. It can be visibly noticed that most of the projects remain unimplemented within the planned period depriving the citizens of the infrastructural amenities expected within the period. Revenue receipt from other GoG, DACF-RFG and other sources of revenue remained deprived and fell short. The expected total revenue fell short of GH¢21,381,888.04 which is 52.74% of the expected amount to implement the plan. The Assembly is expected to improve its revenue generation activities in other not to face these challenges in the next plan.

2.4 EXISTING CONDITIONS AND DIAGNOSIS

Nsawam Adoagyiri Municipality is characterised by distinct features that makes it special in terms of physical, social, demographic, economic, governance and emergency responsiveness characteristics.

2.4.1 Demographic Characteristics

2.4.1.1 Population Projections of Nsawam Adoagyiri Municipality

The population projections for the Nsawam Adoagyiri Municipal Assembly indicate a steady increase in population from 155,597 in 2021 to 169,932 in 2029, representing a growth of 14,335 people over eight years, with an average annual growth rate of approximately 1.1%. The land area remains constant at 175 km², leading to a rise in population density from 887 persons per km² in 2021 to 971 persons per km² in 2029.

Table 2.4: Population/Density of NAMA (2025-2029)

Year	Population	Total (Km ²)	Population Density
2021	155,597	175	887
2025	162,931	175	931
2026	164,535	175	940
2027	166,327	175	950
2028	168,127	175	960
2029	169,932	175	971

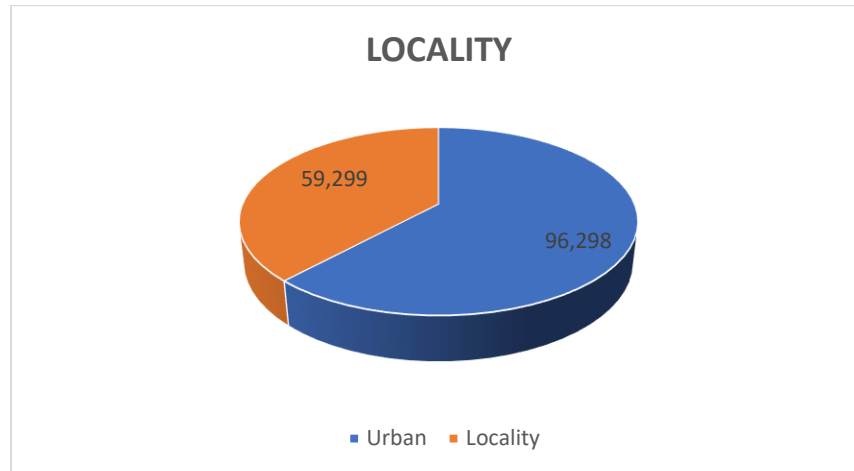
Source: MPCU Secretariat NAMA, 2025.

This growing population and increasing density highlight the need for expanded infrastructure, including housing, schools, healthcare, and transportation, as well as efficient land use and zoning policies to manage overcrowding and resource strain. Sustainable waste management, water conservation, and green spaces will be essential to mitigate environmental impacts. Proactive urban planning, stakeholder engagement, and data-driven policies are crucial to balancing economic growth with environmental sustainability, ensuring a high quality of life for residents while fostering long-term development in the municipality.

2.4.1.2 Locality

The Nsawam Adoagyiri Municipal Assembly encompasses a population divided into urban and rural areas, with 96,298 residents in urban localities and 59,299 in rural areas. This indicates a significant urban presence, with approximately 61.9% of the population residing in urban areas and 38.1% in rural areas.

Figure 2.2: Locality Representation of Nsawam Adoagyiri Municipality



The urban population likely benefits from more developed infrastructure, including better access to education, healthcare, transportation, and commercial services. Urban areas in Nsawam Adoagyiri may also experience higher economic activity with more opportunities for employment in various sectors such as trade, services, and manufacturing.

In contrast, the rural areas, while smaller in population, are crucial for agricultural activities and may contribute significantly to the local economy through farming and related industries. These areas might have a closer community structure and a lifestyle that is more connected to nature and traditional practices.

The disparity between urban and rural populations underscores the importance of tailored development strategies. Urban areas may require focus on managing growth, improving infrastructure, and ensuring sustainable urban planning. Rural areas, on the other hand, might need investments in agricultural development, rural healthcare, and education to bridge the gap and improve living standards.

Figure 2.3: Population projections for top 20 settlements in Nsawam Adoagyiri Municipality

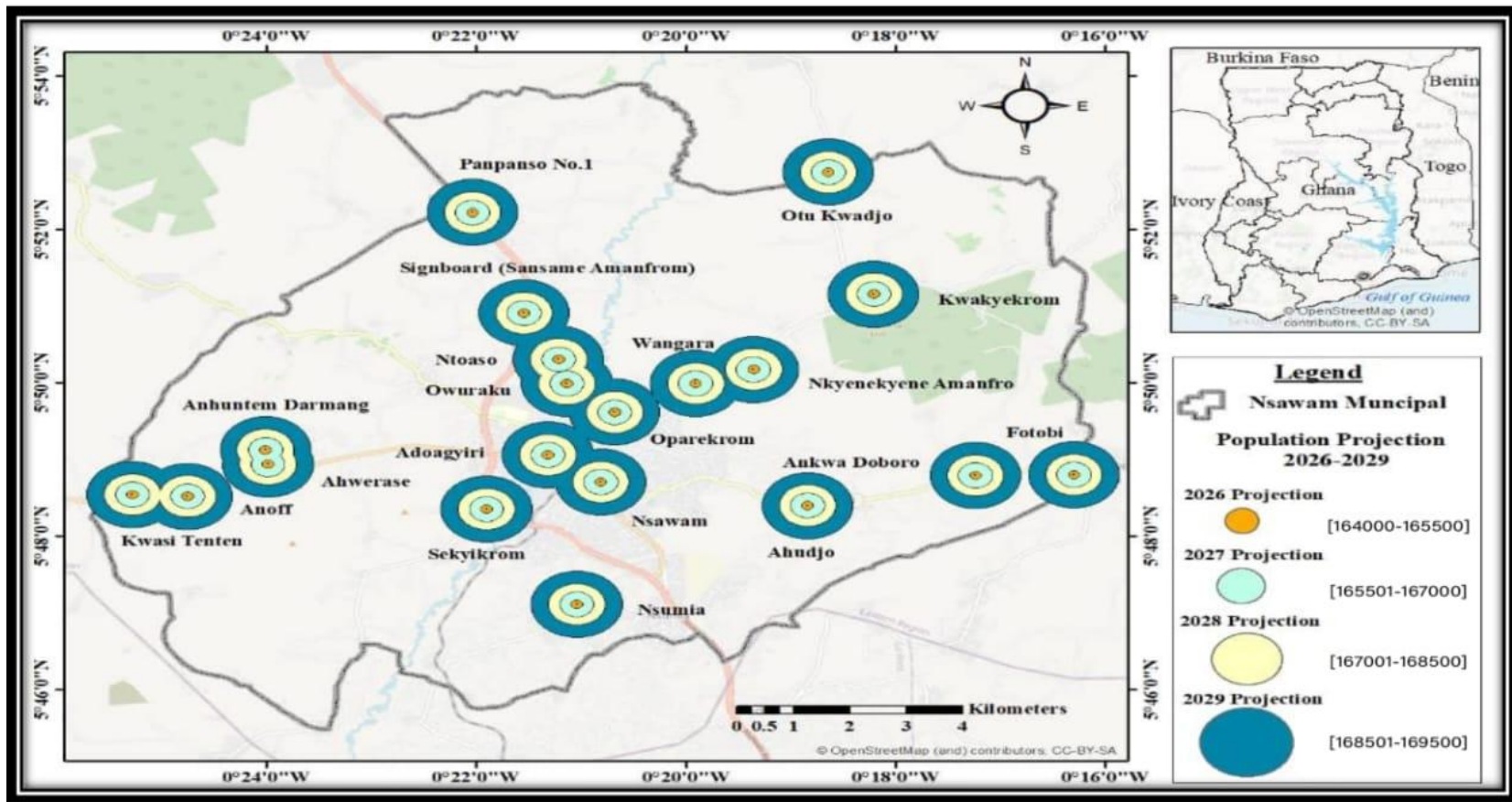


Table 2.5: Total Population by Age and Sex

	2021			2029		
Age Group	Both Sex	Male	Female	Both Sex	Male	Female
All ages	155,597	76,417	79,180	169,932	83,457	86,475
0 - 4	17,649	8,853	8,796	19,275	9,669	9,606
5 – 9	17,479	8,904	8,575	19,089	9,724	9,365
10 – 14	16,450	8,066	8,384	17,966	8,809	9,156
15 - 19	14,090	6,987	7,103	15,388	7,631	7,757
20 - 24	12,873	6,163	6,710	14,059	6,731	7,328
25 - 29	13,464	6,299	7,165	14,704	6,879	7,825
30 - 34	13,560	6,599	6,961	14,809	7,207	7,602
35 - 39	12,505	6,186	6,319	13,657	6,756	6,901
40 - 44	9,792	5,076	4,716	10,694	5,544	5,150
45 - 49	7,469	3,909	3,560	8,157	4,269	3,888
50 - 54	5,684	2,885	2,799	6,208	3,151	3,057
55 - 59	4,170	2,024	2,146	4,554	2,210	2,344
60 - 64	3,748	1,673	2,075	4,093	1,827	2,266
65 - 69	2,467	1,143	1,324	2,694	1,248	1,446
70 - 74	1,672	756	916	1,826	826	1,000
75 - 79	979	418	561	1,069	457	613
80 - 84	741	246	495	809	269	541
85+	805	230	575	879	251	628

Source: Ghana Statistical Service, 2024 Population and Housing Census

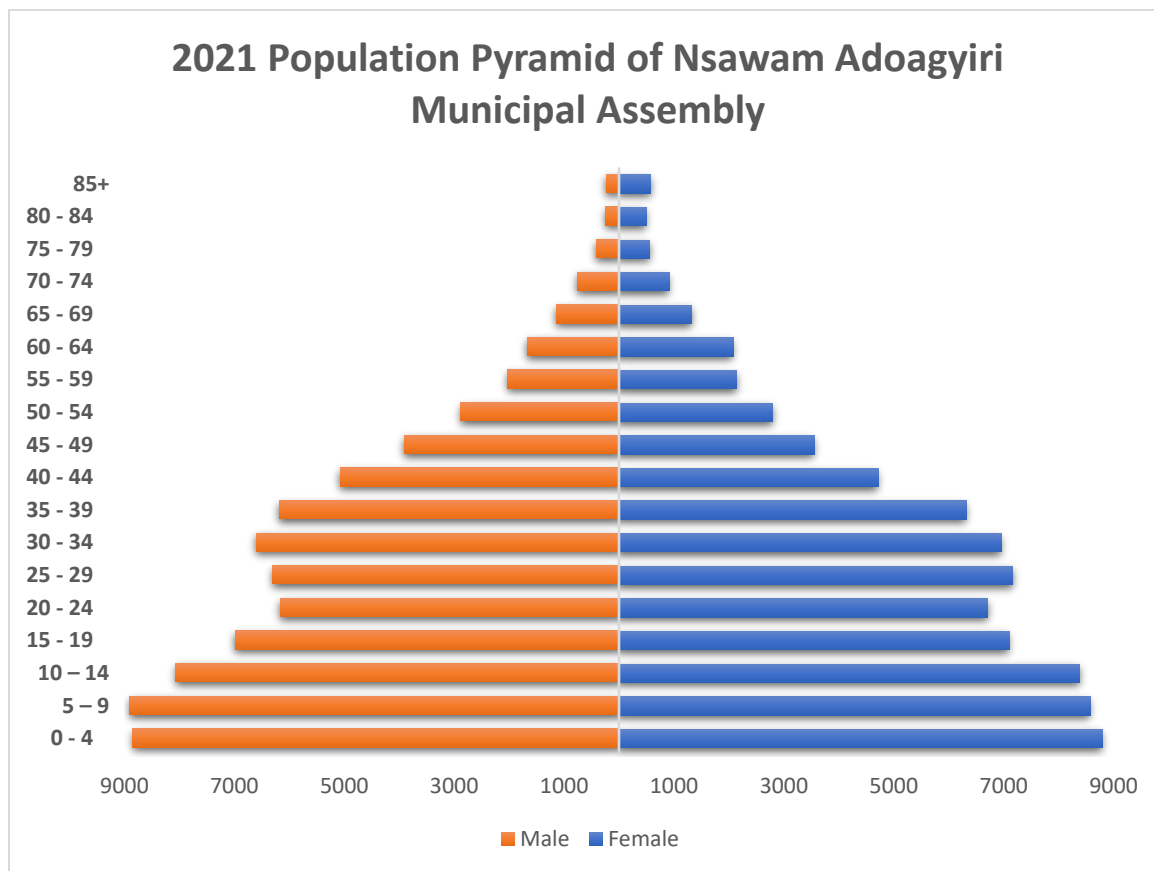
The population for the Nsawam Adoagyiri Municipal Assembly from 2021 to 2029 reveals notable trends across age groups and genders. In 2021, the total population was 155,597, with 76,417 males and 79,180 females, showing a slightly higher female population. By 2029, the population is projected to grow to 169,932, with 83,457 males and 86,475 females, maintaining the gender imbalance. The age group analysis indicates growth across all categories, with the youngest age groups (0-4 and 5-9) showing significant increases, reflecting a youthful population structure. For instance, the 0-4 age group is projected to grow from 17,649 in 2021 to 19,275 in 2029, while the 5-9 group will increase from 17,479 to 19,089. Older age groups, such as those aged 60 and above, also show growth, indicating an aging population. For example, the 60-64 age group will rise from 3,748 in 2021 to 4,093 in 2029, and the 85+ group will increase from 805 to 879. These trends suggest a need for targeted policies to address the needs of both a growing youth population and an aging demographic, including investments in education, healthcare, and social services to ensure sustainable development and improved quality of life for all residents.

2.4.1.3 Population Pyramid

Figure 1.4 below gives a graphical presentation of age-sex structure of the municipality. The age structure is broad at the base and reduces gradually in the subsequent age groups until the population becomes relatively small at the top comprising the aged.

Another feature of the municipal population pyramid is that females in the oldest age groups form the substantial majority than the males. The expansive nature of the pyramid indicates the municipality has a youthful and vibrant population most of who fall within the productive class. Since the size of the population is not commensurate with available jobs within the municipality. Much need to be done to create job opportunities and also to expand the economy of the municipality in order for most of these youths to be absorbed into productive ventures. This would help in the long term to amongst other things curb crime rate. The LEAP programme should be expanded in the short term to cover the old and vulnerable population.

Figure 2.4: Population Pyramid of Nsawam Adoagyiri Municipality



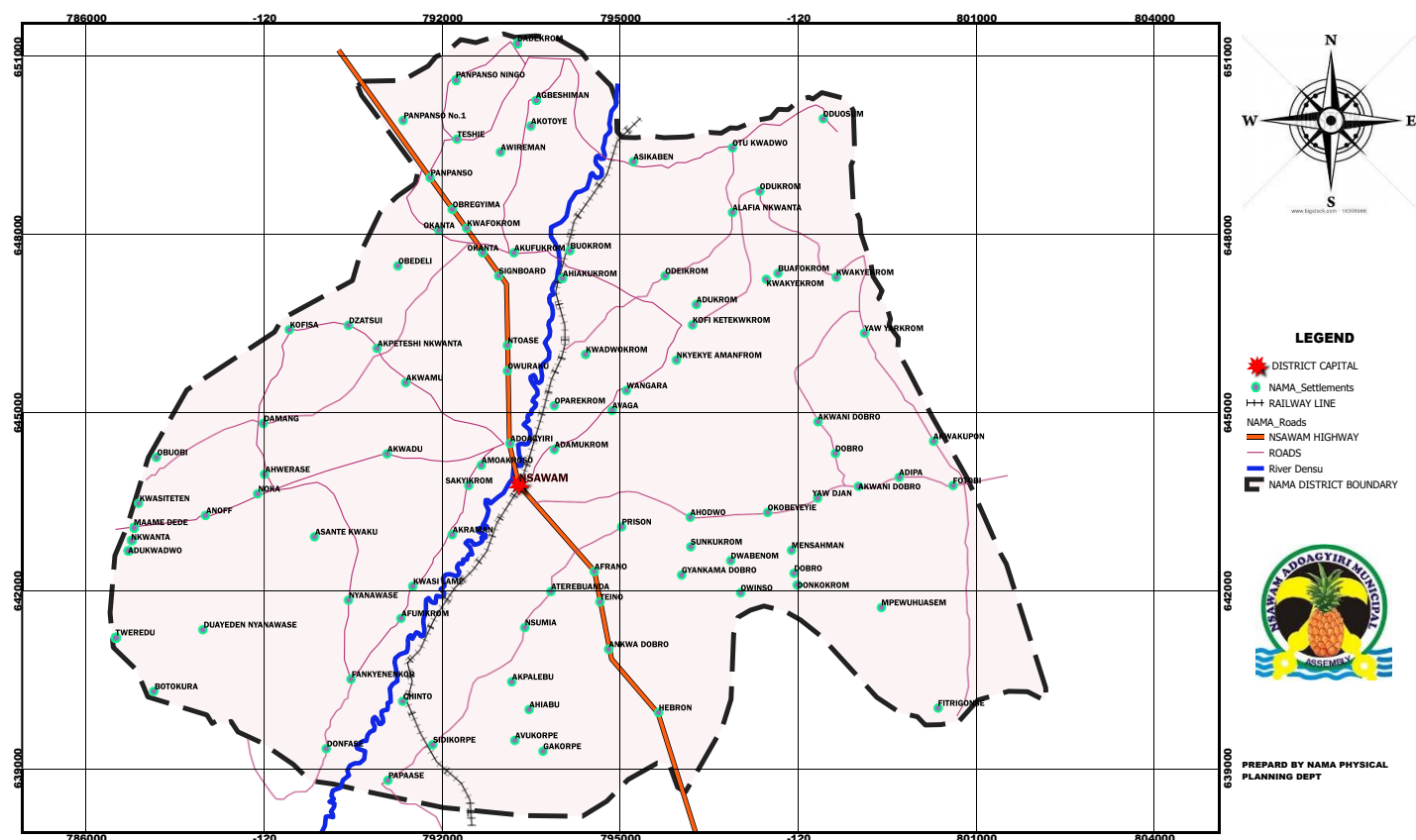
The Municipality as of 2021 has a population of 155,597 people comprising 76,417 males and 79,180 females. Also, the urban population constitutes 91,958 (59.1%) whilst rural is 63,639 (40.9%). The rural areas are characterized by lack of basic social amenities, the main reason for the influx of people to the urban areas (Nsawam and Adoagyiri). The municipal capital is the most populated with a projected population of about 47,124. The least populated areas are usually rural communities such as Akuffukrom, Pampanso, Otukwadwo, etc. these communities have a population density of below 1000.

2.4.2 Physical Characteristics

2.4.2.1 Location and Size

Between latitude 5.45°N and 5.58°N and longitude 0.07°W and 0.27°W in the South Eastern part of the Eastern Region lies the Nsawam Adoagyiri Municipality. It is located approximately 23km from Accra, the national capital and covers a land area of about 175 square kilometers.

Figure 2.5: The Map of Nsawam Adoagyiri Municipality



In terms of spatial interaction, it is bordered to the South by the Ga West and Ga South Municipalities in the Greater Accra Region and to the North by Akwapim South District. It also shares boundaries in the North-West with Ayensuano District and in the South West with the Upper West Akim District.

The Municipal Capital, Nsawam is a nodal town that serves as transit from Accra to many in land Districts and communities in the Northern and Southern part of Ghana. This has resulted in brisk businesses and creation of a major marketing center which brings a lot of traders and passengers to the town every day. This situation also exerts pressure on the limited socio-economic infrastructure in the Municipality. From the marketing of bread and pastries to the provision of a ready market for farm produce and industrial products from the Municipality, the location of the Municipality i.e., its proximity to Accra and Tema is an added advantage for investment and marketing of all forms of products and services. Again, Nsawam is also a gap town along the main highway linking the coastal lands to the Northern part of the country that is the Accra–Kumasi Road. This situation has led to a rapid increase in the cost of land and rent in general. The peri – urban nature of the municipality has opened it up to a lot of commercial activities as well as rapid increase in human settlement. This situation has impacted negatively on the Agricultural production since most arable lands are being used for building construction and other commercial activities.

2.4.2.2 Geology and Soil

The geology of the Municipality is mainly sedimentary rocks metamorphosed to quartzite, schist, shale and phillite, forming the Akwapim – Togo ranges. Quarrying activities are taking place at the foot of the ridge to supply aggregates for the construction industry in the Municipality and in Accra. In the moist semi-deciduous forest zone, the principal soil is forest ochrosols. However, the location and relief pattern make modification to the soil. In the lowlands and valleys, the soil shares enough soil water and tend to be water logged near rivers. At higher altitudes and hillside, the soils are shallow, drier and often stony. Detailed analysis of the soil types, show that there are mainly five types, which are outlined below:

- ❖ Adawso-Bawjiase-Ofin Compound Association: It is well-drained but susceptible to draught and erosion due to maximum soil aeration. It is best used for the cultivation of maize, cassava, yam and pineapple.

- ❖ Ayensu-Chichiwere Association: Is a mixture of well drained shallow, droughty terrace, deep and well drained non pebbly, flood plain and heavy clayed soils which supports the cultivation of rice, vegetables, sugar cane and tree crops.
- ❖ The Fete and Nyanoa-Opimo Association: It is characterized by a thin cover, massive hard rock and moderately drained soil, suitable for tree, arable crops and forestry.
- ❖ Yaya Pimpinsu-Befua Association: It is deep and sandy in nature with poor water retention qualities and susceptible to erosion. It can be utilized for the cultivation of rice, sugar cane, coffee, vegetables, cassava, maize, banana, ginger, shallots and oil palm.
- ❖ Dewasi Wayo Association: It is slightly humus and contains clay and Pam. It has poor water retention capacity. It is flooded in the rainy season. However, if flooding can be controlled it can support mechanized irrigation.

The Municipality can boast of highlands such as: the Densu Plains, the Ponpon narrow lands and the Akwapim–Togo Ranges. These highlands are averagely within the height of 1000 feet to 5000 feet above sea level. They are sights for potential tourist attraction and also first-class residential buildings.

2.4.2.3 Relief and Drainage

The Relief of the Municipality is generally categorized into three main divisions. These are: the Densu Plains, the Ponpon narrow lands and the Akwapim–Togo Ranges. The Densu Plains cover the Western half of the Municipality. The Densu plains are undulating with occasional isolated peaks such as the Amama Hill, which reaches about 5000 feet above sea level, and the Nyanoa Hill with a height of about 1000 feet above sea level. The plains 86 constitute a potential for irrigation and mechanized farming in the Municipality. Nsawam, the Municipal capital is located on the plains. Given the geography, the inadequate drainage facilities, part of the town are liable to floods. Pools of stagnant water are also common in the rainy season leading to the breeding of mosquitoes and other vectors. The Pompom Narrow Lowland is located to the north east. It has an average height of between 150 feet and 200 feet above sea level. The Akwapim-Togo ranges are found to the east of the municipality. The hills provide a good view of Accra Plains and are therefore attractive sites for tourism development and for first residential class developments are to be strictly controlled. The Municipality form part of the South-East Greenbelt where developments are to be strictly controlled.

2.4.2.4 Vegetation

The main ecological zones that can be identified in the Municipality are the semi-deciduous forest and Coastal Savanna Grassland. The forest covers about 30% of the Municipality whilst Coastal Savanna covers about 70% of the Municipality. The forest continues to deplete in size due to quarrying, sand weaning, estate development, illegal timber exploitation and bad farming practices. Tree species are mainly of the Antirari-chloopgroa such as Aningeriarobusta, chrysophyllum, Arcanum among others.

2.4.2.5 Climate

Weather conditions are generally cool in the municipality with nighttime temperatures at 24°C and daytime temperatures at around 30°C. The weather for the period under review is far from the ordinary. As compared to years ago, the number of rainy days is the same and temperatures were similar that was hot days with high night temperature. However, there is a continuous variation in total rainfalls recording 237mm in 2020 and 285mm in 2021. A major difference is the number of rains recorded in March. In 2020, 143mm was recorded in 8 days, but 288mm was recorded in 2021, highest of 104mm recorded within 24hours (24th and 25th March) leading to extensive flooding in most low-lying areas especially along the Densu basin where a lot of dry season activities were going on. Almost all crops growing in the low-lying areas were destroyed by the floods. All zones reported some destructions of crops such as maize, okra, garden eggs, pepper, and cabbage among others.

2.4.3 Social Services

2.4.3.1 Education

The future sustainability of every Nation, depends on the quality its educational sector. Goal 4 of the Sustainable Development Goals (SDG4) seeks to ensure an inclusive and equitable quality education and promote lifelong learning opportunities for all. It is in recognition of this fact that, the Nsawam Adoagyiri Municipal Assembly places so much emphasis on education as one of the keys to human resource development. In the area of access, the Assembly over the last 8years have increased educational infrastructure within the Municipality. About 5 new schools were constructed across the Municipality and several other facilities rehabilitated. Again, the Assembly

has directly established, and indirectly, facilitated the establishment of several educational institutions in the Municipality so as to provide quality education to the people therein.

Figure 2.6: Accessibility to Educational Facilities in Nsawam Adoagyiri

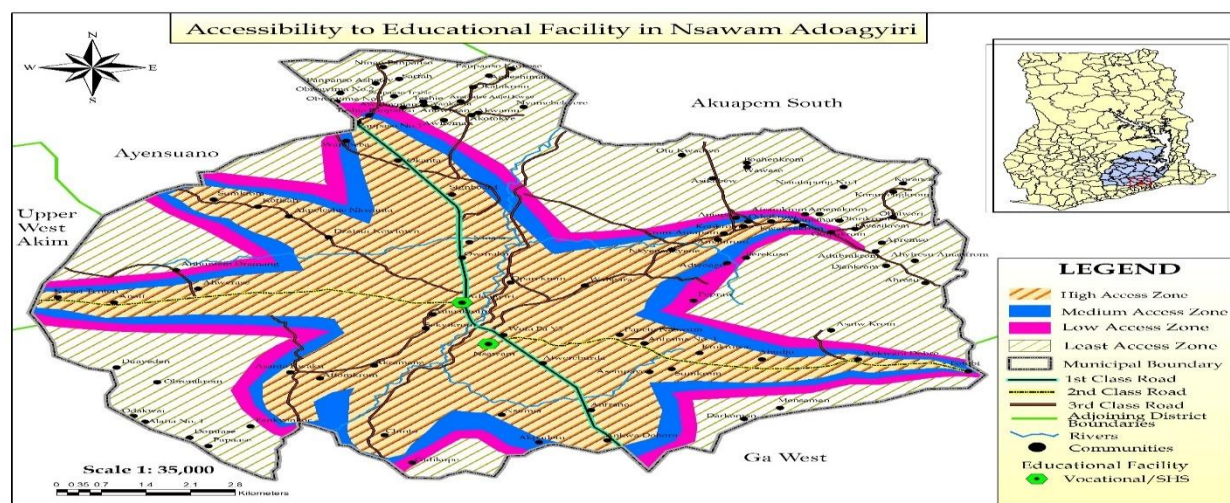


Table 2.6: Number of Schools in the Municipality

TYPE OF SCHOOL	PUBLIC	%	PRIVATE	%	TOTAL	%
Kindergarten/Nursery	61	37.4	102	62.6	163	100
Primary school	61	37.4	102	62.6	163	100
J. H. S.	55	50.5	54	49.5	99	100
S. H. S.	3	75	1	25	4	100
TVET/Voc.	-	0	2	100	2	100

Source: Ghana Education Service (NAMA), 2025.

Table 2.7 suggests that private schools provide more than half of all levels of education in the municipality with its contribution of 61.8% as compared to 38% by public schools. It must however be noted that most of the private schools are situated in the municipal capital and therefore do not necessarily complement government's efforts in rural communities as they do in the urban areas. There exist 3 public SHS and 1 private SHS. The municipality has only two privately owned vocational institutions. More efforts need to be put in place to ensure that more education infrastructure is provided in rural communities in order to enhance accessibility, reduce congestion in some schools as well as increase enrollment levels. This will also help the municipality achieve SDGs goal 4 of ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all.

Table 2.7: Conditions of School Structures

PUBLIC BASIC SCHOOLS						
No. of Schools in The District	No. in Good Shape	No. in Bad Shape	No. under Shed	No. under Rehabilitation	No. Completed in Current Year	Schools under Trees
159	131	8	2	10	1	8

Source: Ghana Education Service(NAMA), 2025.

From Table 2.9, a number of schools require urgent maintenance of the facilities. Eight (8) schools are either under trees, in bad shape or under shed which means that not all communities have equitable access to educational infrastructure within the municipality. Students who study under such conditions perform poorly and therefore efforts need to be made to ensure equitable access for all pupils. Even though the Municipal Assembly, communities and other stakeholders/NGOs have made meaningful contributions in the provision of infrastructure for basic schools, much remains to be done to ensure the achievement of the SDG goal 4.

Table 2.8: Staffing in Public Schools from 2022 to 2025

S/N	PROGRAMME /LEVELS	MALE	FEMALE	TOTAL
1.	KG	6	211	217
2.	PRIMARY	132	445	577
3.	JHS	323	281	604
4.	SHS	74	158	232
5.	OFFICE	35	23	58
TOTAL		570	1,118	1,688

Source: Ghana Education Service (NAMA), 2025.

The national standard for classroom ratio are 20:1 for Kindergarten, 35:1 for primary and JHS. The municipality as at 2022 has a teacher pupil ratio of 15:1 for Kindergarten, 27:1 for primary and 16:1 for JHS which are slightly better than the national sandard. The issue is rather the unfair distribution of teachers with a good number of them based in the urban area. The Ghana Education Service needs to ensure a fair distribution of teachers accross the municipality. This will lead to enhanced teaching and learning environment for both pupils and teachers. In such a situation

pupils' talents and potentials are easily identified and those with special needs can be easily identified and assisted.

Table 2.9: Enrolments from 2022 to 2025

PUBLIC SCHOOLS												
Year	KG			PRIMARY SCHOOL			JHS			SHS		
	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total
2022/2023	1708	1864	3572	7861	8222	16083	4710	4581	9291	1796	1870	3666
2023/2024	1643	1784	3172	8305	7846	16151	4503	4858	9361	1945	1815	3760
2024/2025	1488	1563	3051	7811	8133	15944	4883	4590	9473	2053	1943	3996
TOTAL	4839	5211	10050	23977	24201	48178	14096	14029	28125	5794	5628	11422
PRIVATE												
YEAR	KG			PRIMARY			JHS			SHS		
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL
2024/2025	1878	1858	3736	4344	4408	8752	1348	1383	2731	90	105	195

Source: Ghana Education Service (NAMA), 2025.

As indicated in Table 2.9, enrolment in general is encouraging in the Municipality as it has been steadily rising since 2022 and falling only marginally in 2024/2025. The enrolment numbers for girls indicate an improvement in the gender parity index. Continuous efforts have to be made to sustain female enrolment and retention at all levels of education. This will help to ensure adequate capacity building for female, and hence put them on a level playing field with their male counterparts on the job market. Also, it will ultimately help to optimize the exploitation of their full potentials for development. This will also enable the Assembly to fight towards goal 5 of the SDGs to achieve gender equality and empower all women.

Table 2.10a: Circuits and their Schools

S/N	CIRCUITS	SCHOOLS
1	ADOAGYIRI ‘A’	AL-RAJHI ISLAMIC BASIC SCHOOL
2		ADOAGYIRI R/C GIRLS PRIM/KG
3		ANHUNTEM DARMANG PRESBY PRIM/KG
4		ADOAGYIRI R/C BOYS PRIM/KG
5		DUAYEDEN M/A BASIC SCHOOL
6		ANOFF M/A BASIC SCHOOL
7		KWASI TENTEN M/A BASIC SCHOOL
8	ADOAGYIRI ‘B’	AL-BADAR ISLAMIC BASIC SCHOOL
9		SAKYIKROM UNTED PRIM/KG
11		SAKYIKROM UNITED JHS
12		ADOAGYIRI METHODIST BASIC SCHOOL
13		AKWAMU AMANFO PRESBY BASIC SCHOOL
14		KOFISAH M/A BASIC SCHOOL
15		AKRAMAN M/A BASIC SCHOOL
16		ADOAGYIRI PRESBY BASIC SCHOOL
17		ORTHOPAEDIC TRAINING CENTRE
18	ADOAGYIRI ‘C’	AKUFFOKROM M/A PRIM/KG
19		AKUFFOKROM M/A JHS
20		PANPANSO TESHIE PRESBY PRIM/KG
21		NTOASO SDA BASIC SCHOOL
22		PANPANSO KROWKESE M/A BASIC SCHOOL
23		PANPANSO KWAKU TAWIAH BASIC SCHOOL
24		SANSAMI M/A BASIC SCHOOL
25		PANPANSO NINGO M/A BASIC SCHOOL
26	DJANKROM ‘A’	FOTOBI M/A PRIM/GK
27		FOTOBI M/A JHS
28		AKWANE DOBRO PRESBY PRIM/KG
29		AKWANE DOBRO PRESBY JHS
30		AHODWO KETTANEH M/A PRIM/KG
31		AHODWO KETTANEH M/A JHS
32		NSAWAM M/A BASIC SCHOOL
33		NANA OSAE DJAN CLUSTER 1&2 BASIC SCHOOL
34		NANA OSAE DJAN CLUSTER 3&4 BASIC SCHOOL
35		NANA OSAE DJAN CLUSTER 5 BASIC SCHOOL
36		ASIYAW M/A BASIC

37		DARKOKROM M/A BASIC SCHOOL
38	DJANKROM 'B'	NSAWAM METHODIST 'C' PRIM/KG
39		OPAREKROM M/A BASIC SCHOOL
40		TIEKU M/A BASIC SCHOOL
41		ST. MICHAEL ANGLICAN BASIC SCHOOL
42		ST. JOHN'S ANGLICAN BASIC SCHOOL
43		NSAWAM METHODIST 'A&B' PRIM/KG

Table 2.10 b: Circuits and their Schools

S/N	CIRCUITS	SCHOOLS
44	DJANKROM 'C'	ASIKABEW METHODIST PRIM/KG
45		ASIKABEW METHODIST JHS
46		NKYENENKYENE PRESBY PRIM/KG
47		NKYENENKYENE PRESBY JHS
48		BOAHENEKROM M/A BASIC SCHOOL
49		AHAMAHAMA M/A BASIC SCHOOL
50		KWAKYEKROM M/A BASIC SCHOOL
51		OTU KWADWO M/A BASIC SCHOOL
52		BOWKROM M/A PRIM/KG
53		BOWKROM M/A JHS
54	NSAWAM CENTRAL	NSAWAM PRESBY CLUSTER 1 BASIC SCHOOL
55		NSAWAM PRESBY CLUSTER 2 BASIC SCHOOL
56		NSAWAM SDA 'B' BASIC SCHOOL
57		NSAWAM JAMES WHITE SDA BASIC SCHOOL
58		REV. FR. WIEGERS CLUSTER 1 BASIC SCHOOL
59		REV. FR. WIEGERS CLUSTER 2 BASIC SCHOOL
60		NSAWAM A.M.E ZION BASIC SCHOOL
61		BISHOP ATTO M/A PRIM/KG
62		BISHOP ATTO M/A JHS
63		PREFORMER'S BASIC SCHOOL
64	NSAWAM SOUTH	OSAEBO M/A PRIM/KG
67		OSAEBO M/A JHS
68		CHINTO M/A BASIC SCHOOL
69		NAVA M/A PRIM/KG

70		NAVA M/A JHS
71		ANKWA DOBRO M/A PRIM/KG
72		ANKWA DOBRO M/A JHS
73		NSAWAM PRISON M/A BASIC SCHOOL
74		SAKYI AGYAKWA 'A' PRIM
75		SAKYI AGYAKWA 'B' PRIM/KG

Source: Municipal Education Directorate, 2025

2.4.3.2 Health

The availability and distribution of health facilities play a crucial role in ensuring quality healthcare delivery within the Nsawam-Adoagyiri Municipality. With a total of 50 health facilities, comprising hospitals, health centers, CHPS compounds, maternity homes, and clinics, the municipality has a diverse network of healthcare providers catering to the health needs of its population. These facilities operated under different ownership structures including government, quasi-government, private, and faith-based institutions, work collectively to enhance access to essential healthcare services. Government hospitals and health centers serve as primary referral points, offering curative, preventive, and emergency services, while CHPS compounds extend primary healthcare services to rural and underserved communities. Private and faith-based facilities complement public healthcare efforts by providing specialized maternal, child, and general healthcare services.

By strengthening collaboration between these facilities, the Municipal Health Directorate seeks to enhance service delivery, improve health outcomes, and ensure that quality healthcare is accessible to all, particularly vulnerable populations. The presence of these facilities across various ownership structures underscores a multi-sectoral approach to healthcare, fostering an inclusive and resilient health system for the municipality.

In the next five years (2025-2029), the Municipal Health Directorate aims to expand and improve healthcare services by upgrading existing facilities, liaise with the Municipal Assembly to construct new CHPS compounds, enhancing maternal and emergency care, and strengthening public-private partnerships.

Table 2.11 shows the existing health facilities available in the municipality.

Table 2.11: Health Facilities Existing in Nsawam Adoagyiri by Type and Ownership

TYPE OF FACILITY	NUMBER	OWNERSHIP	NUMBER
Hospital	5	Government	40
Health Centers	6	Quasi-government	1
CHPS Centres	33	Private	6
Maternity Home	1	Christian Health Association of Ghana (CHAG)	3
Clinics	5		
Total	50		50

Source: NAM Health Directorate 2025

Out of the 33 Community -based Health Planning Services (CHPS) centers, 8 have permanent compounds located at Kofisah, Kwakyekrom, Otukwadjo, Akramang, Asiyaw/Adipa, Cannery Quarters, Sakyikrom and Chinto/Nsumia.

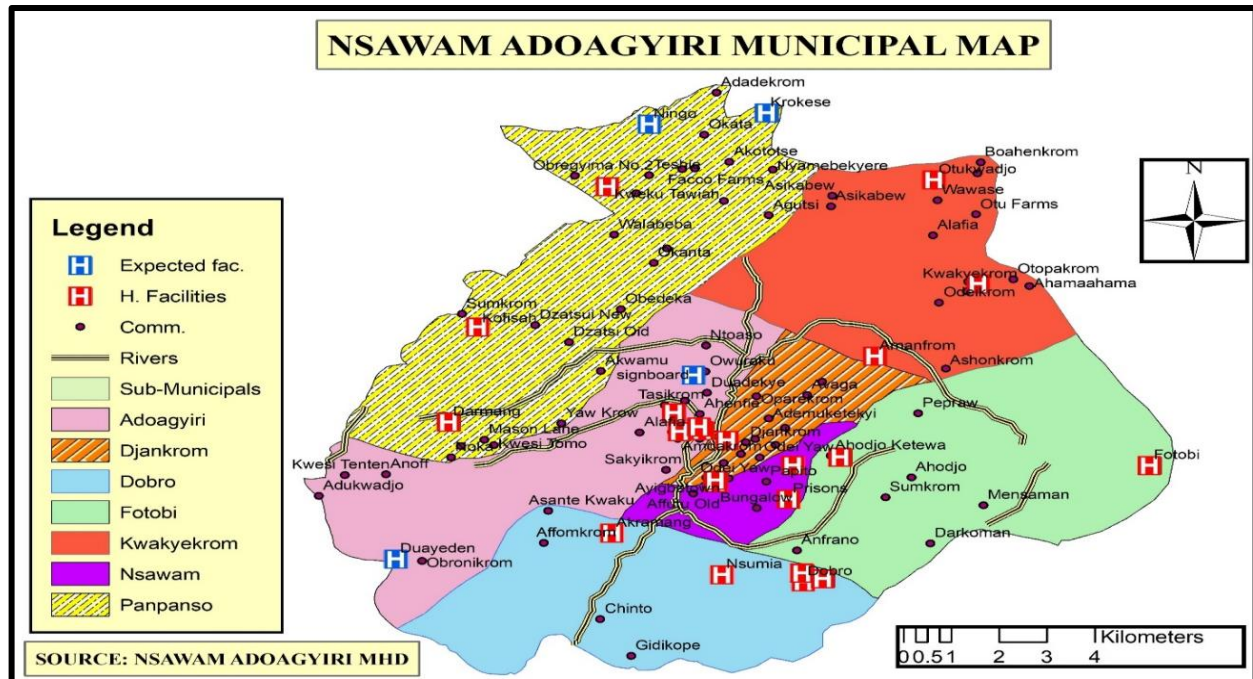
Table 2.12: List of Health Facilities by type and ownership

No.	Facility Name	Type	Ownership
1	Adoagyiri Health Centre	Health Centre	Government
2	Adoagyiri Zongo CHPS	CHPS	Government
3	Akyinaso CHPS	CHPS	Government
4	Densuso CHPS	CHPS	Government
5	Duayeden Anoff CHPS	CHPS	Government
6	New Life Hospital	Hospital	Private
7	Notre Dame Clinic	Clinic	CHAG
8	Ntoaso CHPS	CHPS	Government
9	Sakyikrom CHPS	CHPS	Government
10	Signboard CHPS	CHPS	Government
11	Zabon-Zongo CHPS	CHPS	Government
12	Asante Akura CHPS	CHPS	Government
13	Djankrom Health Centre	Health Centre	Government
14	Djankrom West CHPS	CHPS	Government
15	Oparekrom CHPS	CHPS	Government
16	Wofapaye CHPS	CHPS	Government
17	A&B Community Clinic	Clinic	Private
18	Akramang CHPS	CHPS	Government
19	Ankwa Dobro CHPS	CHPS	Government

20	Blue Skies Clinic	Clinic	Private
21	Chinto CHPS	CHPS	Government
22	Dobro Elshadai CHPS	CHPS	Government
23	Lantei CHPS	CHPS	Government
24	TopMED Clinic	Clinic	Private
25	Ahodjo Okobeyeye CHPS	CHPS	Government
26	Cannary Quarters CHPS	CHPS	Government
27	Fotobi Health Centre	Health Centre	Government
28	Gracevillie Hospital	Hospital	Private
29	Ohemeng Memorial Maternity Home	Maternity Home	Private
30	Yaw Adipa/Asiyaw CHPS	CHPS	Government
31	Bowkrom CHPS	CHPS	Government
32	Kwakyekrom CHPS	CHPS	Government
33	Kwasikrom Kwame Boafo CHPS	CHPS	Government
34	Nkyenkyene Amanfro CHPS	CHPS	Government
35	Otukwadjo CHPS	CHPS	Government
36	Duayeden CHPS	CHPS	Government
37	Bankroad CHPS	CHPS	Government
38	Nsawam Central CHPS	CHPS	Government
39	Nsawam Government Hospital	District Hospital	Government
40	Nsawam Health Centre	Health Centre	Government
41	Ntokuma CHPS	CHPS	Government
42	Papito CHPS	CHPS	Government
43	Prisons Hospital-Nsawam	Hospital	Quasi-Government
44	Darmang H/C	Health Centre	Government
45	Kofisah CHPS	CHPS	Government
46	Krokese CHPS	CHPS	Government
47	Ningo CHPS	CHPS	Government
48	Serlomas Clinic	Clinic	Private
49	Orthopedic Training Centre	Hospital	CHAG
50	Obregyima Health Centre	Health Centre	CHAG

Source: NAM Health Directorate 2024

Figure 2.7: Distribution of Health Facilities Within The Municipality



STAFF	2023	2024	NUMBER EXISTING
District Director	1	1	1
Medical Doctors	19	17	14
Professional Nurses	259	284	284
Midwives	167	177	
Auxiliary	279	313	313
Pharmacists	3	3	2
Nutritionist	5	5	5
Disease Control	7	7	7
X-ray	2	2	2
Dispensary	20	20	20
Laboratory	12	12	12
Biostatistics	2	2	2
Health Services Administrators	1	1	1
Dispensary Attendant			
Laboratory Attendant			
X-ray Attendant			

Field Technician	2	2	2
M.R.A.	1	1	1
Physician Assistants	10	12	12
Executive Officers	1	1	
Anesthetists	5	5	5
Accountants	8	8	7
Accounts Officers	6	6	6
Storekeepers	3	3	3
Clerical Officer		1	
Typists	0	0	
TOTAL	815	883	

Source: NAM Health Directorate, 2024

The Physician Assistant to population ratio in Nsawam-Adoagyiri Municipality has shown steady improvement from 1:14,441 in 2022 to 1:11,548 in 2024. This means there are more Physician Assistants available per person, exceeding the national target of 1:15,000, which is a positive development for healthcare accessibility and service delivery.

Meanwhile, the Nurse to population ratio has slightly declined from 1:267 in 2022 to 1:283 in 2024, indicating a marginal decrease in nursing staff relative to the population. However, the ratio remains well above the national target of 1:450, suggesting that nursing coverage is still strong.

Overall, while the Physician Assistant ratio has improved, attention is needed to ensure that the nursing workforce is maintained or expanded to meet the growing healthcare demands of the population.

Table 2.14: Top 10 OPD Cases From 2022-2024

DISEASES	2022	DISEASES	2023	DISEASES	2024
Confirmed Malaria	28,062	Confirmed malaria	29799.	Rheumatism	34310
Acute Urinary Tract Infection	15,581	Upper Respiratory Tract Infections	21282.	Confirmed malaria	28513
Anaemia	11,271	Rheumatism / Other Joint Pains	17894.	Acute Urinary Tract Infection	15812
Diarrhoea Diseases	10,716	Acute Urinary Tract Infection	17318.	Upper Respiratory Tract Infections	14226
Rheumatism	10,280	Anaemia	15843.	Pneumonia	9695

Pneumonia	8,605	Pneumonia	14501.	Anaemia	6581
Skin Diseases	7,717	Diarrhoea Diseases	12118.	Diarrhoea Diseases	6533
Intestinal Worms	6,373	Skin Diseases	10416.	Skin Diseases	6389
Acute Eye Infection	5,128	Ulcer	6778.	Typhoid Fever	4635
Other Acute Ear Infection	5,096	Intestinal Worms	6687.	Intestinal Worms	4439

Source: NAM Health Directorate, 2024

Trend Observations on Disease Patterns (2022–2024)

1. **Malaria remains a leading health burden:** Confirmed malaria cases were consistently high across all three years, peaking in 2023 (29,799 cases) but slightly reducing in 2024 (28,513 cases). This suggests that while malaria control efforts may be yielding some results, more interventions are needed.
2. **Rise in Rheumatism and Joint Pains:** Rheumatism cases have seen a sharp increase from 10,280 in 2022 to 34,310 in 2024, making it the most reported condition in 2024. This suggests a growing burden of musculoskeletal conditions, possibly due to aging, occupational factors, or lifestyle changes.
3. **Fluctuations in Upper Respiratory Tract Infections (URTIs):** While URTIs were the second most reported condition in 2023 (21,282 cases), they significantly dropped to 1,422 cases in 2024. This could indicate improved respiratory health interventions or underreporting.
4. **Persistent Burden of Anaemia and Pneumonia:** Anaemia and pneumonia remain significant health concerns, with pneumonia cases increasing from 8,605 in 2022 to 14,501 in 2023, then slightly dropping in 2024 (9,695). Anaemia cases also declined in 2024, but it remains a concern, indicating potential nutritional deficiencies or underlying chronic conditions.
5. **Emerging Concerns – Typhoid Fever:** While not among the top 10 in previous years, typhoid fever appeared in 2024 with 4,635 cases, suggesting a potential rise in waterborne infections due to sanitation or hygiene issues.

The next five years should focus on tackling both infectious and non-communicable diseases through a multi-sectoral approach. While malaria and pneumonia require continuous control

measures, the increasing burden of rheumatism and Anaemia highlights the need for long-term healthcare planning, lifestyle interventions, and improved nutrition programs. Strengthening primary healthcare services, expanding disease prevention programs, and improving health infrastructure will be essential in addressing these health challenges within Nsawam-Adoagyiri Municipality.

2.4.3.3 Nutrition

Table 2.15: Assessment of stunting & underweight

YEARS	TOTAL CHILDREN <5YEARS MEASURED FOR STUNTING	Proportion of children measured for stunting	PROPORTION OF CHILDREN <5YR UNDERWEIGHT	% of children with weight <2.5kg
2022	19,955	24.6	0.8	12.0
2023	18,081	20.0	0.8	6.7
2024	16,224	15.1	0.4	9.8

\Source: NAM Health Directorate, 2024

Trend Observations on Child Nutrition (2022–2024)

1. Decline in Stunting Measurement Coverage: The total number of children under five measured for stunting has decreased from 19,955 in 2022 to 16,224 in 2024, with the proportion of children measured dropping from 24.6% to 15.1%. This indicates reduced screening efforts, and logistical challenges in assessing child nutrition.
2. Stable Yet Low Underweight Prevalence: The proportion of children underweight remained at 0.8% in 2022 and 2023 but declined to 0.4% in 2024. While this suggests improvements in child nutrition, it is important to sustain feeding programs, exclusive breastfeeding campaigns, and proper weaning practices to prevent malnutrition.
3. Fluctuations in Low Birth Weight (<2.5kg) Cases: The percentage of children born with low birth weight dropped significantly from 12.0% in 2022 to 6.7% in 2023 but increased

again to 9.8% in 2024. This suggests variations in maternal health and nutrition, prenatal care quality, and possible socio-economic factors affecting birth outcomes.

To improve child health in Nsawam-Adoagyiri over the next five years, efforts should focus on expanding growth monitoring, enhancing maternal and neonatal care, and strengthening nutrition programs. Increasing community screenings and awareness will help detect and address stunting early. Sustaining progress in reducing underweight cases requires continued investment in maternal education and child feeding initiatives. Addressing fluctuations in low birth weight demands better prenatal care and maternal nutrition support. Expanding community-based nutrition programs and improving data tracking will ensure effective interventions. These strategies will help achieve better child health outcomes and reduce malnutrition-related risks.

Table 2.16: Vitamin A supplementation for children

	6-11 MONTHS		12-59MONTHS		6-11	12-59
YEARS	JAN-JUN	JULY-DEC	JAN-JUN	JUL-DEC	Annual	
2022	171.8	171.2	84.3	68.7	171.2	53.47
2023	178.6	238.7	53.2	89.2	208.6	71.2
2024	194.6	212	59.9	47.3	203.35	76.4

Source: NAM Health Directorate, 2024

Trend Analysis of Vitamin A Supplementation (2022–2024)

1. Consistently High Coverage in 6–11 Months Group: Vitamin A supplementation coverage for children aged 6–11 months has steadily increased from 171.2% in 2022 to 203.35% in 2024. This is due to strong health campaigns, high caregiver participation, and possible supplementation of children outside the target population (e.g., catch-up doses for missed children).
2. Fluctuations in 12–59 Months Coverage: The 12–59 months group showed inconsistent coverage, peaking at 89.2% in mid-2023 but dropping to 47.3% in mid-2024. This decline is attributed to logistical challenges, reduced outreach efforts, or lower parental compliance.

While vitamin A supplementation for infants (6–11 months) is strong, the 12–59 months group needs better coverage consistency. Over the next five years, targeted follow-up efforts, improved mid-year campaigns, and enhanced tracking systems will be key to achieving universal vitamin A coverage and prevention.

Table 2.17: Reproductive and Child Health (RCH) Services

INDICATOR	2022		2023		2024	
	Achieved	%	Achieved	%	Achieved	%
ANC Coverage	8073	127	7360	113.4	6991	108.1
Supervised Delivery	7830	99.3	7188	98.9	6557	98.9
Family Planning	5169	13.6%	9414	24.2%	10,801	27.8%

Source: NAMA Health Directorate, 2024

Trend Observations from the Table (2022-2024)

1. Declining Antenatal Care (ANC) Coverage: ANC coverage has dropped from 127% in 2022 to 108.1% in 2024, as a result in a shift in the target population.
2. Slight Decline in Supervised Deliveries: While the percentage has remained stable (around 98.9%), the absolute numbers have dropped from 7,830 in 2022 to 6,557 in 2024, suggesting fewer facility-based deliveries.
3. Significant Increase in Family Planning Uptake: Family planning coverage has increased from 13.6% in 2022 to 27.8% in 2024, indicating improved contraceptive use and awareness even though target of 40% was not met.

Over the next five years (2025-2029), declining antenatal care (ANC) coverage and supervised deliveries could lead to increased maternal and neonatal complications, higher birth-related risks, and poor infant health outcomes such as low birth weight and infections. Although family planning uptake has improved, gaps in contraceptive access may still contribute to unintended pregnancies, straining maternal and child health services. To address these challenges over the next five years, the Health Directorate intends to strengthen ANC outreach, improve facility-based delivery services, sustain family planning efforts, and enhance community engagement to remove barriers to maternal healthcare access. Strengthening data monitoring and resource allocation will also be crucial in improving maternal and child health outcomes.

Table 2.18: MATERNAL DEATH/STILL BIRTH

INDICATOR	2022	2023	2024
MATERNAL MORTALITY RATIO	26/100,000LBS (2 deaths)	70/100,000 LBS (5 deaths)	30/100,000LBS (2 deaths)
MACERATED STILL BIRTH	61	83	39
FRESH STILL BIRTH	40	57	29
STILL BIRTH RATE	12.7	19.1	10.2

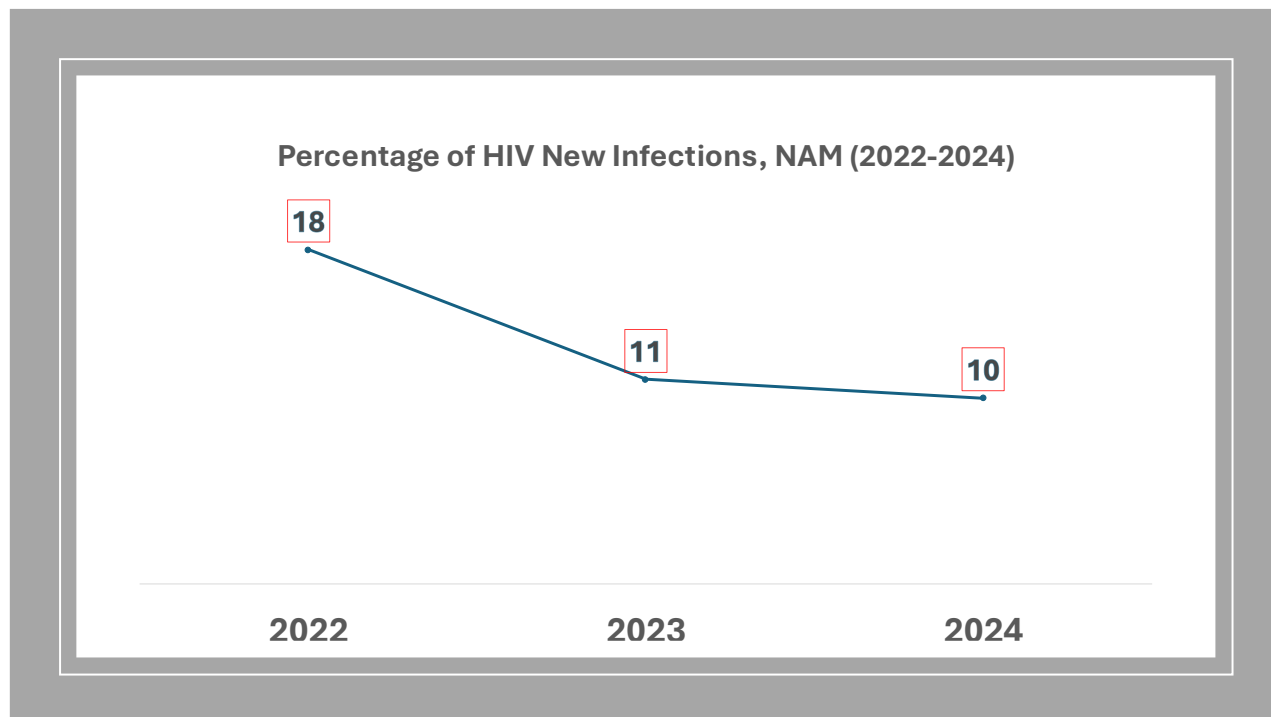
Source: NAM Health Directorate, 2024

The data shows fluctuations in both maternal deaths and stillbirth rates over the three years.

- **Maternal Mortality Ratio (MMR):** The ratio increased significantly from 26 per 100,000 LBS in 2022 to 70 per 100,000 LBS in 2023, before decreasing to 30 per 100,000 LBS in 2024. Despite this fluctuation, the figures remain well below the national target of 125 per 100,000 LBS, indicating relatively better maternal health outcomes.
- **Stillbirth Rate:** The rate rose from 12.7 in 2022 to 19.1 in 2023, exceeding the national target of 11.5. However, in 2024, it dropped significantly to 10.2, which is below the target, reflecting an improvement in newborn health outcomes.

The fluctuations in maternal mortality and stillbirth rates highlight both challenges and progress in maternal and neonatal health. The sharp rise in 2023 suggests possible gaps in healthcare access, quality, or external factors such as disease outbreaks or resource constraints. However, the significant improvement in 2024 indicates effective interventions. Given that maternal mortality has consistently remained below the national target and the stillbirth rate has now improved, the health directorate will focus on sustaining these gains. Over the next five years, a strategic plan will include strengthening emergency obstetric care, enhancing antenatal and postnatal services, improving skilled birth attendance, and expanding community education on maternal and neonatal health. Additionally, increasing access to essential maternal health supplies, addressing healthcare disparities, and improving data monitoring systems will also be critical in ensuring continuous progress and achieving sustained reductions in maternal and neonatal deaths.

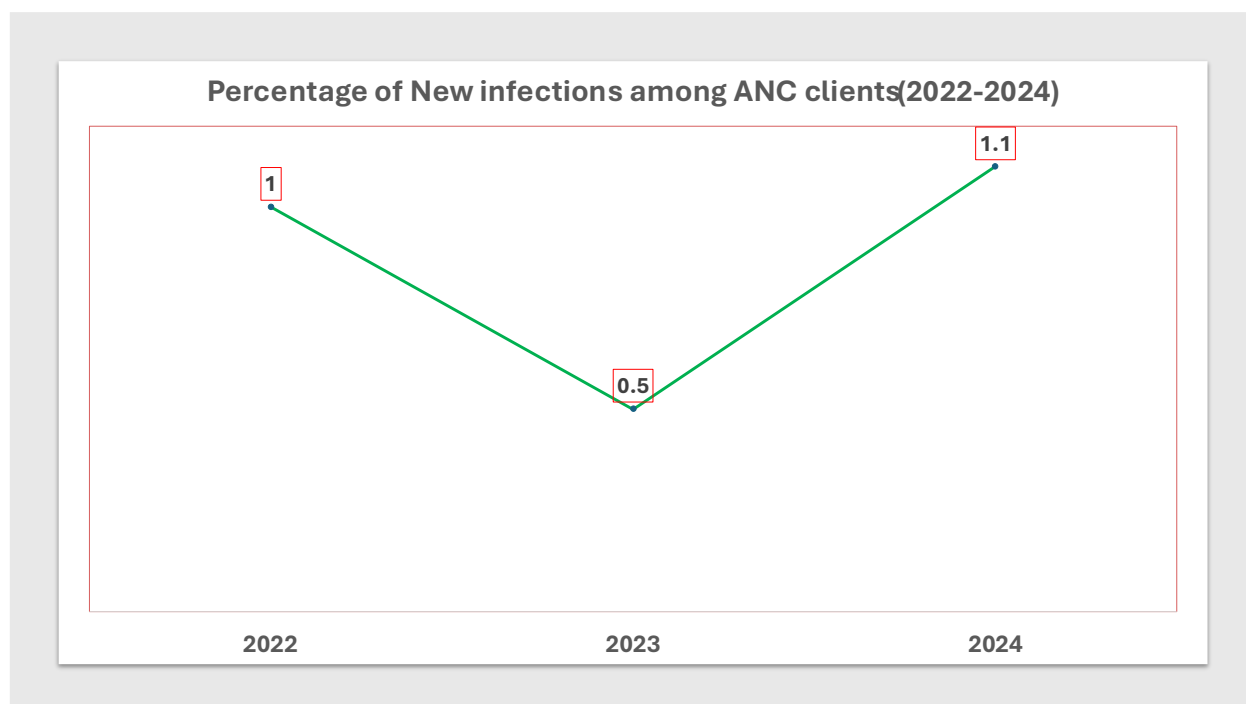
2.4.3.4 HIV/AIDS



The trend in the percentage of new HIV infections among other populations (excluding pregnant women) in Nsawam-Adoagyiri Municipality shows a consistent decline over the three-year period from 2022 to 2024.

- In 2022, the percentage of new infections was 18%.
- In 2023, it dropped significantly to 11%.
- In 2024, there was a slight further decrease to 10%.

This downward trend suggests progress in HIV prevention and control measures, likely due to increased awareness, improved access to testing and treatment, and enhanced public health interventions. However, continued efforts are needed to sustain and accelerate this decline.



The trend in the percentage of new HIV infections among pregnant women in Nsawam-Adoagyiri Municipality shows fluctuations over the three-year period.

- In 2022, the percentage was 1%.
- It dropped to 0.5% in 2023, indicating a temporary improvement.
- However, in 2024, the percentage increased to 1.1%, surpassing the 2022 level.

This suggests a need for strengthened prevention strategies, improved antenatal HIV screening, and enhanced interventions to reduce transmission among pregnant women.

The data on HIV indicates a declining trend in new HIV infections among the general population in Nsawam-Adoagyiri Municipality, dropping from 18% in 2022 to 10% in 2024, which suggests successful HIV prevention and treatment efforts. However, among pregnant women, the infection rate has fluctuated, with a decline in 2023 (0.5%) followed by an increase in 2024 (1.1%), highlighting gaps in maternal HIV prevention strategies. The health implications include a potential rise in mother-to-child transmission (MTCT) and increased risks for newborns. Over the next five years, the health directorate will focus on sustaining HIV prevention gains in the general population while enhancing interventions for pregnant women. This includes scaling up antenatal HIV screening, strengthening Prevention of Mother-to-Child Transmission (PMTCT) programs,

expanding community awareness, increasing access to treatment, and improving follow-up care to ensure early detection and intervention.

2.4.3.5 Social Welfare and Child Protection

Social protection, as defined by the United Nations, are “policies and programs that ensure a basic standard of living for all individuals and protect them from risks such as unemployment, illness, disability, and old age.” These policies and programs target poverty reduction, social inclusion, risk management, lifecycle approach as well as providing financial assistance, healthcare, social services and other supports to individuals and families. Existing data in the Nsawam Adoagyiri municipal assembly shows that, women, children, PWDs and other vulnerable groups forms a greater part of the population, as such the municipal assembly has enrolled a number of programs in accordance with national policies and programs to promote social protection best way possible for the above mentioned group of people. Some of these interventions are The Livelihood Empowerment Against Poverty (LEAP), National Health Insurance Scheme (NHIS), Free Education, School Feeding, Disability Fund (PWDF), Planting For Food And Jobs (PFJ), Planting For Export And Rural Development (PERD), Etc. The Municipal Assembly in addition to the above programs embarks on periodic sensitization exercises to educate and empower citizens on issues relating to their social protection. Key among the topics discussed includes but not limited to Gender based violence, child protection, home management and environmental care. The approach used by the department in these sensitization exercises are mass meetings, focus group discussions, home visits and school’s outreaches.

UNICEF defines child protection as the prevention of, and response to, exploitation, abuse, neglect, harmful practices, and violence against children. Social protection and child protection are two interconnected frameworks aimed at enhancing the well-being and safeguarding the rights of individuals, particularly children.

Nsawam Adoagyiri Municipality is no exception to the challenges and issues relating to child protection. There are often reported cases of child abuse, child neglect, child custody cases, exploitation, teenage pregnancy, bullying, online safety concerns and other child related offences. In order to curb these and also achieve the Sustainable Development Goals (SDGs) Goals 16 target

2, Goal 5 target 3 and Goal 8 target 7 which are all targeting child protection issues, the Municipal Assembly supported by existing policies like:

Programme of Economic and Social Development Policies (2017-2024), The Children's Act, 1998 (Act 560), Child and Family Welfare Policy (2015), National Gender and Children's Policy (2013), Orphans and Vulnerable Children (OVC) Policy (2010), National Plan of Action on the Elimination of the Worst Forms of Child Labour in Ghana (2011), National Policy and Plan of Action on Domestic Violence (2009), together with the internal case management structure of the department Social Welfare and Community Development (Supported by DOVVSU and the Courts) manage cases to protect the interest of children.

Child protection issues are of great concern for the Assembly, and hence awareness creation on issues relating to the protection of children significantly progressed between 2022 and 2025, resulting in a decrease in the number of reported cases.

A. Child and Family Welfare

The Municipal Assembly through DSWCD facilitate Child and family welfare program. Children living outside of parental care are at high risk of neglect, abuse and exploitation and therefore a permanent, safe and caring family is the best place for children to grow.

The paramountcy of Child and Family welfare is the protection and promotion of the rights of a child and to create a well-structured, efficient, and sustainable system services as well as strengthening family and community-based care.

Statistics indicates that, The Assembly through the Department of Social Welfare and Community Development recorded 102 child abuse cases and 2 child violence cases in 2021. However, there was an increase to 550 cases and 5 cases respectively from 2022-2025.

Children whose rights were protected and who benefitted from the promotion of their rights increased from a total of 374 (160 males and 214 females) in 2021 to a total of 2,100 (1059 males and 1041 females) in 2023; the upsurge was largely due to increase in educational campaigns to children. Whereas in 2024, the impact of the rigorous education in the previous year saw a decline in child rights cases which totaled 484 cases (233 males and 251 females).

B. Residential Home for Children (RHC)

In line with achieving the SDG Goal 16 target 2; protect children from all forms of abuse being it exploitation, trafficking, violence and torture, the assembly, in collaboration with both Governmental and non-governmental Organization ensures the integration of the vulnerable, the disadvantage, the excluded and Persons with disability into the mainstream of socio-economic development with their families and communities. The Assembly partners with one registered and vibrant home, “Weep Not Child Foundation”, located at Darmang, to provide temporal shelter for Children who are reported missing but found, abandoned, neglected and abused are able to secure a safe place for their care and protection. Whilst officers conduct contact tracing to locate their families, then reunification exercise conducted for the child when their families are found.

C. Foster Care System

The Assembly operates the foster care system through a network of registered foster families, carefully vetted and trained to provide care for children in need. These foster families are closely supervised and guided to ensure the children's safety and well-being. There are five (5) registered foster care parents in the municipality, who provide alternative care for children in need of maintenance and protection.

D. The National Health Insurance Scheme (NHIS)

In providing equitable access and coverage for basic health care services to citizens, through the indigent programme, the assembly assist the vulnerable in the society to get access to proper health care by supporting the process of NHIS cards renewals and registering new ones. The NHIS office in the Municipality registered and renewed a total of 4,219 NHIS cards comprising 1,859 males and 2,360 females in 2023. A total of 14,947 NHIS cards were renewed and registered during 2024 with 8,336 males and 6,611 being females. This is in alignment to achieve the SDGs Goal 3; Ensure healthy lives and promotes well-being for all at all ages”.

E. Livelihood Empowerment Against Poverty (LEAP) Programme

The Livelihood Empowerment Against Poverty, a bi-monthly cash transfer program seeks to reduce extreme poverty. The program align itself in achieving the SDG Goal 1: End poverty in all

its forms and Goal 2: End hunger, achieve food security, improved nutrition and promote sustainable agriculture. Presently the municipality has 485 households beneficiaries with 211 being males and 274 being females on the LEAP program, from 34 communities in municipality. However, there are quite a lot of challenges including inefficient targeting (exclusion and inclusion error), payment delays, inflation eroding the benefit value, inadequate monitoring and evaluation, limited number of PFIs leading to delay in access to cash by beneficiaries, inadequate logistics ie. POS devices, vehicles, motorbikes to facilitate field operations, delay and insufficient operational cost in mobilizing beneficiaries i.e. Focal persons allowance still remains (GhC20.00), difficulties in replacing damaged and missing beneficiaries' cards among others.

F. GENDER EQUALITY

In accordance with The SDG Goal 5: achieve gender equality and empower all women and girls, the Municipal Assembly, prioritizes gender-related issues within the municipality to promote gender equality and inclusivity by ensuring equitable opportunities for women and girls in all spheres of life. With respect to these, the Assembly implements various measures and initiatives to advance gender inclusiveness. Among these includes

- Skills training is a vital strategy for promoting gender empowerment and economic independence. With a greater percentage of women in the municipality being unemployed and largely in the informal sector, skills training for women equips them with practical skills in various fields such as entrepreneurship, vocational trades, and financial management to promote Local Economic Development (LED) as well as empowering them to be able to compete with their male counterparts. They are trained in areas such as beads arrangements, soap (liquid and cake) making, tie and dye, wig making, pastry making decorations making etc. These skills acquired fosters self-reliance, boosts confidence, and strengthens women's ability to participate in decision-making at household and community levels. This aids in bridging the gender gaps in traditionally male-dominated society, promote inclusivity and equal opportunities. This initiative are done with other agencies such as the Ghana Enterprise Agency (GEA) and various non- governmental organizations (NGOs) like International Child Development Program (ICDP) and Youth AID Initiative. With these and many others, the municipality is making significant strides toward

achieving SDGs Goal 1 and Goal 5; ending poverty in all its forms and achieve gender equality by empowering women and youth, fostering economic growth and also promoting social inclusion and sustainable development within the municipality.

- Support and encourage women in leadership

Essential for promoting gender equality and inclusive governance, the municipality periodically embarks on community sensitization programs to create awareness on the role and importance of women's participation in leadership positions across political, social, and economic spheres.

During the preparation towards the district assembly's election, the Assembly through DSWCD and NCCE visits some communities and women groups to educate and encourage them on the need to contest for the District Assembly election and take up roles so women's voices can be heard in decision making and be able to advocate and champion for women empowerment initiatives. To further strengthen the participation of women, the Assembly has established policies such as the Community Water and Sanitation Committees (WATSANs) should comprise 50% female representation. These committees, operating at the community level, are responsible for the effective management and maintenance of water and sanitation facilities, ensuring equitable access and sustainable resource utilization. Likewise all Sub- Committees in the Assembly should be made up of at least 20% percent of women. The Sub-Committees deliberates on issues pertaining to the welfare of the entire Municipality on service delivery.

Even though there are more females than males in the municipality, out of the twenty-nine elected Assembly members, only two are women. Despite the numerous setback which include low level of commitment and support from, socio-cultural norms whereby traditional gender roles and stereotypes persist, and inadequate logistics for gender related activities, the municipal assembly is poised to bridge the gap and ensure suitable gender equality.

- Sensitization on Menstrual hygiene programs where women and girls are educated on proper menstrual hygiene practices, breaking stigmas and addressing misconceptions surrounding menstruation and ensuring access to essential sanitary products. Such programs often include workshops, community outreach, and school-based education

sessions. The municipal assembly also collaborate with other NGO's/CBO's to provide free sanitary products to young girls and women who cannot afford.

- Sensitization on Reproductive health. The Assembly collaborates with the Municipal Health Directorate to sensitize women and girls in communities on the need for access to health care, maternal mortality and adolescent reproductive health.

The Municipal Assembly, has a staff strength of 233 with 130 as females representing a percentage of 55.8% of the entire Assembly staff. Within the Municipality, statistics indicates that from 2023-2025 females constitute 50.88%, 50.88% and 50.89% of the total population and form an important human resource base, especially in the rural informal sector. The informal sector which is normally dominated by women who are usually involved in trading, hairdressing, dressmaking, soap making, farming, factory hands and the sale of bread and turkey meat (locally known as chowfi), this empowers them as they may have incomes to support their households and become financially independent. The literacy rate however, is lower among the females than the males leading to other repercussions including teenage pregnancy, poor academic performance, lack of entrepreneurial skills, religious or cultural factors, male dominance and overburden household chores perpetuating the poverty cycle for women.

To further boost the participation of women and empower them, the Assembly in collaboration with the African Youth Adolescent Network on population and Development (NPO), organizes a capacity building workshops for CSOs and duty bearers on gender-based violence. The Assembly again partnered with the Sultan Bashiru Charity Foundation and the Municipal Education Directorate in organizing public education on the need for Girl Child Education and quiz for adolescent girls in the municipality. There are Girls Clubs in the various Junior High and Senior High schools to empower young girls, encourage female teachers and provide safe space for girls to voice out their gender-specific problems and receive the support they need to stay in school. Due to sponsorship, there has also been significant increase of girls' interest for Science, Technology, Engineering and Maths (STEM) courses in our various schools.

In the area of free SHS enrollment for instance, there has been a steady increment in enrollment for girls since 2023.

Table 2.19: Free SHS enrollment in the Municipality

YEAR	BOYS	GIRLS	TOTAL
2022	1,870	1,796	3,666
2023	1,815	1,945	3,760
2024	1,943	2,053	3,996
2025	1,758	2,248	4,006

Source: NAM Health Directorate, 2025

G. VULNERABILITY ANALYSIS

Vulnerability refers to the inability of individuals or households to withstand adverse shocks, often due to limited resources, socio-economic constraints, or systemic exclusion (Chambers, 1989). It is commonly measured as the probability of experiencing livelihood stress that diminishes resilience. In the Municipality, key vulnerable groups includes Persons with Disabilities (PWDs), People Living with HIV (PLHIV), street children and those affected by gender-based disparities. The Assembly has strategically allocated resources to address vulnerability and social exclusion through targeted interventions such as skills development programs, financial assistance schemes, and inclusive policy frameworks aimed at improving overall quality of life.

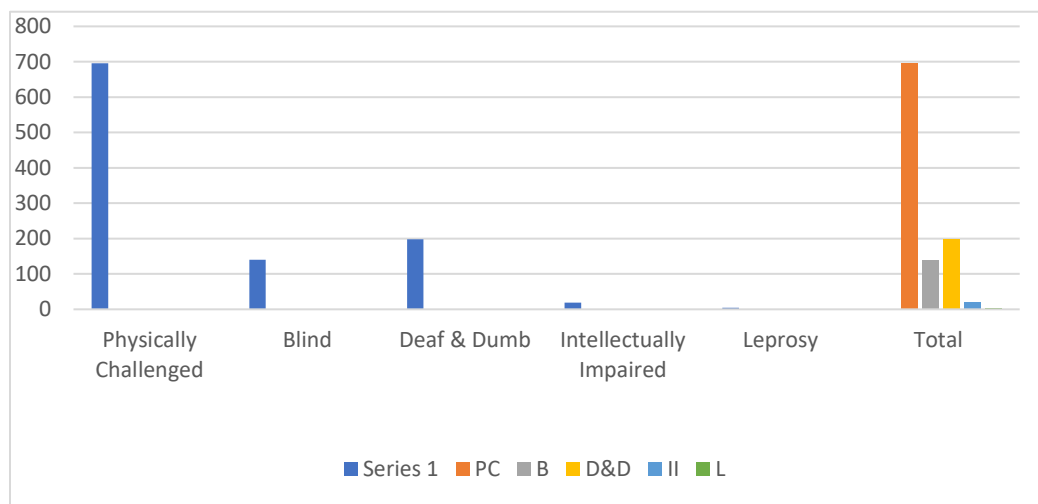
• Disability

Within the municipality, a total of 1,057 persons with disabilities (PWDs) have been registered, constituting approximately 0.9% of the total population. The presence of disability significantly impacts household welfare, economic stability, and overall quality of life. Many individuals with disabilities face structural and systemic challenges that hinder their participation in economic activities, further exacerbating social inequalities. The lack of inclusive employment policies and inadequate social protection mechanisms further marginalize this demographic, reinforcing cycles of poverty and dependence on external support.

An analysis of Figure 1.1 provides insight into the distribution of disabilities within the municipality, highlighting the prevalence of physical disabilities. Among the registered PWDs, 696 individuals (65.8%) are physically challenged, making this the most dominant form of

disability. This is followed by 198 individuals (18.7%) who have hearing and speech impairments, while 140 persons (13.2%) are visually impaired. The least represented group comprises individuals with intellectual impairments, accounting for just 19 persons (1.8%). The disproportionate distribution of disability types highlights the need for targeted interventions, particularly in providing economic empowerment and start up kits, specialized healthcare, and inclusive educational programs.

Figure 2.9: Graphical Representation of the Nature of PWD's in the Municipality



Age	Frequencies			Percentage
	Male	Female	Total	
0-10	44	67	111	10.51%
11-20	61	46	107	10.12%
21-30	91	81	172	16.27%
31-40	107	89	196	18.54%
41-50	69	47	116	10.97%
51-60	86	44	130	12.31%
61-70	55	41	96	9.08%
71-80	35	46	81	7.66%
81-90	22	19	41	3.88%
91-100	4	3	7	0.66%
Total	574	483	1057	100.00%

Table 2.20: Age Distribution of PWDs in the Nsawam Adoagyiri Municipality

Source: (DSWCD, NAMA), 2025

Table 2.21: Occupation of Persons with disabilities in Nsawam Adoagyiri Municipality

Occupation	Frequency	Percentages
Students	96	9.1

Pupils	127	12.0
Shoe maker	30	2.8
Tailor / Seamstress	53	5.0
Trader	144	13.6
Caterer	51	4.8
Unemployed	176	16.7
Farmers	66	6.3
Cobbler	22	2.1
Hair Dresser	15	1.4
Barber	12	1.1
Shop attendant	51	4.8
Tutor /Teacher	11	1.0
Makeup Artist	16	1.5
Baker	10	0.9
Domestic help	39	3.8
Nurse	3	0.3
Soap maker	19	1.8
Factory Hands	69	6.5
Carpenter	11	1.0
Others	36	3.5
TOTAL	1057	100%

Source:(DSWCD, NAMA), 2025

Table 2.22: Male/Female ratio of persons with Disabilities

Gender	Number	Percentages
Male	574	54.3%
Female	483	45.7%
Total	1,057	100%

Source:(DSWCD, NAMA), 2025

The data from Table 1.4 underscores the gender distribution indicating that 54.3% of PWDs are male, while 45.7% are female, emphasizing the need for gender-inclusive policies in disability empowerment initiatives. Given these statistics, targeted interventions such as technical and vocational education and skills training programs are imperative to bridging the employment gap and enhance the economic self-sufficiency of PWDs.

In line with the national disability inclusion framework the Assembly has implemented various initiatives to improve the living conditions of PWDs. The notable interventions include:

- The allocation of a percentage of the Livelihood Empowerment Against Poverty (LEAP) program to PWDs living in extreme poverty, ensuring they receive both financial aid and complementary services such as agricultural support.
- Free National Health Insurance Scheme (NHIS) registration and renewal has been facilitated for PWDs to enhance access to healthcare.
- The Assembly also through the Disability Fund provides business start-ups and boosters in the form of items such as deep freezers, sewing machines, farming inputs, beauty & barbering salon equipment, metal containers among others to fostering economic independence. Other support provided also include; payment of school fees & medical bills for PWDs
- Capacity-building workshops on business management and entrepreneurship have been conducted, equipping PWDs with the requisite skills to sustain their enterprises.

These multi-faceted interventions reflects a commitment to an inclusive development agenda, ensuring that PWDs are not only recipients of aid but active contributors to the local economy (Ghana Statistical Service, 2024).

To decrease the risks of vulnerability, the assembly is determined to improve education, particularly for females, by providing citizens with scholarships. Social protection programmes such as the Livelihood Empowerment Against Poverty (LEAP), the NHIS as well as the and free SHS have come in handy. The national school feeding programme as well as the ‘One District, One Factory’ are all progressing steadily in the Municipality.

H. PRISON AFTERCARE SERVICES

The Nsawam Medium Security Prison, established in 1960, is situated within the municipality on 823.027 acres of land in the southeastern part of the Nsawam Township. The prison, accommodates a diverse population of inmates, including remand prisoners, recidivists, lifers, and condemned prisoners. The facility has a current population of 3,584 for males, 97 females and 128 Camp Prison.

Prison aftercare services is very active in the Assembly, providing successful reintegration of inmates into society. With the focus on reducing violence and promoting access to justice for all, including those re-entering society after incarceration. There are numerous initiatives including encouraging inmates to acquire skills training, providing counseling, facilitating contact tracing of relatives, conducting community sensitization to prevent stigma and recidivism, and assisting former inmates in reintegrating into society to reduce re-offending and create a safer community.

A primary challenge faced by aftercare services is the lack of funding and resources for activities such as contact tracing families, community visitation and sensitization, and providing essential resources for reintegration, including start-up capital or collaboration with industry stakeholders to absorb skilled ex-convicts. This lack of resources contributes to the problem of recidivism, as ex-offenders may struggle to find stable employment and reintegrate into society. The stigma associated with a criminal record often leads some prisoners to avoid returning to their hometowns and communities, contributing to their continued marginalization and potential re-offending. Most of them in-tend to live in Nsawam and its environs and engage in various forms of crimes and other social vices, marry within the community, and others get jobs.

Although the prison facility, aims at reformation and rehabilitation of inmates it is however, faced with challenges related to outdated data management practices, relying heavily on manual record-keeping, lack of essential equipment required for initial intake and other materials, poses significant obstacles.

The diagnostics department of the prisons, informs the allocation of inmates to appropriate cells and programs but then again, the department lacks adequate qualified personnel to conduct in-house counseling for inmates especially, in the female prison.

The Prison, with regards to education, offers both formal and informal programs aimed at the reformation, rehabilitation, and intellectual development of inmates, with affiliation to the University of Cape Coast, granting bachelor's degrees to students at the tertiary level and the Technical and Vocational Education Training (TVET) program providing vocational training. Challenges they also face includes inadequate furniture and stationery, lack of internet access, insufficient funding, inadequate training facilities & materials for TVET programs and inadequate food provisions for students since, food distribution often coincides with school hours, leading to missed meals and a decline in student motivation, contributing to dropout rates.

The prison facility also provides health care services including emergency care, specialized medical services (ophthalmology, ENT, etc.), diagnostic testing, pharmacy services, rehabilitation for inmates, and mental health care. The medical department also is faced with numerous challenges including a lack of adequate facilities for inmates requiring medical attention upon admission, shortages in medication, and the inability of the National Health Insurance Scheme (NHIS) to cover all necessary medications.

I. HOSPITAL WELFARE SERVICES

Hospital welfare services provide assistance to the needy and vulnerable people especially women, children and the disabled to access healthcare. The Assembly through DSWCD provides activities such as counseling of patients and relatives, contact with relatives/employer, recommend clients for free treatment, assisted to pay bills, discharge to CDI or institutional care, subsistence/travel & transport, relatives tracing for collection and burial of deceased, tracing absconded patients among others in the Nsawam Government Hospital. Table 1.5 indicates the number of cases handled since 2022 to 2024.

Table 2.23: Hospital Welfare Cases

S/N	YEAR	MALE	FEMALE	TOTAL
1	2022	27	29	56
2	2023	62	126	188
3	2024	68	82	150

Source: Municipal Health Directorate, 2025

2.2.3.6 Water and Sanitation

A. Sanitation

The Nsawam Adoagyiri Municipal Assembly is mandated to provide Services to its residents. Key amongst these services are water, good sanitation and waste management. There exists a final disposal site at Adipa for solid waste. However, there is no final disposal site for liquid waste in the municipality, therefore liquid waste generated within the municipality is transported to Accra for disposal.

In the area of solid waste, there are two basic collection systems in the Municipality:

- Conventional door-to-door collection system at the formal and low-density areas
- Communal collection system at the rural communities/high density areas

This is however, inadequate leading to the indiscriminate disposal of household waste resulting in the mounting of refuse dumps in some communities.

As a measure to curb this and keep the municipality clean, the Assembly did evacuation of solid waste in some communities and also provided communities and households with about 15 communal refuse containers and household refuse bins respectively.

B. Water

The major sources of drinking water in the municipality are pipe borne water and boreholes. Between 2018 and 2021, the Assembly successfully drilled over 15 boreholes in communities such as Bowkrom, Chinto, kwafokrom, Akotokey, Fotobi, Odeikrom and Aduakrom among others.

- **Water Security**

The major sources of potable water in the Municipality include pipe borne water and borehole. Supply of pipe-borne water in the municipality is inadequate; only about 60.2 percent of the required volume is supplied. The result is that only areas like Nsawam, Adoagyiri, Sakyikrom, Djankrom, Ntoaso, Amoakrom, Owuraku, Prisons, Dobro and Atsikope benefit from the supply of pipe-borne water. About 80.4 percent of the municipality's population has access to pipe-borne water. 64.2 percent of the municipality's population, covering mainly small towns and rural areas, has been provided with boreholes. Water supply in the municipality is handled by agencies such as Community Water and Sanitation Agency (CWSA) and the Ghana Water Company.

2.4.3.7 Gender Equality

Over the past few decades, the status of women in Ghana and their roles in society has changed. Although the constitution provides equal rights to women, disparities in education, employment, health, politics etc. still exist for women.

In the area of politics, the Municipality is lagging behind in terms of participation of women in politics. The representation of women in the General Assembly is 4% of which none of them was elected. It is acknowledged by many that there are so many constraints, which are responsible for the low-level of women's participation in politics, our cultural norms is one of the major reasons. In the Nsawam Adoagyiri Municipality, females constitute 50.3% of the total population and form an important human resource base, especially in the rural informal sector. Women play a crucial role in development at the national, community and household levels, however, they have less access to resources compared to their male counterparts. The informal sector is dominated by women who are usually involved in farming, trading, hairdressing, dress making, factory hands etc, this makes them more vulnerable because they may not have regular incomes to support their households. Again, the literacy rate is higher for the females than the males. Other impediments include poverty, teenage pregnancy, poor academic performance, lack of entrepreneurial skills, religious/cultural factors, male dominance, and overburden household chores. All these perpetuate the poverty cycle for women.

The Municipality recorded a total number of 14,796 girls compared to 14,635 boys from primary to Senior High School in the 2019/2020 academic year. This shows an improvement in the enrollment and retention of girls in schools compared to the previous years. This improvement can be attributed to the school feeding, capitation grant as well as the Free SHS policy. The Assembly has also put in a lot of efforts in public education and sensitization on the importance of girl child education over the past few years. In addition, the Assembly has provided educational infrastructure such as school buildings and furniture in several communities.

The Assembly through the Ghana Enterprises Agency (GEA), Cooperatives Department, Department of Agric and the Social Development Department have created several employment

opportunities and skill development for women in the areas of farming, rearing of animals and livestock, soap making, batik tie and die, jewelry etc. the GEA also provides counseling services and supports new entrepreneurs with start-up kits and loan services to encourage and motivate women to start their own businesses.

To further boost the participation of women and empower them, the Assembly in collaboration with Youth AID Initiative (NGO) and the Municipal Education Service has initiated the formation of Girls' Clubs in all Junior High and Senior High schools in the Municipality to empower girls in schools, encourage female teachers and provide safe space for girls to voice out their gender-specific problems and receive the support they need to stay in school. Leadership programmes are also organized for the girls in schools where female role models in the society visit to give motivational speeches to these girls. During important occasions, and at STME clinics, prominent women also are invited as guest speakers as an encouragement to the girl-child. The sponsoring of Science Mathematics and Technology Education (STME) clinic for girls encourages them to offer science courses.

The Assembly has also put in place some measures to change the perception of society towards women in leadership and encourage the active participation of women in politics and leadership. These include;

- Massive sensitization of the communities on the role of women in leadership
- Empower women economically and educationally to compete with their male counterparts
- Support and Encourage women to contest for Assembly Elections
- Provide incentives to women who take up leadership roles on society

To further strengthen the participation of women, the Assembly has made it a policy that all Community Water and Sanitation Committees (WATSAN) should be made up of fifty (50%) percent women. The WATSANs at the community level are responsible for the management of Water and Sanitation facilities.

2.4.5 The Environment

2.4.5.1 Utility Services

Utility services particularly electricity, water and telecommunications are very crucial for the development of the municipality. Most of the communities proposed to have electricity have been connected through the Government of Ghana's electricity expansion programme. This has improved the lives of the people and economic activities. However, despite the nearness of the municipality to Accra, there are quite significant number of communities without telecommunication networks.

2.4.5.2 Road and Rail Network

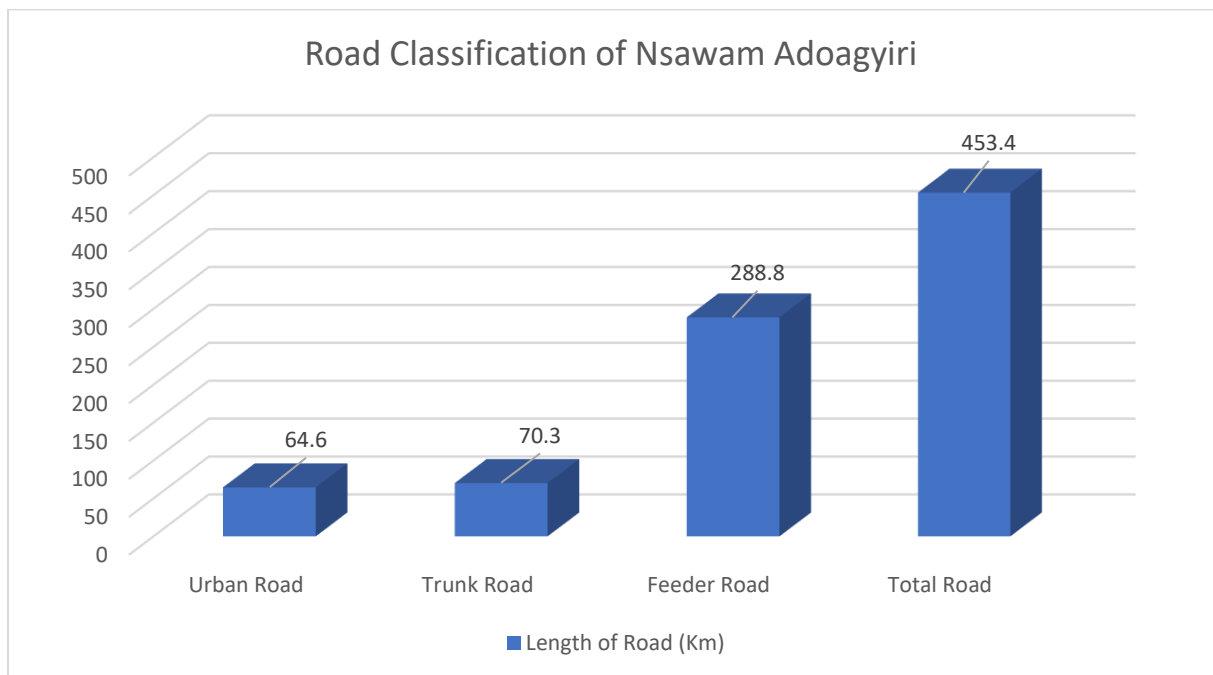
Transport is a non-separable part of any society. It exhibits a close relation to the style of life, the range and location of activities and the goods and services that will be available for consumption. The Municipality has a fair distribution of accessible roads, majority of which are linked to the Accra-Kumasi trunk road. Apart from rail, other modes such as river and air are non-existent. The total length of roads is 453.4km, made up of 64.6km of urban road, 70.3km of trunk roads and 288.8 km of feeder roads, made up of 72.5km of gravel and 150.1km earth surfaces.

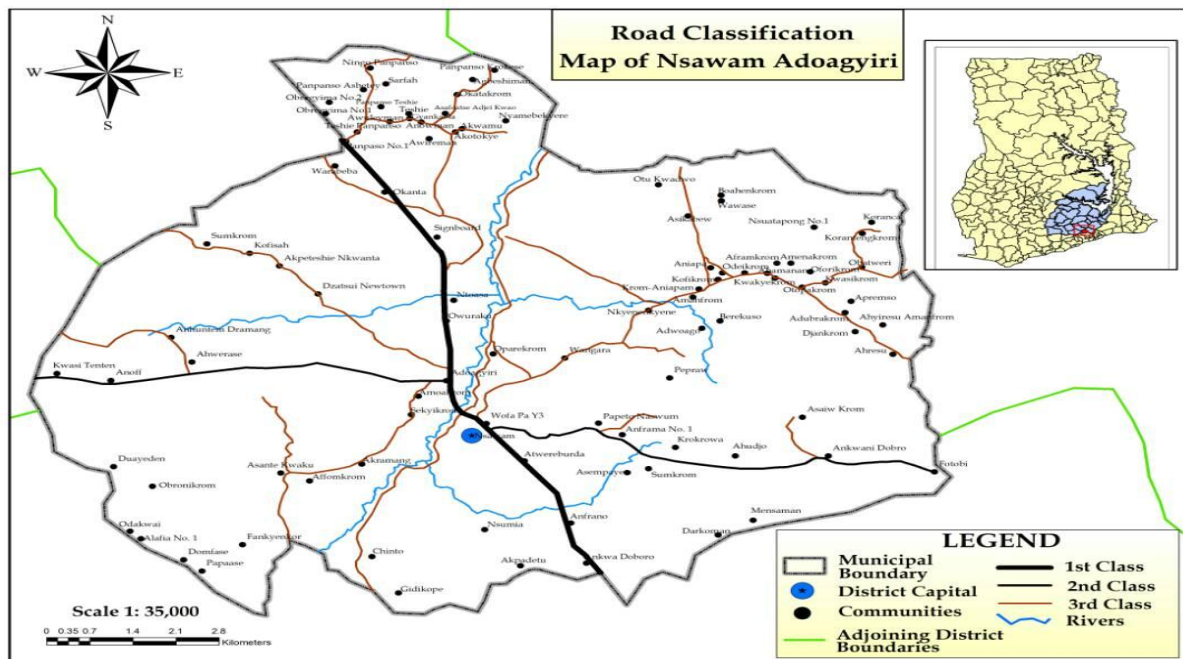
The Municipality is fairly accessible from other parts of the country. Roads linking the Municipality to the major cities in the country (Accra, Kumasi, and Cape Coast) are all in poor condition. The road from Nsawam, the Municipal capital to Kumasi and Accra is in a bad condition. The Nsawam, Adeiso, Kade-Oda-Swedru road to Cape Coast enroot Takoradi are all not in good condition.

It is important to note that only 63.1km of the total length of road is asphalted, the rest are either gravel, surface treated or earth. All these roads in the municipality are untarred feeder and seasonal roads, which are often rendered impassable, especially during the raining season thereby calling for their regular maintenance. This has therefore increased the use of motor Bikes popularly known as Okada. Couple with this, is the problem of poorly distributed network of feeder roads in relation to settlements, poor condition of roads, limited supply of vehicles, poor condition of transport vehicles, inability of the assembly to administer road contract couple with the high demands on the DACF in the form of statutory deductions only limited portion used for road rehabilitation. The need for massive road improvement and reconstruction to increase accessibility cannot

therefore be over emphasized since road transportation is the major medium of transportation to other sectors like agriculture, industries and social services. This implies that, the overall improvement of the road network, maintenance and rehabilitation will facilitate and lower transportation cost and integrates the Municipal rural economy with the urban economy to reduce poverty. The completion of the ongoing road construction has help to reduce the traffic situation in the Municipality.

Figure 2.10: Road Classification of Nsawam Adoagyiri





Source: MPCU Secretariat (NAMA), 2025

2.4.5.3 The Built Environment

Generally, towns in the Municipality are not well planned and therefore do not have good internal road network. However, Nsawam, the Municipal capital and Adoagyiri have got their layouts prepared based on the grid pattern with some good internal access roads demarcated. Most of these planned town streets/lanes are presently in good condition. The commonest building type is the compound house. It accounts for about 90 percent of the total housing units.

- Urban Sprawl

This is the spreading of urban developments on undeveloped land near a city. The massive expansion of Greater Accra has taken place without thought given to the wider social and environmental impact on its adjoining Regionals and Districts i.e. Eastern Region (Nsawam Adoagyiri Municipal) and Central Region (Effutu Senya Municipal-Kasoa). This has led to the city buildings becoming haphazard, lower-density and poorly planned and integrated with the city. Because these development is unnaturally linear, it presents a road safety hazard as communities have to cross high-speed highways to access shopping, restaurants, and other local amenities.

The massive use of land for buildings impact current and future agricultural productivity in the municipality. The hardest areas hit by this in the municipality includes Dobro, Nsumia, Okobeyiyie, Chinto, Gidikope and Hebron. Coincidentally, these areas host majority of the municipality industries, hence experiencing a lot of air and water pollution, loss of biodiversity, loss of wetlands, decrease in open space, increase in flood risk. Besides, there is increase public expenditure for infrastructure and services like roads, utilities, and social services like schools and health facilities. Again, these communities has become polarize with ghettos in the inner city areas.

In order to improve on this the municipality in collaboration with the Physical planning department plan to implement policies like zoning, providing specific building permits and boundaries that direct new development away from rural ecologically important lands. Besides, the Assembly will collaborate with the Nsawam Traditional Authority in given incentives for redevelopment of existing urban areas so that there will be improvement in amenities and housing quality so as to alleviate pressure on the periphery of cities.

2.4.5.4 Scalogram Analysis

To identify the presence or absence of services and facilities within the Municipality, the settlement functional matrix (Scalogram) was used. This is a non-statistical tool that arrays facilities and services by their ubiquity and ranks settlements by functional complexity on a matrix. By this, the settlements were ranked based on the different types of facilities in the settlements. This is presented in the settlement functional matrix or Scalogram analysis in Table 1.22.

Settlements with centrality indices from 450 to 1,475 and above form the 1st hierarchy or Level 1. The first hierarchy settlement in the Municipality is one, namely, Nsawam (the commercial capital and administrative capital). Settlements with centrality indices from 300 to 449 formed the 2nd level which is only one community namely, Adoagyiri. Settlements with centrality indices from 200 to 299 formed the third levels which are three (communities) namely, Ankwa Dobro, Sakyikrom and Fotobi. Settlements with centrality indices from 100 to 199 formed the fourth level which are six (communities) namely, Anoff, Owuraku, Ntoaso, Nsumia, Anhunten Darmang and Nkyenenkyene Amanfrom while the fifth level of settlements are those with below 100 centrality indices with communities like Oparekrom, Ahodjo, Ahwerease, Kwasi Tenten, Otukwadjo,

Panpanso, Signboard, Wangara and Kwakyekrom. The scalogram analysis shows that most of the settlements are within the low order centres lacking the capacity to serve their hinterlands.

Table 2.23A: Scalogram Analysis of Nsawam Adoagyiri Municipality



Scalogram for Nsawam Adoagyiri M

2.4.5.5 Biodiversity, Climate Change, Green Economy and Environment

The Municipality falls within the wet semi-equatorial climatic zone which experiences substantial amount of precipitation/rainfall. Annually rainfall is between 1250mm and 2000mm reaching its maximum during the two peak periods of May-June and September-October. This promotes intensive farming activities within these two periods i.e., May- June and September-October. The relative humidity is about 50 percent in the dry season and 91 percent in the raining season. The temperature ranges from 24°C to 30°C. The undulating nature of the topography occasionally results to flooding in some communities during the peak period of the rainy season.

Climate change have already had significant impacts on biodiversity and ecosystems in certain parts of the municipality. This has affected species distribution, timing of reproduction and frequency of pest and disease outbreaks.

2.4.6 Governance

The Nsawam Adoagyiri Municipal Assembly is responsible for the overall development of the Municipality by way of the preparation of development plans and the budget related to the approved plans.

The structure of the Nsawam Adoagyiri Municipal Assembly is in consonance with stipulations of the Local Governance Act, 2016 (Act 936) with the General Assembly (Chaired by the Presiding Member) being the highest authority in the Municipality, followed by the Executive Committee

(chaired by the Municipal Chief Executive - MCE) and the Public Relations and Complaint Committee (Chaired by the Presiding Member) who is the political and executive head.

The Executive Committee operates through the various sub committees with the Municipal Coordinating Director (MCD) coordinating the activities of all the sub committees.

Out of the 44 General Assembly members, only 5 are women who are government appointees, there is no female elected member.

2.4.6.1 Town and Area Councils

There are Two (2) Zonal Councils, namely – Nsawam Zonal Council and Adoagyiri Zonal Council. The Nsawam council has a permanent office accommodation while efforts are being made to provide the other with a permanent office accommodation. Both offices are functioning effectively.

Table 2.24: Composition of Nsawam Adoagyiri Municipal Assembly

No	Sub-Municipality Structures	No. of Members	No. of Unit Committees	Unit Committee Members
1	Nsawam Zonal Council	15	10	10
2	Adoagyiri zonal Council	15	10	10
3	Government Appointees	13	-	-
4	Member of Parliament	1	-	-
5.	Municipal Chief Executive	1	-	-

Source: Central Administration (NAMA), 2025

As an important landmark of the Local Government Administration, Unit Committees lead their people to initiate plan and implement projects that meet the priority and aspiration of the people. They also mobilize resources and labour for the construction of projects in the communities.

2.4.6.2 Non-Governmental Organizations (NGOs)

The Municipality is fortunate to be hosting some NGOs whose activities meet the developmental aspirations of the people. As partners in development, these NGOs have their programmes and projects harmonized and integrated into the Municipal Medium-Term Development Plan to ensure full maximization of resources. Some of the NGOs are Youth Advocate Ghana, Ark Development Organization, Youth Aid Initiative Ghana, etc.

2.4.6.3 Judicial Services

There are four (4) law courts which provide judicial services in the Municipality, that is, a Magistrate court with a Family Tribunal, a Circuit Court and two (2) High courts located at Nsawam (of which one is located at the Prisons). The Assembly with the support from the Local Government Capacity Support Project has constructed and furnished a court complex that houses a Magistrate court, Circuit Court and High Court for the Judiciary in an attempt to create a free and just society that respects human rights and law and order.

2.4.6.4 Security

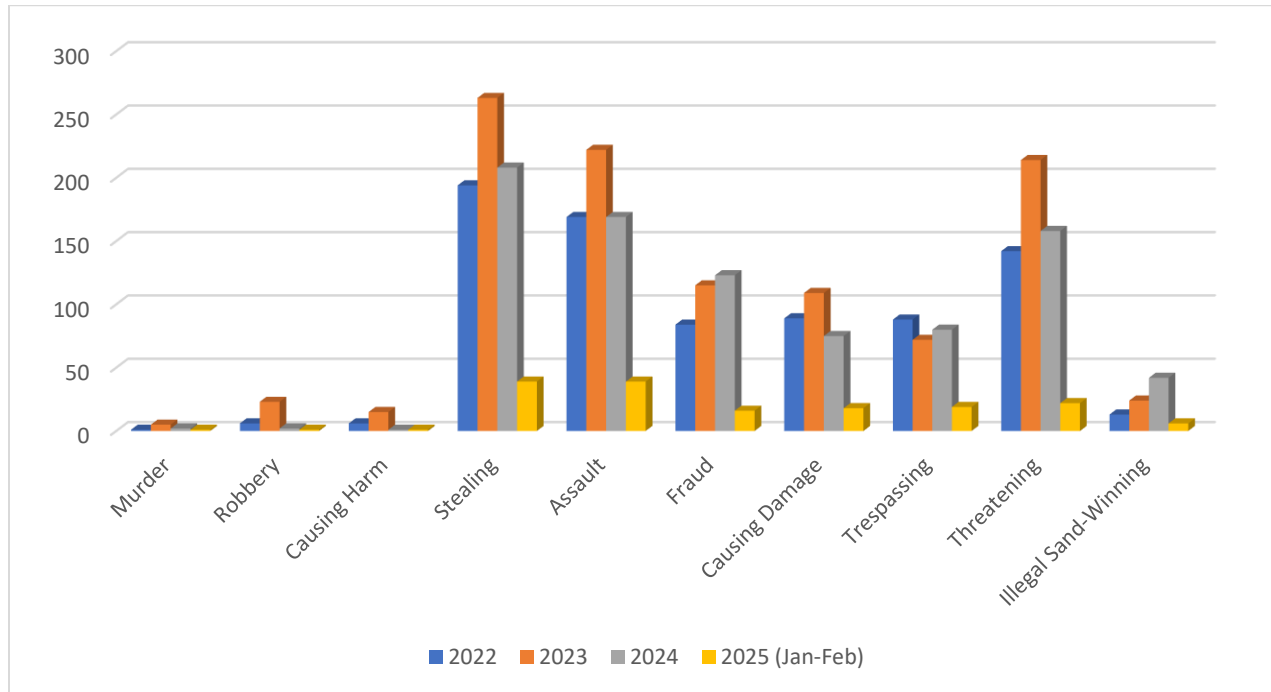
A. Ghana Police Service

In the area of security, the Municipality has one main police station located at Nsawam. This station operates through the following units: District Administration (the focal point of command), Motor Traffic and Transport Department (MTTD); District CID; Station CID; Patrol Unit; DOVVSU; Arms & Ammunition Unit; Courts Unit; Community Policing Unit; and Visibility Unit.

The total number of personnel manning the Municipality is 132, made up of three (1 male and 2 females) senior officers and seventy-nine male (79) junior officers and fifty (50) female junior officers. The current police citizen ratio for the municipality is 1:772.

The Service through the afore-mentioned units performs its basic role of protecting lives and properties of the citizenry and combating crime in and around the municipality. As a result of hard work by the Service, crime rate has considerably reduced during the last four (4) years.

Figure 2.11: Top Ten Most Reported Cases



Source: Ghana Police Service, Nsawam-2025

Stealing is consistently the highest reported crime across all years. Assault is the second-highest crime type every year. Threatening cases increased sharply in 2023 (214 cases) but dropped significantly by 2024. Robbery cases spiked in 2023 (23 cases) but stabilized lower in 2024 (7 cases) and 2025 (5 cases in just 2 months). Causing Harm cases show an interesting trend: Low in 2022 and 2023 (6 and 15); Then a huge jump in 2024 (208 cases!), and Very low again early 2025 (1 case).

Stealing and Assault need urgent attention, they dominate crime statistics year after year. The spike in Causing Harm in 2024 is unusual, could be linked to a specific incident or systemic issue. Threatening cases surged then dropped, it would be good to find out if intervention programs were applied. Illegal sand winning remains relatively low but should be monitored as it can have environmental consequences.

B. Prison Service

Established in the 1960s, the Medium Security Prison is made up of two establishments; the Male and the Female Prisons. These two facilities are currently holding in custody the largest number of prisoners in the country.

Each prison is headed by an independent Officer-In-Charge with separate staffs to man the facilities. In all there are seven hundred and ten (710) officers who man the two facilities. These consist of one hundred and twenty-five (125) superior officers and five hundred and eighty-five (585) Subordinate Officers. The prison service is mandated to ensure the safe custody, welfare of prisoners, reformation and rehabilitation of inmates. The commonest crimes that landed in-mates in the Prison included: robbery, defilement, rape, stealing, murder, narcotics, assault and fraud.

Table 2.25: Total Inmate Breakdowns (As of February, 2025)

Male Wing	Number	Female Wing	Number
Convicts	3143	Convicts	84
Remands	99	Remands	--
Lifers	100	Lifers	1
Trials	54	Trials	6
Condemned	174	Condemned	7
Grand Total	3570	Grand Total	98

Source: Medium Security Prison, Nsawam, 2025.

Table 2.26: Total Inmate Breakdowns Who are Foreigners (As of February, 2025)

Male Wing	Number	Female Wing	Number
Convicts	309	Female Convicts	28
Remands	9	Female Remands	--
Lifers	4	Lifers	--
Trials	7	Trials	--
Condemned	10	Condemned	--
Grand Total	339	Grand Total	28

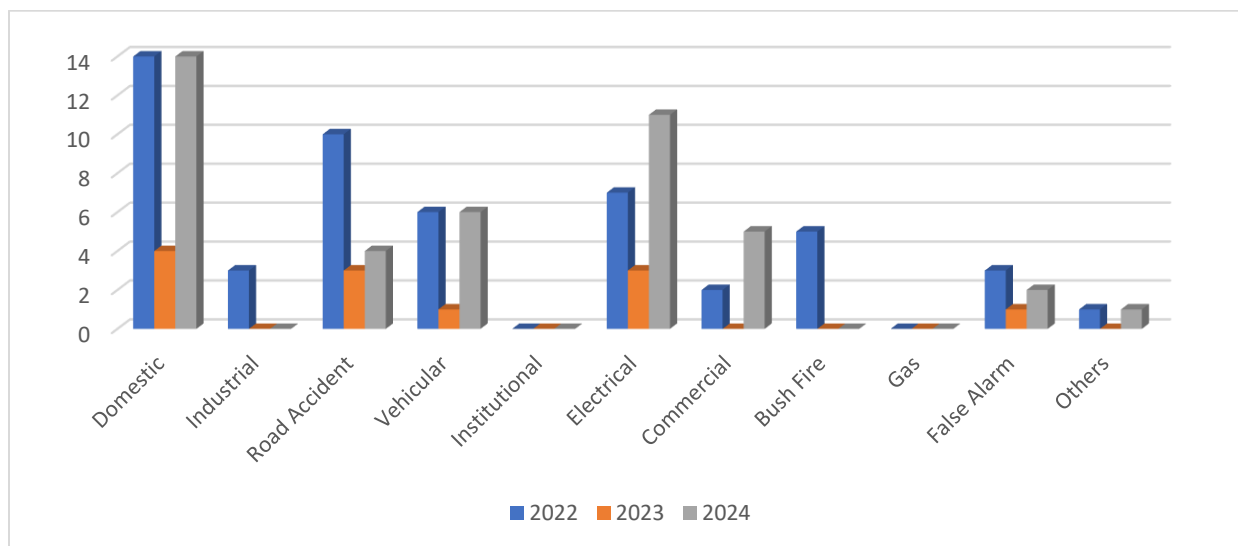
Source: Medium Security Prison, Nsawam, 2025.

The Prison Service engages in farming activities which include: Maize Farming, Palm Plantation, Rabbit Rearing and Occasional Poultry. There also exist varied reformation and rehabilitation activities.

C. Ghana National Fire Service

The Nsawam Fire Station began in 1977. The service currently operates from a temporary structure which was commissioned in 1992. The areas of jurisdiction of the Nsawam Fire Station includes Sapeiman, Adeiso, Teacher Mantey and Kokunnu. The Station has current staff strength of sixty-two (62) made up of twenty-six (26) Senior Officers and eighty (80) Junior Officers.

Figure 2.12: Fire Outbreaks in the Municipality



2.3 Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis

This section of the plan details out all strengths and opportunities existing within and outside the Municipality that could be utilized to solve identified issues within the Municipality. Identifying weaknesses and threats is vital to curtailing the challenges they pose to development within the Municipality. The thorough SWOT analysis done for all development issues identified can be found in SWOT Analysis Table. The SWOT Analysis can be found in Annex 1.

➤ Key Challenges Encountered During the Implementation Period

The following challenges were encountered during the plan implementation period:

- Releases of funds for plan implementation especially from DACF has been untimely, unreliable and inadequate over the plan period thereby affecting the achievement of targets.

- Source deductions by the Ministry of Local Government Decentralization and Rural Development and Office of the District Assemblies Common Fund also affected implementation of the plan.
- Inability of the Municipal Assembly to mobilize substantial Internally Generated Funds (IGF) for the implementation of its development projects and programmes.
- Perception of the citizens that the implementation of the plan is solely with the Assembly's own funds also affected their commitment to the plan implementation.
- Directives from central government (e.g during covid-19 pandemic era) also affected the implementation of planned activities.
- Inadequate knowledge of policy direction of 2018-2021 NMTNDPF by sectors and some stakeholders leading to poor linkage of sector Annual Plans to MTDP.
- Inadequate resourcing of the MPCU to effectively monitor and evaluate the plan implementation and performance
- Boundary disputes with neighboring Districts and Municipalities such as;
 - Ga West Municipality (Medie, Hebrone and Pawpase)
 - Ga South Municipality (Kofiquaye, Fankyenekor)
 - South Akim District (Maame Dede Junction, Duayeden Nyanawase Fito)
 - Ayesuano District (Obregyima)

➤ Lessons Learnt and Implications for (2026-2029) DMTDP

Based on the identified challenges encountered from the review of the 2022-2025 plan implementation, the lessons learnt include:

- The Assembly to adopt innovative strategies to increase its Internally Generated Funds (IGF) and also mobilize resources through other non-traditional approaches, including Public Private Partnerships to fund some of its development projects.
- The Assembly to fully complete projects awarded before initiating new ones to ensure the timely completion of projects
- Intensify sensitization of the citizenry on the need to actively participate in plan preparation, implementation, monitoring and evaluation, dissemination of reports and other activities of the assembly.

- The MPCU must be strengthened and well-resourced to perform its roles.

Table 1.4 details the proportion of Medium-Term Development Plan implemented under the Agenda for Jobs.

Figure 2.13: Pictures of Community Engagements for the Preparation of CAP's



Figure 2.14: Pictures of MTDP Technical Committee Meetings



2.5 Development Projections

Development requires data about various aspects of socio-economic conditions at different levels. Indicators of development are directly or indirectly related to the size and structure of the population. It is, therefore, of paramount importance to know various aspects of the size and structure of population at different points in time. Projections are conditional statements about the future and they refer mostly to the exercises of extrapolation of the past trends into the future; and they do not take into account changes in the policy parameters. They are based on the assumption that the past trends will continue to operate in the future. This section involves projections under the various sectors of the Municipality which includes population projections, health projections, education projections, employment, water, electricity and needs assessment of the Municipality for the 2026 -2029 plan period. The geometric projection formula was used for the projections.

2.5.1 Total Population Size of Nsawam Adoagyiri

The population of the Nsawam Adoagyiri Municipality has been growing steadily since 1970. This has resulted in the gradual increase and expansion of the Municipality over the years. The total land area of Nsawam Adoagyiri Municipality is 175 square kilometers. Details of the population trend is shown in table 2.28. With a growth rate of 1.6%, the total projected population is estimated to increase to 169,932 by the end of 2029. Again, this projected population will sparsely distribute with a population density of approximately 624 persons per square kilometer by the end of 2029.

This growth can be mainly attributed to an increase in births and migration of people from nearby districts. This implies that the projected population will increase pressure on existing social and infrastructural facilities to meet the demands of the expected population. Hence, the need to provide adequate social amenities, services and infrastructure to meet the demand of the increasing population.

Table 2.27: Population/Density of NAMA (2022-2029)

Year	Male	Female	Total	Population Density
2025	80,016	82,915	162,931	931*persons/sq km
2026	80,792	83,743	164,535	940* persons/sq km
2027	81,658	84,669	166,327	950* persons/sq km

2028	82,525	85,602	168,127	960* persons/sq km
2029	83,393	86,539	169,932	971* persons/sq km

Source: MPCU Secretariat NAMA, 2025.

2.5.2 Projected Age Sex Structure Projections

The Age-Sex Distribution of the population describes the structure of the population. The Nsawam Adoagyiri Municipality has a youthful population. To ensure that the Plan caters for the aspirations of every section of the Municipality, it is important to review the age-sex distribution of the Municipality, the region and the nation. Details of the projected age-sex distribution is shown in table 2.29. The sex distribution of Nsawam Adoagyiri Municipality conforms to the regional and national demographic structure. This can be attributed to the high life expectancy rate of females and female births in the Municipality. The projected female population will increase gradually since the general fertility rate is the second highest in the region.

Therefore, birth control measures must be put in place to mitigate the high rate of fertility in the Municipality.

Table 2.28: Total Population by Age and Sex

age group	Male	%	Female	%	Total	%
0-4	8,853	5.68	8,796	5.64	17,649	8,853
5-9	8,904	5.71	8,575	5.50	17,479	8,904
10-14	8,066	5.17	8,384	5.38	16,450	8,066
15 - 19	6,987	4.48	7,103	4.55	14,090	6,987
20 - 24	6,163	3.95	6,710	4.30	12,873	6,163

25 - 29	6,299	4.04	7,165	4.59	13,464	6,299
30 - 34	6,599	4.23	6,961	4.46	13,560	6,599
35 - 39	6,186	3.97	6,319	4.05	12,505	6,186
40 - 44	5,076	3.25	4,716	3.02	9,792	5,076
45 - 49	3,909	2.51	3,560	2.28	7,469	3,909
50 - 54	2,885	1.85	2,799	1.79	5,684	2,885
55 - 59	2,024	1.30	2,146	1.38	4,170	2,024
60 - 64	1,673	1.07	2,075	1.33	3,748	1,673
65 - 69	1,143	0.73	1,324	0.85	2,467	1,143
70 - 74	756	0.48	916	0.59	1,672	756
75 - 79	418	0.27	561	0.36	979	418
80 - 84	246	0.16	495	0.32	741	246
85 - 89	130	0.08	284	0.18	414	130
90 - 94	57	0.04	139	0.09	196	57
95 - 99	18	0.01	74	0.05	92	18
100+	25	0.02	78	0.05	103	25
Total	76,417	49	79,180	51	155,597	76,417

Source: Ghana Statistical Service, 2025 Population and Housing Census

The data reveals a population that is heavily concentrated in younger age groups, with the largest cohorts being in the 0-29 years range, representing a significant portion of the total population. Males and females are almost equally distributed in these age groups, but as the population ages, a noticeable gender skew emerges, with women outnumbering men, particularly in the older age categories. This trend is especially prominent after the age of 50, as the female population surpasses the male population due to women generally having a longer life expectancy. In contrast, the number of people in the older age groups (70 and above) drops sharply, with fewer than 1,000 people in the 75+ categories.

The aging population indicates a growing need for services targeting the elderly, particularly those aged 70 and above. As the population continues to age, there will be an increasing demand for healthcare, senior care, and retirement support, especially for women, who make up the majority of the older age groups. Additionally, the youth-heavy demographic suggests that social services, such as education and youth healthcare, should be prioritized for the younger generations. These insights suggest a need for policy adjustments and resource allocation to address the challenges posed by both the aging population and the needs of younger individuals.

2.5.3 Labour Force Projections

The labour force is defined as the proportion of a country's working-age that engages actively in the labour market either by working or actively looking for work (GSS, 2013). Table 2.30 shows a growing trend of the labour force of Nsawam Adoagyiri over the plan period. The labour force at the beginning of the plan is projected to be 62,533 and will be expected to hit 62,294 by the end of the plan period.

This is mainly attributed to the broader base nature of the population and also movements of people from a neighboring district to the Municipality in search of job opportunities. This implies that there should be the creation of job opportunities to cater for the labour force since inadequate job opportunities will result in an increase in the rate of unemployment among the youth which can lead to high crime rates in the municipality.

Table 2.29: Economically Active Labour Force Projections

YEARS	ECONOMICALLY ACTIVE			ECONOMICALLY NOT ACTIVE (ACTIVE LABOUR FORCE)
	EMPLOYED	UNEMPLOYED	TOTAL	
2021	55,497	7,036	62,533	41,051
2025	58,113	7,368	65,533	42,986
2026	58,685	7,440	66,125	43,409
2027	59,324	7,521	66,845	43,882
2028	59,966	7,603	67,569	44,357
2029	60,610	7,684	68,294	44,833

Source: Ghana Statistical Service, 2021 Population and Housing Census

2.5.4 The Dependency Ratio of Nsawam Adoagyiri

The economically active population (labour force) is within the 15-64 age group which forms 57.4% of the population of the Municipality. The dependency ratio is the number of economically active persons (15 - 64 years) catering for the economically inactive persons (0-14 and above 65+).

Table 2.31 shows that the age dependency ratio for the Municipality is 64.3, which is lower than the regional dependency ratio of 82. Economic Dependency ratio reveals that, among the population aged 15 years and older, 66.5 percent are economically active, (i.e., the summation of employed and unemployed population) with 92.7 percent being employed and 7.3 percent being unemployed. However, approximately 33.5 percent of the population aged 15 years and older are economically not active.

Table 2.30: Dependency Ratio of Nsawam Adoagyiri

All Group	2021			2029			Percentage
	Both sexes	Male	Female	Both sexes	Male	Female	
0 – 14	51,578	25,823	25,755	56,330	28,202	28,128	8.4%
15 – 64	97,355	47,801	49,554	106,324	52,205	54,119	8.4%
65+	6,664	2,793	3,871	7,278	3,050	4,228	8.4%
Total	155,597	76,417	79,180	169,932	83,457	86,475	8.4%
Age dependency	59.8%	59.9%	59.8%	59.8%	59.9%	59.8%	

Source: MPCU Secretariat (NAMA), 2025.

The population data for the Nsawam Adoagyiri Municipal Assembly, categorized by age groups and gender, highlights key demographic trends between 2021 and 2029. The total population is projected to grow from 155,597 in 2021 to 169,932 in 2029, with males increasing from 76,417 to 83,457 and females from 79,180 to 86,475. The age group analysis reveals that the 0-14 cohort will grow from 51,578 to 56,330, indicating a youthful population structure. The working-age population (15-64) is expected to rise from 97,355 to 106,324, reflecting a significant proportion of the population in their productive years. Meanwhile, the elderly population (65+) will increase from 6,664 to 7,278, signaling a gradual aging trend. The age dependency ratio remains stable at approximately 0.598, indicating that the proportion of dependents (children and elderly) relative to the working-age population is consistent over the period. This stability suggests a balanced demographic structure, but the growing youth and elderly populations underscore the need for targeted investments in education, healthcare, and social services to support both future workforce development and the well-being of older residents.

The projected population data for the Nsawam Adoagyiri Municipal Assembly from 2021 to 2029 highlights trends in the school-age population, which is critical for educational planning. In 2021, the total population was 155,597, with 17,649 children aged 0-4 (Kindergarten age), 17,479 aged 5-9 (Primary school age), and 16,450 aged 10-14 (Junior High School age). By 2029, the total population is projected to grow to 169,932, with the kindergarten-age group increasing to 19,275, the Primary school-age group to 19,089, and the Junior High School-age group to 17,966.

This steady growth in the school-age population underscores the need for expanded educational infrastructure, including classrooms, teachers, and learning materials, to accommodate the rising demand. Additionally, targeted policies to improve access to quality education and address potential overcrowding in schools will be essential to ensure that the growing youth population receives the necessary foundation for future development and economic participation.

Table 2.31: Projected Trend of the Revenue of Nsawam Adoagyiri 2026-2029

ITEM	2023	2024	2025		MTDP Projections				
	Actual as at December	Actual as December	Budget	Actual (Jan-March)	2026	2027	2028	2029	Total
IGF	2,420,929.12	3,580,912.51	4,548,520.00	856,353.09	5,003,372.00	5,503,709.20	6,054,080.12	6,659,488.13	23,220,649.45
Compensation of Employee	9,236,302.12	13,037,754.64	12,234,186.63	3,476,861.47	13,457,605.29	14,803,365.82	16,283,702.4	17,912,072.64	62,456,746.15
Goods and Services Transfer	43,798.02	-	150,000.00	-	165,000.00	181,500.00	199,650.00	219,615.00	765,765.00
Assets Transfer	-	-	-	-	-	-	-	-	-

DACF-Assembly	956,341.78	1,339,257.91	1,947,274.51	-	2,142,001.96	2,356,202.16	2,591,822.37	2,851,004.61	9,941,031.10
DACF-MP	1,409,657.72	1,873,847.58	785,000.00	-	863,500.00	949,850.00	1,044,835.00	1,149,318.50	4,007,503.50
DACF-PWD	192,159.36	1,645,966.14	250,000.00	300,000.00	275,000.00	302,500.00	332,750.00	366,025.00	1,276,275.00
DACF-RFG	-	-	-	-	-	-	-	-	-
Secondary Cities	-	130,045.00	-	-	-	-	-	-	-
Other Transfers (Donor Transfers - MAG)	59,098.63	-	-	-	-	-	-	-	-
Total	14,318,286.75	21,607,783.78	19,914,981.14	4,633,214.56	21,906,479.25	24,097,127.18	26,506,839.9	29,157,523.89	101,667,970.22

Source: Municipal Finance Dept.

Table 2.32 shows the revenue performance and projection from 2023 to 2029. The District Assembly Common Fund (DACF) contributes 25.34% of the expected revenue of the Assembly for the planned period. If the expected revenue from the DACF source continues to increase by 16.00%, then the target set for the DACF source can be achieved. IGF source is also expected to continuously increase by 10.067% annually to be able to achieve the target set. If the Assembly can upgrade, diversify and strengthen its internal revenue generating sources, it will appreciate its total revenue expected as IGF contributes more than a quarter of the total revenue of the Assembly. GoG Funds, DACF-MP and DACF-RFG are all expected to increase annually by 1.09%, 6.50% and 6.00%

respectively. This is done with reference and study of the previous rise in revenues of the previous planned period. This means the Assembly would have to strengthen, upgrade and diversify its internally generated sources of raising revenues locally.

2.6 HEALTH FACILITIES PROJECTIONS AND NEEDS ASSESSMENT

The following tables are the projections for health facilities within Nsawam Adoagyiri Municipality for the plan period 2026 - 2029.

Table 2.32: Needs Assessment for Hospitals for 2026-2029

YEAR	POPULATION	AVAILABLE HOSPITALS	PLANNING STANDARDS	REQUIRED	BACKLOG
2025	162,931	1	District Hospital - 200,000	1	0
2026	164,535*	1	District Hospital - 200,000	1	0
2027	166,327*	1	District Hospital - 200,000	1	0
2028	168,127*	1	District Hospital - 200,000	1	0
2029	169,932*	1	District Hospital - 200,000	1	0

Source: MPCU Secretariat (NAMA), 2025

Table 2.33 The standard population threshold for a Municipal hospital is 200,000 people. Therefore, the population projection of 169,932 will not lead to a backlog of the existing facility. However, the Assembly should support the existing facilities with adequate health delivery infrastructure in order to improve healthcare delivery in the Municipality in line with SDG 3 of ensuring healthy lives and promote wellbeing for all at all ages.

Table 2.33: Needs Assessment for Health Centre for 2026-2029

YEAR	POPULATION	AVAILABLE HEALTH CENTRES	PLANNING STANDARDS	REQUIRED	BACKLOG
2025	162,931	6	Health Centre -25,000	7	1
2026	164,535*	6	Health Centre -25,000	7	1
2027	166,327*	6	Health Centre -25,000	7	1
2028	168,127*	6	Health Centre -25,000	7	1
2029	169,932*	6	Health Centre -25,000	7	1

Source: MPCU Secretariat (NAMA), 2025.

Table 2.34 Per the planning standards a health center should cater for 25,000 people. Therefore 7 health centers situated at different geographical locations would be able to reduce the pressure on the

Municipal Hospital. This health facilities would require adequate logistics and infrastructure in order to improve quality health delivery.

Table 2.34: Needs Assessment for CHPS for 2026-2029

YEAR	POPULATION	EXISTING NUMBER OF CHPS ZONES	AVAILABLE NO. OF CHPS COMPOUND	PLANNING STANDARDS	REQUIRED	BACKLOG
2025	162,931	33 (25 non-structured)	8	5000 people	33	25
2026	164,535*	33 (25 non-structured)	8	5000 people	33	25
2027	166,327*	33 (25 non-structured)	8	5000 people	33	25
2028	168,127*	33 (25 non-structured)	8	5000 people	34	26
2029	169,932*	33 (25 non-structured)	8	5000 people	34	26

Source: MPCU Secretariat (NAMA), 2025.

Table 2.35 The Municipality currently has 33 CHPS zones and 8 CHPS Compounds. The existence of these CHPS zones and compounds have increased healthcare accessibility in the Municipality. With the planning standard of 5000 people to a CHPS Compound, the Municipality would require additional 26 CHPS by the end of 2029.

The existence of CHPS zones and compounds have complimented healthcare delivery within the Municipality. It must however be emphasized that the 33 CHPS zones would require permanent health structures to fully realize equitable healthcare delivery and SDG goal 3 which seeks to improve good health and well-being.

Table 2.35: Projections and Needs Assessment for Medical Doctors for 2026-2029

YEAR	POPULATION	AVAILABLE DOCTORS	W.H.O STANDARDS	REQUIRED	BACKLOG
2025	162,931	17	1:1,000 Patients	163	146
2026	164,535*	17	1:1,000 Patients	165	148
2027	166,327*	17	1:1,000 Patients	166	149
2028	168,127*	17	1:1,000 Patients	168	151
2029	169,932*	17	1:1,000 Patients	170	153

Source: MPCU of NAMA, 2025.

Table 2.36 The World Health Organization standard for the number of patients per doctor is 1 doctor: 1000 patients, (WHO, 2020), with this revised standard the estimated backlog of doctors would be required is 153 doctors within the Municipality.

This implies that there would be pressure on the existing doctors in the Municipality, if more medical officers are not recruited into the municipality in the near future to help achieve SDG 3 of improving good health and well-being.

Table 2.36: Needs Assessment for Nurses in the Municipality 2026-2029

YEAR	POPULATION	AVAILABLE NURSES	W.H.O STANDARDS	REQUIRED	BACKLOG	SURPLUS
2025	162,931	284	1:1,000 patients	163		121
2026	164,535*	284	1:1000 patients	165	-	119
2027	166,327*	284	1: 1000 patients	166	-	118
2028	168,127*	284	1: 1000 patients	168	-	116
2029	169,932*	284	1: 1000 patients	170	-	114

Source: MPCU of NAMA, 2025.

Table 2.37 the revised standard of World Health Organization for patient-nurse ratio is 1 nurse: 1000 patients. Ghana has over the years improved its ratio to 1 nurse: 893 patients. The Municipality is currently having an excess of 121 nurses.

This implies that would be not pressure on the existing nurses in the Municipality. However, there is the need to evenly distribute the nurses across the municipality and provide adequate logistics

to improve the quality of health service delivery to the people, to help achieve SDG 3 of improving good health and well-being.

Table 2.37: Needs Assessment for Bed Capacity at Municipal Hospital

YEAR	POPULATION	AVAILABLE BEDS	WHO STANDARDS	REQUIRED	BACKLOG	SURPLUS
2025	162,931	175	1:1000 patients	163	-	12
2026	164,535*	175	1:1000 patients	165	-	10
2027	166,327*	175	1:1000 patients	166	-	9
2028	168,127*	175	1:1000 patients	168	-	7
2029	169,932*	175	1:1000 patients	170	-	5

Source: MPCU of NAMA, 2025

Table 2.38 the number of Hospital beds are important health indicator in the health care system. The World Health Organization global standard is 1 bed: 1000 patients. The intensive infrastructure improvement into the health sector has augmented Ghana's ratio of 1.2 beds: 1000 patients.

The Municipality currently has an excess of 12 beds, which is projected to reduce to 5 at the end of the plan period. This implies that health service delivery is expected to improve since the growing population will have an adequate number of beds to cater for and curb the syndrome of "no bed at the facility" in the Municipality. However, there is the need to ensure maintenance of the beds to prevent future damages which will hinder quality health service to the people.

Table 2.38: Needs Assessment for Bed Capacity at Health Centres in the Municipality 2022-2025

YEAR	POPULATION	AVAILABLE BEDS	WHO STANDARDS	REQUIRED	SURPLUS
2021	102,407	21	1:1000 patients	20	1
2022	104,407*	21	1:1000 patients	20	1
2023	105,710*	21	1:1000 patients	20	1
2024	107,401*	21	1:1000 patients	20	1
2025	109,120*	21	1:1000 patients	20	1

Source: MPCU of NAMA, 2025.

Table 2.39 the required bed capacity for a Health Centre ranges from a minimum of 5 – 10 beds (Planning Standard, 2011). Four Health Centres exist in the Municipality and as such, the

minimum number of beds required is 20. The available beds are 21 and expected to remain as such throughout the next planning phase (2022-2025).

Table 2.39: Needs Assessment for Bed Capacity at the CHPS Compound

YEAR	POPULATION	AVAILABLE BEDS	WHO STANDARDS	REQUIRED	SURPLUS
2021	102,407	11	1:1000 patients	1	10
2022	104,407*	11	1:1000 patients	1	10
2023	105,710*	11	1:1000 patients	1	10
2024	107,401*	11	1:1000 patients	1	10
2025	109,120*	11	1:1000 patients	1	10

Source: MPCU of NAMA, 2025.

Table 2.39 CHPS Compounds are meant to Operate on Out-Patient Department services. The bed capacity of the CHPS compound is one Adult Bed at a facility, (Health Facility Regulatory Agency, 2012).

Despite the sufficient bed capacities within the existing CHPS compounds, more permanent CHPS compounds should be built within the Municipality to prevent pressure on existing facilities in future.

Table 2.40: Needs Assessment for Sanitary facilities at the Health Facilities

YEAR	POPULATION	WATER CLOSET	KVIP	V. CHAMBERS	REFUSE CONTAINERS
Existing Number of Sanitary Facilities at Health Institutions					
2021	102,407	11	1	1	1
Projected Number of Sanitary Facilities					
2022	104,407*	3			1
2023	105,710*	3			1
2024	107,401*	3			1
2025	109,120*	3			1

Source: MPCU of NAMA, 2025.

Table 2.41 There are no required health sanitary facilities as per planning standards, but all health institutions are required to have adequate sanitary facilities. The number of sanitary facilities needed at the end of the plan period will be; 12 water closets and 4 Refuse containers. However,

there is the need to provide adequate logistics to provide quality environmental sanitation for the people in the Municipality.

2.6.2 EDUCATION NEEDS ASSESSMENT

Education is an indispensable tool for the development of any society. An important requirement of educational planning is enrolment projections which forms the basis for many of the investment decisions. For instance, new schools to be established or upgraded, the number of teachers required are decided on the basis of the number of children to be enrolled. None of these tasks can be accomplished efficiently unless the planner has adequate idea of how many students will enter the school, how they will proceed through the various levels and what number will graduate. Therefore, Policy makers and planners require enrolment data for undertaking an exercise for future planning in respect of educational development.

Table 2.41: Public Schools Enrolments Projections (2025 -2029)

SCHOOLS ENROLMENTS PROJECTIONS												
YEAR	KG			PRIMARY			JHS			SHS		
	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total
2025	3,346	3,441	6,787	12,219	12,477	24,696	6,266	5,938	12,204	2,158	2,033	4,191
2026	3,379	3,475	6,854	12,339	12,600	24,939	6,328	5,996	12,324	2,179	2,053	4,232
2027	3,416	3,513	6,928	12,474	12,737	25,211	6,397	6,062	12,458	2,203	2,075	4,278
2028	3,453	3,551	7,003	12,609	12,875	25,484	6,466	6,127	12,593	2,227	2,098	4,325
2029	3,490	3,589	7,079	12,744	13,013	25,757	6,535	6,193	12,728	2,251	2,120	4,371

Source: Ghana Education Service (NAMA), 2025

Table 2.41 reveals consistent enrollment growth across all public school levels, with total student numbers projected to increase by 4.3% from 2025 to 2029. The data shows gender parity being maintained throughout the period, with girls comprising 49-51% of enrollments at all levels. Kindergarten will experience the fastest growth at 4.3% (6,787 to 7,079 students), closely matching primary schools' 4.3% expansion (24,696 to 25,757). Junior High Schools show similar growth patterns (12,204 to 12,728, +4.3%), while Senior High Schools demonstrate parallel increases (4,191 to 4,371, +4.3%). Notably, primary schools account for 53% of total enrollments throughout the projection period, followed by JHS (26%), KG (15%), and SHS (6%). The

consistent growth rates across all levels suggest system-wide demographic pressures that will require proportional resource allocation increases in teaching staff, infrastructure, and learning materials to maintain education quality standards.

Table 2.42: Needs Assessment of the Number of Classroom Blocks for Kindergarten School

YEAR	NO. OF PUPILS	AVAILABLE CLASSROOMS	GES STANDARD	REQUIRED	BACKLOG	SURPLUS
2025	6,787	121	1 classroom: 35 pupils	194	73	-
2026	6,854	121	1 classroom: 35 pupils	196	75	-
2027	6,928	121	1 classroom: 35 pupils	198	77	-
2028	7,003	121	1 classroom: 35 pupils	200	79	-
2029	7,079	121	1 classroom: 35 pupils	202	81	-

Source: MPCU Secretariat (NAMA), 2025

Table 2.42 presents a five-year projection (2025–2029) of kindergarten classroom needs in relation to pupil enrollment, benchmarked against the Ghana Education Service standard of one classroom per 35 pupils. Although available classrooms remain fixed at 121 throughout the period, projected enrolment rises modestly from 6,787 in 2025 to 7,079 in 2029 (a 4.3 % increase). Consequently, the number of classrooms required to meet the 35:1 pupil–classroom ratio increases from 194 in 2025 to 202 in 2029. The backlog of needed classrooms will grow from 73 in 2025 to 81 by 2029. This persistent and widening backlog—driven by rising enrolments and unchanged infrastructure—highlights systemic underinvestment in physical learning spaces. Over the five-year span, the gap expands by eight additional classrooms, signaling that without new construction or alternative space-management strategies (e.g., multi-shift schedules or temporary structures), class sizes will exceed recommended thresholds. Policymakers might therefore consider phased classroom block construction, targeted reallocation of existing facilities, or innovative scheduling to ensure that kindergarten pupils benefit from environments conducive to effective learning.

Table 2.43: Needs Assessment of the Number of Classroom Blocks for Primary School

YEAR	NO. OF PUPILS	AVAILABLE CLASSROOMS	GES STANDARD	REQUIRED	BACKLOG	SURPLUS
2025	24,696	403	1classroom: 45 pupils	549	146	-
2026	24,939	403	1classroom: 45 pupils	554	151	-
2027	25,211	403	1classroom: 45 pupils	560	157	-
2028	25,484	403	1classroom: 45 pupils	566	163	-
2029	25,757	403	1classroom: 45 pupils	572	169	-

Source: GES / MPCU, 2025

Table 2.43 reveals a pronounced classroom shortfall in primary schools from 2025–2029 under the GES 45:1 standard. With 403 classrooms for cohorts growing from 24 696 to 25 757 pupils (a 4.3 % rise), required blocks increase from 549 to 572, and the backlog widens from 146 to 169— a 15.8 % deterioration. This static infrastructure amid steady enrollment growth necessitates 169 + additional classrooms by 2029 to prevent overcrowding, underscoring the urgent need for new construction.

Table 2.44: Needs Assessment of the Number of Classroom Blocks for Junior High School

YEAR	NO. OF STUDENTS	AVAILABLE CLASSROOMS	GES STANDARD	REQUIRED	BACKLOG	SURPLUS
2025	12,204	258	1classroom: 35 pupils	349	91	-
2026	12,324	258	1classroom: 35 pupils	352	94	-
2027	12,458	258	1classroom: 35 pupils	356	98	-
2028	12,593	258	1classroom: 35 pupils	360	102	-
2029	12,728	258	1classroom: 35 pupils	364	106	-

Source: GES / MPCU Secretariat (NAMA), 2025

Table 2.44 reveals a critical classroom deficit for Junior High Schools from 2025–2029 under the GES standard of 35 pupils per classroom. With only 258 classrooms available against requirements rising from 349 to 364 (to accommodate 12,204 to 12,728 students), the backlog expands from 91 to 106 classrooms—a 16.5 % increase over five years. This widening gap emerges despite a modest 4.3 % enrollment growth, as infrastructure remains unchanged. The information signal an urgent need for at least 106 additional classrooms by 2029 to prevent overcrowding and sustain educational quality, necessitating immediate intervention to reverse this accelerating deficit trend.

Table 2.45: Needs Assessment of the Number of Classroom Blocks for Senior High School

YEAR	NO. OF STUDENTS	AVAILABLE CLASSROOMS	GES STANDARD	REQUIRED	BACKLOG	SURPLUS
2025	4,191	300	1 classroom: 35 pupils	120	180	-
2026	4,232	300	1 classroom: 35 pupils	121	179	-
2027	4,278	300	1 classroom: 35 pupils	122	178	-
2028	4,325	300	1 classroom: 35 pupils	124	176	-
2029	4,371	300	1 classroom: 35 pupils	125	175	-

Source: GES / MPCU Secretariat (NAMA), 2025

Table 2.45 reveals a severe and persistent classroom deficit in Senior High Schools from 2025-2029, with the current infrastructure critically inadequate to meet GES standards (35 pupils/classroom). Despite stable capacity (300 classrooms), the system maintains an alarming backlog of 175-180 classrooms annually - equivalent to needing 5-6 additional school blocks immediately. While student growth is modest (4.3% over five years), the existing deficit consumes 60% of total capacity, forcing an effective utilization rate of 140% (42 pupils/classroom). This unsustainable overcrowding demands urgent intervention, including: (1) Immediate construction of 6+ classroom blocks to address the 180-classroom deficit, and (2) Long-term infrastructure planning to accommodate projected enrollment trends while restoring quality learning environments.

Table 2.46: Teachers by Category of School (2025-2029)

PUBLIC				PRIVATE		
YEARS	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL

2021	486	589	1,075	332	393	725
2025	493*	599*	1,092*	337*	399*	737*
2026	502*	609*	1,111	343*	406*	749*
2027	509*	618*	1,127	349*	412*	761*
2028	517*	628*	1,145	354*	419*	773*
2029	527	637	1,164	360	425	785

Source: Ghana Education Service (NAMA), 2025

It can be deduced from Table 2.46 that, consistent growth in both public and private school teachers, with total numbers projected to increase by 8.3% (from 1,800 to 1,949) by 2029. Public schools maintain their dominant share (60% of all teachers), growing from 1,075 to 1,164 educators, while private schools expand at a similar rate (8.3%), increasing from 725 to 785 teachers. Gender distribution remains stable across sectors, with females comprising approximately 55% of the workforce in both public and private institutions—a ratio that shows minimal change over the projection period. Notably, while growth rates are nearly identical between sectors, the public system adds more teachers in absolute terms (89 vs. 60 in private schools). These trends suggest system-wide alignment with demographic needs but also highlight opportunities for targeted interventions, such as addressing persistent gender imbalances and ensuring teacher recruitment keeps pace with rising student enrollments. The parallel expansion of both sectors indicates stable private participation, though policymakers may need to evaluate whether current growth rates sufficiently match projected classroom demands identified in earlier infrastructure analyses.

Table 2.47: Teacher – Pupil Ratio for Kindergarten School

YEAR	NO. OF PUPILS	AVAILABLE TEACHERS	GES STANDARD	REQUIRE D	BACKLO G	SURPLU S
2025	6,787	176	1 Teacher: 35 pupils	194	17	-
2026	6,854	176	1 Teacher: 35 pupils	196	19	-
2027	6,928	176	1 Teacher: 35 pupils	198	22	-
2028	7,003	176	1 Teacher: 35 pupils	200	24	-

2029	7,079	176	1 Teacher: 35 pupils	202	26	-

Source: GES / MPCU Secretariat (NAMA), 2025

The data in table 2.47 reveals a worsening teacher shortage in kindergarten education, with the system failing to meet the GES standard of 1 teacher per 35 pupils. Despite a modest 4.3% increase in pupil enrollment (from 6,787 to 7,079), the number of available teachers remains stagnant at 176 throughout the projection period. This creates a growing deficit, with the teacher backlog increasing by 53% (from 17 to 26 teachers) over five years. By 2029, the shortage will leave classrooms understaffed by 26 teachers, forcing an effective ratio of 1:40 - 14% above the recommended standard. The consistent lack of surplus teachers indicates systemic understaffing that compounds annually, suggesting urgent need for: (1) Immediate recruitment of at least 26 teachers to prevent further quality deterioration, and (2) Sustainable hiring strategies aligned with enrollment growth projections. Without intervention, this trend threatens early childhood education quality through overcrowded classrooms and reduced individual attention during critical developmental stages.

Table 2.48: Teacher – Pupil Ratio for Primary School

YEAR	NO. OF PUPILS	AVAILABLE TEACHERS	GES STANDARD	REQUIRED	BACKLOG	SURPLUS
2025	24,696	364	1 Teacher: 45 pupils	549	185	-
2026	24,939	364	1 Teacher: 45 pupils	554	190	-
2027	25,211	364	1 Teacher: 45 pupils	560	196	-
2028	25,484	364	1 Teacher: 45 pupils	566	202	-
2029	25,757	364	1 Teacher: 45 pupils	572	208	-

Source: GES / MPCU Secretariat (NAMA), 2025

Table 2.48 reveals a critical and worsening teacher shortage in primary schools, with systemic understaffing that deteriorates annually. In 2025, the system operates with just 364 teachers against a requirement of 549 to maintain the GES standard ratio of 1:45, creating an immediate deficit of 185 teachers (34% shortage). This forces an effective ratio of 1:68 pupils per teacher – 51% above

the recommended standard. The situation escalates as pupil enrollment grows by 4.3% (from 24,696 to 25,757) while teacher numbers remain stagnant, expanding the deficit to 208 teachers by 2029 (37% shortage) and pushing the ratio to 1:71. The consistent absence of surplus teachers across all projected years indicates severe systemic underinvestment in primary teacher recruitment. This shortage threatens educational quality through overcrowded classrooms, limited individual attention, and increased teacher workload. Urgent intervention is required, including immediate recruitment of 200+ teachers and alignment with infrastructure expansion plans to address both classroom and teacher shortages holistically. The data underscores the need to prioritize primary education in workforce planning and education budgets to avert further deterioration of learning conditions.

Table 2.49: Teacher – Pupil Ratio for Junior High School

YEAR	NO. OF STUDENTS	AVAILABLE TEACHERS	GES STANDARD	REQUIRED	BACKLOG	SURPLUS
2025	12,204	361	1 Teacher: 35 pupils	349	-	12
2026	12,324	361	1 Teacher: 35 pupils	352	-	9
2027	12,458	361	1 Teacher: 35 pupils	356	-	5
2028	12,593	361	1 Teacher: 35 pupils	360	-	1
2029	12,728	361	1 Teacher: 35 pupils	364	3	-

Source: GES / MPCU Secretariat (NAMA), 2025

Table 2.49 presents a concerning trend in Junior High School staffing, transitioning from a modest surplus to an emerging deficit. In 2025, the system operates with 361 teachers against a requirement of 349 (GES standard: 1:35 ratio), yielding a surplus of 12 teachers. However, this buffer will erode steadily as the projected student enrollment grows by 4.3% (from 12,204 to 12,728) while teacher numbers remain fixed at 361. By 2028, the surplus will dwindle to just 1 teacher, and in 2029 crosses into deficit territory (-3 teachers), marking the first shortage in the projection period. This will represent a complete reversal from a 3.4% surplus in 2025 to a 0.8%

deficit in 2029, with the effective pupil-teacher ratio deteriorating from 1:34 to 1:35. While the 2029 deficit appears small, it signals an inflection point requiring proactive measures to: (1) Maintain the current teacher count through retention programs, (2) initiate targeted recruitment to address the emerging deficit, and (3) align hiring with enrollment projections to prevent the deficit from escalating further. The data suggests that without intervention, JHS will face the same staffing crises currently observed in primary and kindergarten levels.

Table 2.50: Teacher – Pupil Ratio for Senior High School

YEA R	NO. OF STUDENTS	AVAILABL E TEACHERS	GES STANDARD	REQUIRE D	BACKLO G	SURPLUS
2025	4,191	314	1 Teacher: 35 pupils	120	-	194
2026	4,232	314	1 Teacher: 35 pupils	121	-	193
2027	4,278	314	1 Teacher: 35 pupils	122	-	192
2028	4,325	314	1 Teacher: 35 pupils	124	-	190
2029	4,371	314	1 Teacher: 35 pupils	125	-	189

Source: GES / MPCU, 2025

Table 2.50 demonstrates a consistent surplus of teaching staff in Senior High Schools throughout the projection period, despite a 4.3% enrollment growth (from 4,191 to 4,371 students). The current 194-teacher surplus (161% above requirements) will gradually decrease to 189 by 2029, maintaining an exceptionally favorable pupil-teacher ratio of 1:13-1:14 - significantly below the GES standard of 1:35. This substantial overcapacity (averaging 190% above requirements) presents valuable opportunities for system optimization, including: (1) Implementing specialized programs that leverage underutilized teaching capacity, or (2) reducing class sizes to enhance educational quality. The minimal annual surplus reduction (just 5 teachers over 5 years) indicates this robust staffing buffer will persist, making SHS the only education tier not facing staffing pressures during the projection.

2.7 Development Issues

This section of the report presents the development issues gathered from the need's assessment conducted and the meeting with the Technical Committee setup for the preparation of the plan. The issues are categorized according to the development dimensions. These include:

Economic Development

- 1 Low tax revenue
- 2 Low entrepreneurial skills among the youth
- 3 Limited Access to Finance for SMEs
- 4 Inadequate data on tourist sites
- 5 High cost of production inputs Limited access to arable land
- 6 Over-reliance on rain-fed agriculture
- 7 Low application of technology and poor adoption of research findings among smallholder farmers.
- 8 Low irrigation coverage
- 9 Low quality and inadequate agricultural infrastructure such as poor storage and transportation system.
- 10 High level of postharvest losses
- 11 Loss of farmlands to galamsey, housing and other related activities
- 12 Low mechanization of agriculture
- 13 Low youth involvement in aquaculture

Social Development

- 14 Geographical disparities in healthcare delivery
- 15 Low health insurance coverage rates
- 16 Increasing prevalence morbidity, mortality, and disability
- 17 High HIV and AIDS stigmatisation and Discrimination
- 18 Periodic shortages of HIV and AIDS commodities (ARVs, test kits, condoms)

- 19 Weak surveillance system
- 20 Inadequate Health Infrastructure and personnel
- 21 Inadequate access to regular water supply services
- 22 Inadequate maintenance of facilities
- 23 Poor attitude of citizenry towards environmental sanitation
- 24 Low level of investment in sanitation sector
- 25 Inadequate access to improved toilet facilities and high prevalence of open defecation
- 26 Limited sewerage coverage
- 27 Geographical disparities in access to quality education at all levels
- 28 Inadequate supervision and monitoring of schools
- 29 Inadequate library facilities and services in communities and in schools
- 30 Inadequate recreational/sports infrastructure and equipment, including para-sports.
- 31 Inadequate entrepreneurial skills and business development services
- 32 Persistent unemployment and underemployment (especially among youth, women, and PWDs)
- 33 Weak monitoring and evaluation of social protection especially for the formal sector
- 34 Inadequate funding for social protection interventions
- 35 Inadequate shelters for all categories of abused persons
- 36 Inequitable access to socio-economic incentives for PWDs
- 37 Inadequate rehabilitation centres, services, and programmes for PWDs
- 38 Limited number and capacity of child protection committees in local communities
- 39 Prevalence of child abuse and child labour
- 40 Increasing child rights violations

Environment and Human Settlements

- 41 Poor agricultural practices which affect water quality
- 42 Increasing air, soil, and noise pollution
- 43 High incidence of wildfires

- 44 Illegal sand mining activities
- 45 Poor road condition and network
- 46 Poor road maintenance/rehabilitation culture
- 47 Inadequate road furniture
- 48 Non-compliance with zoning regulations and planning standards
- 49 Weak enforcement of building regulations
- 50 Incomplete street naming and property addressing system.
- 51 Inadequate infrastructure and services in rural areas
- 52 Poor drainage systems
- 53 Poor waste disposal practices
- 54 Weak enforcement of development controls
- 55 Proliferation of unapproved, haphazard development in waterways and wetlands

Governance and Institutional Development

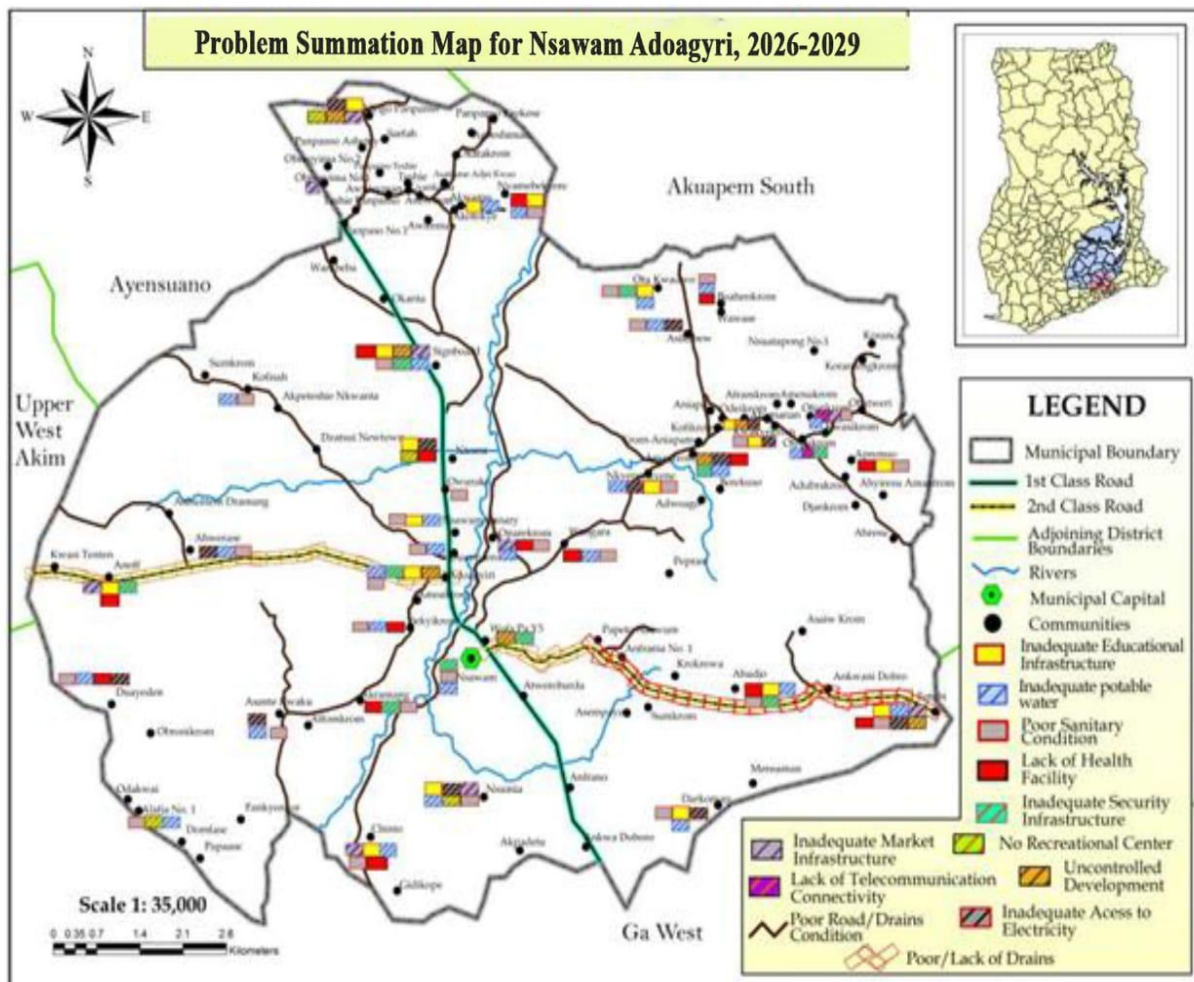
- 56 Limited public participation in local governance
- 57 Ineffective sub district structures
- 58 Weak spatial planning capacity at the local level
- 59 Weak implementation of planning and budgeting at national, regional, and district levels
- 60 Inadequate and delay central Government's Transfers
- 61 Weak revenue generating capacity of MMDA's.
- 62 Overreliance on District Common Fund
- 63 Weak linkage between productivity and performance of staff and institutions
- 64 Inefficiencies in record management
- 65 Insufficient promotion of civic education
- 66 Limited youth engagement in cultural activities
- 67 Police-Citizen ratio below UN standards
- 68 High levels of public perception of corruption

69 Indiscipline amongst the youth

International Relations

70 Limited leverage of Ghanaian culture in the international arena

Figure 2.15: Key Issues Map of Nsawam Adoagyiri Municipality



CHAPTER THREE: DEVELOPME NT PRIORITIES

3.0 Introduction

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

3.1 Prioritization of Development Issues

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

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

1. Low tax revenue
2. Limited access to credit for MSMEs
3. Inadequate entrepreneurial skills among the youth
4. Inadequate data on tourist
5. High cost of production inputs
6. Limited access to arable land
7. Over-reliance on rain-fed agriculture
8. Low application of technology by smallholder farmers
9. High level postharvest losses
10. Geographical disparities in health care delivery
11. Low health insurance coverage rates
12. High incidence of HIV and AIDS among the youth
13. Inadequate health infrastructure
14. Inadequate access to regular water supply services
15. Poor attitude of citizenry towards environmental sanitation
16. Low level of investment in sanitation

17. High prevalence of open defecation
18. Geographical disparities in access to quality education at all levels
19. Inadequate library facilities
20. Inadequate recreational and sports facilities
21. Inadequate funding for social protection interventions
22. Inadequate access to socio-economic incentives for PWDs
23. High unemployment and underemployment among the youth
24. Increase air, soil and noise pollution
25. Poor road condition and network
26. Poor maintenance of road furniture
27. Non-compliance with zoning regulations and planning standards
28. Weak enforcement of development controls
29. Delay in central government transfers
30. Indiscipline amongst the youth

**CHAPTER
FOUR:
DEVELOPME
NT GOALS,
OBJECTIVES
AND
STRATEGIES**

4.1 INTRODUCTION

In a decentralized administrative system the needs and aspirations of the people are paramount in the entire development process. These needs and aspirations find expression in the development goals which are an expression of priorities of planning for action. The NMTDPF 2026-2029 represents comprehensive policies to economic growth and job creation over a four-year period (2026-2029). It is informed by the conviction of government that the economy of Ghana needs to be managed effectively to enable wealth creation a reality for the benefit of all Ghanaians.

The goals were set in accordance with the national goals and strategies outlined in the Medium Term Development Policy Framework which represent Government development agenda.

The Government of Ghana aims to create wealth by transforming the nature of the economy to achieve growth, accelerated poverty reduction and the protection of the vulnerable and excluded within a decentralized, democratic environment. The adopted goals that would help achieved government policy of 24hour economy, with the following eight pillars GROW24 (food security & raw materials), MAKE24 (manufacturing value chain), BUILD24 (infrastructure and construction services), SHOW24 (commercial potential of creative Arts industry), CONNECT24 (structured for producers, processes & consumers), FUND24 (affordable capital for businesses), ASPIRE24 (change of citizens/workers mindset) and GO24 (deals with collective ownership of the policy). This can lead to employment creation which will boom the economy of the municipality and increase the standard of living of the people, thus allowing the populace to meet some of their human basic needs eg. Nutritious feeding.

4.2 PROGRAMME OF ACTION

The preparation of the PoA was informed by the needs and aspirations of the communities aimed at promoting a cross-departmental- sectoral approach towards solving the development issues identified in the municipality.

Based on the sustainable prioritized adopted development issues, the MPCU adopted the relevant corresponding policy objectives and strategies of the 24 Hour Economy. The adopted policy objectives and strategies were subjected to Strategic Environmental Assessment (SEA).

4.3 MATRIX ON DEVELOPMENT GOALS, OBJECTIVES, STRATEGIES AND PROGRAMMES

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

Table 4.1: Matrix on Goals, Objectives, Strategies and Programmes

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
Dimension/thematic area: Environment, Infrastructure and Human Settlements					
Displacement and loss of biodiversity	1. Safeguard the natural environment to ensure the preservation of biodiversity	1. Reduce the rate of forest loss from 9% to 7% per annum by 2029	Safeguard forest and protected areas	- Involve local communities in management of forest - Intensify forest patrols - Promote agro-forestry - Sensitize infringe communities on forest conservation. - Enforce by-laws.	1. Climate Change and Environmental Sustainability Programme
High use of non-renewable energy sources for cooking	Safeguard the natural environment to ensure the preservation of biodiversity	2. Increase the usage of green energy from 40% to 60% of the population by 2029	Safeguard forest and protected areas	- Promote renewable energy (biogas, LPG, solar) to reduce dependence on firewood and charcoal. - Support clean cookstove initiatives for households and schools. - Mainstream energy efficiency in public buildings. - Encourage private sector participation in renewable energy projects.	Climate Change and Environmental Sustainability Programme
Poor Road and Transport Infrastructure	2. Promote sustainable and harmonious development of human settlements	3. Increase kilometers of motorable roads from 68% to 75% by 2029.	Improve efficiency and effectiveness of road transport infrastructure and services	- Reshape feeder roads to link farms, markets, and social services. - Maintain a regular monitoring and maintenance schedule for equipment and roads	2. Transport Infrastructure and Road Safety Improvement
Road traffic and accidents on N6		4. To upgrade and maintain 80% of roads in the CBD with safety features by 2029	Enhance safety and security for all categories of road users	- Relocation of traders along road shoulders - Enforce traffic regulations - Awareness creation on sanitation	Transport Infrastructure and Road Safety Improvement

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
				• Construction parking lots • Collaborate with Road Safety and Highways authority to improve safety along the N6 highway.	
		5.Increase the percentage of streets with functional lights to 80% in the CBD.	Enhance safety and security for all categories of road users	• Rehabilitate faulty street lights • Install street lights to streets without lights • support security patrols • Awareness creation	Transport Infrastructure and Road Safety Improvement
Poor disaster-risk preparedness and response		6.Strengthen emergency preparedness, disaster risk reduction, and response mechanisms by 2029.	Improve national resilience to hydrological threats	• Map and monitor disaster-prone areas and high-risk areas • Intensify sensitization, early warning systems and DVGs. • Strengthen municipal disaster preparedness and early warning systems. • Implement flood control and erosion management measures (drainage, reforestation, desilting). • Integrate disaster risk reduction and climate change into local development planning.	3. Disaster Management Programme
Weak enforcement of planning and building regulations		7.Increase the coverage of local plans from 55% to 60% by end of plan implementation.	Promote sustainable spatially integrated development of human settlements	• Ensure preparation of Spatial Development Frameworks, Structure Plans and Local Plans for the municipal	4. Spatial Development Programme
		8.Achieve 10% annual efficiency in development control processes by 2029.		• Undertake regular public education on land use • Enforce adherence to development regulations	
Dimension/thematic area: Economic Development					
Poor market infrastructure	3. Create an enabling environment for local economic	9.Provide three modern and hygienic market spaces in the CBD by 2029	Improve connectivity & reduce transport costs	▪ construct 24-hour market infrastructure ▪ Construct lockable stores to aid local economic development	5. Local Economic Development Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
	growth and sustainable employment			- Rehabilitate old market - Reconstruct central Market	
Limited access to credit for SME's and Farmers		10. Improve support for entrepreneurship and SMEs development	Improve support for entrepreneurship and MSME development	- Undertake skills training programmes - Collaborate with financial institutions and the private sector to provide credit and start-up capital - Create awareness on sustainable mining. Build the capacity of Agro based processing groups. - Facilitate linkages between SMEs/farmers and financial institutions. - Support youth and women-led enterprises skills training and credit (VLS) schemes.	Local Economic Development Programme
		11. Increase yield of staple crops by 10% by 2029.	Enhance agricultural production and agri-business for economic transformation	Facilitate access of farmers to planting materials, technology, AESs, veterinary services	6. Agriculture Modernization and Post Harvest Management Programme
		12. Reduction in post-harvest losses by 10% by the end December 2029.	Improve post-harvest management	- Promote the use of high resistant seeds - Introduction to and use of appropriate technology	Agriculture Modernization and Post Harvest Management Programme
Undeveloped tourism potentials		13. Develop one eco-friendly tourist site in Kwahu West accessible by 2029	Diversify and expand the tourism industry	- Collaborate with the Tourism Authority and private sector to promote tourism - Support culture and festival activities - Promote development collaboration between local authorities and citizens abroad.	7. Tourism promotion programme
Dimension/thematic area: Social Development					

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
Limited coverage of social protection programmes	4. Improve the quality of life of the citizenry by ensuring equitable access to social amenities	14. Increase beneficiaries on social protection programmes by 10% by end of the plan period.	Strengthen social protection for the vulnerable	• Expand LEAP to other communities • Identify and register PWDS • Provide adequate financing and specialized support for quality education, vocational training and technical skills acquisition for Persons with disabilities at all levels	8. Vulnerability, Social and Child Protection Programme
		15. Address at least 80% of all vulnerability, social and child protection cases each year.		• Ensure public facilities are disability friendly • Organize public education against gender-based violence • Form and train child protection committees • Support child panels and settle child maintenance cases	
Inadequate health infrastructure	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	16. Increase proportion of the population with access to functional primary health care facilities from 70% to 80% by 2029	Provide adequate health infrastructure and institute functional health logistics	• Provision and maintenance of necessary healthcare infrastructure • Expand community Based Health Delivery. • Involve community members in health care delivery. • Build capacity of health personnel • Accelerate the construction of Permanent CHPS structure • Intensify behavioral change strategies, especially for high-risk groups for HIV/AIDS and TB	9. Health Improvement Programme
Poor waste management	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	17. Increase sanitation coverage from 85% to 90% by the end of 2029	Provide adequate health infrastructure and institute functional health logistics	• Facelift final disposal site and improve waste collection systems. • Promote recycling, composting, and waste-to-energy initiatives. • Strengthen environmental health	10. Water, Environmental Health and Sanitation Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
				education and enforcement. • Promote community-level sanitation and affordable household toilets • Mainstream circular economy and climate-smart waste practices. • provide communal containers and waste bins	
Inadequate supply of potable water		18. Increase access to potable water by 80% of the population by 2029.	Promote sustainable water resources development and management	• Provision and maintenance of water facilities • Improve functionality of WATSANs	
Poor waste management	Improve the quality of life of the citizenry by ensuring equitable access to social amenities	19. To improve sanitation enforcement by 40% at the end of the plan period.	Promote efficient and sustainable waste management Enhance access to improved and sustainable environmental sanitation services	• Intensify environmental health inspections intensify sanitation-related prosecutions Enforce sanitation by-laws	
Limited access to quality education and training		20. Maintain a minimum of 100% net enrolment and completion rates by 2029.	Enhance equitable access to, and participation in quality education at all levels	• Awareness/educational forums in communities • Ensure equitable distribution of school feeding programme	
		21. Reduce number of deplorable school structures by 40% at the end of the plan period.	Enhance equitable access to, and participation in quality education at all levels	• Provision and maintenance of necessary school infrastructure	
		22. To enhance youth employability through technical, vocational, and entrepreneurial skills		• Enhance school / youth sports participation • Train youth trained in employable skills (TVET, entrepreneurship) promote youth	11. Youth and Sports Development Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
		development by 2029		participation in civic education / governance programmes	
Dimension/thematic area: Governance, Corruption and Public Accountability					
Low public participation in local governance	5. Enhance service delivery through good governance, accountability and inclusive development	23. Achieve 80% of statutory stakeholder engagements by the end of the plan period.	Deepen political and administrative decentralization	- Promote effective stakeholder involvement in development planning process, local democracy and accountability - Provision of platforms for citizenry participation in local governance and popular participation. - Frequently organize town hall meetings, public hearings and community wide meetings	12. Governance, Accountability and Public Safety Improvement Programme
Low women participation and representation in governance		24. Achieve at least 40% women participation in all public engagement programmes by 2029.	Strengthen democratic governance	- Identify and sensitize women natural leaders to take up roles - Appoint more women to the GA	
Inadequate infrastructure and logistics for effective governance		25. Equip at least 10 departments with logistics by the end of the plan period.	Deepen political and administrative decentralization	- Budgetary allocation for logistics and equipment - Procurement of office furniture and equipment	
Low IGF generation and expenditure management		26. Increase IGF collection by at least 10% per annum for the plan period.	Strengthen fiscal decentralization	- Identify and develop new revenue items - Minimize revenue leakages (Monitoring, Evaluations and audit) - Embark on rigorous public education - Encouraging citizens participation in programmes - Build capacity of revenue collectors for effective mobilization of revenue - Ensure revaluation of commercial and residential properties to reflect current status of rates.	13. Financial Management Programme

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
		27. Ensure 100% of expenses are traceable to planned activities	Strengthen fiscal decentralization	Ensure compliance with plan and budget implementation	
Ineffective substructures		28. To improve the physical infrastructure and logistics of all four Zonal Councils by 2029.	Deepen political and administrative decentralization	• Resource and strengthen zonal councils • Promote interface between citizens, DCE and MP • Provide office accommodation with logistics	14. Sub-Structure Improvement Programme
Inadequate infrastructure and logistics for effective governance	Enhance service delivery through good governance, accountability and inclusive development	29. Build Capacity of 60% of staff by the end of December 2029	Strengthen the effectiveness, accountability, and efficiency of public institutions	• Organize workshop for staff on different topics • Facilitate the posting of necessary staff to the district • Provide office and residential accommodation for staff Promote safe work place policy	15. Capacity Building and Productivity Improvement Programme
		30. Pass about 90% of all external assessments for the plan period.		Ensure compliance with implementation guidelines	
Lack of logistics and budgetary allocation for effective monitoring and evaluation		31. Implement at least 80 percent of activities and projects of the Medium-Term Plan by the end of December 2029		• Discourage implementation of projects outside the plan	16. Co-ordination, Monitoring, Evaluation and Learning Programme
Lack of logistics and budgetary allocation for effective monitoring and evaluation		32. To strengthen the monitoring and evaluation system for tracking the implementation of development plans and projects by 2029		• Regular monitoring of plan implementation • Implementation communication	
Ineffective information dissemination		33. Ensure at least 70% of residents have access to timely and reliable municipal information		• Maintain active Assembly's website and social media platforms • Intensify community engagement and town-hall meetings	17. Communication and information dissemination

Prioritized issue	Goals	Objectives	Aligned National Objective	Strategies	Development Programs
				• Use radio, community information centers regularly	
Poor asset maintenance culture and records management.		34. Ensure that at least 70% of planned public buildings (schools, health facilities, offices) are maintained		• Ensure implementation of routine maintenance plan • Intensify the formation and strengthening of facility maintenance teams	18. Maintenance of public buildings

Source: MPCU-NAMA, 2025.

4.3 IMPACT ANALYSIS

The implication of the conclusions of the POCC Analysis on issues in Nsawam Adoagyiri Municipality, significantly been linked with the effect on meeting basic human needs/rights.

With the government policy of 24hour economy, comes with eight pillars GROW24 (food security & raw materials), MAKE24 (manufacturing value chain), BUILD24 (infrastructure and construction services), SHOW24 (commercial potential of creative Arts industry), CONNECT24 (structured for producers, processes & consumers), FUND24 (affordable capital for businesses), ASPIRE24 (change of citizens/workers mindset) and GO24 (deals with collective ownership of the policy). This policy if well harness can lead to employment creation which will boom the economy of the municipality and increase the standard of living of the people, thus allowing the populace to meet some of their human basic needs eg. Nutritious feeding.

The opportunities created by the government for Medium and Small Scale Enterprises to access credit facilities especially with the introduction of the 24hour economy, with one of the eight pillars as FUND24 and others will provide support for unemployed youth to access agriculture or sectors of the economy which will increase production and productivity.

Further, the Nsawam Adoagyiri Municipal Assembly's policy of establishing a Skills Acquisition Centre for the youth will go a long way to reduce the high levels of youth unemployment in the Municipality.

The availability of the Disability share of the Common Fund can be used to effectively to address challenges that People with Disabilities (PWDs) faces. This can lead to improvement in the health and livelihood of the vulnerable within the Nsawam Adoagyiri municipality.

The presence of the Department of Urban Roads in the Municipality has led to the conditions of roads especially those in the Nsawam, Adoagyiri, Sakyikrom, Doboro Township and its neighboring environs will getting the necessary attention to increase accessibility to health, markets and education in the Nsawam Adoagyiri Municipality.

Full implementation of Spatial Planning Act will help mitigate development issues of unauthorized structures within Municipality, which can control the risks of disaster occurrences such as flooding etc.

For development to be achieved, every society or community needs to build peace through mutual trust and confidence between the police and the citizenry. This will promote peace and tranquility.

- **IMPACT ANALYSIS MATRIX**

The impact of the issues considered as priorities from the POCC analysis with four criteria namely Needs of Basic Human Rights; Significant Multiplier Effect on the Economic Efficiency; Social and Natural Environment and Opportunities for Promotion of Cross Cutting Issues have been analyzed. In Annex 3A, a positive (+) sign and a negative (-) sign indicate a positive and a negative impact respectively.

From the assessment with the above criteria, there would be no negative impact on basic needs; food security, access to health, access to education and social security. Again, from the assessment there would be no negative impact on multiplier effect on economic efficiency; attraction of investors, job creation, increases in income and growth. Also, there would not be any negative impact on Social and Economic Environment; the different population groups (eg. Girls, aged, disabled), Natural resource utilization, institutional reforms, resilience and disaster risk reduction, and climate change mitigation and adaption. There would also not be any negative impact on Opportunities for the promotion of Crosscutting Issues; HIV and AIDS and gender equality. *See Annex 3 for details.*

4.4 SUSTAINABILITY ANALYSIS OF THE ISSUES (INTERNAL CONSISTENCY AND COMPATIBILITY)

Sustainability analysis was conducted on the key issues identified above in order to ensure internal consistency and compatibility using the compound matrix, compatibility matrix and sustainability test tools (*See Annex 4, 5, and 6*) under the Strategic Environmental Assessment (SEA). This involves assessing the internal consistency/compatibility of prioritized issues to determine how they relate to or support each other to achieve the objectives of the DMTDP.

The **compatibility matrix** assesses the internal consistency/compatibility of the prioritized issues and programmes to determine how they relate to or support each other to achieve the objectives of the plan. As shown in **Annex 5**, a positive relationship implies that the issues should be addressed holistically. On the other hand, where the relationship is negative, there is a need to reconsider the issues adopted and develop mitigation strategies. However, our analysis did not result in any negative impact.

The **compound matrix** as shown in **Annex 4** is used to determine the effect of the objectives and programmes on the relevant Poverty-Environment criteria and major Environmental Concerns. Where the objective affect the poverty-environment dimension positively this is recorded by marking a (+) or a green colour in the relevant box. Where the effect is negative, it is recorded by marking a negative sign (-) or red colour. A zero (0) or yellow sign indicates no significant interaction

The **Sustainability Test** as shown in **Annex 6** has been used to refine the strategies and programmes. This test gives equal weight to social/cultural, economic, natural resource and institutional issues, which constitute the four components of sustainability. The result of this analysis has been used to refined strategies and programmes/sub-programmes in the Programme of Action (PoA) Matrix.

The conduct of the sustainability analysis lead to sustainable prioritized issues as presented in Annex 5:

Figure 4.1: Water and Sanitation Map of Desired Future of Nsawam Adoagyiri Municipality

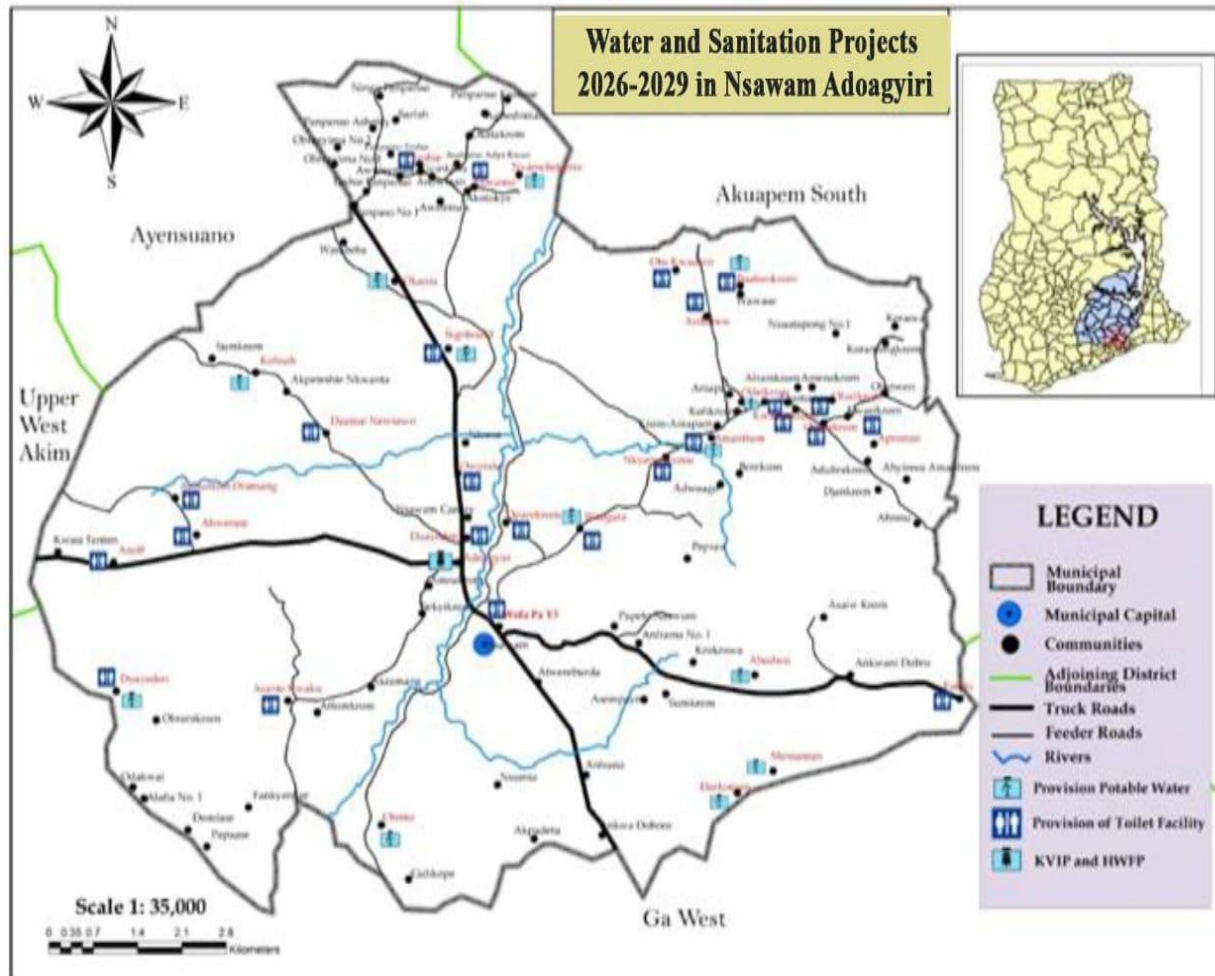
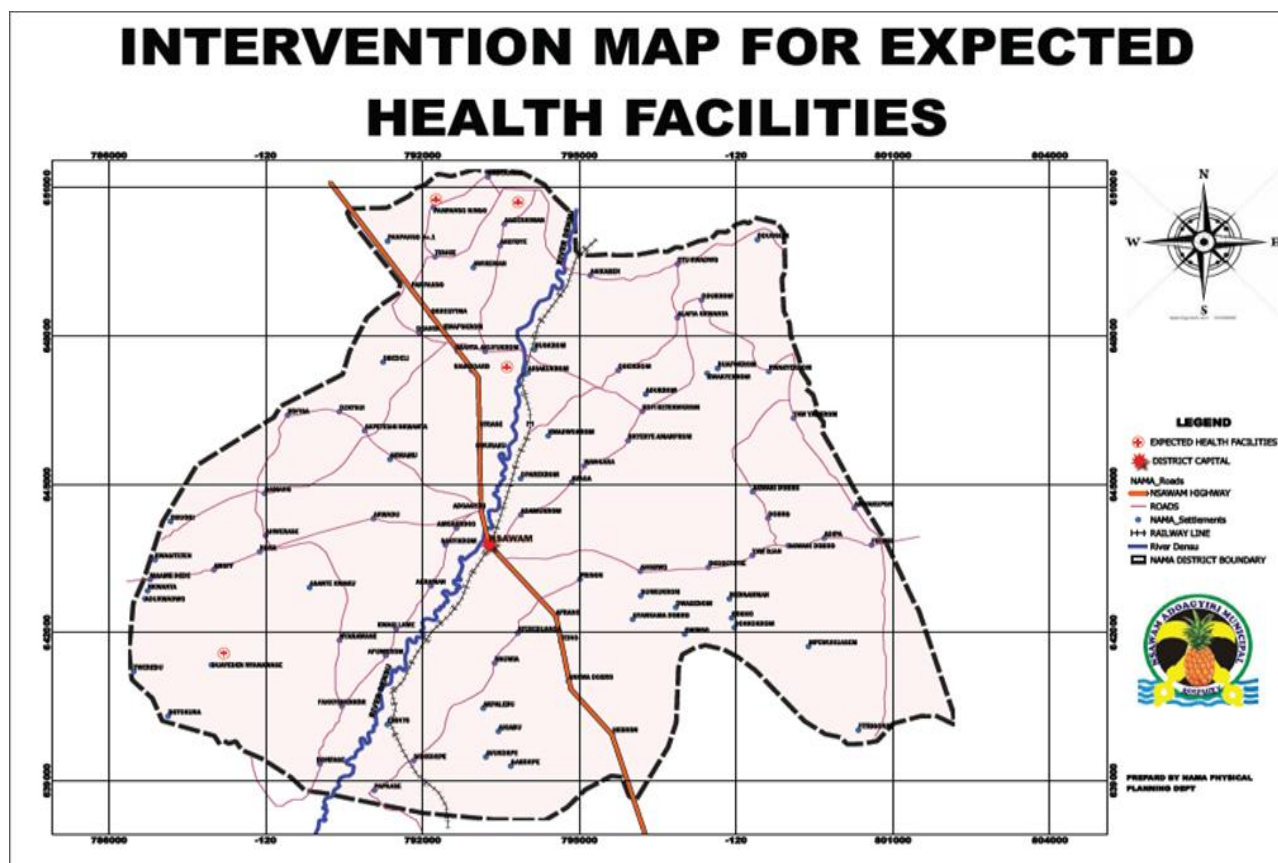
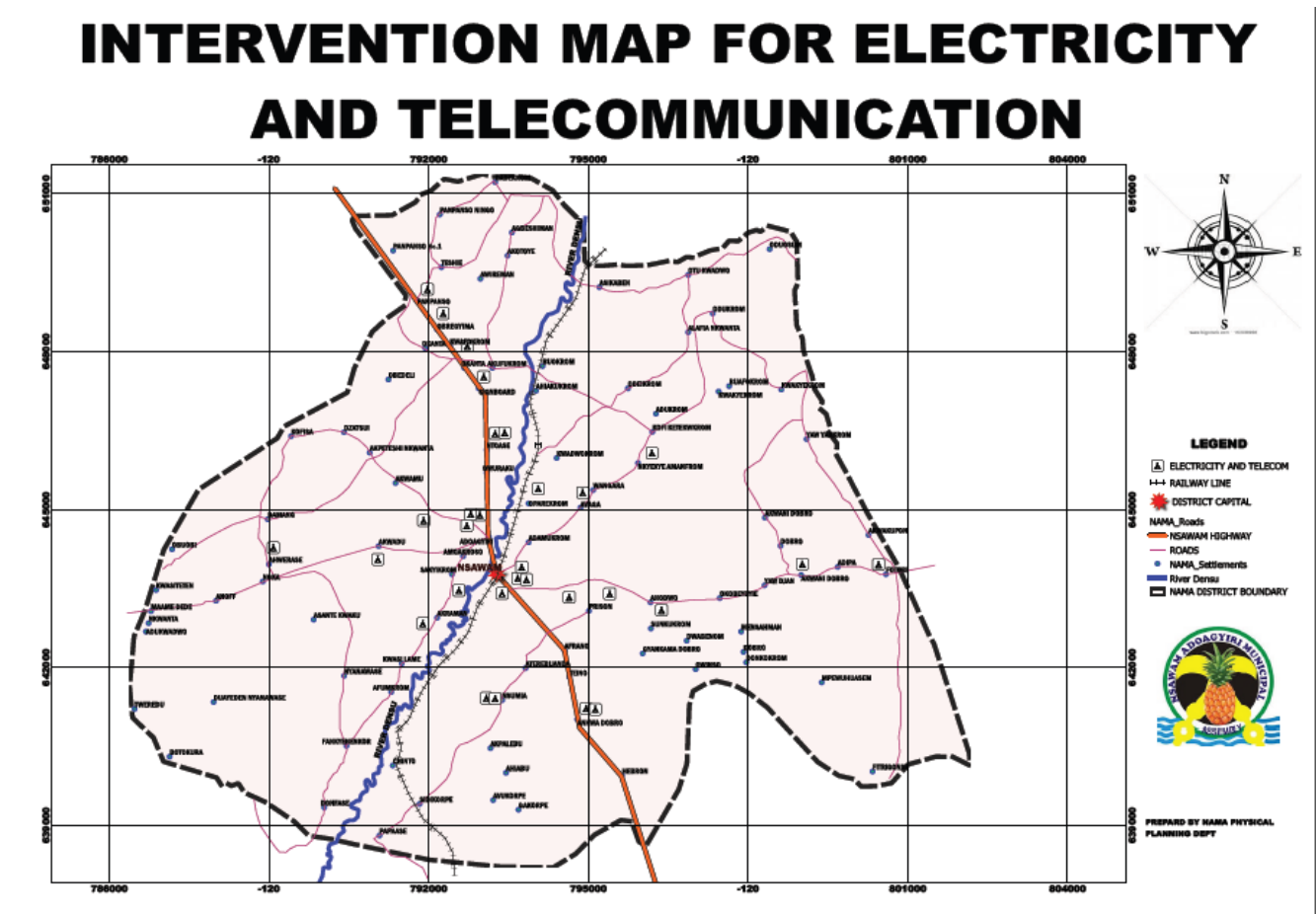


Figure 4.2: Health Map of Desired Future of Nsawam Adoagyiri Municipality



Source: Physical Planning Dept, NAMA, 2025

Figure 4.3: Power and Telecommunication Map of Desired Future of NAMA



Source: Physical Planning Dept, NAMA, 2025

4.5 MUNICIPAL LOCAL PLANS

The Physical Planning Office performs the spatial planning and human settlement planning functions of the Assembly and also collaborates with other development other offices of the Assembly and institutions to perform site and service programmes for the purpose of development. The Physical Office of the Assembly has developed layouts that helps direct development within the Municipality. These local plans serve as blueprints in driving present and future developments in the Municipality. They are periodically updated to capture progress. Work is underway to develop a spatial development framework for the region from which the municipality will derive her own.

Figure 4.4: Local Settlement Plan of Maame Dede

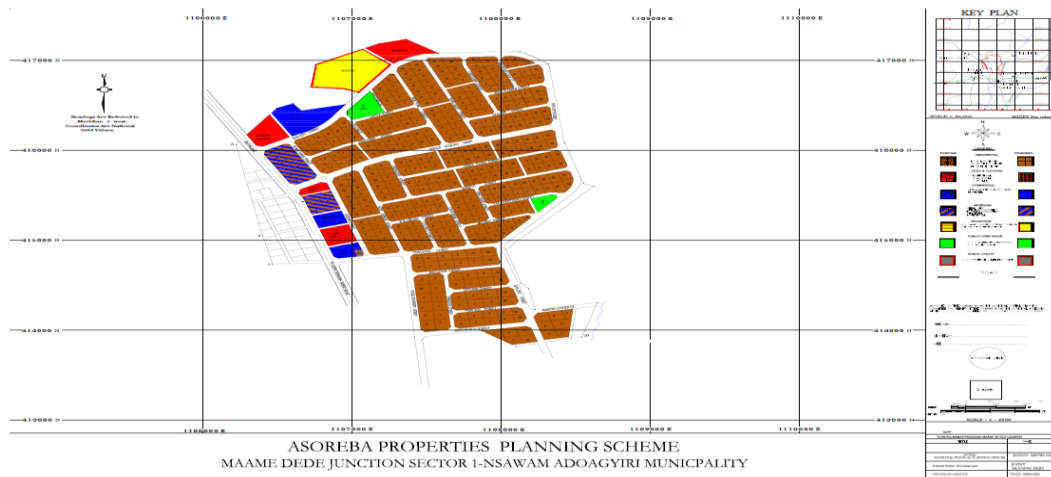
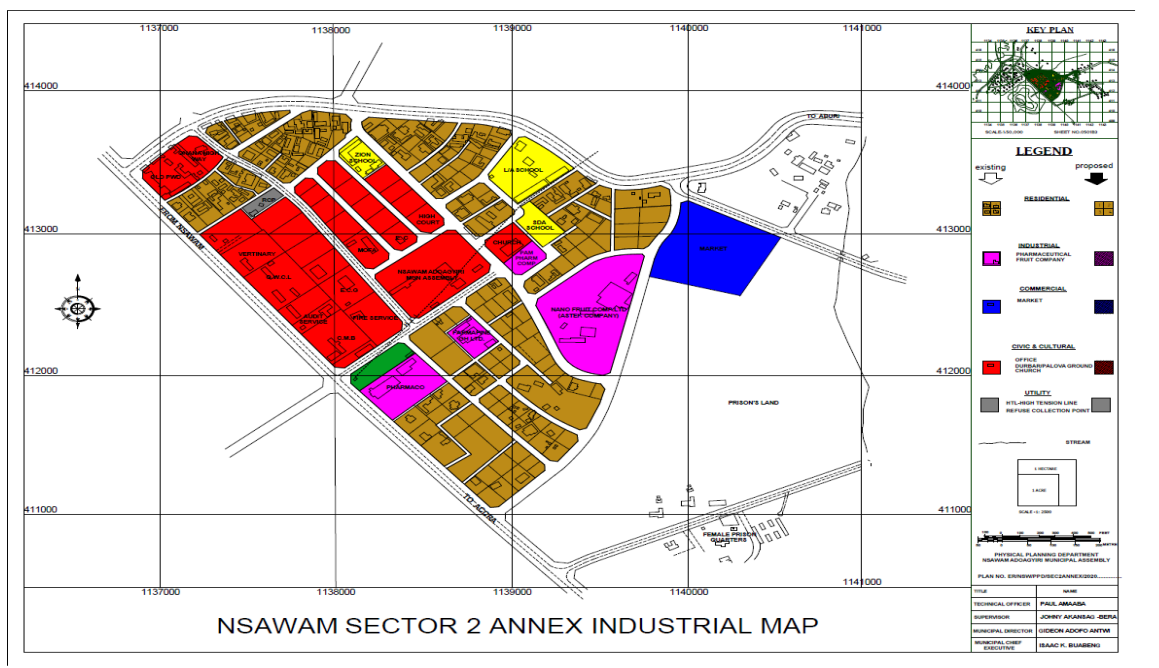


Fig.. above represents the local settlement plan of Akraman sector 2 west of the municipality.

Figure 4.5: An Industrial layout of Nsawam Adoagyiri Municipality



The figure above is one of the industrial layouts of the municipality. Most of the service industries are indicated in Red while a couple of the manufacturing industries are on the eastern side of the map in violet.

CHAPTER FIVE: COMPOSITE DEVELOPME NT PROGRAMM ES

5.1 Introduction

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

The development programmes were formulated taking into consideration the following:

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

Method used

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

Assumptions

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

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

5.2 SUSTAINABLE ENVIRONMENTAL ASSESSMENT

It must also be emphasized that the programme and projects selected have been subjected to the Sustainable Environmental Assessment test to ensure that implemented projects do not have any adverse impact on the environment.

At the end of the exercise, i.e Sustainability Test, all activities were found to be highly compatible with each other, while each project or activity strongly supports each other and the objectives of the Medium-Term Development Plan (MTDP).

Table 5.1: Programme of Action (2026-2029)

DEVELOPMENT PROGRAMME	TIME FRAME				COST				PROG MME STATUS		IMPLEMENTING INSTITUTION/ DEPARTMENT	
	2 0 2 6	2 0 2 7	2 0 2 8	2 0 2 9	GOG	DACF	IGF	OTHER S (SPECIF Y)	NE W	ON GO IN G	LEAD	COLLABOR ATING
ECONOMIC DEVELOPMENT												
LOCAL ECONOMIC PROGRAM	*	*	*	*	3,000.00	5,691,32 0.55	133,40 0.00	10,800.0 0	*	*	DOC,C NC,GE A	NAMA
REVENUE IMPROVEMENT PROGRAMME	*	*	*	*	1,000.00	39,000.0 0	69,000. 00	22,400.0 0	*	*	GEA,	NAMA
AGRICULTURAL MECHANIZATION AND POST HARVEST MANAGEMENT	*	*	*	*	396,750.0 0	226,000. 00	216,91 0	73,171.5 6	*	*	Agric Dept	NAMA
EDUCATION IMPROVEMENT PROGRAMME	*	*	*	*	540,400.0 0	7,022,58 1.64	2,131,4 00.00		*		NAMA, GES	NAMA,GES, NYC
HEALTH IMPROVEMENT PROGRAMME	*	*	*	*	50,000.00	6,128,72 8.22	1,376,0 00.00		*	*	GHS	NAMA
SOCIAL DEVELOPMENT												
VULNERABILITY AND SOCIAL PROTECTION PROGRAMME	*	*	*	*	527,000.0 0	323,900	4,000.0 0		*		DSW	NHIS,NAMA,
ENVIRONMENT AND HUMAN SETTLEMENT												
WATER, SANITATION AND ENVIRONMENTAL HEALTH PROGRAM	*	*	*	*		6,773,72 8.22	1,070,0 00.00		*	*	EHSU	CWSA, NAMA
CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY PROGRAMME	*	*	*	*	110,000.0 0	307,760. 00	105,58 0.00		*	*	NADM O	NAMA, GPS, GFS

TRANSPORT INFR ASTRUCTURE AND SAFETY MANAGEMENT PROGRAMM	*	*	*	*		6,232,800.00	3,405,760.00		*	*	DUR, PPD, MWD	NAMA,
SAFETY MANAGEMENT PROGRAMME	*	*	*	*		1,066,840.00			*		PPD	Works Dept. NAMA
PUBLIC WORKS, RURAL HOUSING AND WATER MANAGEMENT	*	*	*	*		6,778,832.19	1,100,000.00		*		Works Department	NAMA
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT												
GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES	*	*	*	*	224,531.00	3,084,386.14	5,829,464.00	320,000.00	*	*	NAMA, NAS, GHS, MWD	GPS, GNFS Finance
COORDINATION, MONITORING AND EVALUATION PROGRAMMES	*	*	*	*		532,000	501,000.00	80,000.00	*	*	MPCU, Budget	NAMA,
CAPACITY BUILDING AND PRODUCTIVITY PROGRAMME	*	*	*	*	34,000.00	459,533.27	207,556.10	91,718.00	*		HR	Consultant
REVENUE IMPROVEMENT PROGRAMME	*	*	*	*		412,480.00	1,315,392.00		*		MIS, Finance Statistics	HR, Revenue
MAINTENACE OF PUBLIC BUILDINGS	*	*	*	*		5,00,000.00	3,00,000.00		*	*	MPCU	NAMA
COMMUNICATION AND INFORMATION	*	*	*	*		30,000.00	20,000.00		*	*	MPCU	NAMA

Source: MPCU NAMA, 2025

5.3 PROGRAMME FINANCING

The implementation of projects and programmes under the 4-Year Medium-Term Plan will require huge financial resources. Obviously, such financial resource cannot be generated within the municipality alone over the planned period. Even with its share of the Common Fund, the municipality will still need extra funding from central government and other agencies. Therefore, the effective and successful

implementation of the Plan will depend heavily on the capacity of the Assembly, the participation and integration of key stakeholders in all stages of the development process; project planning, implementation, monitoring and evaluation. The total estimated cost of the projects and programs outlined in the DMTDP is One Hundred and Twenty-One Million, Five Hundred and Twenty Thousand, Seven hundred and Fifty-Two Ghana cedis Seventy Pegas (GH¢121,520,752.70) while the budget revenue for the four-year period from the traditional sources of funding, namely, GoG and IGF is projected at Ghana Cedis, (GH¢ 89,921,689.19) registering a budget deficit of 31.5%. 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 the stadium with recreational facilities, redevelopment of central and other markets, construction of parking lots, waste management.
- Partner with EPA, FC and DPs to implement most of the environmental-related programmes
- Closely collaborate with mining companies in providing social amenities to communities within their catchment areas
- Collaborate with the Ministry of Trade to support activities relating to entrepreneurship and youth employability
- Scale-up the street naming and property addressing system project to create accurate database for budgeting and monitoring of revenue collection
- Establish and automated database and billing system to promote efficiency and effectiveness in revenue collection and accounting
- Partner the private sector in developing and managing tourism sites in the Municipality to generate revenue
- Build capacity of revenue collectors on strategies for revenue mobilization, set targets, monitor performance and apply rewards/sanctions as the case may be.
- Set-up a project proposal writing committee within the MPCU to develop fundable project proposals for submission to International Financing Partners for consideration and funding.
- Undertake property revaluation in most of the commercial towns to obtain realistic property values for budgeting.

The main sources of funding are: GoG, IGF, DACF, DACF-RFG, MAG and others.

Table 5.2: Programme Financing

Development Dimension	Programme	Programme Cost A	Expected Revenue & Source of Funding					Total B	Gap (a-b)
			GoG	IGF	DACF	DACF-RFG	Others		
Economic Development	LOCAL ECONOMIC PROGRAM	5,838,520.55	-	549,459.00	34,672,819.89	-		35,222,278.89	29,383,758.34
	REVENUE IMPROVEMENT PROGRAMME	131,400.00	-	2,564,142.00	-	-		2,564,142.00	2,432,742.00
	AGRICULTURAL MECHANIZATION AND POST HARVEST MANAGEMENT	5,969,920.55	154312.2	976,816.00	623,548.05	-		1,754,676.25	4,215,244.30
	EDUCATION IMPROVEMENT PROGRAMME	106,371.56	-	976,816.00	35,735,936.91	-		36,712,752.91	36,606,381.35
	HEALTH IMPROVEMENT PROGRAMME	7,554,728.22	-	1,465,224.00	11,599,690.00	-		13,064,914.00	5,510,185.78
Social Development	VULNERABILITY AND SOCIAL PROTECTION PROGRAMME	854,900	154,312.20	579,984.50	1,709,428.00	-		2,443,724.70	1,588,824.70
Environment, Infrastructure and	WATER, SANITATION AND ENVIRONMEN	8,409,628.22	-	4,129,461.00	13,869,127.96	-		17,998,588.96	9,588,960.74

Human Settlement	TAL HEALTH PROGRAM								
	CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY PROGRAMME	8,409,628.22	-	357,421.90	244,204.00	-		601,625.90	7,808,002.32
	TRANSPORT INFRASTRUCTURE AND SAFETY MANAGEMENT PROGRAMM	523340	-	1,037,867.00	366,306.00	-		1,404,173.00	880,833.00
	SAFETY MANAGEMENT PROGRAMME	9638560	-	320,000.00	144,204.00	-		464,204.00	9,174,356.00
	PUBLIC WORKS, RURAL HOUSING AND WATER MANAGEMENT	10161900	154,312.20	1,710,208.50	4,021,038.09	-		5,885,558.79	4,276,341.21
Governance , Corruption and Public Accountability	GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES	7878832.19	-	9,102,081.52	6,936,301.00	-		16,038,382.52	8,159,550.33
	COORDINATION, MONITORING AND EVALUATION PROGRAMMES	9,458,381.14	-	1,893,222.04	1,079,779.24	-		2,973,001.28	6,485,379.86
	CAPACITY BUILDING	1,113,000	-	610,510.00	183,153.00	-		793,663.00	319,337

	AND PRODUCTIVIT Y PROGRAMME								
	REVENUE IMPROVEMEN T PROGRAMME	792,807.37						792,807.37	792,807.37
	MAINTENACE OF PUBLIC BUILDINGS	8,000,000.00		900,000.00	100,000.00			1,000,000.00	7,000,000.00
	COMMUNICAT ION AND INFORMATION	50,000.00		10,000.00	10,000.00			20,000.00	40,000.00
Total		84,891,918.02						138,921,689.19	68,119,768.17

Source: MPCU Secretariat NAMA, 2025

Revenue Generation Measures

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

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

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

The financing strategy seeks to:

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

Table 5.3: Summary of the revenue generation measures to improve the finances of the Assembly.

Revenue Source	Proposed Measure/ Strategy	Responsible Unit	Timeframe	Expected Outcome
Property Rates	Undertake property revaluation; digitalize billing/collection	Budget Unit /PPD/ISD	2025–2026	90% increase in compliance
Business Operating Permits	Expand database of businesses; introduce online renewal system	Budget Unit/ Finance	2025–2027	25% increase in annual yield
Market Tolls & Fees	Modernize markets; introduce electronic ticketing system	Finance / Revenue Unit / Market Mgmt.	2025–2026	40% reduction in leakages
Lorry Park Fees	Introduce automated collection system; modernize lorry parks	Finance Department / Revenue/Works	2025–2027	Sustainable, reliable revenue flow

Building/Development Permits	Strengthen enforcement of building regulations; streamline process	Works Dept. / Physical Planning	2025–2026	20% increase in permit issuance
Natural Resource Royalties	Strengthen engagement with mining/Timber companies; ensure statutory payments	Planning Unit / Finance	Continuous	Improved revenue mobilization
Sanitation Fees	Introduce household and business waste collection fees	Environmental Health / Revenue	2025–2026	Improved cost recovery for waste management
Fines & Penalties	Strengthen enforcement of by-laws; public sensitization	Finance / ISD/ City Guards / EHU	Continuous	Higher compliance, deterrence effect
PPP Ventures	Lease assembly lands for commercial ventures (market and lorry park redevelopment)	MPCU / Finance	2025–2028	Increased non-traditional revenue

Source: MPCU-NAMA, 2025.

**CHAPTER
SIX;
MUNICIPAL
ANNUAL
ACTION
PLAN**

6.1 INTRODUCTION

Specific interventions have been proposed under the (four) 4-Year Medium Term Development Plan (2026-2029), which have been discussed in the previous chapters.

Priority projects have also been proposed for the socio-economic development of the Municipality, taking cognizance of the potentials and opportunities that abound in the Municipality. This will enable the plan to enjoy support with available human and financial resources within the 4-Year Plan period (2026-2029).

The Composite PoA has been faced into composite AAPs to be implemented by the Assembly on annual basis in collaboration with its stakeholders. These AAPs are SMART (G) that is Specific, Measurable, Achievable, Realistic, Time bound as well as Gender sensitive. This is to ensure that all gender issues are adequately considered and addressed. Also, the AAPs have activities aimed at climate change mitigation and adaptation. All physical projects will come with landscaping and trees will be planted in order to curb the negative effects of constructions on the environment and maintain green economy. The AAPs indicates the programmes and sub-programmes, broad activities with their locations, timelines, the responsible action agents, as well as collaborating agents and their roles including that of development partners and relevant organizations that are identified for implementation of the various aspects of the proposed interventions outlined in the plan. Financially, it provides information on implementation schedule and estimated costs of projects. Also, a maintenance plan has been attached as Annex 2 to ensure the Assembly's maintenance culture of its infrastructure and assets is enhanced.

6.2 PROJECT SELECTION CONSIDERATION

Pragmatic approach guided in the selection and location of projects. This was to avoid pressure from communities and authorities. The process involved an open-for-all communal participation in the needs assessment procedure. Care was taken to ensure equitable distribution of projects so that selected projects; respond to the priority needs of the people, are accessible to the majority of the people, is technologically user friendly, has available resources, sustainable and aimed at poverty reduction in the Municipality.

Tables 6.1, 6.2, 6.3, 6.4 below shows the Annual Action Plans for the Nsawam Adoagyiri Municipal Assembly, indicating specific project interventions for 2026, 2027, 2028 and 2029 respectively.

Table 6.1: Annual Action Plan – 2026

Broad Activities	Location	Timeframe				Cost				Programme Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
CO-OPERATIVES													
OBJECTIVE: TO DIVERSIFY, EXPAND AND IMPROVE THE ACTIVITIES OF CO-OPERATIVES FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAM													
1. To visit and monitor the activities of ten co-operative societies	Nsawam Adoagyiri	*	*	*	*			2,000.00		*		DOC	AGRIC
2. To organize training on co-operatives for ten (10) societies	Nsawam Adoagyiri		*					5,000.00		*		DOC	NAMA
3. To sensitize three (3) communities on co-operative and group formation	Nsawam Adoagyiri			*				5,000.00		*		DOC	AGRIC, GEA
4. To acquire a printer for office use	Nsawam Adoagyiri	*					10,000.00			*		DOC	NAMA
CENTRE FOR NATIONAL CULTURE													
OBJECTIVE: TO DIVERSIFY AND EXPAND THE TOURISM INDUSTRY FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAMME													
5. A cooking contest organized to promote the eat Ghana, wear Ghana Agenda in the Municipality	Nsawam Adoagyiri			*			2,000.00			*		CNC	NAMA
6. Organise marketable skills and training programs for teenage mothers, SHS and JHS school graduands	Municipal wide	*	*	*	*			12,000.00		*		CNC	SOCIAL WELFARE
7. Organizing an exhibition and cultural dance competition festival	Municipal wide		*					7,000.00		*		CNC	NAMA NSAWAM CHIEF PALACE
BUSINESS ADVISORY CENTRE													
OBJECTIVE: TO SUPPORT MSMEs IN ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAMME													

8. Organize two (2) business forum for MSMEs	Municipal wide	*	*	*	*			3,000.00		*		GEA	NAMA
9. Support clients to regularize their businesses	Nsawam	*	*	*	*			5,000.00			*	GEA	Mastercard Foundation
10. Organize Business Management Seminar for Local Business Associations (LBAs)	Municipal wide		*		*				1,000.00	*		GEA	NAMA
11. Train 20 unemployed youth to acquire skills in Soap making and Beads making	Municipal wide	*		*					14,000.00		*	GEA	NAMA
12. Organize Management training on Start Your Business (SYB) for graduate apprentices	Municipal wide				*			2,000.00		*		GEA	SD GEA.
13. Organize capacity building training for a women LBA	Municipal wide	*	*	*	*				2,000.00		*	GEA	NAMA
14. Organize Management training on Grow Your Business (GYB) for SCPs	Municipal wide		*	*				2,000.00			*	GEA	NAMA
15. Design and construction of 24- hour economy model market at Nsawam		*	*	*	*		5,679,320.55				*	MWD	NAMA
OBJECTIVE: TO DIVERSIFY AND EXPAND THE INDUSTRIAL SECTOR FOR ECONOMIC DEVELOPMENT													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
16. Conduct monitoring and counselling for 80 clients	Municipal wide	*	*	*	*			2,000.00			*	GEA	NAMA
17. Organize four(4) LED subcommittee meeting	Municipal wide	*	*	*	*				5,400.00		*	GEA	NAMA Agric Dept.
18. Capacity building for farm base organization (FBO)	Fotobi	*	*	*	*	1,000.00					*	GEA	NAMA Agric Dept.
19. Organize coaching and mentoring sessions for start-up businesses	Municipal wide	*	*	*	*			1,000.00			*	GEA	NAMA
20. Identify and promote potential tourism and related activities	Nsawam	*	*	*	*			1,000.00			*	GEA	NAMA

DEPARTMENT OF AGRIC.													
OBJECTIVE: TO INCREASE ACCESS TO EXTENSION SERVICES BY 40% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MECHANIZATION AND POST HARVEST MANAGEMENT													
21. Conduct training and extension services for Agricultural Development and Establish and monitor crop demonstration plots in the Municipality	Municipal wide	*	*	*	*	5,000.00		5,000.00			*	Agric Dept.	NAMA
22. Conduct RELC Stakeholders Consultation and strengthen FBOs in the Municipality	Municipal wide	*	*	*	*	5,000.00			10,000.00		*	Agric Dept.	NAMA
OBJECTIVE: TO REDUCE POST HARVEST LOSSES BY 20% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MECHANIZATION AND POST HARVEST MANAGEMENT													
23. Support the construction of 4 cribs in 4 Agric zones to reduce losses.	Municipal wide				*	10,000.00	5,000.00			*		Agric Dept.	
OBJECTIVE: TO INCREASE THE PRODUCTION OF STAPLE CROPS BY 40% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MECHANIZATION AND POST HARVEST MANAGEMENT													
24. Support the implementation of Planting for Food and Jobs, Planting for Exports and Rural Development and sustain the implementation of MAG in the Municipality	Municipal wide		*	*		20,000.00			63,171.56		*	Agric Dept.	NAMA
25. Support youth and women in Agriculture related programmes Municipal wide	Municipal wide	*	*	*	*	10,000.00	5,000.00				*	Agric Dept.	NAMA
26. Data collection and analysis on major commodities in the Municipality	Municipal wide	*	*	*	*	5,000.00	5,000.00				*	Agric Dept.	NAMA
27. Organize Farmers' Day Celebration	Municipal wide				*	40,000.00		10,000.00			*	Agric Dept.	NAMA
MUNICIPAL EDUCATION DIRECTORATE													
OBJECTIVE: TO ENHANCE INCLUSIVE AND EQUITABLE ACCESS TO, AND PARTICIPATION IN QUALITY EDUCATION AT ALL LEVELS													
PROGRAMME: EDUCATION IMPROVEMENT PROGRAMME													

28. Support My First Day at School	Nsawam	*					3,500.00	5,500.00		*		NAMA	GES
29. Organize Stakeholders Forum on Education and MEOC meetings	Nsawam			*		6,000.00	600	6,600.00		*		GES	NAMA
30. Support to organize Municipal Mock Exams for 3,700 JHS final year pupils	Nsawam		*			22,200.00	22,200.00	22,000.00			*	GES	NAMA
31. Support to organize Municipal Examination Summit for final year students	Nsawam	*				4,800.00	4,800.00	4,800.00			*	GES	NAMA
32. Organize Independence Day celebration	Nsawam	*	*	*	*	3,400.00	3,400.00	3,400.00		*		GES	NYC NAMA
33. Conduct regular school inspection and disseminate reports on timely bases	Nsawam	*	*	*	*	1,500.00	1,500.00	1,500.00		*		GES	NAMA
34. Support to organize STMIE Clinic for 70 students	Koforidua			*		2,000.00	4,000.00	4,000.00		*		GES	NAMA
35. Procure 1000 No. Mono desks, 1000 No. Dual desks and 160 No. teachers' tables, chairs and furniture for pupils and students at all levels of Education in the Municipality.	Municipal Wide			*			2,271,728.22			*		GES	NAMA
36. Rehabilitate 2 school buildings	Akwamu Sakyi Agyakwa	*	*	*	*		320,000.00	300,000.00		*		NAMA	GES
37. Organize Best Teacher Awards for 40 Teachers	Nsawam				*	25,500.00	43,500.00	15,000.00			*	GES	NAMA
MUNICIPAL HEALTH DIRECTORATE													
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY													
PROGRAMME: HEALTH IMPROVEMT PROGRAMME													
38. PWD Friendly Facility Upgrade Project	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations

39. Assistive Device Support Initiative: Procure and distribute assistive devices through health facilities	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
40. Mental Health Integration in PHC: Train PHC workers to offer basic mental health support	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
41. Youth Anti-Substance Campaign: Community-led awareness and sensitization on substance use	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
42. Mental Health Data Improvement Project: Strengthen mental health reporting and data systems	All Sub-Municipals	*	*	*	*		2,000.00	2,000.00		*		GHS	CSOs
43. Community NCD Screening Days: Periodic, Municipality-wide NCD screening and referral	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSOs
44. Healthy living Campaign: Radio and school-based health promotion targetting diet, tobacco, alcohol	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's Local Media, GES
45. NCD Surveillance system strengthening: Improve data collection, reporting and analysis for NCDs	All health facilities	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's
46. Training for early NCD Detection: Build frontline worker capacity for NCD identification and care	All health facilities	*		*			3,000.00	3,000.00			*	GHS	CSO's
47. Youth HIV Awareness clubs: Peer-led clubs in schools and communities	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	GES Traditional Leaders
48. PLHIV Support and Anti-stigma campaigns: Promote	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	NAMA, CSO's

inclusion, tackle myths and discrimination													
49. Health facility solar power initiative: Ensure electricity reliability for cold chain and diagnostics	Hospitals and Health centres			*			10,000.00	10,000.00		*		GHS	NAMA, CSO's, Other partners
50. Essential medicine supply chain reform: Digitise inventory systems and improve procurement	All health facilities	*	*	*	*	50,000.00	5,000.00			*		GHS	
51. Rehabilitate 1 No. Health Facility	Nsawam	*	*	*	*		100,000.00			*		MWD	GHS
ENVIRONMENTAL HEALTH DEPARTMENT													
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY													
PROGRAMME: WATER, SANITATION AND ENVIRONMENTAL HEALTH PROGRAM													
52. Organization of monthly clean – up exercises	Nsawam and Adoagyiri	*	*	*	*		60,000.00	30,000.00		*		EHSU	NADMO, EPA, GPS, GNFS, ISD
53. Management of final disposal site (Evacuation of refuse dump sites)	Municipal Wide	*	*	*	*		120,000.00	60,000.00		*		EHSU	NADMO, EPA, ISD
54. Procurement of sanitary tools/equipment and cleansing materials	Municipal Wide	*	*	*	*		70,000.00	40,000.00		*		EHSU	MPO, Finance Unit, Internal Audit Unit
55. Procurement of logistics to equip the Environmental Health Department	Municipal Wide	*	*	*	*		140,000.00			*		EHSU	NAMA
56. Acquisition of new site for cemetery and burial of unknown dead bodies	Municipal Wide	*	*	*	*		100,000.00	50,000.00		*		EHSU	Chiefs, Finance Unit, GPS, NADMO
57. Health education & awareness creation on household toilet construction & Solid Waste management	Municipal Wide	*	*	*	*		33,728.22	10,000.00		*		EHSU	SWCD, NADMO
58. Procure 10 No. Refuse containers	Municipal Wide	*	*	*	*			500,000.00		*		EHSU	MPO, Finance Unit

59. Repair and maintain Assembly skip truck	Nsawam	*	*	*	*			100,000.00			*	EHSU	NAMA
60. Evacuate refuse dumps municipal wide	Municipal Wide	*	*	*	*			100,000.00					
61. Construction of 2 incinerators, 1 in each of the zonal councils	Nsawam and Adoagyiri	*	*	*	*		500,000.00				*	EHSU	MPO, Finance
62. Procurement of 2 motor-bikes for the Unit	Nsawam	*	*	*	*		30,000.00				*	EHSU	MPO, Finance
63. Education on enhancement programme	Municipal Wide	*	*	*	*		5,000.00	5,000.00			*	E.H.S.U	NADMO, SWCD
64. Construct 10-seater W/C Public Toilet with ancilliary facilities	Anoff	*	*	*	*		420,000.00				*	E.H.S.U	NAMA
65. Support Assembly counterpart funding to pilot the construction of 2 No. Household latrines/ toilet facilities in the Municipality	Municipal Wide	*	*	*	*		100,000.00			*		E.H.S.U	NAMA
66. Construction of one Toilet facility (Water-closet) at the Unit Office	E.H.S.U	*	*	*	*		9,000.00	15,000.00			*	EHSU	Works
67. Sanitation Improvement Package (SIP)	Municipal Wide	*	*	*	*		528,000.00	0.00			*	EHSU	Zoomlion Ghana Ltd.
68. Fumigation, Disinfestation and Disinfection Program	Municipal Wide	*	*	*	*		220,000.00	0.00			*	EHSU	Zoomlion Ghana Ltd.
69. Procurement of Cesspit emptier	Municipal Wide	*	*	*	*		500,000.00				*	EHSU	MPrO, Finance Unit, TO
70. Installation of gas cylinders at the slaughter house	Wangara	*	*	*	*		500,000.00				*	EHSU	NGOs, Finance Unit
71. Rehabilitate and maintain 10 No. boreholes Municipal wide	Boahenekrom Dobro Tenor Kwakyekrom Asikabew Odeikrom Ntoaso	*	*	*	*		141,728.22			*		MWST	Planning

72. Construct and Mechanize 9 No. Boreholes with Poly tanks at	Oparekrom, Ntoaso, Avaga, Wangara New site, Bank Road and Akwamu Akpeteshie Nkwanta, Ahodwo, Fotobi, Atsikope Cannery quarters	*	*	*	*		1,350,000.00			*		MWST	Planning
73. Construct 13 No. Boreholes with pumps	Asiyaw, Kwafokrom, Okanta, Pepraw, Dzatsui, Apremso, Odeikrom, Oparekrom II, Oparekrom II Pampamso enclave, Awuley krom, Numerise, Kwaku Tawiah and Gedikope	*	*	*	*		780,000.00			*		MWST	Planning
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT													
OBJECTIVE: TO PROMOTE THE ACTIVE PARTICIPATION/ EQUAL OPPORTUNITIES FOR PWDs IN SOCIO-ECONOMIC DEVELOPMENT PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
74. Investigate and assess 30 PWDs, provide them with working tools (capacity building) to enhance their employability, and organize entrepreneurship skills training for them.	Municipal Wide	*	*	*	*		900.00			*		DSW/PFI	NHIS, PFI, CF
75. Identify and Register 30 PWDs. Register 30 PWDs and enroll 500 Indigents on NHIS. Renew 600 PWDs and 1000 Indigents on NHIS	Municipal Wide	*	*	*	*	5,500.00	1,800.00			*		DSW/BAC	DSW/BA/.NHIS
OBJECTIVE: TO STRENGTHEN CHILD PROTECTION AND FAMILY WELFARE SYSTEMS PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													

76. Organize 4 workshop for 120 ECDC's	Municipal Wide	*	*	*	*	4,500.00	3,500.00			*		DSW	MEHO/GES/GHS
77. Monitor 60 ECDCs	Municipal Wide	*	*	*	*	4,000.00	3,000.00			*		DSW	MEHO/GES/GHS
78. Settle 150 cases on child and family welfare	Municipal Wide	*	*	*	*	1,500.00	2,500.00					DSW	DOVVSU, GHS, GES CHIEFS
79. Track and respond to 25 cases of children without parental care (Neglected Children), child labour, abuse, and trafficking.	Municipal Wide	*	*	*	*	5,000.00	3,500.00			*		DSW	DOVVSU, ASSEMBLY MEMBERS, MEDIA
80. Trace and respond to 5 cases of sexual and gender-based violence.	Municipal Wide	*	*	*	*	6,000.00		4,000.00		*		DSW	DOVVSU, ASSEMBLY MEMBERS GHS
OBJECTIVE: TO STRENGTHEN SOCIAL PROTECTION ESPECIALLY FOR WOMEN, CHILDREN AND PERSONS WITH DISABILITY AND THE AGED PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
81. Sensitize 10 communities and Assembly staff on gender-based violence and sexual harassment.	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES NAMA
82. Educate 10 schools on adolescent reproductive health	Municipal Wide	*	*	*	*	3,000.00	1,500.00			*		DSW	GES, GHS
83. Support 4 gender mainstreaming and empowerment programs in 4 communities.	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE BAC
84. Organize 12 sensitization programmes on child rights, child labour, trafficking, and drug abuse.	Municipal Wide	*	*	*	*	2,000.00	2,500.00			*		DSW	GES GHS DOVVSU
85. Sensitize 10 communities and Assembly staff on gender-based violence and sexual harassment.	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES, TRAD/REL AUTH.

86. Educate 10 schools on adolescent reproductive health	Municipal Wide	*	*	*	*	3,000.00	1,500.00			*		DSW	GES, GHS
87. Support 4 gender mainstreaming and empowerment programs in 4 communities.	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE
88. Organize 2 advocacy programmes to enhance participation in decision-making for women and girls with disability	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		CDU	PWDs NGOs
89. Provide vocational skills for 40 women with disability	Municipal Wide	*	*	*	*	40,000.00	10,000.00			*		CDU	GHS, GES NGOs
90. Organize home visits to 160 homes in 16 communities to educate women on home management, childcare and development	Municipal Wide	*	*	*	*	3,000.00	2,000.00			*		CDU	GHS, GES, NGO's
91. Mobilize 4 mass meetings and study groups on government policies and programmes in 4 communities.	Municipal Wide	*	*	*	*	5,000.00	3,000.00			*		CDU	NCCE NAMA
92. Organize 4 community engagements on child protection using the toolkit in 4 communities.	Municipal Wide	*	*	*	*	5,000.00	2,500.00			*		CDU	GES GHS DOVVSU
93. Offer 2 in-house capacity building trainings to 13 staff and interns.	Municipal Wide	*	*	*	*	3,000.00	2,000.00			*		DSWCD	NAMA
URBAN ROADS REPARTMENT													
OBJECTIVE: TO REDUCE INCIDENCE OF ROAD ACCIDENTS AND IMPROVE SAFETY AND SECURITY ON OUR ROADS													
PROGRAMME: TRANSPORT INFRASTRUCTURE AND SAFETY MANAGEMENT PROGRAM													
94. Reshape selected roads (38km)	Municipal wide Oparekrom New site Area Road,		*	*	*		317,500.0 0	158,800.0 0		*		DUR	NAMA

	Odeikrom, Dago and others												
95. Regravelling (4km) and spot improvement (2km) on selected roads	Municipal wide Ahodwo Area Road and others	*	*	*			310,200.00	155,100.00		*		DUR	NAMA
96. Construct/ rehabilitate/ repair culverts, drains and footbridges	Municipal wide Avaga Official Town Prisons and others		*	*	*		330,000.00	135,950.00		*		DUR	NAMA
97. Construct 8 No. speed ramps and road markings at selected locations	Municipal wide Dominion Hill Preparatory Area Roads	*		*	*		160,000.00	100,000.00		*		DUR	NAMA
98. Cut grass and desilt streams at selected locations	Municipal wide Aduakrom, Bowkrom, and others		*	*	*		85,000.00	62,140.00		*		DUR	NAMA
99. Pothole patching on selected roads (1700m ²)	Municipal wide Ofapaye, Railways and others	*	*	*	*		330,000.00	220,250.00		*		DUR	NAMA
100. Public sensitization on road safety campaign to reduce road accidents in the municipality	Municipal wide	*	*	*	*		16,500.00	13,200.00		*		DUR	NAMA
101. Carry out regular supervision, monitoring and periodic evaluation of contract works	Municipal wide	*	*	*	*		9,000.00	6,000.00		*		DUR	NAMA
WORKS DEPARTMENT													
OBJECTIVE: TO ENSURE ACCESS TO ELECTRICITY AND WATER SERVICES PROGRAMME: PUBLIC WORKS, RURAL HOUSING AND WATER MANAGEMENT													
102. Construction of market sheds	Panpanso No. 1	*	*	*	*		560,000.00	100,000.00		*		Works Department	Finance Physical Planning
103. Construction of 4 No. 12-seater W.C public toilet facilities	Prisons, Ntowkuma, Nsawam Central, Signboard	*	*	*	*		1,600,000.00	400,000.00		*		Works Department	Environmental Unit

104. Construction of 2 No. 2 Unit K.G Block and 1no.6-Unit classroom block with ancillary facilities	Noka, Lantei	*	*	*	*		800,000.00	767,932.00		*		Works Department	Education
105. Construction of 2no.3 unit JHS block with ancillary facilities	Darmang, Panpanso Krokese	*	*	*	*		600,000.00	2,000,000.00		*		Works Department	Education
106. Construct 1 No. 6 Unit Primary Classroom Block	Asiyaw	*	*	*	*			1,135,864.11		*		Works Department	Education
107. Complete 1 No. 6 units classroom block at Prisons	Nsawam Prison	*	*	*	*		1,200,000.00			*		Ghana Edu. Service	NAMA
108. Construct and furnish 1 No. CHPS Compound	Gedikope, Nsawam	*	*	*	*			2,271,728.22		*		Works Department	Education
109. Complete 2 No. CHPS Compound	Ntoaso, Bowkrom	*	*	*	*		1,360,000.00				*	GHS	NAMA
110. Construct 1 No. Police station at Adoagyiri	Duadekye	*	*	*	*		184,928.98				*	NAMA	GPS
111. Pay for office equipment and furniture procured	Municipal Wide	*	*	*	*		239,695.27				*	NAMA	
112. Complete 18 No. Community Parks	Adipa, Okobeyeyie, Bowkrom, Kwasikrom, Nsumia, Operekrom, Pampanso, Akwamu, Kwafokrom, Otukwadjo, Sakyikrom, Ahodwo, Akramang, Dobro, Duayeden, Kofisah, Owureku and Fotobi	*	*	*	*		1,108,832.19				*	MP	NAMA
113. Renovate 1 No. residential building	Nsawam	*	*	*	*		100,000.00	50,000.00			*	MWD	NAMA

114. Maintenance of Lorry stations, parks and market centers within the municipality	Municipal Wide	*	*	*	*		80,000.00	20,000.00		*		MWD	NAMA
PHYSICAL PLANNING DEPARTMENT													
OBJECTIVE: TO PROMOTE SUSTAINABLE, SPATIALLY INTEGRATED, BALANCE AND ORDERLY PHYSICAL DEVELOPMENT													
PROGRAMME: SAFETY MANAGEMENT PROGRAMME													
115.Street Naming and Property Addressing System	Municipal Wide	*	*	*	*		50,000.00			*		PPD	Works Dept. Ghana Post Information Service NABCO
116.Prepare three local plans	Nsawam	*	*	*	*		30,000.00			*		PPD	Survey and Mapping Division
117.Prepare twelve (12) No. Spatial Planning Committee Meetings and Technical Sub Committee of the Spatial Planning Committee Meeting	Municipal Wide	*	*	*	*		113,460.00			*		PPD	Spatial Planning Committee
118.Public/Schools educated on good nursery practices, landscaping, fruit production, vegetable production, soil management and horticulture	Municipal Wide	*	*	*	*		5,000.00			*		PPD	Parks and Gardens
119.Planning Education	Municipal Wide	*	*	*	*		2,000.00			*		PPD	Information Service
120.Registration of lands	Municipal Wide	*	*	*	*		30,000.00			*		PPD	Lands Commission
121.Acquisition of computers and accessories	Municipal Wide	*	*	*	*		10,000.00			*		PPD	Management procurement
122.Valuation of properties	Municipal Wide	*	*	*	*		50,000.00			*		PPD	Land Valuation Division
123.Tree planting within the Municipality against climate change	Municipal Wide	*	*	*	*		10,000.00			*		PPD	Parks and Gardens

124. Renting of NAMA Garden for events	Municipal Wide	*	*	*	*		10,000.00			*		Parks and Gardens	NAMA
125. Provide tools and equipment for the Park	Municipal Wide	*	*	*	*	3,000.00	5,000.00			*		Parks and Gardens	NAMA
126. Expansion of nursery from 10,000 seedlings to 15,000 seedlings	Municipal Wide	*	*	*	*			2,000.00		*		Parks and Gardens	NAMA
NATIONAL DISASTER MANAGEMENT ORGANIZATION													
OBJECTIVE: TO IMPROVE PLANNING FOR DISASTER PREVENTION AND MITIGATION													
PROGRAMME: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY PROGRAMME													
127. Organise 4 No. Disaster Management Committee meetings	Municipal Wide	*	*	*	*			12,240.00		*		NADMO	Assembly Members
128. Celebrate International Day for Disaster Reduction (IDDR)	Municipal Wide				*			5,000.00		*		NADMO	NAMA
129. Organize Climate Change Programmes	Municipal Wide	*	*	*	*		10,000.00	5,000.00		*		NADMO	NAMA
130. Sensitize the public on disaster prevention	Municipal Wide	*	*	*	*		2,000.00	5,000.00		*		NADMO	GNFS Ghana Police Service NAMA
131. Revive and train Disaster Volunteer Groups (DVGS)	Municipal Wide		*	*				2,500.00		*		NADMO	Regional NADMO
132. Dredge Streams to prevent flooding	Obonyomma, Mateta	*	*				50,000.00			*		NAMDO	MWD URD
HUMAN RESOURCE DEPARTMENT													
OBJECTIVE: TO IMPROVE THE CAPACITY OF STAFF OF THE ASSEMBLY													
PROGRAMME: CAPACITY BUILDING AND PRODUCTIVITY PROGRAMME													
133. Build Capacity of Staff, Assembly Members and Zonal Council Members	NAMA	*	*	*	*		10,000.00	8,419.00	45,859.00	*		HR	Consultant
134. Recruit candidates for identified vacancies	NAMA	*	*	*	*			10,000.00		*		HR	Consultant

135.Administration of Performance contract and staff performance appraisal	NAMA	*	*	*	*			9,500.00		*		HR	Consultant
136.Compensation management(Permanent & IGF Staff)	NAMA	*	*	*	*		7,000.00			*		HR	Consultant
137.Facilitation of staff promotion, conversion and upgrading	NAMA	*	*	*	*			15,000.00		*		HR	Consultant
FINANCE DEPARTMENT													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
138.Validation workshop on quarterly basis	Koforidua	*	*	*	*			52,192.00		*		Finance	HR/Revenue Unit
139.Preparation and submission of monthly financial statements by 11 th of the ensuing month	Koforidua	*	*	*	*			9,480.00		*		Finance	HR/Revenue Unit
140.Updating of revenue data on quarterly basis	Koforidua/Accra	*	*	*	*			25,000.00		*		Finance	HR/Revenue Unit
141.Training for revenue collectors in collaboration with human resource dept.	Nsawam	*	*	*	*			100,000.00		*		Finance	HR/Revenue Unit
142.Award ceremony for best performing revenue collectors	Nsawam				*			50,000.00		*		Finance	Admin/HR
143.Preparation and submission of quarterly financial statements	Koforidua/Accra	*	*	*	*			14,000.00		*		Finance	Admin/HR
144.Education and sensitisation of rate payers	Nsawam Municipality	*	*	*	*			30,000.00		*		Finance	Admin/HR
145.Undertake monthly revenue mobilization to boost IGF performance by 20% yearly	Nsawam Municipality	*	*	*	*			36,000.00		*		Finance	Revenue Unit
MIS/STATISTICS													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS													
PROGRAMME: REVENUE AND IMPROVEMENT PROGRAMME													

146. Business data collection	Municipal wide	*	*	*	*			40,000.00		*		Statistics department	IGF Working committee / NAMA
147. Data entry in District Data Development Platform (DDDP)	NAMA	*			*			5,000.00		*		Statistics department	HR
148. Property registration for valuation (commercial & residential)	NAMA		*					30,000.00		*		Statistics department	
149. Training on data collection techniques	NAMA	*						3,500.00		*		Statistics department	HR, Records, IGF Working Committee
150. Install anti-virus and maintenance of reliable internet connectivity	NAMA	*	*	*	*			50,000.00		*		MIS	NAMA
CENTRAL ADMINISTRATION													
OBJECTIVE: TO STRENGTHEN PLANNING, BUDGETING, MONITORING AND EVALUATION SYSTEMS AT THE DISTRICT													
PROGRAMME: COORDINATION, MONITORING AND EVALUATION PROGRAMME													
151. Organize quarterly MPCU meetings and Prepare MTDP/AAP & M&E	NAMA	*	*	*	*		140,100	128,400.00		*		MPCU	NAMA
152. Organize quarterly Budget Committee meetings and Prepare Composite Budget	NAMA	*	*	*	*		10,000.00	27,000.00		*		Budget Unit	NAMA
153. Organize Town Hall meetings	NAMA	*	*	*	*		30,000.00	20,000.00		*		NAMA	CSOs/NGOs
154. Undertake regular supervision, site meetings and Monitoring & Evaluation of development projects and programmes	Municipal wide	*	*	*	*		30,000.00	25,000.00	20,000.00		*	MPCU	NAMA, MLGRD, ODACF
155. Conduct studies, research and training to enhance M&E activities	NAMA	*	*	*	*		20,000.00			*		NAMA	MPCU
156. Organize technical support/ workshops on PM&E	NAMA	*	*	*	*		4,000.00	12,000.00		*		MPCU	NAMA
OBJECTIVE: TO IMPROVE SECURITY IN ALL COMMUNITIES WITHIN THE MUNICIPALITY													

PROGRAMME: GOVERNANCE, ACCOUNTABILITY AND PUBLIC SAFETY PROGRAMME													
157. Provide support for security surveillance operations	Municipal wide	*	*	*	*			20,000.00			*	NAMA	Ghana Police Service
158. Procure, install and maintain street lights	Municipal wide	*	*	*	*			50,000.00			*	Works	NAMA
OBJECTIVE: TO PROVIDE SUPPORT TO DECENTRALIZED INSTITUTIONS, TRADITIONAL AUTHORITY AND COMMUNITIES													
PROGRAMME: GOVERNANCE, ACCOUNTABILITY AND PUBLIC SAFETY PROGRAMME													
159. Support to Ambulance Service	Municipal wide	*	*	*	*		10,000.00	15,000.00	10,000.00	*		NAS, GHS	GNFS
160. Provide support for the implementation of YEA programmes	Municipal wide	*	*	*	*			10,000.00			*	NAMA	NABCO Dept.
161. Provide support to Traditional Authorities/Religious Groups	Municipal wide	*	*	*	*		10,000.00	50,000.00		*		NAMA	TA/Religious Groups
162. Provide support to Community Initiated Projects	Municipal wide	*	*	*	*		40,000.00	20,000.00	20,000.00	*		NAMA	All Depts.
163. Support to RCC	NAMA	*	*	*	*			11,355.00		*		NAMA	
OBJECTIVE: TO ENSURE EFFECTIVE IMPLEMENTATION OF ADMINISTRATIVE RESPONSIBILITIES OF LOCAL ASSEMBLY													
PROGRAMME: GOVERNANCE, ACCOUNTABILITY AND PUBLIC SAFETY PROGRAMME													
164. Gazette Fee Fixing Resolution	NAMA	*	*	*	*			20,000.00		*		NAMA	
165. Implement NACAP	NAMA	*	*	*	*			10,000		*		NAMA	CHRAJ NCCE ISD
166. Implement Operation and Maintenance Plan		*	*	*	*			677,500		*		MWD	Central Admin
167. Acquire office furniture	NAMA	*	*	*	*		50,000.00		50,000.00	*		NAMA	
168. Acquire motor bikes for registry	NAMA	*						6,000.00		*		Central Admin	
169. Operation & maintenance of official vehicles	NAMA	*	*	*	*		30,000.00	70,000.00		*		NAMA	

170.Public education/ sensitization	Municipal wide	*	*	*	*			20,000.00		*		NAMA	
171.Organize General Assembly/ Sub-committee meetings	NAMA	*	*	*	*			50,000.00		*		NAMA	
172.Support Zonal Councils	Nsawam/ Adoagyiri	*	*	*	*		48,295.00	10,000.00		*		NAMA	
173.Support NALAG activities	NAMA	*	*	*	*		6,236.00	5,000.00		*		NAMA	
174.Matching fund for Donor support projects	Municipal wide	*	*	*	*		40,000.00			*		NAMA	
175.Acquire stationery/ value books/ office supplies	NAMA	*	*	*	*			15,000.00		*		Finance Dept.	NAMA
176.Implement Revenue Improvement Action Plan (RIAP)	NAMA	*	*	*	*		10,000.00	10,000.00		*		Finance Dept.	NAMA
177.Acquire 1No. pick-up truck	NAMA							159,831.0 0				Finance Dept.	NAMA
178.Pay Local Consultants fees and commission	NAMA	*	*	*	*			50,000.00		*		Finance Dept.	NAMA
179.Organize 4No. Audit Committee meetings	NAMA	*	*	*	*			35,180.00		*		Audit Unit	NAMA
180.Prepare and submit three Quarterly Internal Audit reports, Audit Plan and Annual Performance Report	NAMA	*	*	*	*			21,500.00		*		Audit Unit	NAMA
181.TOTAL COST FOR 2026	=GHC 34,926,976.60												

Source: MPCU NAMA, 2025

Table 6.2: Annual Action Plan - 2027

Broad Activities	Location	Timeframe				Cost				Programme Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
CO-OPERATIVES													
OBJECTIVE: TO DIVERSIFY, EXPAND AND IMPROVE THE ACTIVITIES OF CO-OPERATIVES FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAM													
1. To visit and monitor the activities of ten co-operative societies	Nsawam Adoagyiri	*	*	*	*			2,000.00		*		DOC	AGRIC
2. To organize training on co-operatives for ten (10) societies	Nsawam Adoagyiri		*					5,000.00		*		DOC	NAMA
3. To sensitize three (3) communities on co-operative and group formation	Nsawam Adoagyiri			*				5,000.00		*		DOC	AGRIC, GEA
4. To acquire a printer for office use	Nsawam Adoagyiri	*					10,000.00			*		DOC	NAMA
CENTRE FOR NATIONAL CULTURE													
OBJECTIVE: TO DIVERSIFY AND EXPAND THE TOURISM INDUSTRY FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAMME													
5. A cooking contest organized to promote the eat Ghana, wear Ghana Agenda in the Municipality	Nsawam Adoagyiri			*			2,000.00			*		CNC	NAMA
6. Organise marketable skills and training programs for teenage mothers, SHS and JHS school graduands	Municipal wide	*	*	*	*			12,000.00		*		CNC	SOCIAL WELFARE
7. Organizing an exhibition and cultural dance competition festival	Municipal wide		*					7,000.00		*		CNC	NAMA NSAWAM CHIEF PALACE
BUSINESS ADVISORY CENTRE													
OBJECTIVE: TO SUPPORT MSMEs IN ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													

8. Organize two (2) business forum for MSMEs	Municipal wide	*	*	*	*		3,000.00			*		GEA	NAMA
9. Support clients to regularize their businesses	Nsawam	*	*	*	*		5,000.00				*	GEA	Mastercard Foundation
10. Organize Kaizen training for 50 SCPs	Nsawam	*	*	*	*		2,000.00					GEA	NAMA
11. Organize Business Management Seminar for Local Business Associations (LBAs)	Municipal wide		*		*			1,000.00		*		GEA	NAMA
12. Train 20 unemployed youth to acquire skills in rearing fish and making beads	Municipal wide	*		*				14,000.00			*	GEA	NAMA
13. Organize Management training on Start Your Business (SYB) for graduate apprentices	Municipal wide				*		2,000.00			*		GEA	SD GEA.
14. Organize internship training for start-ups businesses	Municipal wide	*					1,000.00				*		
15. Organize capacity building training for a women LBA	Municipal wide	*	*	*	*			2,000.00			*	GEA	NAMA
OBJECTIVE: TO DIVERSIFY AND EXPAND THE INDUSTRIAL SECTOR FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAMME													
16. Conduct monitoring and counselling for 80 clients	Municipal wide	*	*	*	*		2,000.00				*	GEA	NAMA
17. Organize four(4) LED subcommittee meeting	Municipal wide	*	*	*	*			5,400.00			*	GEA	NAMA Agric Dept.
18. Capacity building for farm base organization (FBO)	Fotobi	*	*	*	*	1,000.00					*	GEA	NAMA Agric Dept.
DEPARTMENT OF AGRIC.													
OBJECTIVE: TO INCREASE ACCESS TO EXTENSION SERVICES BY 40% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
19. Conduct training and extension services for Agricultural Development and Establish and monitor	Municipal wide	*	*	*	*	5,250.00		5,250.00			*	Agric Dept.	NAMA

crop demonstration plots in the Municipality													
20. Conduct RELC Stakeholders Consultation and strengthen FBOs in the Municipality	Municipal wide	*	*	*	*	5,250.00		10,500.00			*	Agric Dept.	NAMA
OBJECTIVE: TO REDUCE POST HARVEST LOSSES BY 20% BY THE END OF 2029 PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
21. Support the construction of 4 cribs in 4 Agric zones to reduce losses.	Municipal wide				*	10,500.00		5,250.00		*		Agric Dept.	
OBJECTIVE: TO INCREASE THE PRODUCTION OF STAPLE CROPS BY 40% BY THE END OF 2029 PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
22. Support the implementation of Planting for Food and Jobs, Planting for Exports and Rural Development and sustain the implementation of MAG in the Municipality	Municipal wide		*	*		21,000.00		66,330.13			*	Agric Dept.	NAMA
23. Support youth and women in Agriculture related programmes Municipal wide	Municipal wide	*	*	*	*	10,500.00		5,250.00			*	Agric Dept.	NAMA
24. Data collection and analysis on major commodities in the Municipality	Municipal wide	*	*	*	*	5,250.00	5,250.00				*	Agric Dept.	NAMA
25. Organize Farmers' Day Celebration	Municipal wide				*	42,000.00	31,500.00				*	Agric Dept.	NAMA
MUNICIPAL EDUCATION DIRECTORATE													
OBJECTIVE: TO ENHANCE INCLUSIVE AND EQUITABLE ACCESS TO, AND PARTICIPATION IN QUALITY EDUCATION AT ALL LEVELS PROGRAMME: EDUCATIONAL IMPROVEMENT PROGRAMME													
26. Support My First Day at School	Nsawam	*				3,400.00	3,400.00	3,400.00		*		NAMA	GES
27. Organize Stakeholders Forum on Education and MEOC meetings	Nsawam			*			3,500.00	5,500.00		*		GES	NAMA

28. Support to organize Municipal Mock Exams for 3,700 JHS final year pupils	Nsawam		*			22,200.00	22,000.00	22,000.00			*	GES	NAMA
29. Support to organize Municipal Examination Summit for final year students	Nsawam	*				4,800.00	4,800.00	4,800.00			*	GES	NAMA
30. Organize Independence Day celebration	Nsawam	*	*	*	*		16,125.20			*		GES	NYC NAMA
31. Conduct regular school inspection and disseminate reports on timely bases	Nsawam	*	*	*	*	1,500.00	1,500.00	1,500.00		*		GES	NAMA
32. Support to organize STMIE Clinic for 70 students	Koforidua			*		2,000.00	4,000.00	4,000.00		*		GES	NAMA
33. Acquisition of 1000 Mono desk and 50 Teachers tables and chairs	Nsawam			*		2,000.00	4,000.00	4,000.00		*		GES	NAMA
34. Rehabilitate 2 school buildings	Akramang Chinto	*	*	*	*		300,000.00	200,000.00		*		NAMA	GES
35. Organize Best Teacher Awards for 40 Teachers	Nsawam				*	25,500.00	43,500.00	15,000.00			*	GES	NAMA
MUNICIPAL HEALTH DIRECTORATE													
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY													
PROGRAMME: HEALTH IMPROVEMENT PROGRAMME													
36. Psycho-social support and counselling hubs: safe spaces for counselling youth and families on mental health	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	GES, NAMA
37. Assistive Device Support Initiative: Procure and distribute assistive devices through health facilities	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
38. Mental Health Integration in PHC: Train PHC workers to offer basic mental health support	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations

39. Youth Anti-Substance Campaign: Community-led awareness and sensitization on substance use	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
40. Mental Health Data Improvement Project: Strengthen mental health reporting and data systems	All Sub-Municipals	*	*	*	*		2,000.00	2,000.00		*		GHS	CSOs
41. Community NCD Screening Days: Periodic, Municipality-wide NCD screening and referral	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSOs
42. Healthy living Campaign: Radio and school-based health promotion targetting diet, tobacco, alcohol	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's Local Media, GES
43. NCD Surveillance system strengthening: Improve data collection, reporting and analysis for NCDs	All health facilities	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's
44. Training for early NCD Detection: Build frontline worker capacity for NCD identification and care	All health facilities	*		*			3,000.00	3,000.00			*	GHS	CSO's
45. Youth HIV Awareness clubs: Peer-led clubs in schools and communities	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	GES Traditional Leaders
46. PLHIV Support and Anti-stigma campaigns: Promote inclusion, tackle myths and discrimination	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	NAMA, CSO's
47. Health facility solar power initiative: Ensure electricity reliability for cold chain and diagnostics	Hospitals and Health centres			*			10,000.00	10,000.00		*		GHS	NAMA, CSO's, Other partners
48. Essential medicine supply chain reform: Digitise	All health facilities	*	*	*	*		5,000.00				*	GHS	

inventory systems and improve procurement													
49. PWD Friendly Facility Upgrade Project	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
50. Rehabilitate 1 No. Health Facility	Municipal Wide	*	*	*	*		100,000.00			*		MWD	GHS
ENVIRONMENTAL HEALTH DEPARTMENT													
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY													
PROGRAMME: WATER, SANITATION AND ENVIRONMENTAL HEALTH PROGRAMME													
51. Organization of monthly clean – up exercises	Municipal Wide	*	*	*	*		40,000.00	30,000.00		*		EHSU	NADMO, EPA, GPS, GNFS, ISD
52. Management of final disposal site (Evacuation of refuse dump sites)	Municipal Wide	*	*	*	*		120,000.00	60,000.00			*	EHSU	NADMO, EPA, ISD
53. Procurement of sanitary tools/equipment and cleansing materials	Municipal Wide	*	*	*	*		60,000.00	40,000.00			*	EHSU	MPO, Finance Unit, Internal Audit Unit
54. Acquisition of new site for cemetery and burial of unknown dead bodies	Municipal Wide	*	*	*	*		100,000.00	50,000.00		*		EHSU	Chiefs, Finance Unit, GPS, NADMO
55. Health education & awareness creation on household toilet construction & Solid Waste management	Municipal Wide	*	*	*	*		20,000.00	10,000.00		*		EHSU	SWCD, NADMO
56. Procurement of 5 skip containers	Municipal Wide	*	*	*	*		225,000.00			*		EHSU	MPO, Finance Unit
57. Construction of 2 incinerators, 1 in each of the zonal councils	Nsawam and Adoagyiri	*	*	*	*		500,000.00			*		EHSU	MPO, Finance
58. Education on enhancement programme	Municipal Wide	*	*	*	*		5,000.00	5,000.00			*	E.H.S.U	NADMO, SWCD
59. Sanitation Improvement Package (SIP)	Municipal Wide	*	*	*	*		130,812.00	0.00			*	EHSU	Zoomlion Ghana Ltd.
60. Fumigation, Disinfestation and Disinfection Program	Municipal Wide	*	*	*	*		74,750.00	0.00			*	EHSU	Zoomlion Ghana Ltd.

61. Rehabilitation of 6 No. Hand Pumps in selected communities	Yaw Adipa Dzatsuie Yaw Densu Nsumia Carnery Quarters	*	*	*	*		45,000.00			*		MWST	Planning
62. Construction of 2 No. Mechanized Borehole	Duadekye Operekrom	*	*	*	*		74,000.00			*		MWST	Planning
63. Construction of 1 No. Hand Pump Borehole	Panpanso Teshie	*	*	*	*		27,000.00			*		MWST	Planning
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT													
OBJECTIVE: TO PROMOTE THE ACTIVE PARTICIPATION/ EQUAL OPPORTUNITIES FOR PWDs IN SOCIO-ECONOMIC DEVELOPMENT PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
64. Investigate and assess 30 PWDs, provide them with working tools (capacity building) to enhance their employability, and organize entrepreneurship skills training for them.	Municipal Wide	*	*	*	*		900.00			*		DSW/PFI	NHIS, PFI, CF
65. Identify and Register 30 PWDs. Register 30 PWDs and enroll 500 Indigents on NHIS. Renew 600 PWDs and 1000 Indigents on NHIS	Municipal Wide	*	*	*	*	5,500.00	1,800.00			*		DSW/BAC	DSW/BA/.NHIS
OBJECTIVE: TO STRENGTHEN CHILD PROTECTION AND FAMILY WELFARE SYSTEMS PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
66. Organize 4 workshop for 135 ECDC's	Municipal Wide	*	*	*	*	4,500.00	3,500.00			*		DSW	MEHO/GES/GHS
67. Monitor 80 ECDCs	Municipal Wide	*	*	*	*	4,000.00	3,000.00			*		DSW	MEHO/GES/GHS
68. Settle 150 cases on child and family welfare	Municipal Wide	*	*	*	*	1,500.00	2,500.00			*		DSW	DOVVSU, GHS, GES CHIEFS
69. Track and respond to 30 cases of children without parental care (Neglected	Municipal Wide	*	*	*	*	5,000.00	3,500.00			*		DSW	DOVVSU, ASSEMBLY MEMBERS, MEDIA

Children), child labour, abuse, and trafficking.													
70. Trace and respond to 5 cases of sexual and gender-based violence.	Municipal Wide	*	*	*	*	6,000.00	4,000.00			*		DSW	DOVVSU, ASSEMBLY MEMBERS GHS
OBJECTIVE: TO STRENGTHEN SOCIAL PROTECTION ESPECIALLY FOR WOMEN, CHILDREN AND PERSONS WITH DISABILITY AND THE AGED PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
71. Sensitize 10 communities and Assembly staff on gender-based violence and sexual harassment.	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES NAMA
72. Educate 15 schools on adolescent reproductive health	Municipal Wide	*	*	*	*	3,000.00	1,500.00			*		DSW	GES, GHS
73. Support 4 gender mainstreaming and empowerment programs in 4 communities.	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE BAC
74. Organize 12 sensitization programmes on child rights, child labour, trafficking, and drug abuse.	Municipal Wide	*	*	*	*	2,000.00	2,500.00			*		DSW	GES GHS DOVVSU
75. Sensitize 10 communities and Assembly staff on gender-based violence and sexual harassment.	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES, TRAD/REL AUTH.
76. Support 6 gender mainstreaming and empowerment programs in 4 communities.	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE
77. Organize 2 advocacy programmes to enhance participation in decision-making for women and girls with disability	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		CDU	PWDs NGOs
78. Provide vocational skills for 40 women with disability	Municipal Wide	*	*	*	*	40,000.00	10,000.00			*		CDU	GHS, GES NGOs

79. Organize home visits to 160 homes in 16 communities to educate women on home management, childcare and development	Municipal Wide	*	*	*	*	3,000.00	2,000.00			*		CDU	GHS, GES, NGO's
80. Mobilize 4 mass meetings and study groups on government policies and programmes in 4 communities.	Municipal Wide	*	*	*	*	5,000.00	3,000.00			*		CDU	NCCE NAMA
81. Organize 4 community engagements on child protection using the toolkit in 4 communities.	Municipal Wide	*	*	*	*	5,000.00	2,500.00			*		CDU	GES GHS DOVVSU
82. Offer 2 in-house capacity building trainings to 13 staff and interns.	Municipal Wide	*	*	*	*	3,000.00	2,000.00			*		DSWC D	NAMA
URBAN ROADS DEPARTMENT													
OBJECTIVE: TO REDUCE INCIDENCE OF ROAD ACCIDENTS AND IMPROVE SAFETY AND SECURITY ON OUR ROADS													
PROGRAMME: TRANSPORT INFRASTRUCTURE AND SAFETY MANAGEMENT PROGRAMME													
83. Reshape selected roads (41km)	Municipal wide Oparekrom New site Area Road, Odeikrom, Dago and others		*	*	*		317,500.00	158,800.00		*		DUR	NAMA
84. Regravelling (6km) and spot improvement (2km) on selected roads	Municipal wide Ahodwo Area Road and others	*	*	*			310,200.00	155,100.00		*		DUR	NAMA
85. Construct/ rehabilitate/ repair culverts, drains and footbridges	Municipal wide Avaga Official Town Prisons and others		*	*	*		330,000.00	135,950.00		*		DUR	NAMA
86. Construct 8 No. speed ramps and road markings at selected locations	Municipal wide Dominion Hill Preparatory Area Roads	*		*	*		160,000.00	100,000.00		*		DUR	NAMA
87. Cut grass and desilt streams at selected locations	Municipal wide Aduakrom,		*	*	*		85,000.00	62,140.00		*		DUR	NAMA

	Bowkrom, and others												
88. Pothole patching on selected roads (1900m ²)	Municipal wide Ofapaye, Railways and others	*	*	*	*		330,000.00	220,250.00		*		DUR	NAMA
89. Public sensitization on road safety campaign to reduce road accidents in the municipality	Municipal wide	*	*	*	*		16,500.00	13,200.00		*		DUR	NAMA
90. Carry out regular supervision, monitoring and periodic evaluation of contract works	Municipal wide	*	*	*	*		9,000.00	6,000.00		*		DUR	NAMA
WORKS DEPARTMENT													
OBJECTIVE: TO ENSURE ACCESS TO ELECTRICITY AND WATER SERVICES													
PROGRAMME: PUBLIC WORKS, RURAL HOUSING AND WATER MANAGEMENT PROGRAMME													
91. Construction of Durbar sheds	Krokese	*	*	*	*		900,000.00	300,000.00		*		Works Department	Finance Physical Planning
92. Construction of Bungalow	Nsawam	*	*	*	*		2,00,000.00	300,000.00		*		Works Department	Finance
93. Construction of streetlights	Akuffokrom	*	*	*	*		500,000.00	200,000.00		*		Works Department	ECG
94. Construction of Community centre (durbar grounds)	Kwasitenten	*	*	*	*		400,000.00	100,000.00		*		Works Department	Finance
95. Renovation and completion of football field	Kwasitenten	*	*	*	*		200,000.00	100,000.00		*		Works Department	Education
96. Construction of football fields	Noka	*	*	*	*		300,000.00	200,000.00		*		Works Department	Education
97. Construction of durbar grounds	Agyeikrom	*	*	*	*		400,000.00	200,000.00		*		Works Department	Finance

98. Construction of durbar grounds	Aframkrom/ Amenkakrom	*	*	*	*		700,000.00	300,000.00		*		Works Department	Finance
99. Construction of durbar grounds	Asikabew	*	*	*	*		700,000.00	300,000.00		*		Works Department	Finance
100. Construction of police station	Doboro	*	*	*	*		1,000,000.00	400,000.00		*		Works Department	GPS
101. Facilitate the Construction of a TVET School	Nkyenekyene	*	*	*	*		10,000.00			*		Works	Finance
102. Construction of 3-unit JHS classroom Block with washrooms	Darmang	*	*	*	*		700,000.00	300,000.00		*		Works	GES
103. Construction of 1no.2 unit K.G classroom block	Pepraw	*	*	*	*		300,000.00	100,000.00		*		Works Department	Ghana Education
104. Construction of computer lab	Bowkrom	*	*	*	*		300,000.00	100,000.00		*		Works	GES
105. Construction of Slaughter house	Wangara/Avaga	*	*	*	*		780,000.00	200,000.00		*		Works	E.H.S.U
106. Expansion of Djankom Health Centre	Djankrom	*	*	*	*		1,000,000.00	500,000.00		*		Works	GHS
107. Construction of CHPS Compound	Ningo (Adadekrom/Krokes e)	*	*	*	*		1,500,000.00	500,000.00		*		Works	GHS
108. Provision of Transformers	Akwamu	*	*	*	*		300,000.00	50,000.00		*		Works	ECG
109. Provision of Streetlights	Owuraku Water works	*	*	*	*		50,000.00	20,000.00		*		Works	ECG
110. Provision of electricity	Alafia operation, Kwakyekrom, Aframkrom, Amekakrom	*	*	*	*		1,000.00	50,000.00		*		Works	ECG
111. Provision of sanitation facility	Akwamu	*	*	*	*		400,000.00	20,000.00		*		Works	E.H.S.U

112.Provision of sanitation facility	Ntoaso	*	*	*	*		400,000.00	20,000.00		*		Works	E.H.S.U
113. Renovate office building	Nsawam	*	*	*	*		600,000.00	200,000.00	*			MWD	NAMA
114. Renovate 1 No. residential building	Nsawam	*	*	*	*		100,000.00	50,000.00			*	MWD	NAMA
115. Maintenance of Lorry stations, parks and market centers within the municipality	Municipal Wide	*	*	*	*		80,000.00	20,000.00		*		MWD	NAMA
PHYSICAL PLANNING DEPARTMENT													
OBJECTIVE: TO PROMOTE SUSTAINABLE, SPATIALLY INTEGRATED, BALANCE AND ORDERLY PHYSICAL DEVELOPMENT													
PROGRAMME: SAFETY MANAGEMENT PROGRAMME													
116.Street Naming and Property Addressing System	Municipal Wide	*	*	*	*		50,000.00			*		PPD	Works Dept. Ghana Post Information Service NABCO
117.Prepare three local plans	Nsawam	*	*	*	*		30,000.00			*		PPD	Survey and Mapping Division
118.Prepare twelve (12) No. Spatial Planning Committee Meetings and Technical Sub Committee of the Spatial Planning Committee Meeting	Municipal Wide	*	*	*	*		113,460.00			*		PPD	Spatial Planning Committee
119.Public/Schools educated on good nursery practices, landscaping, fruit production, vegetable production, soil management and horticulture	Municipal Wide	*	*	*	*		5,000.00			*		PPD	Parks and Gardens
120.Planning Education	Municipal Wide	*	*	*	*		2,000.00			*		PPD	Information Service

121. Attend to private and the general public to solve land related issues	Municipal Wide	*	*	*	*		10,000.00			*		PPD	Lands Commission
122. Organize weekly site inspection to check development control and development application (Building Permits)	Municipal Wide	*	*	*	*		30,000.00			*		PPD	Management procurement
123. Tree planting within the Municipality against climate change	Municipal Wide	*	*	*	*		15,000.00			*		PPD	Parks and Gardens
124. Renting of NAMA Garden for events	Municipal Wide	*	*	*	*		10,000.00			*		Parks and Gardens	NAMA
125. Provide tools and equipment for the Park	Municipal Wide	*	*	*	*	3,000.00	5,000.00			*		Parks and Gardens	NAMA
126. Expansion of nursery from 10,000 seedlings to 15,000 seedlings	Municipal Wide	*	*	*	*			2,000.00		*		Parks and Gardens	NAMA
NATIONAL DISASTER MANAGEMENT ORGANIZATION													
OBJECTIVE: TO IMPROVE PLANNING FOR DISASTER PREVENTION AND MITIGATION													
PROGRAMME: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY PROGRAMME													
127. Organise 4 No. Disaster Management Committee meetings	Municipal Wide	*	*	*	*			12,240.00		*		NADMO	Assembly Members
128. Celebrate International Day for Disaster Reduction (IDDR)	Municipal Wide				*		8,000.00			*		NADMO	NAMA
129. Organize Climate Change Programmes	Municipal Wide	*	*	*	*	10,000.00	10,000.00			*		NADMO	NAMA
130. Sensitize the public on disaster prevention	Municipal Wide	*	*	*	*		17,760.00			*		NADMO	GNFS Ghana Police Service NAMA

131. Revive and train Disaster Volunteer Groups (DVGS)	Municipal Wide		*	*			10,000.00			*		NADMO	Regional NADMO
HUMAN RESOURCE DEPARTMENT													
OBJECTIVE: TO IMPROVE THE CAPACITY OF STAFF OF THE ASSEMBLY													
PROGRAMME: CAPACITY BUILDING AND PRODUCTIVITY													
132. Build Capacity of Staff, Assembly Members and Zonal Council Members	NAMA	*	*	*	*		10,000.00	8,419.00	45,859.00	*		HR	Consultant
133. Recruit candidates for identified vacancies	NAMA	*	*	*	*		10,000.00			*		HR	Consultant
134. Administration of Performance contract and staff performance appraisal	NAMA	*	*	*	*			9,500.00		*		HR	Consultant
135. Compensation management(Permanent & IGF Staff)	NAMA	*	*	*	*	7,000.00				*		HR	Consultant
136. Facilitation of staff promotion, conversion and upgrading	NAMA	*	*	*	*				15,000.00	*		HR	Consultant
FINANCE DEPARTMENT													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
137. Validation workshop on quarterly basis	Koforidua	*	*	*	*		55,100.00			*		Finance	HR/Revenue Unit
138. Preparation and submission of monthly financial statements by 11 th of the ensuing month	Koforidua	*	*	*	*		9,880.00			*		Finance	HR/Revenue Unit
139. Updating of revenue data on quarterly basis	Koforidua/Accra	*	*	*	*		28,000.00			*		Finance	HR/Revenue Unit
140. Training for revenue collectors in collaboration with human resource dept.	Nsawam	*	*	*	*		103,000.00			*		Finance	HR/Revenue Unit

141. Award ceremony for best performing revenue collectors	Nsawam				*		52,000.00			*		Finance	Admin/HR
142. Preparation and submission of quarterly financial statements	Koforidua/Accra	*	*	*	*		15,000.00			*		Finance	Admin/HR
143. Education and sensitisation of rate payers	Nsawam Municipality	*	*	*	*		33,000.00			*		Finance	Admin/HR
144. Undertake monthly revenue mobilization to boost IGF performance by 20% yearly	Nsawam Municipality	*	*	*	*		38,000.00			*		Finance	Revenue Unit
MIS/STATISTICS													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
145. Business Data collection	Municipal wide	*	*	*	*		40,000.00			*		Statistics department	IGF Working committee / NAMA
146. Data entry in District Data Development Platform (DDDP)	NAMA	*			*		5,000.00			*		MIS	HR
147. Property registration for valuation (commercial & residential)	NAMA		*				30,000.00			*		MIS	
148. Training on data collection techniques	NAMA	*					3,500.00			*		MIS/ Finance Dept.	HR, Records, IGF Working Committee
CENTRAL ADMINISTRATION													
OBJECTIVE: TO STRENGTHEN PLANNING, BUDGETING, MONITORING AND EVALUATION SYSTEMS AT THE DISTRICT													
PROGRAMME: COORDINATION, MONITORING AND EVALUATION PROGRAMMES													
149. Organize quarterly MPCU meetings and Prepare MTDP/AAP & M&E	NAMA	*	*	*	*		140,100	128,400.00		*		MPCU	NAMA
150. Organize quarterly Budget Committee meetings and Prepare Composite Budget	NAMA	*	*	*	*		10,000.00	27,000.00		*		Budget Unit	NAMA

151. Organize Town Hall meetings	NAMA	*	*	*	*		20,000.00	20,000.00		*		NAMA	CSOs/NGOs
152. Undertake regular supervision, site meetings and Monitoring & Evaluation of development projects and programmes	Municipal wide	*	*	*	*		30,000.00	25,000.00	20,000.00		*	MPCU	NAMA, MLGRD, ODACF
153. Conduct studies, research and training to enhance M&E activities	NAMA	*	*	*	*		20,000.00			*		NAMA	MPCU
154. Organize technical support/ workshops on PM&E	NAMA	*	*	*	*		4,000.00	12,000.00		*		MPCU	NAMA
OBJECTIVE: TO IMPROVE SECURITY IN ALL COMMUNITIES WITHIN THE MUNICIPALITY PROGRAMME: GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
155. Provide support for security surveillance operations	Municipal wide	*	*	*	*			20,000.00			*	NAMA	Ghana Police Service
OBJECTIVE: TO PROVIDE SUPPORT TO DECENTRALIZED INSTITUTIONS,TRADITIONAL AUTHORITY AND COMMUNITIES PROGRAMME: GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
156.Support to Ambulance Service	Municipal wide	*	*	*	*		10,000.00	15,000.00	10,000.00	*		NAS, GHS	GNFS
157.Provide support for the implementation of YEA programmes	Municipal wide	*	*	*	*			10,000.00			*	NAMA	NABCO Dept.
158.Provide support to Traditional Authorities/Religious Groups	Municipal wide	*	*	*	*		10,000.00	50,000.00		*		NAMA	TA/Religious Groups
159.Provide support to Community Initiated Projects	Municipal wide	*	*	*	*		40,000.00	20,000.00	20,000.00	*		NAMA	All Depts.
160.Support to RCC	NAMA	*	*	*	*			11,355.00		*		NAMA	
OBJECTIVE: TO ENSURE EFFECTIVE IMPLEMENTATION OF ADMINISTRATIVE RESPONSIBILITIES OF LOCAL ASSEMBLY PROGRAMME: : GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													

161. Gazette Fee Fixing Resolution	NAMA	*	*	*	*			20,000.00		*		NAMA	
162. Implement NACAP	NAMA	*	*	*	*			10,000		*		NAMA	CHRAJ NCCE ISD
163. Implement Operation and Maintenance Plan		*	*	*	*			677,500		*		MWD	Central Admin
164. Acquire office computers/ furniture/ electricity plant	NAMA	*	*	*	*		90,000.00	70,000.00	50,000.00	*		NAMA	
165. Acquire motor bikes for registry	NAMA	*						6000.00		*		Central Admin	
166. Operation & maintenance of official vehicles	NAMA	*	*	*	*		30,000.00	70,000.00		*		NAMA	
167. Public education/ sensitization	Municipal wide	*	*	*	*			20,000.00		*		NAMA	
168. Organize General Assembly/ Sub-committee meetings	NAMA	*	*	*	*			50,000.00		*		NAMA	
169. Support Zonal Councils	Nsawam/ Adoagyiri	*	*	*	*		48,295.00	10,000.00		*		NAMA	
170. Support NALAG activities	NAMA	*	*	*	*		6,236.00	5,000.00		*		NAMA	
171. Matching fund for Donor support projects	Municipal wide	*	*	*	*		40,000.00			*		NAMA	
172. Acquire stationery/ value books/ office supplies	NAMA	*	*	*	*			15,000.00		*		Finance Dept.	NAMA
173. Implement Revenue Improvement Action Plan (RIAP)	NAMA	*	*	*	*		10,000.00	10,000.00		*		Finance Dept.	NAMA
174. Acquire 1No. pick-up truck	NAMA							159,831.00				Finance Dept.	NAMA
175. Pay Local Consultants fees and commission	NAMA	*	*	*	*			50,000.00		*		Finance Dept.	NAMA
176. Organize 4No. Audit Committee meetings	NAMA	*	*	*	*			35,180.00		*		Audit Unit	NAMA

177.Prepare and submit three Quarterly Internal Audit reports, Audit Plan and Annual Performance Report	NAMA	*	*	*	*			21,500.00		*		Audit Unit	NAMA
178.TOTAL COST FOR 2027	=GHC 52,645,022.10												

Source: MPCU NAMA, 2025

Table 6.3: Annual Action Plan- 2028

Broad Activities	Location	Timeframe				Cost				Programme Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
CO-OPERATIVES													
OBJECTIVE: TO DIVERSIFY, EXPAND AND IMPROVE THE ACTIVITIES OF CO-OPERATIVES FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAM													
1. To visit and monitor the activities of ten co-operative societies	Nsawam Adoagyiri	*	*	*	*			2,000.00		*		DOC	AGRIC
2.To organize training on co-operatives for ten (10) societies	Nsawam Adoagyiri		*					5,000.00		*		DOC	NAMA
3.To sensitize three (3) communities on co-operative and group formation	Nsawam Adoagyiri			*				5,000.00		*		DOC	AGRIC, GEA
4.To acquire a printer for office use	Nsawam Adoagyiri	*					10,000.00			*		DOC	NAMA
CENTRE FOR NATIONAL CULTURE													
OBJECTIVE: TO DIVERSIFY AND EXPAND THE TOURISM INDUSTRY FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAMME													
5. A cooking contest organized to promote the eat Ghana, wear Ghana Agenda in the Municipality	Nsawam Adoagyiri			*			2,000.00			*		CNC	NAMA

6. Organise marketable skills and training programs for teenage mothers, SHS and JHS school graduands	Municipal wide	*	*	*	*			12,000.00		*		CNC	SOCIAL WELFARE
7. Organizing an exhibition and cultural dance competition festival	Municipal wide		*					7,000.00		*		CNC	NAMA NSAWAM CHIEF PALACE
BUSINESS ADVISORY CENTRE													
OBJECTIVE: TO SUPPORT MSMEs IN ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
8. Organize two (2) business forum for MSMEs	Municipal wide	*	*	*	*			3,000.00		*		GEA	NAMA
9. Support clients to regularize their businesses	Nsawam	*	*	*	*			5,000.00			*	GEA	Mastercard Foundation
10. Organize Kaizen training for 50 SCPs	Nsawam	*	*	*	*			2,000.00				GEA	NAMA
11. Organize Business Management Seminar for Local Business Associations (LBAs)	Municipal wide		*		*			1,000.00		*		GEA	NAMA
12. Train 20 unemployed youth to acquire skills in rearing fish and making beads	Municipal wide	*		*				14,000.00			*	GEA	NAMA
13. Organize Management training on Start Your Business (SYB) for graduate apprentices	Municipal wide				*			2,000.00		*		GEA	SD GEA.
14. Organize coaching and mentoring sessions for start-up businesses	Municipal wide	*	*	*	*			1,000.00				GEA	NAMA
15. Organize capacity building training for a women LBA	Municipal wide	*	*	*	*			2,000.00			*	GEA	NAMA
16. Identify and promote potential tourism related activities	Municipal wide	*	*	*	*			1,000.00			*	GEA	NAMA
OBJECTIVE: TO DIVERSIFY AND EXPAND THE INDUSTRIAL SECTOR FOR ECONOMIC DEVELOPMENT													

PROGRAMME: LOCAL ECONOMIC PROGRAMME													
17. Conduct monitoring and counselling for 80 clients	Municipal wide	*	*	*	*			2,000.00			*	GEA	NAMA
18. Organize four (4) LED subcommittee meeting	Municipal wide	*	*	*	*				5,400.00		*	GEA	NAMA Agric Dept.
19. Capacity building for farm base organization (FBO)	Fotobi	*	*	*	*	1,000.00					*	GEA	NAMA Agric Dept.
DEPARTMENT OF AGRIC.													
OBJECTIVE: TO INCREASE ACCESS TO EXTENSION SERVICES BY 40% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
20. Conduct training and extension services for Agricultural Development	Municipal wide	*	*	*	*	8,000.00	8,000.00				*	Agric Dept.	NAMA
21. Conduct RELC Stakeholders Consultation and strengthen FBOs in the Municipality	Municipal wide	*	*	*	*	6,250.00	15,500.00				*	Agric Dept.	NAMA
OBJECTIVE: TO REDUCE POST HARVEST LOSSES BY 20% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
22. Support the construction of 4 cribs in 4 Agric zones to reduce losses.	Municipal wide				*	15,500.00	8,250.00			*		Agric Dept.	
OBJECTIVE: TO INCREASE THE PRODUCTION OF STAPLE CROPS BY 40% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
23. Support the implementation of Planting for Food and Jobs, Planting for Exports and Rural Development and sustain the implementation of MAG in the Municipality	Municipal wide		*	*		25,000.00		70,330.00			*	Agric Dept.	NAMA
24. Support youth and women in Agriculture related programmes Municipal wide	Municipal wide	*	*	*	*	15,500.00	8,250.00				*	Agric Dept.	NAMA
25. Data collection and analysis on major commodities in the Municipality	Municipal wide	*	*	*	*	8,250.00	8,250.00				*	Agric Dept.	NAMA

26. Organize Farmers' Day Celebration	Municipal wide			*	45,000.00	34,500.00			*	Agric Dept.	NAMA
MUNICIPAL EDUCATION DIRECTORATE											
OBJECTIVE: TO ENHANCE INCLUSIVE AND EQUITABLE ACCESS TO, AND PARTICIPATION IN QUALITY EDUCATION AT ALL LEVELS PROGRAMME: EDUCATIONAL IMPROVEMENT PROGRAMME											
27. Support My First Day at School	Nsawam	*				4,500.00	5,500.00		*	NAMA	GES
28. Organize Stakeholders Forum on Education and MEOC meetings	Nsawam			*	6,000.00	600.00	6,600.00		*	GES	NAMA
29. Support to organize Municipal Mock Exams for 3,700 JHS final year pupils	Nsawam		*		22,700.00	22,800.00	22,700.00		*	GES	NAMA
30. Support to organize Municipal Examination Summit for final year students	Nsawam	*			2,400.00	3,400.00	3,400.00		*	GES	NAMA
31. Organize Independence Day celebration	Nsawam	*	*	*	3,500.00	3,500.00			*	GES	NYC NAMA
32. Conduct regular school inspection and disseminate reports on timely bases	Nsawam	*	*	*	1,500.00	1,500.00	1,500.00		*	GES	NAMA
33. Support to organize STMIE Clinic for 70 students	Koforidua			*	2,000.00	4,000.00	4,000.00		*	GES	NAMA
34. Acquisition of 1000 Mono desk and 50 Teachers tables and chairs	Nsawam			*	143,000.00	150,000.00			*	GES	NAMA
35. Rehabilitate 2 school buildings	Nsawam	*	*	*		350,000.00	300,000.00		*	NAMA	GES
36. Organize Best Teacher Awards for 50 Teachers	Nsawam			*	25,700.00	43,600.00	18,000.00		*	GES	NAMA
MUNICIPAL HEALTH DIRECTORATE											
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY PROGRAMME: HEALTH IMPROVEMENT PROGRAMME											
37. Psycho-social support and counselling hubs: safe spaces for counselling youth	Municipal Wide	*	*	*		200,000.00	100,000.00		*	GHS	GES, NAMA

and families on mental health													
38. Assistive Device Support Initiative: Procure and distribute assistive devices through health facilities	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
39. Mental Health Integration in PHC: Train PHC workers to offer basic mental health support	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
40. Youth Anti-Substance Campaign: Community-led awareness and sensitization on substance use	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
41. Mental Health Data Improvement Project: Strengthen mental health reporting and data systems	All Sub-Municipals	*	*	*	*		2,000.00	2,000.00		*		GHS	CSOs
42. Community NCD Screening Days: Periodic, Municipality-wide NCD screening and referral	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSOs
43. Healthy living Campaign: Radio and school-based health promotion targeting diet, tobacco, alcohol	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's Local Media, GES
44. NCD Surveillance system strengthening: Improve data collection, reporting and analysis for NCDs	All health facilities	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's
45. Training for early NCD Detection: Build frontline worker capacity for NCD identification and care	All health facilities	*		*			3,000.00	3,000.00			*	GHS	CSO's
46. Youth HIV Awareness clubs: Peer-led clubs in schools and communities	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	GES Traditional Leaders

47. PLHIV Support and Anti-stigma campaigns: Promote inclusion, tackle myths and discrimination	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	NAMA, CSO's
48. Health facility solar power initiative: Ensure electricity reliability for cold chain and diagnostics	Hospitals and Health centres			*			10,000.00	10,000.00		*		GHS	NAMA, CSO's, Other partners
49. Essential medicine supply chain reform: Digitise inventory systems and improve procurement	All health facilities	*	*	*	*		5,000.00				*	GHS	
50. PWD Friendly Facility Upgrade Project	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
51. Rehabilitate 1 No. Health Facility	Municipal Wide	*	*	*	*		100,000.00			*		MWD	GHS
ENVIRONMENTAL HEALTH DEPARTMENT													
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY													
PROGRAMME: WATER, SANITATION AND ENVIRONMENTAL HEALTH PROGRAMME													
52. Organization of monthly clean – up exercises	Municipal Wide	*	*	*	*		80,000.00	50,000.00			*	EHSU	NADMO, EPA, GPS, GNFS, ISD
53. Management of final disposal site (Evacuation of refuse dump sites)	Municipal Wide	*	*	*	*		140,000.00	80,000.00			*	EHSU	NADMO, EPA, ISD
54. Procurement of sanitary tools/equipment and cleansing materials	Municipal Wide	*	*	*	*		100,000.00	80,000.00			*	EHSU	MPO, Finance Unit, Internal Audit Unit
55. Acquisition of new site for cemetery and burial of unknown dead bodies	Municipal Wide	*	*	*	*		120,000.00	80,000.00			*	EHSU	Chiefs, Finance Unit, GPS, NADMO
56. Health education & awareness creation on household toilet construction & Solid Waste management	Municipal Wide	*	*	*	*		30,000.00	10,000.00			*	EHSU	SWCD, NADMO

57. Procurement of 6 skip containers	Municipal Wide	*	*	*	*		3,300.00				*	EHSU	MPO, Finance Unit
58. Construction of 2 incinerators, 1 in each of the zonal councils	Municipal Wide	*	*	*	*		50,000.00				*	EHSU	MPO, Finance
59. Education on enhancement programme	Municipal Wide	*	*	*	*		6,000.00	5,000.00			*	E.H.S.U	NADMO, SWCD
60. Sanitation Improvement Package (SIP)	Municipal Wide	*	*	*	*		130,812.00	0.00			*	EHSU	Zoomlion Ghana Ltd.
61. Fumigation, Disinfestation and Disinfection Program	Municipal Wide	*	*	*	*		74,750.00	0.00			*	EHSU	Zoomlion Ghana Ltd.
62. Rehabilitation of 3 No. Hand Pumps in selected communities	Krokese Asikabew Kekewa Dzatsui Newtown	*	*	*	*		33,000.00			*		MWST	Planning
63. Rehabilitation of 3 No. Mechanized Pumps in selected communities	Prisons Ankwa Dobro Anoff	*	*	*	*		62,000.00			*		MWST	Planning
64. Construction of 1 No. Mechanized Borehole	Kwafokrom	*	*	*	*		39,000.00			*		MWST	Planning
65. Construction of 1 No. Hand Pump Borehole	Asiaw	*	*	*	*		28,000.00			*		MWST	Planning
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT													
OBJECTIVE: TO PROMOTE THE ACTIVE PARTICIPATION/ EQUAL OPPORTUNITIES FOR PWDs IN SOCIO-ECONOMIC DEVELOPMENT													
PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
66. Investigate and assess 30 PWDs, provide them with working tools (capacity building) to enhance their employability, and organize entrepreneurship skills training for them.	Municipal Wide	*	*	*	*	6,000.00	2,000.00			*		DSW/PFI	NHIS, PFI, CF
67. Identify and Register 35 PWDs. Register 30 PWDs and enroll 500 Indigents on NHIS. Renew 600 PWDs and 1000 Indigents on NHIS	Municipal Wide	*	*	*	*	8,000.00	1,500.00			*		DSW/BAC	DSW/BA/.NHIS
OBJECTIVE: TO STRENGTHEN CHILD PROTECTION AND FAMILY WELFARE SYSTEMS													

PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
68. Organize 4 workshop for 135 ECDC's	Municipal Wide	*	*	*	*	4,500.00	3,500.00			*		DSW	MEHO/GES/GHS
69. Monitor 60 ECDCs	Municipal Wide	*	*	*	*	4,000.00	3,000.00			*		DSW	MEHO/GES/GHS
70. Settle 150 cases on child and family welfare	Municipal Wide	*	*	*	*	1,500.00	2,500.00			*		DSW	DOVVSU, GHS, GES CHIEFS
71. Track and respond to 25 cases of children without parental care (Neglected Children), child labour, abuse, and trafficking.	Municipal Wide	*	*	*	*	5,000.00	3,500.00			*		DSW	DOVVSU, ASSEMBLY MEMBERS, MEDIA
72. Trace and respond to 5 cases of sexual and gender-based violence.	Municipal Wide	*	*	*	*	7,000.00	4,000.00			*		DSW	DOVVSU, ASSEMBLY MEMBERS GHS
OBJECTIVE: TO STRENGTHEN SOCIAL PROTECTION ESPECIALLY FOR WOMEN, CHILDREN AND PERSONS WITH DISABILITY AND THE AGED PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
73. Sensitize 10 communities and Assembly staff on gender-based violence and sexual harassment.	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES NAMA
74. Educate 15 schools on adolescent reproductive health	Municipal Wide	*	*	*	*	3,500.00	1,500.00			*		DSW	GES, GHS
75. Support 4 gender mainstreaming and empowerment programs in 4 communities.	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE BAC
76. Organize 12 sensitization programmes on child rights, child labour, trafficking, and drug abuse.	Municipal Wide	*	*	*	*	2,000.00	2,500.00			*		DSW	GES GHS DOVVSU
77. Sensitize 10 communities and Assembly staff on	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES, TRAD/REL

gender-based violence and sexual harassment.													AUTH.
78. Support 4 gender mainstreaming and empowerment programs in 4 communities.	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE
79. Organize 2 advocacy programmes to enhance participation in decision-making for women and girls with disability	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		CDU	PWDs NGOs
80. Provide vocational skills for 40 women with disability	Municipal Wide	*	*	*	*	40,000.00	10,000.00				*	CDU	GHS, GES NGOs
81. Organize home visits to 160 homes in 16 communities to educate women on home management, childcare and development	Municipal Wide	*	*	*	*	3,000.00	2,000.00			*		CDU	GHS, GES, NGO's
82. Mobilize 4 mass meetings and study groups on government policies and programmes in 4 communities.	Municipal Wide	*	*	*	*	5,000.00	3,000.00			*		CDU	NCCE NAMA
83. Organize 4 community engagements on child protection using the toolkit in 4 communities.	Municipal Wide	*	*	*	*	5,000.00	2,500.00			*		CDU	GES GHS DOVVSU
84. Offer 2 in-house capacity building trainings to 13 staff and interns.	Municipal Wide	*	*	*	*	3,000.00	2,000.00			*		DSWC D	NAMA
URBAN ROADS REPARTMENT													
OBJECTIVE: TO REDUCE INCIDENCE OF ROAD ACCIDENTS AND IMPROVE SAFETY AND SECURITY ON OUR ROADS													
PROGRAMME: TRANSPORT INFRASTRUCTURE AND SAFETY MANAGEMENT PROGRAMME													
85. Reshape selected roads (43km)	Municipal wide Dobro, Asiyaw and others		*	*	*		365,000.00	180,200.00		*		DUR	NAMA

86. Regravelling (6.5km) and spot improvement (3.5km) on selected roads	Municipal wide Asarfo Adjei Area Road and others	*	*	*			355,000.00	193,300.00		*		DUR	NAMA
87. Construct/ rehabilitate/ repair culverts, drains and footbridges	Municipal wide Sakyekrom West		*	*	*		355,000.00	145,650.00		*		DUR	NAMA
88. Construct 8 No. speed ramps and road markings at selected locations	Municipal wide	*		*	*		180,000.00	125,000.00		*		DUR	NAMA
89. Cut grass and desilt streams at selected locations	Municipal wide Dobro, Djankama and others		*	*	*		95,000.00	77,340.00		*		DUR	NAMA
90. Pothole patching on selected roads (2000m²)	Municipal wide Odeiyaw Jn., Pakro road and others	*	*	*	*		353,000.00	241,920.00		*		DUR	NAMA
91. Public sensitization on road safety campaign to reduce road accidents in the municipality	Municipal wide	*	*	*	*		18,000.00	15,400.00		*		DUR	NAMA
92. Carry out regular supervision, monitoring and periodic evaluation of contract works	Municipal wide	*	*	*	*		11,000.00	8,500.00		*		DUR	NAMA
WORKS DEPARTMENT													
OBJECTIVE: TO ENSURE ACCESS TO ELECTRICITY AND WATER SERVICES													
PROGRAMME: PUBLIC WORKS, RURAL HOUSING AND WATER MANAGEMENT													
93. Provision of Sanitation Facilities	Doboro, Yaw Adipa, Yaw Gyan	*	*	*	*		500,000.00	200,000.00		*		Works Department	Environmental Health Unit
94. Extension of electricity	Adadekrom, Ningo, Nyame Bekyere, Kwaku Tawiah, New Town, Djankrom, Anoff, Ahwerase, Kwesi Tombo, Asiaw, Fotobi	*	*	*	*		5,000,000.00	1,000,000.00		*		Works Department	ECG

95. Provision of electricity poles	Oforikrom, Kwasikrom, Kwameboafo, Aduakrom, Amoakokrom, Owunso	*	*	*	*		2,000,00 0.00	500,000 .00		*		Works Depart ment	ECG
96. Construction of CHPS Compound	Lantei	*	*	*	*		2,000,00 0.00	400,000 .00		*		Works Depart ment	Ghana Health Service
97. Construction of Police Post	Sakyikrom	*	*	*	*		700,000. 00	400,000 .00		*		Works Depart ment	Ghana Police Service
98. Construct 1 No. 6 Unit Primary Classroom Block and 1no.3-Unit JHS classroom block with ancillary facilities	Asiaw	*	*	*	*		900,000. 00			*		Works Depart ment	Ghana Education Service
99. Construction of 1no.3 unit JHS block	Ahodwo	*	*	*	*		400,000. 00	100,000 .00		*		Works Depart ment	Ghana Education Service
100. Maintenance of Lorry stations, parks and market centers within the municipality	Municipal Wide	*	*	*	*		80,000.0 0	20,000. 00		*		MWD	NAMA
PHYSICAL PLANNING DEPARTMENT													
OBJECTIVE: TO PROMOTE SUSTAINABLE, SPATIALLY INTEGRATED, BALANCE AND ORDERLY PHYSICAL DEVELOPMENT													
PROGRAMME: SAFETY MANAGEMENT PROGRAMME													
101.Street Naming and Property Addressing System	Municipal Wide	*	*	*	*		50,000.0 0			*		PPD	Works Dept. Ghana Post Information Service NABCO
102.Prepare three local plans	Nsawam	*	*	*	*		50,000.0 0			*		PPD	Survey and Mapping Division
103.Prepare twelve (12) No. Spatial Planning Committee Meetings and Technical Sub	Municipal Wide	*	*	*	*		120,500. 00			*		PPD	Spatial Planning Committee

Committee of the Spatial Planning Committee Meeting														
104.Public/Schools educated on good nursery practices, landscaping, fruit production, vegetable production, soil management and horticulture	Municipal Wide	*	*	*	*		5,000.00			*		PPD	Parks and Gardens	
105.Planning Education	Municipal Wide	*	*	*	*		5,000.00			*		PPD	Information Service	
106.Attend to private and the general public to solve land related issues	Municipal Wide	*	*	*	*		10,000.00			*		PPD	Lands Commission	
107.Organize weekly site inspection to check development control and development application (Building Permits)	Municipal Wide	*	*	*	*		30,000.00			*		PPD	Management procurement	
108.Tree planting within the Municipality against climate change	Municipal Wide	*	*	*	*		15,000.00			*		PPD	Parks and Gardens	
109. Renting of NAMA Garden for events	Municipal Wide	*	*	*	*		10,000.00			*		Parks and Gardens	NAMA	
110. Provide tools and equipment for the Park	Municipal Wide	*	*	*	*	3,000.00	5,000.00			*		Parks and Gardens	NAMA	
111. Expansion of nursery from 10,000 seedlings to 15,000 seedlings	Municipal Wide	*	*	*	*			2,000.00		*		Parks and Gardens	NAMA	
NATIONAL DISASTER MANAGEMENT ORGANIZATION														
OBJECTIVE: TO IMPROVE PLANNING FOR DISASTER PREVENTION AND MITIGATION														
PROGRAMME: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY PROGRAMME														

112. Organise 4 No. Disaster Management Committee meetings	Municipal Wide	*	*	*	*			13,600.00			*	NADMO	Assembly Members
113. Celebrate International Day for Disaster Reduction (IDDR)	Municipal Wide				*			10,000.00		*		NADMO	NAMA
114. Organize Climate Change Programmes	Municipal Wide	*	*	*	*		12,000.00	10,000.00		*		NADMO	NAMA
115. Sensitize the public on disaster prevention	Municipal Wide	*	*	*	*			20,000.00		*		NADMO	GNFS Ghana Police Service NAMA
116. Revive and train Disaster Volunteer Groups (DVGS)	Municipal Wide		*	*				10,000.00		*		NADMO	Regional NADMO
HUMAN RESOURCE DEPARTMENT													
OBJECTIVE: TO IMPROVE THE CAPACITY OF STAFF OF THE ASSEMBLY PROGRAMME: CAPACITY BUILDING AND PRODUCTIVITY PROGRAMME													
117. Build Capacity of Staff, Assembly Members and Zonal Council Members	NAMA	*	*	*	*		10,000.00	8,419.00	45,859.00	*		HR	Consultant
118. Recruit candidates for identified vacancies	NAMA	*	*	*	*			10,000.00		*		HR	Consultant
119. Administration of Performance contract and staff performance appraisal	NAMA	*	*	*	*			9,500.00		*		HR	Consultant
120. Compensation management (Permanent & IGF Staff)	NAMA	*	*	*	*		7,000.00			*		HR	Consultant
121. Facilitation of staff promotion, conversion and upgrading	NAMA	*	*	*	*			15,000.00		*		HR	Consultant
FINANCE DEPARTMENT													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
122. Validation workshop on quarterly basis	Koforidua	*	*	*	*			61,100.00		*		Finance	HR/Revenue Unit

123. Preparation and submission of monthly financial statements by 11 th of the ensuing month	Koforidua	*	*	*	*			11,010.00		*		Finance	HR/Revenue Unit
124. Updating of revenue data on quarterly basis	Koforidua/Accra	*	*	*	*			28,000.00		*		Finance	HR/Revenue Unit
125. Training for revenue collectors in collaboration with human resource dept.	Nsawam	*	*	*	*			110,000.00		*		Finance	HR/Revenue Unit
126. Award ceremony for best performing revenue collectors	Nsawam				*			55,000.00		*		Finance	Admin/HR
127. Preparation and submission of quarterly financial statements	Koforidua/Accra	*	*	*	*			15,000.00		*		Finance	Admin/HR
128. Education and sensitisation of rate payers	Nsawam Municipality	*	*	*	*			33,000.00		*		Finance	Admin/HR
129. Undertake monthly revenue mobilization to boost IGF performance by 20% yearly	Nsawam Municipality	*	*	*	*			38,000.00		*		Finance	Revenue Unit
MIS/STATISTICS													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
130. Business Data collection	Municipal wide	*	*	*	*			40,000.00		*		Statistics department	IGF Working committee / NAMA
131. Data entry in District Data Development Platform (DDDP)	NAMA	*			*			5,000.00		*		MIS	HR
132. Property registration for valuation (commercial & residential)	NAMA		*					30,000.00		*		MIS	
133. Training on data collection techniques	NAMA	*						3,500.00		*		MIS/ Finance Dept.	HR, Records, IGF Working Committee

CENTRAL ADMINISTRATION													
OBJECTIVE: TO STRENGTHEN PLANNING, BUDGETING, MONITORING AND EVALUATION SYSTEMS AT THE DISTRICT													
PROGRAMME: COORDINATION, MONITORING AND EVALUATION PROGRAMMES													
134. Organize quarterly MPCU meetings and Prepare MTDP/AAP & M&E	NAMA	*	*	*	*		140,100	128,400.00		*		MPCU	NAMA
135. Organize quarterly Budget Committee meetings and Prepare Composite Budget	NAMA	*	*	*	*		10,000.00	27,000.00		*		Budget Unit	NAMA
136. Organize Town Hall meetings	NAMA	*	*	*	*		20,000.00	20,000.00		*		NAMA	CSOs/NGOs
137. Undertake regular supervision, site meetings and Monitoring & Evaluation of development projects and programmes	Municipal wide	*	*	*	*		30,000.00	25,000.00	20,000.00		*	MPCU	NAMA, MLGRD, ODACF
138. Conduct studies, research and training to enhance M&E activities	NAMA	*	*	*	*		20,000.00			*		NAMA	MPCU
139. Organize technical support/ workshops on PM&E	NAMA	*	*	*	*		4,000.00	12,000.00		*		MPCU	NAMA
OBJECTIVE: TO IMPROVE SECURITY IN ALL COMMUNITIES WITHIN THE MUNICIPALITY													
PROGRAMME: GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
140. Provide support for security surveillance operations	Municipal wide	*	*	*	*			20,000.00			*	NAMA	Ghana Police Service
OBJECTIVE: TO PROVIDE SUPPORT TO DECENTRALIZED INSTITUTIONS, TRADITIONAL AUTHORITY AND COMMUNITIES													
PROGRAMME: GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
141. Support to Ambulance Service	Municipal wide	*	*	*	*		10,000.00	15,000.00	10,000.00	*		NAS, GHS	GNFS
142. Provide support for the implementation of YEA programmes	Municipal wide	*	*	*	*			10,000.00			*	NAMA	NABCO Dept.
143. Provide support to Traditional	Municipal wide	*	*	*	*		10,000.00	50,000.00		*		NAMA	TA/Religious Groups

Authorities/Religious Groups													
144. Provide support to Community Initiated Projects	Municipal wide	*	*	*	*		40,000.00	20,000.00	20,000.00	*		NAMA	All Depts.
145. Support to RCC	NAMA	*	*	*	*			11,355.00		*		NAMA	
OBJECTIVE: TO ENSURE EFFECTIVE IMPLEMENTATION OF ADMINISTRATIVE RESPONSIBILITIES OF LOCAL ASSEMBLY PROGRAMME: : GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
146. Gazette Fee Fixing Resolution	NAMA	*	*	*	*			20,000.00		*		NAMA	
147. Implement NACAP	NAMA	*	*	*	*			10,000		*		NAMA	CHRAJ NCCE ISD
148. Implement Operation and Maintenance Plan		*	*	*	*			677,500		*		MWD	Central Admin
149. Acquire office computers/ furniture/ electricity plant	NAMA	*	*	*	*	90,000.00		70,000.00	50,000.00	*		NAMA	
150. Acquire motor bikes for registry	NAMA	*						6000.00		*		Central Admin	
151. Operation & maintenance of official vehicles	NAMA	*	*	*	*	30,000.00		70,000.00		*		NAMA	
152. Public education/ sensitization	Municipal wide	*	*	*	*			20,000.00		*		NAMA	
153. Organize General Assembly/ Sub-committee meetings	NAMA	*	*	*	*			50,000.00		*		NAMA	
154. Support Zonal Councils	Nsawam/ Adoagyiri	*	*	*	*	48,295.00		10,000.00		*		NAMA	
155. Support NALAG activities	NAMA	*	*	*	*	6,236.00		5,000.00		*		NAMA	
156. Matching fund for Donor support projects	Municipal wide	*	*	*	*	40,000.00				*		NAMA	

157.Acquire stationery/ value books/ office supplies	NAMA	*	*	*	*			15,000.00		*		Finance Dept.	NAMA
158.Implement Revenue Improvement Action Plan (RIAP)	NAMA	*	*	*	*	10,000.00		10,000.00		*		Finance Dept.	NAMA
159.Acquire 1No. pick-up truck	Nsawam							159,831.00		*		Finance Dept.	NAMA
160.Pay Local Consultants fees and commission	NAMA	*	*	*	*			50,000.00		*		Finance Dept.	NAMA
161.Organize 4No. Audit Committee meetings	NAMA	*	*	*	*			35,180.00		*		Audit Unit	NAMA
162.Prepare and submit three Quarterly Internal Audit reports, Audit Plan and Annual Performance Report	NAMA	*	*	*	*			21,500.00		*		Audit Unit	NAMA
163.TOTAL COST FOR 2028	=GHC 14,174,827.00												

Source: MPCU NAMA Secretariat, 2025

Table 6.4: Annual Action Plan 2029

Broad Activities	Location	Timeframe				Cost				Programme Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
CO-OPERATIVES													
OBJECTIVE: TO DIVERSIFY, EXPAND AND IMPROVE THE ACTIVITIES OF CO-OPERATIVES FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAM													
1. To visit and monitor the activities of ten co-operative societies	Nsawam Adoagyiri	*	*	*	*			2,000.00		*		DOC	AGRIC
2.To organize training on co-operatives for ten (10) societies	Nsawam Adoagyiri		*					5,000.00		*		DOC	NAMA
3.To sensitize three (3) communities on co-operative and group formation	Nsawam Adoagyiri			*				5,000.00		*		DOC	AGRIC, GEA
4.To acquire a printer for office use	Nsawam Adoagyiri	*					10,000.00			*		DOC	NAMA
CENTRE FOR NATIONAL CULTURE													
OBJECTIVE: TO DIVERSIFY AND EXPAND THE TOURISM INDUSTRY FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAMME													
5. A cooking contest organized to promote the eat Ghana, wear Ghana Agenda in the Municipality	Nsawam Adoagyiri			*			2,000.00			*		CNC	NAMA
6. Organise marketable skills and training programs for teenage mothers, SHS and JHS school graduands	Municipal wide	*	*	*	*			12,000.00		*		CNC	SOCIAL WELFARE
7. Organizing an exhibition and cultural dance competition festival	Municipal wide		*					7,000.00		*		CNC	NAMA NSAWAM CHIEF PALACE
BUSINESS ADVISORY CENTRE													
OBJECTIVE: TO SUPPORT MSMEs IN ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													

8. Organize two (2) business forum for MSMEs	Municipal wide	*	*	*	*		3,000.00			*		GEA	NAMA
9. Support clients to regularize their businesses	Nsawam	*	*	*	*		5,000.00				*	GEA	Mastercard Foundation
10. Organize Kaizen training for 50 SCPs	Nsawam	*	*	*	*		2,000.00				*	GEA	NAMA
11. Organize Business Management Seminar for Local Business Associations (LBAs)	Municipal wide		*		*			1,000.00		*		GEA	NAMA
12. Train 20 unemployed youth to acquire skills in rearing fish and making beads	Municipal wide	*		*				14,000.00			*	GEA	NAMA
13. Organize Management training on Start Your Business (SYB) for graduate apprentices	Municipal wide				*		2,000.00			*		GEA	SD GEA.
14. Internship training for start-up businesses	Municipal wide	*	*	*	*		1,000.00				*	GEA	NAMA
15. Organize capacity building training for a women LBA	Municipal wide	*	*	*	*			2,000.00			*	GEA	NAMA
16. Identify and promote potential tourism related activities	Municipal wide	*	*	*	*			1,000.00			*	GEA	NAMA
OBJECTIVE: TO DIVERSIFY AND EXPAND THE INDUSTRIAL SECTOR FOR ECONOMIC DEVELOPMENT													
PROGRAMME: LOCAL ECONOMIC PROGRAMME													
17. Conduct monitoring and counselling for 80 clients	Municipal wide	*	*	*	*			2,000.00			*	GEA	NAMA
18. Organize four (4) LED subcommittee meeting	Municipal wide	*	*	*	*				5,400.00		*	GEA	NAMA Agric Dept.
19. Capacity building for farm base organization (FBO)	Fotobi	*	*	*	*	1,000.00					*	GEA	NAMA Agric Dept.
DEPARTMENT OF AGRIC.													
OBJECTIVE: TO INCREASE ACCESS TO EXTENSION SERVICES BY 40% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													

20. Conduct training and extension services for Agricultural Development	Municipal wide	*	*	*	*	8,000.00		8,000.00			*	Agric Dept.	NAMA
21. Conduct RELC Stakeholders Consultation and strengthen FBOs in the Municipality	Municipal wide	*	*	*	*	6,250.00		15,500.00			*	Agric Dept.	NAMA
OBJECTIVE: TO REDUCE POST HARVEST LOSSES BY 20% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
22. Support the construction of 4 No. cribs in 4 Agric zones to reduce losses.	Municipal wide				*	15,500.00		8,250.00		*		Agric Dept.	
OBJECTIVE: TO INCREASE THE PRODUCTION OF STAPLE CROPS BY 40% BY THE END OF 2029													
PROGRAMME: AGRICULTURAL MODERNISATION AND POST HARVEST MANAGEMENT PROGRAMME													
23. Support the implementation of Planting for Food and Jobs, Planting for Exports and Rural Development and sustain the implementation of MAG in the Municipality	Municipal wide		*	*		25,000.00		70,330.00			*	Agric Dept.	NAMA
24. Support youth and women in Agriculture related programmes Municipal wide	Municipal wide	*	*	*	*	15,500.00	8,250.00				*	Agric Dept.	NAMA
25. Data collection and analysis on major commodities in the Municipality	Municipal wide	*	*	*	*	8,250.00	8,250.00				*	Agric Dept.	NAMA
26. Organize Farmers' Day Celebration	Municipal wide				*		45,000.00	34,500.00				Agric Dept.	NAMA
MUNICIPAL EDUCATION DIRECTORATE													
OBJECTIVE: TO ENHANCE INCLUSIVE AND EQUITABLE ACCESS TO, AND PARTICIPATION IN QUALITY EDUCATION AT ALL LEVELS													
PROGRAMME: EDUCATIONAL IMPROVEMENT PROGRAMME													
27. Support My First Day at School	Nsawam	*					4,500.00	5,500.00		*		NAMA	GES
28. Organize Stakeholders Forum on Education and MEOC meetings	Nsawam			*		6,000.00	600.00	6,600.00		*		GES	NAMA

29. Support to organize Municipal Mock Exams for 3,800 JHS final year pupils	Nsawam		*			22,700.00	22,800.00	22,700.00			*	GES	NAMA
30. Support to organize Municipal Examination Summit for final year students	Nsawam	*				2,400.00	3,400.00	3,400.00			*	GES	NAMA
31. Organize Independence Day celebration	Nsawam	*	*	*	*	3,500.00	3,500.00			*		GES	NYC NAMA
32. Conduct regular school inspection and disseminate reports on timely bases	Nsawam	*	*	*	*	1,500.00	1,500.00	1,500.00		*		GES	NAMA
33. Support to organize STMIE Clinic for 70 students	Koforidua			*		2,000.00	4,000.00	4,000.00		*		GES	NAMA
34. Acquisition of 1000 Mono desk and 50 Teachers tables and chairs	Nsawam			*		143,000.00	150,000.00			*		GES	NAMA
35. Construction of 2 No. 8 6-unit TVET Block with ancillaries	Amanfro	*	*	*	*		800,000.00	880,000.00		*		GETFUND	NAMA
36. Rehabilitate 2 school buildings	Nsawam	*	*	*	*		390,000.00	300,000.00		*		NAMA	GES
37. Organize Best Teacher Awards for 50 Teachers	Nsawam				*	25,700.00	43,600.00	18,000.00				GES	NAMA
MUNICIPAL HEALTH DIRECTORATE													
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY													
PROGRAMME: HEALTH IMPROVEMENT PROGRAMME													
38. Psycho-social support and counselling hubs: safe spaces for counselling youth and families on mental health	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	GES, NAMA
39. Assistive Device Support Initiative: Procure and distribute assistive devices through health facilities	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations

40. Mental Health Integration in PHC: Train PHC workers to offer basic mental health support	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
41. Youth Anti-Substance Campaign: Community-led awareness and sensitization on substance use	Municipal Wide	*	*	*	*		5,000.00	5,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
42. Mental Health Data Improvement Project: Strengthen mental health reporting and data systems	All Sub-Municipals	*	*	*	*		2,000.00	2,000.00		*		GHS	CSOs
43. Community NCD Screening Days: Periodic, Municipality-wide NCD screening and referral	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSOs
44. Healthy living Campaign: Radio and school-based health promotion targetting diet, tobacco, alcohol	All Sub-Municipals	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's Local Media, GES
45. NCD Surveillance system strengthening: Improve data collection, reporting and analysis for NCDs	All health facilities	*	*	*	*		3,000.00	3,000.00			*	GHS	CSO's
46. Training for early NCD Detection: Build frontline worker capacity for NCD identification and care	All health facilities	*		*			3,000.00	3,000.00			*	GHS	CSO's
47. Youth HIV Awareness clubs: Peer-led clubs in schools and communities	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	GES Traditional Leaders
48. PLHIV Support and Anti-stigma campaigns: Promote inclusion, tackle myths and discrimination	All sub-municipals	*	*	*	*		5,000.00	5,000.00			*	GHS	NAMA, CSO's
49. Health facility solar power initiative: Ensure electricity	Hospitals and Health centres			*			10,000.00	10,000.00		*		GHS	NAMA, CSO's, Other partners

reliability for cold chain and diagnostics													
50. Essential medicine supply chain reform: Digitise inventory systems and improve procurement	All health facilities	*	*	*	*		5,000.00				*	GHS	
51. PWD Friendly Facility Upgrade Project	Municipal Wide	*	*	*	*		200,000.00	100,000.00		*		GHS	NAMA, Social Welfare Dept, NGOs, PWD Associations
52. Rehabilitate 1 No. Health Facility	Municipal Wide	*	*	*	*		100,000.00			*		MWD	GHS
ENVIRONMENTAL HEALTH DEPARTMENT													
OBJECTIVE: TO INCREASE ACCESS TO HEALTH SERVICES DELIVERY													
PROGRAMME: WATER, SANITATION AND ENVIRONMENTAL HEALTH PROGRAMME													
53. Organization of monthly clean – up exercises	Municipal Wide	*	*	*	*		80,000.00	50,000.00			*	EHSU	NADMO, EPA, GPS, GNFS, ISD
54. Management of final disposal site (Evacuation of refuse dump sites)	Municipal Wide	*	*	*	*		140,000.00	80,000.00			*	EHSU	NADMO, EPA, ISD
55. Procurement of sanitary tools/equipment and cleansing materials	Municipal Wide	*	*	*	*		100,000.00	80,000.00			*	EHSU	MPO, Finance Unit, Internal Audit Unit
56. Acquisition of new site for cemetery and burial of unknown dead bodies	Municipal Wide	*	*	*	*		120,000.00	80,000.00			*	EHSU	Chiefs, Finance Unit, GPS, NADMO
57. Health education & awareness creation on household toilet construction & Solid Waste management	Municipal Wide	*	*	*	*		30,000.00	10,000.00			*	EHSU	SWCD, NADMO
58. Procurement of 5 skip containers	Municipal Wide	*	*	*	*		3,300.00				*	EHSU	MPO, Finance Unit
59. Construction of 2 incinerators, 1 in each of the zonal councils	Municipal Wide	*	*	*	*		50,000.00				*	EHSU	MPO, Finance

60. Education on enhancement programme	Municipal Wide	*	*	*	*		6,000.00	5,000.00			*	E.H.S.U	NADMO, SWCD
61. Sanitation Improvement Package (SIP)	Municipal Wide	*	*	*	*		130,812.00	0.00			*	EHSU	Zoomlion Ghana Ltd.
62. Fumigation, Disinfestation and Disinfection Program	Municipal Wide	*	*	*	*		74,750.00	0.00			*	EHSU	Zoomlion Ghana Ltd.
63. Procurement of Cesspit emptier	Municipal Wide	*	*	*	*		700,000.00				*	EHSU	MPrO, Finance Unit, TO
64. Construction of 4 No. Mechanized Boreholes in selected communities	Avaga Apremsu Krokese Nyamebekyere	*	*	*	*		160,000.00			*		MWST	Planning
65. Construction of 4 No. Hand Pump Boreholes in selected communities	Okanta Pepraw Avaga official Town Wangara New Site	*	*	*	*		116,000.00			*		MWST	Planning
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT													
OBJECTIVE: TO PROMOTE THE ACTIVE PARTICIPATION/ EQUAL OPPORTUNITIES FOR PWDs IN SOCIO-ECONOMIC DEVELOPMENT PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
66. Investigate and assess 30 PWDs, provide them with working tools (capacity building) to enhance their employability, and organize entrepreneurship skills training for them.	Municipal Wide	*	*	*	*		6,500.00	2,000.00			*	DSW/PFI	NHIS, PFI, CF
67. Identify and Register 35 PWDs. Register 30 PWDs and enroll 500 Indigents on NHIS. Renew 600 PWDs and 1000 Indigents on NHIS	Municipal Wide	*	*	*	*		1,500.00	1,000.00			*	DSW/BAC	DSW/BA/.NHIS
OBJECTIVE: TO STRENGTHEN CHILD PROTECTION AND FAMILY WELFARE SYSTEMS PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
68. Organize 4 workshop for 150 ECDC's	Municipal Wide	*	*	*	*		5,500.00	4,000.00			*	DSW	MEHO/GES/GHS

69. Monitor 60 ECDCs	Municipal Wide	*	*	*	*	4,000.00	3,000.00			*		DSW	MEHO/GES/GHS
70. Settle 150 cases on child and family welfare	Municipal Wide	*	*	*	*	1,500.00	2,500.00			*		DSW	DOVVSU, GHS, GES CHIEFS
71. Track and respond to 25 cases of children without parental care (Neglected Children), child labour, abuse, and trafficking.	Municipal Wide	*	*	*	*	6,000.00	3,500.00			*		DSW	DOVVSU, ASSEMBLY MEMBERS, MEDIA
72. Trace and respond to 5 cases of sexual and gender-based violence.	Municipal Wide	*	*	*	*	6,000.00	4,000.00			*		DSW	DOVVSU, ASSEMBLY MEMBERS GHS
OBJECTIVE: TO STRENGTHEN SOCIAL PROTECTION ESPECIALLY FOR WOMEN, CHILDREN AND PERSONS WITH DISABILITY AND THE AGED PROGRAMME: VULNERABILITY AND SOCIAL PROTECTION PROGRAMME													
73. Sensitize 10 communities and Assembly staff on gender-based violence and sexual harassment.	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES NAMA
74. Educate 10 schools on adolescent reproductive health	Municipal Wide	*	*	*	*	3,000.00	1,500.00			*		DSW	GES, GHS
75. Support 4 gender mainstreaming and empowerment programs in 4 communities.	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE BAC
76. Organize 12 sensitization programmes on child rights, child labour, trafficking, and drug abuse.	Municipal Wide	*	*	*	*	2,000.00	2,500.00			*		DSW	GES GHS DOVVSU
77. Sensitize 10 communities and Assembly staff on gender-based violence and sexual harassment.	Municipal Wide	*	*	*	*	9,000.00	5,000.00			*		DSW	COMM. INFO CENTRES, TRAD/REL AUTH.
78. Support 4 gender mainstreaming and	Municipal Wide	*	*	*	*	3,000.00	2,500.00			*		DSW	NCCE

empowerment programs in 4 communities.													
79. Organize 2 advocacy programmes to enhance participation in decision-making for women and girls with disability	Municipal Wide	*	*	*	*	12,000.00	7,000.00			*		CDU	PWDs NGOs
80. Provide vocational skills for 40 women with disability	Municipal Wide	*	*	*	*	55,000.00	28,000.00				*	CDU	GHS, GES NGOs
81. Organize home visits to 160 homes in 16 communities to educate women on home management, childcare and development	Municipal Wide	*	*	*	*	7,000.00	3,500.00			*		CDU	GHS, GES, NGO's
82. Mobilize 4 mass meetings and study groups on government policies and programmes in 4 communities.	Municipal Wide	*	*	*	*	7,000.00	4,000.00			*		CDU	NCCE NAMA
83. Organize 4 community engagements on child protection using the toolkit in 4 communities.	Municipal Wide	*	*	*	*	6,500.00	4,500.00			*		CDU	GES GHS DOVVSU
84. Offer 2 in-house capacity building trainings to 13 staff and interns.	Municipal Wide	*	*	*	*	5,000.00	3,000.00			*		DSWCD	NAMA
URBAN ROADS REPARTMENT													
OBJECTIVE: TO REDUCE INCIDENCE OF ROAD ACCIDENTS AND IMPROVE SAFETY AND SECURITY ON OUR ROADS													
PROGRAMME: TRANSPORT INFRASTRUCTURE AND SAFETY MANAGEMENT PROGRAMME													
85. Reshape selected roads (45km)	Municipal wide Amanfro, Asongkrom and others		*	*	*		385,000.00	210,200.00		*		DUR	NAMA
86. Regravelling (6.5km) and spot improvement (3.5km) on selected roads	Municipal wide Oforikrom Jn, Oparekrom and others	*	*	*			355,000.00	193,300.00		*		DUR	NAMA

87. Construct/ rehabilitate/ repair culverts, drains and footbridges	Municipal wide Sakyekrom West		*	*	*		355,00 0.00	145,650. 00		*		DUR	NAMA
88. Construct 8 No. speed ramps and road markings at selected locations	Municipal wide	*		*	*		200,00 0.00	145,000. 00		*		DUR	NAMA
89. Cut grass and desilt streams at selected locations	Municipal wide Okanta, Obedeka and others		*	*	*		105,00 0.00	87,550.0 0		*		DUR	NAMA
90. Pothole patching on selected roads (2000m ²)	Municipal wide Odeiyaw Jn., Pakro road and others	*	*	*	*		370,00 0.00	260,500. 00		*		DUR	NAMA
91. Public sensitization on road safety campaign to reduce road accidents in the municipality	Municipal wide	*	*	*	*		20,000 .00	17,300.0 0		*		DUR	NAMA
92. Carry out regular supervision, monitoring and periodic evaluation of contract works	Municipal wide	*	*	*	*		13,000 .00	9,500.00		*		DUR	NAMA
WORKS DEPARTMENT													
OBJECTIVE: TO ENSURE ACCESS TO ELECTRICITY AND WATER SERVICES													
PROGRAMME: PUBLIC WORKS, RURAL HOUSING AND WATER MANAGEMENT													
93. Construction of 1no.2 unit K.G classroom block and 1 No. 6 unit Primary classrom block with ancillary facilities	Avaga/Wangara	*	*	*	*		900,00 0.00	200,000. 00		*		Works Departm ent	Ghana Education Service
94. Construction of 1no.2 unit K.G classroom block	Lantei	*	*	*	*		300,00 0.00	100,000. 00		*		Works Departm ent	Ghana Education Service
95. Provision of sanitation facilities	Otukwadjo	*	*	*	*		700,00 0.00	300,000. 00		*		Works Departm ent	Environmental Unit
96. Provision of sanitation facilities	Oparekrom	*	*	*	*		700,00 0.00	300,000. 00		*		Works Departm ent	Environmental Unit

97. Provision of sanitation facilities	Okobeyeyie	*	*	*	*		700,00 0.00	300,000. 00		*		Works Departm ent	Environmental Unit
98. Provision of sanitation facilities	Adoagyiri	*	*	*	*		700,00 0.00	300,000. 00		*		Works Departm ent	Ghana Health Service
99. Construction of Library facility	Doboro	*	*	*	*		900,00 0.00	500,000. 00		*		Works Departm ent	Library Board
100. Renovate 1 No. residential building	Nsawam	*	*	*	*		100,00 0.00	50,000.0 0			*	MWD	NAMA
101. Maintenance of Lorry stations, parks and market centers within the municipality	Municipal Wide	*	*	*	*		80,000 .00	20,000.0 0		*		MWD	NAMA
PHYSICAL PLANNING DEPARTMENT													
OBJECTIVE: TO PROMOTE SUSTAINABLE, SPATIALLY INTEGRATED, BALANCE AND ORDERLY PHYSICAL DEVELOPMENT													
PROGRAMME: SAFETY MANAGEMENT PROGRAMME													
102. Street Naming and Property Addressing System	Municipal Wide	*	*	*	*		50,000 .00			*		PPD	Works Dept. Ghana Post Information Service NABCO
103. Prepare three local plans	Nsawam	*	*	*	*		50,000 .00			*		PPD	Survey and Mapping Division
104. Prepare twelve (12) No. Spatial Planning Committee Meetings and Technical Sub Committee of the Spatial Planning Committee Meeting	Municipal Wide	*	*	*	*		120,40 0.00			*		PPD	Spatial Planning Committee
105. Public/Schools educated on good nursery practices, landscaping, fruit production, vegetable production, soil	Municipal Wide	*	*	*	*		5,000. 00			*		PPD	Parks and Gardens

management and horticulture													
106.Planning Education	Municipal Wide	*	*	*	*		5,000.00			*		PPD	Information Service
107.Attend to private and the general public to solve land related issues	Municipal Wide	*	*	*	*		10,000.00			*		PPD	Lands Commission
108.Organize weekly site inspection to check development control and development application (Building Permits)	Municipal Wide	*	*	*	*		30,000.00			*		PPD	Management procurement
109.Tree planting within the Municipality against climate change	Municipal Wide	*	*	*	*		15,000.00			*		PPD	Parks and Gardens
110. Renting of NAMA Garden for events	Municipal Wide	*	*	*	*		10,000.00			*		Parks and Gardens	NAMA
111. Provide tools and equipment for the Park	Municipal Wide	*	*	*	*	3,000.00	5,000.00			*		Parks and Gardens	NAMA
112. Expansion of nursery from 10,000 seedlings to 15,000 seedlings	Municipal Wide	*	*	*	*			2,000.00		*		Parks and Gardens	NAMA
NATIONAL DISASTER MANAGEMENT ORGANIZATION													
OBJECTIVE: TO IMPROVE PLANNING FOR DISASTER PREVENTION AND MITIGATION													
PROGRAMME: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY PROGRAMME													
113. Organise 4 No. Disaster Management Committee meetings	Municipal Wide	*	*	*	*		12,240.00				*	NADMO	Assembly Members
114. Celebrate International Day for Disaster Reduction (IDDR)	Municipal Wide				*		8,000.00			*		NADMO	NAMA
115. Organize Climate Change Programmes	Municipal Wide	*	*	*	*	10,000.00	10,000.00			*		NADMO	NAMA
116. Sensitize the public on disaster prevention	Municipal Wide	*	*	*	*		17,760.00			*		NADMO	GNFS

													Ghana Police Service NAMA
117. Revive and train Disaster Volunteer Groups (DVGS)	Municipal Wide		*	*			10,000.00			*		NADMO	Regional NADMO
HUMAN RESOURCE DEPARTMENT													
OBJECTIVE: TO IMPROVE THE CAPACITY OF STAFF OF THE ASSEMBLY													
PROGRAMME: CAPACITY BUILDING AND PRODUCTIVITY PROGRAMME													
118. Build Capacity of Staff, Assembly Members and Zonal Council Members	NAMA	*	*	*	*	10,000.00	8,419.00	45,859.00		*		HR	Consultant
119. Recruit candidates for identified vacancies	NAMA	*	*	*	*		10,000.00			*		HR	Consultant
120. Administration of Performance contract and staff performance appraisal	NAMA	*	*	*	*		9,500.00			*		HR	Consultant
121. Compensation management (Permanent & IGF Staff)	NAMA	*	*	*	*	7,000.00				*		HR	Consultant
122. Facilitation of staff promotion, conversion and upgrading	NAMA	*	*	*	*			15,000.00		*		HR	Consultant
FINANCE DEPARTMENT													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
123. Validation workshop on quarterly basis	Koforidua	*	*	*	*			65,100.00		*		Finance	HR/Revenue Unit
124. Preparation and submission of monthly financial statements by 11 th of the ensuing month	Koforidua	*	*	*	*			14,010.00		*		Finance	HR/Revenue Unit
125. Updating of revenue data on quarterly basis	Koforidua/Accra	*	*	*	*			32,000.00		*		Finance	HR/Revenue Unit

126.Training for revenue collectors in collaboration with human resource dept.	Nsawam	*	*	*	*			129,000.00		*		Finance	HR/Revenue Unit
127.Award ceremony for best performing revenue collectors	Nsawam				*			65,000.00		*		Finance	Admin/HR
128.Preparation and submission of quarterly financial statements	Koforidua/Accra	*	*	*	*			19,000.00		*		Finance	Admin/HR
129.Education and sensitisation of rate payers	Nsawam Municipality	*	*	*	*			45,000.00		*		Finance	Admin/HR
130.Undertake monthly revenue mobilization to boost IGF performance by 20% yearly	Nsawam Municipality	*	*	*	*			43,000.00		*		Finance	Revenue Unit
MIS/STATISTICS													
OBJECTIVE: TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF IGF MOBILIZATION EFFORTS													
PROGRAMME: REVENUE IMPROVEMENT PROGRAMME													
131. Business Data collection	Municipal wide	*	*	*	*			40,000.00		*		Statistics department	IGF Working committee / NAMA
132. Data entry in District Data Development Platform (DDDP)	NAMA	*			*			5,000.00		*		MIS	HR
133.Property registration for valuation (commercial & residential)	NAMA		*					30,000.00		*		MIS	
134. Training on data collection techniques	NAMA	*						3,500.00		*		MIS/ Finance Dept.	HR, Records, IGF Working Committee
CENTRAL ADMINISTRATION													
OBJECTIVE: TO STRENGTHEN PLANNING, BUDGETING, MONITORING AND EVALUATION SYSTEMS AT THE DISTRICT													
PROGRAMME: COORDINATION, MONITORING AND EVALUATION PROGRAMMES													
135. Organize quarterly MPCU meetings and Prepare MTDP/AAP & M&E	NAMA	*	*	*	*		140,100	128,400.00		*		MPCU	NAMA

136. Organize quarterly Budget Committee meetings and Prepare Composite Budget	NAMA	*	*	*	*		12,000 .00	30,000.0 0		*		Budget Unit	NAMA
137. Organize Town Hall meetings	NAMA	*	*	*	*		24,000 .00	24,000.0 0		*		NAMA	CSOs/NGOs
138. Undertake regular supervision, site meetings and Monitoring & Evaluation of development projects and programmes	Municipal wide	*	*	*	*		34,000 .00	30,000.0 0	20,000 .00		*	MPCU	NAMA, MLGRD, ODACF
139. Conduct studies, research and training to enhance M&E activities	NAMA	*	*	*	*		25,000 .00			*		NAMA	MPCU
140. Organize technical support/ workshops on PM&E	NAMA	*	*	*	*		5,000. 00	15,000.0 0		*		MPCU	NAMA
OBJECTIVE: TO IMPROVE SECURITY IN ALL COMMUNITIES WITHIN THE MUNICIPALITY PROGRAMME: GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
141. Provide support for security surveillance operations	Municipal wide	*	*	*	*			24,000.0 0			*	NAMA	Ghana Police Service
OBJECTIVE: TO PROVIDE SUPPORT TO DECENTRALIZED INSTITUTIONS, TRADITIONAL AUTHORITY AND COMMUNITIES PROGRAMME: GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
142. Support to Ambulance Service	Municipal wide	*	*	*	*		10,000 .00	15,000.0 0	10,000 .00	*		NAS, GHS	GNFS
143. Provide support for the implementation of YEA programmes	Municipal wide	*	*	*	*			10,000.0 0			*	NAMA	NABCO Dept.
144. Provide support to Traditional Authorities/Religious Groups	Municipal wide	*	*	*	*		10,000 .00	50,000.0 0		*		NAMA	TA/Religious Groups
145. Provide support to Community Initiated Projects	Municipal wide	*	*	*	*		40,000 .00	20,000.0 0	20,000 .00	*		NAMA	All Depts.

146.Support to RCC	NAMA	*	*	*	*			11,355.00		*		NAMA	
OBJECTIVE: TO ENSURE EFFECTIVE IMPLEMENTATION OF ADMINISTRATIVE RESPONSIBILITIES OF LOCAL ASSEMBLY PROGRAMME: : GOVERNANCE, ACCOUTABILITY AND PUBLIC SAFETY PROGRAMMES													
147.Gazette Fee Fixing Resolution	NAMA	*	*	*	*			20,000.00		*		NAMA	
148.Implement NACAP	NAMA	*	*	*	*			10,000		*		NAMA	CHRAJ NCCE ISD
149.Implement Operation and Maintenance Plan		*	*	*	*			677,500		*		MWD	Central Admin
150.Acquire office computers/ furniture/ electricity plant	NAMA	*	*	*	*		90,000.00	70,000.00	50,000.00	*		NAMA	
151.Acquire motor bikes for registry	NAMA	*						6000.00		*		Central Admin	
152.Operation & maintenance of official vehicles	NAMA	*	*	*	*		30,000.00	70,000.00		*		NAMA	
153.Public education/ sensitization	Municipal wide	*	*	*	*			20,000.00		*		NAMA	
154.Organize General Assembly/ Sub-committee meetings	NAMA	*	*	*	*			50,000.00		*		NAMA	
155.Support Zonal Councils	Nsawam/ Adoagyiri	*	*	*	*		48,295.00	10,000.00		*		NAMA	
156.Support NALAG activities	NAMA	*	*	*	*		6,236.00	5,000.00		*		NAMA	
157.Matching fund for Donor support projects	Municipal wide	*	*	*	*		40,000.00			*		NAMA	
158.Acquire stationery/ value books/ office supplies	NAMA	*	*	*	*			15,000.00		*		Finance Dept.	NAMA
159.Implement Revenue Improvement Action Plan (RIAP)	NAMA	*	*	*	*		10,000.00	10,000.00		*		Finance Dept.	NAMA

160.Acquire 1No. pick-up truck	NAMA						159,831.00		*		Finance Dept.	NAMA
161.Pay Local Consultants fees and commission	NAMA	*	*	*	*		50,000.00		*		Finance Dept.	NAMA
162.Organize 4No. Audit Committee meetings	NAMA	*	*	*	*		35,180.00		*		Audit Unit	NAMA
163.Prepare and submit three Quarterly Internal Audit reports, Audit Plan and Annual Performance Report	NAMA	*	*	*	*		21,500.00		*		Audit Unit	NAMA
164.TOTAL COST FOR 2029	=GHC 19,773,927.00											

CHAPTER SEVEN: MONITORIN G AND EVALUATION ARRANGEME NTS

7.0 Introduction

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

7.1 Stakeholder Analysis

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

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

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

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

Table 7.1: Stakeholder analysis

Stakeholder	Classification	Needs/ interest/ resources	Involvement in M&E
NDPC	Primary	• Offer technical advice. • Policy direction, guidelines, capacity building	M&E Plan preparation, M&E results dissemination
LGS	Primary	Technical Assistance, job analysis, Management of services	M&E Seminars, supervision, results reporting and dissemination
MLGRD	Primary	Policy direction, guidelines performance target, advisory services, capacity building	M&E Seminars, supervision, results reporting and dissemination and Evaluations
DACF Sec	Primary	Financial resources, Advisory services	M&E Seminars, supervision, results reporting and dissemination and Evaluations
RCC	Primary	Advisory, Capacity building, technical backstopping advocacy	M&E Plan Preparation, Evaluations, PM&E, data collection, supervision, results reporting and dissemination
MP	Primary	Policy formulation. Financing of programmes and projects. Monitoring of programmes and projects.	Project site meeting. Seminars. Reporting and dissemination of M& E reports.
T.As	Primary	Advise on traditional and customary rights. Influence policy. Implementation of projects. Monitoring of programmes and projects.	Data collection /validation of data. Validation visits. Projection site meetings.
DP	Secondary	Advocacy, Financial & material resources, transparency and accurate	M&E Seminars, Data Collection, PM &E
Communities	Primary	Needs Identification Data Collection Monitoring	Data gathering for monitoring purposes

Stakeholder	Classification	Needs/ interest/ resources	Involvement in M&E
			Monitor on –going projects/programmes
DA,	Primary	Decision Making, By laws, deliberation/ adoption of plans	Dissemination of information Monitoring Preparation of reports
Sub - Structures	Primary	Policy formulation. Implementers/Advisors. Supervision and monitoring of projects.	Data collection. Monitoring /verification visits. Holding review meetings. Link between DA and communities. Dissemination of information.
Heads of Departments	Primary	• Implementation of policies. • Offer technical advice. • Co-ordination of programmers and activities. • Supervision and monitoring of projects.	• Meeting workshops. • Data collection and analysis. • Reporting. • Provision of logistics.
Media	Secondary	• Dissemination of information. • Create public awareness. • Provide platform for public education. • Serve as watchdog.	• Dialogue. • Interviews. • Dissemination of information.
Civil Society Organizations (CSOs), FBOs, CBOs	Secondary	• Influence policy. • Demand transparency and accountability. • Implementation of projects. • Monitoring of programmes and projects. • Collaborate/co-operate with DA's programmes and activities. • Users	• Dialogue, review meetings. • Monitoring of projects and policies. • Dissemination of information.
Political Parties	Secondary	• Demand transparency and accountability. • Influence policy.	• Dialogue/discussions. • Dissemination of information.
District Assemblies' Common Fund (DACF) Secretariat	Primary	• Technical advice. • Management of funds. • Monitoring of projects.	• Meetings. • Reporting.

Source: MPCU-KMWA, 2025.

7.2 M&E Matrix

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

Table 7.2: Monitoring Matrix

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

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

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

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

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

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

Source: MPCU-KMWA, 2025.

7.3 Evaluation

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

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

The evaluation process will draw stakeholders from backgrounds and jurisdictions.

7.4 Participatory Monitoring and Evaluation (PM&E)

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

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

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

7.5 PM&E Tools

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

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

7.5.1 Knowledge Management Learning - KML

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

7.5.2 Proposed KML Frameworks

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

Results-based management

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

Communities of practice (cop)

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

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

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

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

Knowledge repositories and digital platforms:

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

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

7.6 Sustainability

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

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

Table 7.3: M&E Sustainability Matrix

Component	Process / Actions	Expected outcome
Integration with Existing Systems	- Assess current M&E structures and reporting flows - Align new indicators with MTDP, NDPC frameworks - strengthen central M&E desk in MPCU - Develop standard reporting templates & tools	Coherent, non-duplicative system aligned with national standards
Training & Capacity Building	- Conduct Training Needs Assessment (TNA) - Develop tailored training modules (M&E basics, data collection, analysis, reporting) - Train staff, sector departments, Units, Community reps - Provide mentorship & coaching support	Skilled staff & stakeholders who own and sustain M&E processes
Digital Tools & Data Platforms	- Use Kobo Toolbox for mobile data collection - Integrate GIS for project mapping - Employ Excel, SPSS, Power BI for analysis - utilize the DDDP platform - Create digital knowledge hubs for document storage & access	Accurate, real-time, accessible M&E data supporting decision-making
Stakeholder Collaboration	- Promote community participation (scorecards, social audits) - Include diverse voices (youth, women, vulnerable groups)	Synergies, inclusivity, shared learning, and stronger e
Mainstreaming into Assembly Culture	- Secure leadership buy-in (MCE, Coordinating Director) - resource M&E Desk/Unit in MPCU - Link performance appraisals to M&E results - Recognize and reward best practices (“data champions”)	M&E embedded in governance culture, enhancing accountability, learning, and adaptive planning

Source: MPCU-KMWA, 2025.

7.7 Accountability

The need for accountability in M&E for resources used, decisions made, and results achieved cannot be underestimated. It builds trust, ensures transparency, promotes good governance, and strengthens learning for better development outcomes. The need for accountability in Monitoring and Evaluation (M&E) is central to ensuring that programmes, projects, and policies truly serve

citizens, achieve intended results, and make responsible use of public or donor resources. The assembly will adopt varied strategies to ensure open accountability and transparency including:

- Defining clear roles and responsibilities
- Setting transparent SMART indicators and targets and publicly track them
- Commit to involve communities, TAs, CSOs using social accountability tools scorecards, PRAs
- Improve collaboration with academia, NGOs in conducting independent external evaluations
- Regular reporting and disclosure of information utilizing cross platforms including social media
- Commit to tie M&E findings to budget allocations, planning and staff performance.

7.8 Lessons Learnt

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

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

CHAPTER EIGHT: COMMUNIC ATION STRATEGY

8.1 Introduction

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

8.2 Objectives of the Communication Strategy

The objectives of the Communication Strategy are to:

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

8.3 Targeted Audience

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

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

8.4 Communication Channels

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

- Traditional: Community durbars, radio announcements, local FM talk shows, churches/mosques.
- Modern/Tech: Municipal website, WhatsApp groups, Facebook pages, short videos (vlogs), infographics.
- Direct Engagement: Stakeholder meetings, town-hall forums, focus group discussions, participatory workshops.
- Feedback Channels: Hotlines, WhatsApp feedback numbers, suggestion boxes at Assembly offices, zonal council offices

8.5 Key Messages

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

Table 8.1: Audience and style of messages

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

Source: MPCU-NAMA, 2025.

Further Table 8.2 provide details on communication in the activity matrix

Table 8.2: Communication Activity Matrix

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

Source: MPCU-NAMA, 2025.

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ANNEXES

Annex 1: Prioritised Development Issues

DEVELOPMENT DIMENSION	FOCUS AREA	KEY DEVELOPMENT ISSUES	NATIONAL GOALS
Economic Development	Industrial Transformational	High cost and unreliable supply of electricity Limited supply of raw materials for local industries from local sources Concentration of local factories in cities which are distant from sources of raw materials Inadequate investments and utilization of industrial research Low private sector investment in R&D Limited numbers of skilled industrial personnel Limited contiguous land for large-scale industrial development Distressed but viable industries	Build a Prosperous Country
	Private Sector Development	Tax burden on businesses Inadequate access to affordable credit High interest on credit Lack of modern market facilities Low entrepreneur culture among the youth Inadequate access to affordable credit for SMEs	Build a Prosperous Country
	Agriculture and Rural Development	High cost of production inputs Low application of technology especially among smallholder farmers leading to comparatively lower yields Erratic rainfall patterns Inadequate storage facilities Low level of good agriculture practices Lack of youth interest in agriculture Inadequate start-up capital for the youth Lack of credit for agriculture Low quality genetic material of livestock species Low level of good husbandry practices Low productivity and poor handling of livestock/ poultry products Inadequate feed and water quality standards for livestock Inadequate and poor-quality data Inadequate disease monitoring and surveillance systems Low levels of value addition to livestock and poultry Weak livestock extension services delivery	
Economic Development	Fisheries and Aquaculture Development	Low levels of private sector investments in aquaculture (small- and medium-scale producers) High cost of aquaculture inputs High capital requirement Lack of storage facilities and maintenance Inadequate skills for aquaculture development Low interest of youth in aquaculture Weak extension services delivery Over-exploitation of fisheries resources	

	Tourism and Creative Industry Development	Poor tourism infrastructure and services Low skills and professionalism High hotel rates Unreliable utilities low involvement of communities in tourism development Poor accessible roads to tourist sites Inadequate data on tourist sites Informality and lack of an effective regulatory and institutional regime for the creative arts industry Weak coordination among MDAs on issues related to the creative arts industry	
Social Development	Education And Training	Poor quality of education at all levels Geographical disparities in access to quality education at all levels Inadequate furniture Inadequate TVET schools Inadequate school infrastructure Inadequate computer libraries or laboratories Low participation of females in learning of science, technology, engineering and mathematics Low prominence accorded to language learning in the school system Low participation in non-formal education Disparity in the deployment of teachers Inadequate teacher motivation Gaps in industrial skills needs and employability skills among graduates Inadequate and inequitable access to education for PWDs and people with special needs at all levels Inadequate teaching and learning materials for children with disabilities Poor linkage between educational needs, care giving and health needs of children with disabilities Inadequate resource persons for PWDs at all levels of education High dropout rate for both adolescent boys and girls Lack of standards and procedures in handling pregnancy cases in schools Lack of quality childcare support systems after delivery Stigmatisation and discrimination by society and peers of pregnant girls and other dropouts Inadequate parental support to girls during pregnancy and after childbirth Financial constraints for re-entry of dropouts Inadequate real-time data for tracking girls' re-entry Insufficient parents' understanding and engagement in remote learning Inadequate assessment mechanisms for remote teaching and learning Inequality in access to remote/virtual education Inaccessible virtual and e-learning educational tools especially for persons with disabilities Inadequate classroom management skills for remote learning among teacher	Create opportunities for all

Social Development	Health And Health Services	Gaps in physical access to health infrastructure and services Inadequate emergency services Poor quality of healthcare services Unmet need for mental health services Increased cost of healthcare delivery Inadequate financing of the health sector Inaccessible health facilities to persons with disabilities Limited supply of personal protective equipment Limited supply of assistive devices for PWDs Inequitable use of technology in health delivery services Barriers to access to health services by the hearing impaired due to the absence of sign language interpreters Rising burden of mental health Inadequate mental health facilities at regional and district level Inadequate resources (financial and manpower) for mental health delivery Stigmatisation and societal neglect of mental health patients Limited use of M&E results of the health sector Inadequate and inequitable distribution of critical staff mix Wide gaps in health service data Increasing morbidity, mortality, and disability Limited testing capacity leading to delays in diagnosis, particularly in remote areas Limited access for persons with disabilities to health services Rapid increase in the use of tobacco, alcohol, and other unhealthy food products. High COVID-19 risk factor Poor awareness creation on tobacco, alcohol, and other unhealthy food products High HIV and AIDS stigmatisation and Discrimination Limited knowledge of HIV and AIDS/STIs, especially among vulnerable groups High incidence of HIV and AIDS among young Persons Periodic shortages of HIV and AIDS commodities (ARVs, test kits, condoms)	Create opportunities for all
Social Development	Food And Nutrition Security (FNS)	Prevalence of micro- and macro-nutritional deficiencies Weak nutrition-sensitive food systems Increased incidence of diet-related, non-communicable diseases Inadequate nutrition education Infant and adult malnutrition Prevalence of hunger Household food insecurity Inadequate efforts to manage food maintenance systems Poor access to nutrient rich foods including fruits and vegetables High post-harvest loses and waste especially of fruits and vegetables Weak food and nutrition security (FNS) institutional framework and Coordination	Create opportunities for all

		Poorly coordinated M&E for FNS across sectors Inadequate FNS research, data and information Systems Inadequate social mobilisation, advocacy and communication on nutrition Inadequate staff training on FNS at all levels Weak nutrition-sensitive planning and programming Weak food control systems Poor funding of the FNS sector	
	Population Management and Migration for Development	Weak management of population issues Inadequate funding for population programmes and projects Limited disaggregation of population data by disability High adolescent fertility rate Unmet needs for sexual and reproductive health services Inadequate financial support for family planning programmes High cases of teenage pregnancy Inadequate culturally appropriate sexual and reproductive health education for young people Untapped benefits of the youth bulge Inadequate investments in young people High unemployment rate among the youth Mismatch in education and employment High school drop-out rates among adolescent girls Low quality of human capital High number of people employed are in vulnerable jobs Increasing trend of irregular and precarious migration Brain drains and waste Increased barriers to regular migration Human trafficking Persistent seasonal displacement of people Weak coordination of labour migration Weak labour market and migration information system Delays in regulatory approvals Low transparency and consumer protection Lack of comprehensive, accurate and up-to-date data on migration and remittances. Limited access to money transfer services in rural and remote communities Fraudulent activities undermining financial transfers Inadequate sensitization on remittances Weak coordination of migration issues Low capacity of relevant migration management stakeholders Weak legislative instrument and limited coherence in migration-related laws Increased influx of immigrants Weak diaspora engagement Insufficient structures for reintegration of return migrants Inadequate comprehensive, accurate and timely migration data	Create opportunities for all
Social Development	Reducing Poverty and Inequality	Disparity in decline of poverty across geographical areas and among different population groups Slow rate of decline in monetary poverty High incidence of multi-dimensional poverty	Create opportunities for all

		High poverty among vulnerable households including those with disabilities High income disparity across socio-economic groups and geographical areas (municipality) Disparity in impacts of COVID-19 on welfare across geographical areas and groups	
	Water And Environmental Sanitation	Inadequate maintenance of facilities Inadequate access to water services High prevalence of open defecation High user fee for sanitation services Poor sanitation and waste management Physical barriers to accessing water supply points by PWDs Poor construction of boreholes and wells Increasing demand for household water supply Damage of pipe routes Weak planning and M & E for water at the Nsawam Adoagyiri Municipal Assembly Poor institutional coordination and harmonisation in water service delivery Poor quality of drinking water Inadequate maintenance of facilities Inadequate access to water services Physical barriers to accessing water supply points by PWDs Poor construction of boreholes and wells Increasing demand for household water supply Weak planning and M & E for water at the Assembly Delay in implementing plans for water sector Poor institutional coordination and harmonisation in water service deliver Inadequate financing of water sector institutions High Non-Revenue Water among Piped Water Systems inadequate Investments in water and sanitation Poorly Managed Water Systems Poor attitude of citizenry towards the environmental sanitation Low level of investment in sanitation sector Poor hygiene practices	
Social Development	Child Protection and Development	Policy gaps in addressing pertinent child protection issues (e.g., streetism and trafficking) Limited access to justice for children in conflict with the law Lack of child protection committees in local communities Prevalence child labour Increasing child rights violation Limited awareness on child rights and Development issues Inadequate alternative care services for children Inadequate coverage and targeting of social protection programmes for children Outdated ECCD policy to meet current trends Lack of emergency response framework for children Institutional and structural deficiencies Weak information management of children's issues	Create opportunities for all

		Uncoordinated methods in adequately targeting children for social protection interventions Weak enforcement of laws, child related regulations and rights of children <u>Weak implementation of policies on children</u>	
	Support For the Aged	Limited opportunity for the aged to contribute to national development Inadequate care for the aged Low gender sensitivity in addressing the needs of the aged Abuse of the aged particularly women Lack of regulation on aged home operations Increasing abuse and neglect of older persons. Chronic age-related health conditions, Poor geriatric care No coverage of population aged 60 - 69 in the exempt category of the NHIS	
Social Development	Gender Equality	Weak legal regime and institutional infrastructure for gender equality Persistent negative discriminatory socio-cultural, traditional beliefs and customary practices Persistent sexual and gender-based violence Sexual harassment Low participation of women in public and political offices Inadequate financial support for females in politics High Unpaid Care Work (UCW) burden on women Inadequate attention to the peculiar needs of women with disabilities Poor legal aid services and limited knowledge of service delivery points Inadequate strategic gender partnerships• low labour earnings by females limited access to credit facilities for businesses owned by women Limited access to land and other productive resources by women for agricultural purposes Disparities in asset ownership among men and women Inadequate generation and use of gender statistics Limited understanding of gender mainstreaming in sectors Inadequate coordination of gender mainstreaming Inadequate training, empowerment and resources for GDOs to perform efficiently and effectively Inadequate gender budgeting at all levels of governance Inadequate government funding for promoting gender equality	Create opportunities for all
	Sports And Recreation	Inadequate and poor recreational and sports infrastructure, including para-sports Insufficient maintenance of sporting and recreational facilities Encroachment on designated sports and recreational lands Inadequate disability-, child- and aged-friendly sports facilities Limited community-level sports and recreational activities Weak capacity for sports development and management	

		Low participation of persons with disability (Persons with disabilities) in sports Weak institutions for marketing Inaccessible sports and recreational centres to sports men and women with disabilities Limited promotion of locally organised sports Lack of gender equity in sports Weak public-private sector collaboration in sports development Limited mentorship in the sports sector Limited targeting of participation in international events by sports association Inadequate and unbalanced investment in sports development Under-utilisation of economic potential of sports	
Social Development	Youth Development	Weak coordination of youth-related institutions and programmes Limited opportunities for youth involvement in national development Financial exclusion among the youth Weak structures and inadequate incentives to develop the craft and creativity of the youth for sustainable livelihood Limited participation of the youth in politics and electoral process High incidence of violence and crime Limited respect for the rights of the youth Lack of patriotism and volunteerism among the youth	Create opportunities for all
	Social Protection	Inadequate and limited coverage of social protection programmes for vulnerable groups. Inadequate coordination and institutional arrangements for the implementation of social protection interventions Weak monitoring and evaluation of social protection especially for the formal sector Inadequate funding for social protection interventions. Persistent violation of the rights of vulnerable groups including Persons with Disabilities, the aged (especially elderly women), persons living with HIV and other conditions. Lack of shelters for victims of abuse. Non-declaration of full salaries by pension scheme contributors resulting in low pension payments. Inadequate awareness and low coverage of informal sector pension schemes.	
	Disability-Inclusive Development	Inadequate opportunities for persons with disabilities to develop and utilise their potential Non-recognition and support of PWDs' cultural and linguistic identity High unemployment rate among Persons with Disabilities Limited access to age-appropriate reproductive health and family planning information and commodities by PWDs Inadequate and inequitable access to and support for inclusive and special education for PWDs and people with special needs at all levels Poor specialized teacher deployment	

		Inadequate provision of special teaching and learning aids and assistive devices for persons with disabilities Inadequate rehabilitation centres, services and programmes for PWDs Persistent abuse, exploitation, violence and discrimination against persons with disabilities Perpetration of discriminatory beliefs and systems, including those on marriage Interference in the privacy of persons with disabilities Suppression of the reproductive rights of PWDs Inadequate knowledge of the rights of persons with disabilities Limited understanding of disability issues Limited access of Persons with Disabilities to justice Limited and unstructured consultation and involvement of PWDs in decision making Inadequate representation of PWDs in public and political leadership Inadequate accessible, user-friendly facilities and materials, and disability-friendly voting procedures Inadequate coordination, implementation and enforcement of legislation on PWDs Limited disaggregated data on PWDs for the formulation, implementation (including targeting) and monitoring and evaluation of policies and plans Inadequate resources for the National Council on Persons with Disability to carry out its mandate Limited provision of inclusive services by sectors	
Social Development	Employment And Decent Work	Inadequate data on job creation Weak administrative structures to support apprenticeship development Higher unemployment for urban and women population High levels of unemployment and under-employment among the youth High rural underemployment Low participation in voluntary work High exploitation of labour Increasing incidence of casualization of employment Low levels of technical and vocational skills. Inadequate entrepreneurial skills and business development services Inadequate opportunities for retraining, skills upgrade and innovation. Mismatch between training/skills and the needs of the labour market Inadequate social protection in the labour market Weak cooperative regulatory systems Weak and ineffective implementation of labour policies, laws and standards Poor industrial relations among partners Lack of objective national productivity measurement Increasing concern of Irregular labour migration, high recruitment cost and low skilled jobs among migrants Substantial gender gaps in earnings and skilled jobs	Create opportunities for all

		Inadequate policies to promote access and employment equity for persons with disabilities Non-availability of a comprehensive policy or roadmap on the formalization of employment in the Informal Sectors Inadequate infrastructure for the informal economy Poor documentation on the informal economy	
Environment, Infrastructure and Human Settlements	Protected Areas	Increasing forest degradation of conservation areas Inadequate capacity of relevant institutions Increasing loss of endangered species Inadequate and untimely release of funds Conflict between traditional and government institutions Poor collaboration and coordination among relevant institutions Encroachment in conservation areas, forest reserves, and protected areas Weak enforcement of regulations Insufficient logistics to maintain boundaries of protected areas Mining in protected areas Illegal logging of trees Non-compliance with the ban on economic trees (e.g., rosewood) Release of protected areas for investors	Safeguard the natural environment and ensure a resilient built environment
	Water Resources Management	Pollution of water bodies from illegal mining Uncoordinated development of water resources shared with neighbouring countries Weak management of freshwater resources Poor agricultural practices which affect water quality Negative impact of climate variability and change Non-availability of reliable and comprehensive data Inadequate protection and development of water resources Increased encroachment of Ramsar sites	
	Environmental Pollution	Weak enforcement of environmental laws and regulations Weak natural resource management systems Improper management of solid and liquid waste including e-waste Destructive impact of plastic waste on terrestrial, aquatic and marine ecosystems Air and noise pollution, especially in urban areas Emissions from poorly maintained vehicles Pollution of water bodies and the environment with discharges of radioactive materials	
Environment, Infrastructure and Human Settlements	Deforestation, Desertification and Soil Erosion	Weak collaboration between stakeholder institutions Illegal sand winning activities Increasing forest degradation Indiscriminate use of weedicides Over-exploitation and inefficient use of forest resources Illicit trade in forest and wildlife resources Poor enforcement of laws on exploitation of forest resources	
	Climate Variability and Change	Inadequate domestic climate finance mechanism Limited sectoral (national) and district adaptation plans Weak institutional coordination mechanism for climate action	

		Low institutional capacity to adapt to climate change and undertake mitigation actions Inadequate inclusion of gender and vulnerability issues in climate change actions Inadequate institutional capacity to access global funds Poor ownership of climate change intervention at the local level Loss of trees and vegetative cover Degraded landscapes Limited political commitment Rising sector GHG emissions	
	Transportation: Air, Rail, Water and Road	Poor quality of roads Inadequate human and logistical capacity in transport system Poor road maintenance/rehabilitation culture Traffic congestion in Nsawam and Adoagyiri Poor public transport vehicles Inadequate operational standards for public transport services Poor planning and budgeting Low participation of women in the transport sector Inadequate road infrastructure Poor coordination of stakeholders in infrastructure provision Low application of technology in public transport services Rising road fatalities and injuries Inadequate road regulations Weak enforcement of road traffic regulations High incidence of road accidents Inadequate street lightening and road signs Unauthorized construction/ installation of speed ramps and rumble strips Limited and poor rail network Poor and unreliable services Limited implementation of railway master plan Ineffective regulatory regime Low integration of rail network with other modes of transport	Safeguard the natural environment and ensure a resilient built environment
Environment, Infrastructure and Human Settlements	Information Communication Technology Development	Low broadband wireless access Poor Quality of Services (QoS) and Quality of Experience (QoE) in ICT Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services Inadequate online privacy and security of data Lack of policy harmonization in ICT Difficulty with maintenance of imported technologies Inadequate local content in deploying ICT solutions Inadequate local capacity Inadequate ICT infrastructure across the country Rapid technological changes in the ICT domain Inadequate number and competence in ICT skills across the public sector High cost of ICT infrastructure development and service	Safeguard the natural environment and ensure a resilient built environment

		Difficulty in securing adequate resources for implementing Girls-in-ICT Initiative Inadequate infrastructure to support localized services	
	Science, Technology and Innovation	Limited utilization of relevant research outputs Limited collaboration between public research institutions and businesses on product, service and process innovation Inadequate funding for research and development	
	Human Settlements Development and Housing	Inadequate spatial plans Poor prioritization of Spatial Planning (Structure and Local Plans). Absence of human settlement policy Inadequate human and institutional capacities for land use planning and management Haphazard building and non-compliance to available planning schemes Weak database for spatial planning and management in MMDAs Outdated zoning regulations and planning standards Weak enforcement of building regulations at the MMDA level Inadequate financial instruments in the housing supply value chain Lack of adoption and application of innovative financing models for affordable housing Inadequate housing units	
Environment, Infrastructure and Human Settlements	Rural Development Management	High rate of rural-urban migration Poor and inadequate rural infrastructure and services Unregulated exploitation of rural economic resources Wide rural-urban digital divide Poor infrastructure to catalyse agriculture modernisation and rural development Imbalance spatial development	Safeguard the natural environment and ensure a resilient built environment
	Urban Development Management	Congestion and overcrowding in urban areas Urban concentration in coastal zone Poor urban air quality Rapid urbanisation, resulting in urban sprawl Rapid growth of slums in cities and towns	
	Construction Industry Development	Absence of a central agency responsible for the development of the construction industry Weak classification and certification systems for the registration of contractors Lack of regulation of contractor conduct and performance Shortage of skilled construction workers Poor enforcement of regulations and statutes Proliferation of sub-standard construction materials and products Poor health, safety and environmental management practices at construction sites High cost of construction materials	
	Drainage And Flood Control	Recurrent incidence of flooding Poor waste disposal practices Poor drainage system Silting and choking of drains Uncovered drains Poor landscaping Delay in honouring payment certificates	

		Non-payment of advance mobilization for the execution of the flood control works Building in waterways	
Environment, Infrastructure and Human Settlements	Infrastructure Maintenance	Poor and inadequate maintenance of infrastructure High cost of maintenance	
	Land Administration	Lengthy turnaround time for land title and deeds registration. Limited digitization and automation of land records and services delivery Insecurity of land tenure Increasing encroachments on public and vested land Delays in adjudication of land disputes Cumbersome private land acquisition process Complex land tenure systems Speculative acquisition of land on large scale (land grabbing) Protracted land disputes Outdated land policy Indiscipline in the purchase and sale of land Unregulated land use regime Poor demarcation of Land boundaries	
	Zongos And Inner Cities Development	Proliferation of slums Inadequate investments in social programmes in Zongo and inner-city communities	Safeguard the natural environment and ensure a resilient built environment
Governance, Corruption and Public Accountability	Democratic Governance	Relatively weak capacity of governance institutions Politicisation and recurring threats of political violence Monetisation of elections Uneven balance of power between the three arms of government Inadequate capacity of Parliament to exercise oversight function over Executive. Undue political interference Inadequate knowledge of rights and responsibilities of electorates Low representation of women and vulnerable groups in decision making in parliament Proliferation of smaller parties in national elections	Maintain a stable, united and safe country
	Local Governance and Decentralisation	Weak implementation of administrative decentralization Ineffective sub-district structures Weak ownership of policies, programmes and accountability of leadership at the local level Poor service delivery at the local level Low capacity of some MMDCEs and other appointees to deliver on their mandates Politicisation of local elections Low participation of women and PWDs in local elections Weak linkage between local government and traditional authorities Discrepancies in inter-district boundary demarcations Weak coordination of administrative functions Poor coordination in preparation and implementation of development plans	

		Poor linkage between planning and budgeting at national, regional and district levels Weak spatial planning capacity at the local level Inadequate exploitation of local opportunities for economic growth and job creation Limited funding for RCCs Limited capacity and opportunities for revenue mobilization Inadequacy of and delays in central government transfers Limited implementation of fiscal decentralization policy Expenditure decisions taken at the central government level Implementation of unplanned expenditures Interference in utilization of statutory funds allocation Parallel implementation of interventions by Development Authorities and other bodies Weak sanction regime for failure to implement development plans Untapped revenue sources at the MMDAs Weak involvement and participation of citizenry in planning and budgeting Weak capacity of CSOs to participate effectively in public dialogue Weak participatory planning	
Governance, Corruption and Public Accountability	Public Accountability	Low public interest in public institutions Low patronage and demonstration of commitment to the implementation of the NACAP Weak sanctioning regimes Weak public and community ownership of programmes and projects Low public interest and trust in public institutions Politicisation of national development policies	Maintain a stable, united and safe country
	Public Institutional Reform	Overlapping functions among public sector institutions Minimal enforcement of and low compliance with rules and regulations of the PSC legislations by public sector institutions agencies Limited use of technology in the public sector Undue interference in the functioning of public sector institutions Inefficient public service delivery Poor linkage between human resource planning and pay administration in public service Poor record keeping	Maintain a stable, united and safe country
Governance, Corruption and Public Accountability	Public Policy Management	Lack of a comprehensive database of public policies Inadequate financial resources Inconsistencies in the format and content of policies formulated Weak research capacity of MDAs and MMDAs	
	Human Security and Public Safety	Inadequate and poor-quality equipment and infrastructure Inadequate personnel Weak inter-security agencies collaboration. Weak relationships between citizens and law enforcement agencies. Low professionalism of the service Weak monitoring and regulation of private security firms	

		Overcrowding in custodial facilities and inadequate rehabilitation centres Inadequate capacity to combat emerging crimes (e.g., cybercrime, terrorism, organised crime, etc.) Incidence of narcotic trafficking, abuse of drug and psychotropic substances Inadequate community and citizen involvement in public safety Proliferation of small arms High rate of recidivism High crime rate Unprofessional behaviour within security Rising incidence of Human Trafficking Limited security awareness of the general public	
	Corruption And Economic Crimes	High perception of corruption among public office holders and citizenry Low level of transparency and accountability of public institutions Misappropriation of funds by public office holders Abuse of discretionary powers Increased incidence of organized crime and diversification of economic crimes including money laundering, tax evasion, and cyber-crime. Non-sanctioning of corrupt public office holders as a deterrent Conflict of interest within the public sector Low remuneration for public sector officers High disparity in remuneration between public sector staff Delays in justice delivery	Maintain a stable, united and safe country
	Law And Order	High cost of access to justice Limited number of court buildings and judicial infrastructure Limited technical training and know-how to handle special/emerging cases within the judiciary. Protracted delays in case management and pre-trial conferences Perceived corruption of the legal system Poor documentation and record keeping Abuse of human rights by security personnel Inadequate legal Aid services for the Vulnerable. Poor juvenile justice system Inadequate juvenile centres.	
Governance, Corruption and Public Accountability	Civil Society, And Civic Engagement	Civil Society Organisations Limited and unsustained implementation of some programmes and projects Poor coordination among CSOs Limited collaboration with relevant institutions Limited community activism Media Ineffective advocacy strategies by relevant institutions responsible for public education Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities Low capacity of the media for watchdog role Over politicisation of media houses	Maintain a stable, united and safe country

		Traditional authorities Inadequate involvement of traditional authorities in national development Weak traditional institutional mechanisms to provide alternative framework for settling chieftaincy disputes Communal strife and disunity as a result of leadership succession and land disputes Politicisation of the chieftaincy institutions Religious bodies Limited involvement of religious bodies in development planning process	
	Attitudinal Change and Patriotism	Weak national values such as patriotism and loyalty to the state Poor attitudes negatively impacting quality of life Civic apathy Political polarization. Ineffective advocacy strategies Lapse in the regulation of media activities	Maintain a stable, united and safe country
	Development Communication	Polarised media landscape Insufficient funding of development communication	
	Culture For National Development	Weak frameworks, regulations and institutions for promoting Ghanaian culture Poor appreciation of national culture Gaps in the governance regime for emerging areas in the cultural industry Weak capacity of institutions promoting our culture and heritage Practice of outmoded rites and customs inimical to development Non-availability of reliable data on the cultural sector Ineffective communication between MDAs and the culture industry Inadequate cultural infrastructure Growing influence of negative foreign culture	
Emergency Planning and Response (Including Covid-19 Recovery Plan)	Hydrometeorological Threats	Incidence of natural disaster Human induced events (sand winning, encroachment, domestic and bush fires, etc.) Inadequate protective systems for vital or security installations Violation of disaster risk reduction (DRR) Legislations Inadequate knowledge on disasters Weak legal and policy frameworks for disaster prevention, preparedness and response Poor early warning systems Poor coordination among key institutions	Mainstream emergency planning and preparedness into Ghana's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19)
	Geological Threats	Limited awareness and education on earthquakes and their associated risks limited seismic hazard monitoring stations Non-functioning seismic monitoring equipment Weak enforcement of building and seismic codes	Mainstream emergency planning and preparedness into Ghana's

		Limited knowledge in the design and construction of earthquake-resistant structures Inadequate maps for earthquake prone zones/areas Limited presence of Geological Survey Authority Assessment Monitoring stations at the Local Level	development planning agenda at all levels to respond to potential internal and external threats (including COVID-19)
	Biological	Weak surveillance system Weak institutional Capacities Non-compliance of Health Regulations Unapproved health emergency preparedness and response plans Lack of Emergency funds Weak inter-sectoral collaboration Inadequate Health Infrastructure and personnel	
	Anthropogenic	Absence of emergency contingency plan for Hazardous substances pollution (HSP) Inadequate acute emergency care services Limited Institutional Capacities Inadequate infrastructure for emergency response High levels of pollution in different forms (air, noise, water) Incidences of gas explosion Increased e-waste in the environment (offices, residential areas and commercial centres)	
Emergency Planning and Response (Including Covid-19 Recovery Plan)	Technological Safeguards	High cost and time lag in adopting new technology Disruption to existing technology Sim Box crimes, Mobile money fraud Cyber-attacks and risk of terrorism Hacking of bank account and credit cards Bitcoin fraud and phishing scams Identity Theft, cyberstalking and distribution of pornography Weak protection of key national infrastructure (Aviation, Bridges and Overhead passages, River Bodies and Reservoirs, Powerlines, Malls, Stadia, Telecom Masts, Aquifers and Wells, etc.) Weak border infrastructure Vulnerability from geo-location Poor awareness of public on suspicions acts of terrorism Contract Killing and Extortion Bank/Bullion Heist Kidnap for Ransom Robberies and Assaults Stock Manipulation Home Invasion Illegal manufacture of small arms Existence of illegal private security companies Increasing trafficking among children and women for prostitution Wildlife and Cultural Property Smuggling Smuggling of Counterfeit Currency, goods and Cargo Narcotics Smuggling and Distribution White Collar Crimes Illegal Gambling and Casinos Illegal Bank Transfers Live Cash Exports by Aircraft Carriers	Mainstream emergency planning and preparedness into Ghana's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19)

		Over-invoicing and Under-Invoicing Pyramid Schemes Internet Fraud Economic, Political, Ethnicity and Religious Conflict Community Agitations Inter-tribal upheavals Chieftaincy Disputes Political Party Vigilantism Election Violence Multiple sale/claimants of Land Clashes between nomadic herdsmen and farmers Landguardism	
Emergency Planning and Response (Including Covid-19 Recovery Plan)	Relief Operation and Humanitarian Assistance of Disaster Victims	Poor coordination and collaboration Logistical management challenges Weak social protection system for victims of disasters	Mainstream emergency planning and preparedness into Ghana's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19)
	Covid-19 Response	Shutdown of businesses and collapse of vulnerable industries Decreased demand for non-essential commodities Decrease in foreign investments Inaccessibility to larger markets for essential inputs and machinery Disruptions in procurement processes and implementation of projects. Reduced revenues in the sector due to reduced electricity demand by industry Shutdown of businesses Low patronage of restaurants Heightened hygiene management in tourism facilities Cancellation and postponement of events (Business tourism, Sport, Cinemas, heritage sites, etc.) Revenue losses by businesses in the sector Disruptions in agriculture and food supply chains Limited access to inputs such as labour and machinery Limited availability and supply of staple foods Low production and demand for agribusiness products Decline in international trade Reduced incomes for Ghanaians along the agriculture value chain Inequity in accessing digital platforms of education Accessibility challenges in virtual education for students with disabilities Inadequate expertise for the utilization of distant learning platforms Absence of alternative approaches to learning Increase in psycho-social condition and mental health of the population, especially of health workers Decrease in hospital attendance due to the fear of contracting the Covid-19 virus. Fear of contracting COVID-19 at health facilities Inadequate sensitization of the public on COVID-19 Weak observation of social distancing protocols Non-utilization of PPEs, including face masks and hand sanitizers Stigmatization of recovered persons (COVID-19)	

		Misinformation/Misconception/inadequate information on COVID-19 Reduced access to nutritious foods due to reduced incomes Weakened immune systems due to reduced exposure Lay-offs and closure of businesses Loss of earnings Informality and weak database system Disparity in impacts of COVID-19 on welfare across geographical areas and groups Increased vulnerability due to reduced incomes, etc. Limited capacity for water delivery Open defecation Low effectiveness of environmental compliance and enforcement due to the observance of COVID-19 social distancing protocols Slow progress of implementation, supervision and monitoring of projects in the road and rail construction sectors	
Implementation, Coordination, Monitoring and Evaluation	Implementation And Coordination	Inadequate capacity for plan preparation and implementation Delay in the release of approved funds Inadequate Internally Generated Funds (IGF) Non-functional sub-district structures Implementation of programmes and projects outside approved plans Weak collaboration in the design and implementation, M&E of government programmes and projects Weak linkages between CSO/NGO plans and MTDPs Non-compliance with procurement processes Weak coordination of programmes and projects	Improve delivery of development outcomes at all levels
	Monitoring And Evaluation	Inadequate financial, logistical and human resources Low demand and utilisation of M&E results Untimely release of funds for M&E activities Lack of statutory budgetary allocation for M&E Inadequate evaluations at all levels Limited M&E competencies Unreliable and in some cases absence of internet services at the district, regional and sectoral levels Weak and fragmented M&E information systems at all levels Weak reporting and unreliable M&E data Non-compliance with M&E requirements Different reporting cycles and formats at all levels	
Implementation, Coordination, Monitoring and Evaluation	Production And Utilisation of Statistics	Limited generation and utilisation of statistics Inadequate district statisticians Delays in the publication of key statistical reports inadequate funding for statistics production Limited technological infrastructure Lack of manuals, standards, principles or classifications to guide the production and management of data and statistics	Improve delivery of development outcomes at all levels
	Development Cooperation and Finance	Absence of development cooperation policy Inadequate alignment of development cooperation with our national development priorities	

		Lack of formal structures and guidelines and high transaction costs for mobilizing and managing development finance Heterogeneity of donor policies, procedures and guidelines in the development cooperation space Exchange rate losses effect on cost of financing counterpart projects Lack of a ready and adequate human resource base to drive the various sectors that will bring Ghana to effective competitive levels with its partners or among the comity of nations Unsustainable sources of funding for financing development projects.	
	Knowledge Management and Learning	Poor record keeping and documentation Inadequate and weak structures for knowledge management and learning Weak institutional memory in MDAs and MMDAs Inadequate peer learning among MMDAs and MDAs Inadequate data and information storage systems	Improve delivery of development outcomes at all levels

Source: MPCU Secretariat, 2025

Annex 2: Potentials Opportunities Constraints Challenges (POCC) Analysis

Adopted Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
Low application of technology especially among smallholder farmers leading to comparatively lower yields.	- Availability of technology - Congenial environment for businesses - Availability of electricity - Availability of Industries - Existence of Agriculture department	- Government policy to promote agro-based industries - Provision of loans from Commercial/Rural Banks - Nearness to Accra - Government Policy of promoting the Private Sector	- Reliance on indigenous technology - Low level of capital for agro-based industries - Lack of credit facilities to support agro-based industries - Low purchasing power	- Poor marketing arrangement for agro-based industries products - Inadequate support for the existing agro-based industries - High cost of imported products
Conclusion: This issue can be addressed through the implementation of government policy of fertilizer subsidy, planting for food and jobs, planting for exports and rural development. Peri – urban nature of the municipality can make agro technology and farm inputs easily be accessed to increase high yields of farm produce.				
Low skills in business development	- Availability of Business Advisory Centre	- Government policy to promote business	- Inadequate funds - Inadequate business development skills -	- Emergence of Covid 19 pandemic
Conclusion: The Assembly can help by adopting strategies to develop the skills of the unemployed youth to engage in entrepreneur opportunities.				
Lack of youth interest in agriculture	- Presence of youthful labour force - Willingness of some youth to go into Agriculture - Existence of Agriculture department	- Government policy to promote agro-based industries - Ready Market	- Lack of capital - Inadequate land for Agriculture purposes	- Inadequate support for the existing agro-based industries - Conversion of agricultural lands to estates
Conclusions: this issue can be addressed by youth empowerment initiatives by Government and Assembly to encourage the youth venture into Agriculture to make it more attractive.				
Inadequate market infrastructure	- Availability of Land - Peri urban Municipality - Availability of labour - Existence of ready market	- Proximity to Accra - Existence of ready market outside Municipality	- Inadequate funds - Lack of maintenance - Inadequate skilled labour	- Donor support

	- Availability of road network and infrastructure.			
Conclusions: Market infrastructure could be provided with adequate funds from government and sustained through ready market and continuous maintenance of all market infrastructure.				
Low productivity of livestock and poultry products	- Availability of Land - Availability of livestock feed - Existence of veterinary services - Availability of Department of Agriculture	- Availability of Ministry of Food and Agriculture - Gov't policies to revamp the local livestock industry	- Inadequate funds of livestock farmers - Inadequate feed for livestock - Diseases affecting livestock - Lack of storage facilities for farmers	- Competition from livestock importers
Conclusions: This issue can be addressed by government providing the needed policies to protect local livestock farmers. The government should provide incentives to revamp the sector and make it lucrative				
Limited land for farming due to activities of estate agents and sand winners	- Availability of arable lands - Physical Planning Dept.	- Existence of Government policy on housing	- Selling of arable lands to estate developers	- Increased number of estate developers - Increasing demand for housing
Conclusions: the Assembly through the Physical Planning Department should engaged stakeholders in the municipality on how land management issues can be accessed and addressed through spatial planning.				
- Inadequate development of tourism potentials - Poor access roads to tourist sites	- Availability of tourism potential - Availability of labour - High tourist attraction - Availability of natural resources particularly forest products - Presence of office of arts culture and tourism	- Government policy on promoting local tourism - Existence of river Densu - Existence of GEA	- Poor access roads - Inadequate funds to develop tourist sites - Low advertisement - Low patronage by indigens	- Delay in release of funds - Emergence of a pandemic
Conclusions: the Assembly through relevant stakeholders should intensify discovering culture and tourism potentials in the municipality and develop them to boots local economic development.				
Limited access to capital for SMEs	- Availability of natural resources particularly forest products	- NBSSI to offer expertise advise/training to small scale industrialists	- Low level of capital for Small Scale industrialists	-Poor marketing arrangement for small scale industrial products

	- High potential tourist attractions	- Financial assistance from Rural Banks - The existence of national financial schemes e.g. MASLOC, YEA, etc. - The existence of NGOs who provide credit for farmers	- Lack of credit facilities to support Small Scale Industrialists - Low level of Private Sector Participation	-Inadequate support for SMEs -
Conclusion: With the existence of Business Advisory Centre in the municipality, MSEs can access affordable credit facilities especially with the introduction of the Youth Enterprises Support (YES), MasterCard programme etc by the government				

Source: MPCU Secretariat, 2025

Annex 3: Impact Analysis - ECONOMIC DEVELOPMENT

	Needs of Basic Human Rights				Significant multiplier effect on economic efficiency			Social and Natural Environment						Opportunities for the promotion of cross-cutting Issues	
CRITERIA	Health	Food Security	Education	Social Security	attraction of investors	Job creation	increases in incomes and growth	The different population groups (e.g. girls, aged, disabled);	Balanced development	Natural resource utilization	Institutional reforms.	Resilience and disaster risk reduction	Climate change mitigation and adaptation	HIV and AIDS	Gender equality
ISSUES															
1. Low tax revenue	-	0	-	-	0	0	0	0	-	0	0	-	-	-	-
2. Low entrepreneurial skills among the youth	0	0	+	0	-	-	-	0	0	0	0	0	0	-	0
3. Limited Access to Finance for SMEs	0	+	0	0	-	-	-	0	0	0	0	0	0	-	0
4. Inadequate data on tourist sites	-	-	0	-	-	0	0	-	0	0	0	0	0	-	-
5. High cost of production inputs	0	-	0	0	-	0	-	0	0	0		0	0	-	0

6. Limited access to arable land	0	-	0	0	0	-	-	0	0	0	0	0	0	-	0
7. Over-reliance on rain-fed agriculture	0	+	-	-	-	0	-	-	-	-	-	-	+	-	-
8. Low application of technology and poor adoption of research findings among smallholder farmers	0	+	+	0	0	0	-	0	+	+	+	+	+	-	0
9. Low irrigation coverage	0	+	0	0	-	-	-	0	+	+	+	+	0	-	0
10. Low quality and inadequate agricultural infrastructure such as poor storage and transportation system	+	+	0	0	0	-	-	0	+	0	+	+	0	-	0
11. High level of post harvest losses	+	+	+	0	0	-	-	+	+	+	+	+	0	-	0
12. Loss of farmlands to galamsey, housing and other related activities	+	+	0	0	0	-	-	+	+	+	+	+	0	-	+
13. Low mechanization of agriculture	-	0	+	-	0	0	-	0	+	0	+	0	0	-	+
14. Low youth involvement in aquaculture	0	+	+	0	-	-	-	0	+	0	+	0	-	-	0
SOCIAL DEVELOPMENT															

	Basic Human Needs and Rights				Significant multiplier effect on economic efficiency			Social and Natural Environment						Opportunities for the promotion of cross-cutting Issues	
CRITERIA	Health	Food Security	Education	Social Security	Attraction Of Investors	Job Creation	Increases In Incomes And Growth	The different population groups (e.g. girls, aged, disabled);	Balanced development	Natural resource utilization	Institutional reforms.	Resilience and disaster risk reduction	Climate change mitigation and adaptation	HIV and AIDS	Gender equality
ISSUES															
1. Geographical disparities in healthcare delivery	+	0	0	+	0	0	0	+	+	0	+	+	0	+	0
2. Low health insurance coverage rates	+	0	0	+	0	0	+	+	0	-	+	0	-	0	0
3. Increasing prevalence morbidity, mortality, and disability	+	+	+	+	+	0	0	+	0	0	0	+	0	0	0

4. High HIV and AIDS stigmatisation and Discrimination	+	-	0	+	+	-	0	+	0	-	0	0	-	+	+
5. Periodic shortages of HIV and AIDS commodities (ARVs, test kits, condoms)	+	-	-	0	0	-	0	+	0	-	0	0	-	+	0
6. Weak surveillance system	+	0	0	0	0	0	0	0	0	-	+	0	-	0	-
7. Inadequate Health Infrastructure and personnel	+	0	+	+	0	+	+	+	+	0	+	+	0	+	0
8. Inadequate access to regular water supply services	+	+	+	+	+	+	+	+	+	+	0	+	+	0	0
9. Inadequate maintenance of facilities	+	0	+	+	+	0	0	0	0	0	+	+	0	0	-
10. Poor attitude of citizenry towards environmental sanitation	+	0	0	+	+	0	0	0	0	+	0	+	+	-	-
11. Low level of investment in sanitation sector	+	0	+	+	+	+	+	0	+	+	0	+	+	-	-
12. Inadequate access to improved toilet facilities and high prevalence of open defecation	+	0	+	+	+	+	+	+	+	+	0	+	+	-	0
13. Limited sewerage coverage	+	0	0	0	+	0	0	0	0	+	0	+	0	-	-

14. Geographical disparities in access to quality education at all levels	0	0	+	+	0	+	+	+	+	0	+	0	-	0	+
15. Inadequate supervision and monitoring of schools	0	-	+	0	0	0	0	0	0	-	+	0	-	-	0
16. Inadequate library facilities and services in communities and in schools	-	-	+	-	-		0	0	0	-	0	-	-	-	0
17. Inadequate recreational/sports infrastructure and equipment, including para-sports.	0	-	0	-	-	0	0	+	0	-	0	-	-	-	0
18. Inadequate entrepreneurial skills and business development services	-	0	0	0	+	+	+	0	0	-	0	-	-	-	0
19. Persistent unemployment and underemployment (especially among youth, women, and PWDs)	0	+	+	+	+	+	+	+	+	0	0	+	-	-	+
20. Weak monitoring and evaluation of social protection especially for the formal sector	0	0	0	+	0	0	0	0	0	-	+	0	-	+	0
21. Inadequate funding for social protection interventions	+	0	+	+	0	0	+	0	0	-	+	0	-	-	0

22. Inadequate shelters for all categories of abused persons	+	-	0	+	-	0	0	+	+	-	+	+	-	-	-
23. Inequitable access to socio-economic incentives for PWDs	+	0	+	+	-	+	+	+	+	-	+	0	-	-	+
24. Inadequate rehabilitation centres, services, and programmes for PWDs	+	0	+	+	-	0	0	+	+	-	+	0	-	-	+
25. Limited number and capacity of child protection committees in local communities	0	-	0	+	-	-	-	+	0	-	+	0	-	-	+
26. Prevalence of child abuse and child labour	+	0	+	+	0	-	0	+	+	-	+	0	-	0	+
27. Increasing child rights violations	+	0	+	+	0	-	-	+	0	-	+	-	-	-	+
ENVIRONMENT0 AND HUMAN SETTLEMENTS															
	Needs of Basic Human Rights				Significant multiplier effect on economic efficiency			Social and Natural Environment					Opportunities for the promotion of cross-cutting Issues		

CRITERIA	Health	Food Security	Education	Social Security	attraction of investors	job creation	increases in incomes and growth	The different population groups (e.g. girls, aged, disabled);	Balanced development	Natural resource utilization	Institutional reforms.	Resilience and disaster risk reduction	Climate change mitigation and adaptation	HIV and AIDS	Gender equality
ISSUES															
1. Poor agricultural practices which affect water quality	+	+	0	0	+	+	+	+	+	+	0	+	+	+	+
2. Increasing air, soil, and noise pollution	+	0	0	0	+	0	0	+	0	+	0	+	+	-	+
3. High incidence of wildfires	0	+	0	+	+	0	0	0	0	+	0	+	+	-	0
4. Illegal sand mining activities	0	+	-	0	0	-	+	0	0	+	+	+	+	-	0
5. Poor road condition and network	+	+	+	+	+	+	+	+	0	0	0	0	0	0	+
6. Poor road maintenance/rehabilitation culture	+	+	0	0	+	+	0	0	0	0	0	0	0	0	+
7. Inadequate road furniture	+	-	-	-	0	0	0	+	0	0	0	0	0	0	+

8. Non-compliance with zoning regulations and planning standards	+	+	0	0	+	-	0	0	+	0	+	0	0	-	0
9. Weak enforcement of building regulations	+	0	0	0	+	-	0	0	+	0	+	0	0	-	0
10. Incomplete street naming and property addressing system.	+	-	-	-	0	-	-	-	-	-	-	-	-	-	0
11. Inadequate infrastructure and services in rural areas	+	+	+	+	+	+	+	+	+	0	0	+	+	+	+
12. Poor drainage systems	+	0	0	0	0	0	0	+	+	+	0	+	+	0	+
13. Poor waste disposal practices	+	0	0		+	+	0	+	0	0	0	+	+	+	+
14. Weak enforcement of development controls	0	0	0	0	+	-	0	0	+	0	+	0	0	-	0
15. Proliferation of unapproved, haphazard development in waterways and wetlands	+	+	0	0	+	-	0	0	+	+	+	+	+	-	0

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY															
	Needs of Basic Human Rights				Significant multiplier effect on economic efficiency			Social and Natural Environment						Opportunities for the promotion of cross-cutting Issues	
CRITERIA	Health	Food Security	Education	Social Security	attraction of investors	job creation	increases in incomes and growth	The different population groups (e.g. girls, aged, disabled);	Balanced development	Natural resource utilization	Institutional reforms.	Resilience and disaster risk reduction	Climate change mitigation and adaptation	HIV and AIDS	Gender equality
ISSUES															
Limited public participation in local governance	-	0	+	0	0	0	0	+	+	+	+	+	+	+	+
Ineffective sub district structures	-	+	0	0	0	0	0	0	+	0	+	+	0	+	0
Weak spatial planning capacity at the local level	-	0	0	-	+	0	+	+	+	+	+	+	+	-	0
Weak implementation of planning and budgeting at national, regional, and district levels	-	+	0	+	+	+	+	+	+	+	+	+	+	+	+

Inadequate and delay central Government's Transfers	-	+	-	+	0	+	+	+	+	0	+	+	0	+	0
														+	
Weak revenue generating capacity of MMDA's.	-	+	0	+	+	+	+	0	+	0	+	0	0	0	0
										0					
Over-reliance on District Common Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Weak linkage between productivity and performance of staff and institutions	-	0	0	0	0	+	+	0	0	0	+	0	0	0	0
Inefficiencies in record management	+	0	+	+	0	0	0	0	0	+	+	+	+	+	+
Insufficient promotion of civic education	0	0	+	-	-	-	-	0	0	0	0	0	+	+	+
										0					
Limited youth engagement in cultural activities	0	-	0	-	-	0	-	-	-	-	-	-	-	0	0
Police-Citizen ratio below UN standards	0	0		-	+	0	0	+	0	0	0	0	-	-	+
										0					
High levels of public perception of corruption	+	+	-	+	+	+	+	+	+	+	+	+	+	+	+
Indiscipline among the youth	0	0	+	0	0	0	0	0	0	0	0	-	-	+	0

Annex 4: Maintenance Plan - 2026 - 2029

Type of Infrastructure/Asset		Type of Maintenance	Schedule of Maintenance (Start date - End date)	Estimated cost of Maintenance	Location	Responsibility
1.	2 No. Classroom Blocks	Rehabilitation	Jan.-Dec 2026	620,000.00	Sakyi Agyakwa Primary/JHS Akwamu M/A James White SDA	MWD
2	2 No. Classroom Blocks	Rehabilitation	Jan.-Dec 2027	500,000.00	Chinto Primary School Akramang M/A Primary Otu-Kwadwo M/A JHS	MWD
3.	3 No. Classroom Blocks	Rehabilitation	Jan.-Dec 2028	650,000.00	Ahuntam Darmang M/A JHS Panpanso Teshie M/A JHS Ntoaso S.D.A JHS	MWD
4.	3 No. Classroom Blocks	Rehabilitation	Jan.-Dec 2029	690,000.00	Panpanso Ningo M/A Primary Operekrom M/A Basic Duayeden M/A Basic	MWD
5.	Health facilities	Rehabilitation 4NO.	Jan 2026-Dec.2029	400,000.00	Municipal wide	MWD
6.	Office Buildings	Renovation	Jan-2026-Dec.2029	800,000.00	NAMA office/other offices	MWD
7	Residential accommodations 4NO.	Renovation	Jan 2026-Dec 2029	600,000.00	Nsawam-bungalows	MWD
8.	Official vehicles	Servicing	Jan 2026-Dec.2029	400,000.00	NAMA	Transport
9.	Office equipment (computers,	Maintenance (servicing)	Jan 2026-Dec.2029	450,000.00	All offices	MIS

	printers, photocopiers, air conditioners etc					
10.	Reshaping/Spot improvement of roads	Routine Maintenance	Jan.2026- Dec.2029	1,000,000.00	Municipal wide	URD
11.	Minor Drainage Repairs (100m)	Rehabilitation	Jan.2026- Dec.2029	700,000.00	Municipal wide	URD
12	Pothole patching roads	Rehabilitation	Jan.2026- Dec.2029	800,000.00	Municipal wide	URD
13	Maintenance of Lorry stations, parks and market centers within the municipality	Rehabilitation	Jan. 2026 – Dec.2029	400,000.00	Municipal wide	MWD / URD
13.	Total Estimated Cost of Maintenance Plan			8,010,000.00		

Source: MPCU Secretariat, 2025

Annex 5: Compatibility Matrix

No	PROGRAMMES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
1	Enhance data collection		0	+	+	0	0	0	0	0	+	0	+	0	0	0	+	+	+	+	+	+	+	+	+	0
2	Enhance capacity of small and medium scale enterprise			+	0	0	+	+	-	-	-	-	0	-	-	+	0	0	0	0	0	0	+	+	+	0
3	Improvement in access to credit				0	+	+	+	0	-	-	-	0	0	0	+	0	0	-	0	0	0	+	+	+	0
4	Improve socio economic data					0	0	0	+	0	+	0	+	+	+	0	+	+	-	+	+	+	+	+	+	+
5	Improvement in agriculture productivity						+	+	0	-	0	+	0	0	0	+	+	+	0	+	+	+	+	+	+	0
6	Reduction in Postharvest loss							+	0	-	-	0	0	-	0	+	0	+	+	0	+	0	+	-	0	0
7	Creation of Youth employment								0	0	0	0	+	0	+	+	+	+	0	0	+	+	+	0	+	+
8	Improve access to quality health care									+	+	+	+	0	0	0	+	0	+	-	0	+	0	0	+	+
9	Reduction in HIV infection										+	0	0	0	0	0	+	-	0	-	0	0	-	-	+	0
10	Improve reproductive health											0	+	0	+	0	+	0	+	-	0	0	-	0	0	0
11	Improve access to quality water												+	0	0	0	+	+	0	0	0	0	-	0	0	0

[illegible]

Annex 6: knowledge Mapping Matrix

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
1	Local Government Administration ➤ Structure and Functions of the Assembly ➤ Roles of Political and Administrative heads ➤ Interplay between local and central government	MCE, MCD HoDs	Local Governance Act, 2016 (Act 936) Constitution of Ghana (Chapter 20) MLGDRD Policy Documents Civil/Public Service Training Manuals	Limited understanding of recent amendments to the Local Governance Act (Act 936) Poor appreciation of the separation of powers between political heads (MCE) and administrative heads (Coordinating Director) Weak capacity to manage interdepartmental collaboration
2	Development Planning and Budgeting ➤ Medium Term Development Planning (MTDP) ➤ Annual Action Plans ➤ Composite Budgeting ➤ District Development Data Collection; DDDP	Municipal Planning Officer Budget Officer Coordinating Director	NDPC Guidelines (MTDPF) Public Financial Management Act, 2016 (Act 921) Ministry of Finance Composite Budget Manual	Inadequate skills in evidence-based planning and data analysis Difficulty aligning District Plans with National Medium-Term Development Policy Framework (MTDPF) Weak use of participatory planning approaches at the grassroots
3	Legal and Regulatory Framework within ➤ Relevant Acts and Legislative Instruments ➤ Assembly bye-laws development and enforcement ➤ Procurement procedures	MCD Legal Officer Procurement Officer	Local Governance Act (Act 936) Public Procurement Act (Act 663, as amended) Assembly Bye-laws Financial Administration Act (Act 654)	Limited awareness of updated legal instruments Poor capacity to draft enforceable bye-laws Weak enforcement and compliance mechanisms at the Assembly level
4	Public Financial Management Internally Generated Funds (IGF) Financial reporting and auditing Revenue mobilization and management	Finance Officer Internal Auditor Budget Officer Coordinating Director	Public Financial Management Act (Act 921) CAGD Financial Procedures Manual Internal Audit Agency Guidelines	Insufficient understanding of the Public Financial Management Act (Act 921) and IGF regulations Weak internal controls and audit follow-up mechanisms Delays in preparing and submitting financial statements Poor revenue forecasting and mobilization strategies
5	Monitoring and Evaluation (M&E) ➤ M&E tools and indicators	Planning Officer HoDs	NDPC M&E Guidelines Annual Progress Report Templates	Low capacity in designing performance indicators and conducting impact evaluations

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
	➤ Data collection and reporting ➤ Performance measurement and reporting		Ghana Statistical Service (GSS) data collection frameworks	Over-reliance on manual data collection instead of digital tools Inconsistent submission of Annual Progress Reports (APRs) to NDPC Weak feedback loops for learning and adaptation
6	Community Engagement and Participatory Governance ➤ Stakeholder mapping ➤ Participatory planning and budgeting ➤ Grievance redress and feedback mechanisms	MPO, ISD Social Welfare & Community Development Officer Assembly Members	Local Government Service Training Manuals District Assembly Operational Manuals Civil Society Organization (CSO) toolkits	Tokenistic engagement of community members in planning and budget processes Limited use of local languages and inclusive tools during townhall meetings Poor grievance redress mechanisms and citizen feedback tracking
7	Environmental Health and Sanitation ➤ Waste management ➤ Public health inspection ➤ Water and sanitation regulations	Environmental Health Officer Waste Management Officer Public Health Officers	Environmental Sanitation Policy Guidelines from the Environmental Protection Agency (EPA) Ghana Health Service protocols WHO sanitation standards	Poor enforcement of sanitation bye-laws Lack of data on waste generation and disposal Inadequate technical knowledge on climate resilience and public health linkages Weak inter-agency collaboration with EPA and GHS
8	Infrastructure and Works ➤ Feeder road and urban road planning ➤ Building permit systems ➤ Public works maintenance	Municipal Works Engineer Physical Planning Officer Roads Engineer	Department of Urban Roads manuals Ghana Building Code Physical Planning Department Standards	Poor knowledge of urban planning standards and building codes Inadequate supervision of local contractors and procurement irregularities Limited training in climate-smart infrastructure and maintenance planning
9	Disaster Risk Reduction and Emergency Management ➤ Disaster preparedness and response ➤ Risk assessment ➤ Safety protocols and drills	NADMO Coordinator Planning Officer Social Welfare Officer	National Disaster Management Organisation (NADMO) policies District Disaster Management Plans United Nations and Red Cross manuals	Weak capacity in risk mapping and contingency planning NADMO Units often undertrained and under-resourced Low public education and simulation practice in disaster-prone communities
10	Human Resource and Administrative Management ➤ Public service ethics ➤ Performance appraisals ➤ Records and registry management	Human Resource Officer Coordinating Director Departmental Heads	Local Government Service Secretariat (LGSS) HR policy frameworks Office of the Head of Local Government	Poor knowledge of Local Government Service HR policies Lack of performance appraisal tools tailored for local government

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
			Service (OHLGS) Training Manuals Civil Service Code of Conduct	Weak support for staff capacity development and retention strategies
1	ICT and Digital Governance ➤ Use of MIS systems for planning, budgeting and service delivery ➤ Digital platforms for citizen engagement ➤ Cybersecurity and data protection	IT Officer MIS Officer Coordinating Director	Ghana.gov platform user guidelines GIZ e-governance manuals Data Protection Commission regulations District Development Data Platform Manuals	Low digital literacy among staff Poor adoption of digital platforms (e.g., Ghana.gov) Lack of cybersecurity protocols and data protection awareness Outdated IT equipment and weak internet connectivity

Source: MPCU-NAMA, 2025.

Annex 7: Competency Matrix for Learning

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

Competence	Training Programme	Evaluation Criteria	Learning Objective
Monitoring, Evaluation & Learning (MEL)	Training on results-based M&E, indicator development, data analysis & reporting	Quality of M&E reports, evidence of adaptive learning, integration of lessons learned	To strengthen evidence-based planning, reporting, and accountability

Source: MPCU-NAMA, 2025.

Annex 8: Climate Change and Environmental Sustainability -Sustainability Environmental Assessment (SEA)

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

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

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

Annex 9: Climate Change and Environmental Sustainability - Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 10: Disaster Management Programme -Sustainability Environmental Assessment (Sea)

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

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Sustainability Test							
Programme: Disaster Management Programme							
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and</i>	Level of participation proposed	(0)	1	2	3	4	5

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Sustainability Test							
Programme: Disaster Management Programme							
<i>involvement of local communities should be encouraged (especially vulnerable alluded section)</i>							
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Sustainability Test							
Programme: Disaster Management Programme							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
<u>Institutional Issues</u>							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The</i>	Number of people with adequate information	(0)	1	2	3	4	5

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Sustainability Test							
Programme: Disaster Management Programme							
<i>Activity should be enhanced</i>							
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	s

Annex 11: Disaster Management Programme -Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 12: Transport Infrastructure and Road Safety Improvement -Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Transport Infrastructure and Road							
Safety Improvement							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing:	Number of people exposed	(0)	1	2	3	4	5

Sustainability Test							
Programme: Transport Infrastructure and Road							
Safety Improvement							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>Activities should benefit the work force, and local</i>	to water borne disease, or lacking adequate						
<i>communities in terms of health and well-</i>							
<i>being nutrition, shelter, education and cultural expression</i>	food and shelter to be assessed						
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged</i>	Level of participation proposed	(0)	1	2	3	4	5

Sustainability Test							
Programme: Transport Infrastructure and Road							
Safety Improvement							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>(especially vulnerable alluded section)</i>							
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5

Sustainability Test							
Programme: Transport Infrastructure and Road							
Safety Improvement							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital</i>	Description of investment strategy	(0)	1	2	3	4	5

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

Sustainability Test							
Programme: Transport Infrastructure and Road							
Safety Improvement							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>The activity should be improved</i>							

Source: MPCU-NAMA, 2025

Annex 13: Transport Infrastructure and Road Safety Improvement -Sustainability

Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 14: Spatial Development Programme- Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme:							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should</i>	Number of people exposed to water borne	(0)	1	2	3	4	5

Sustainability Test							
Programme:							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>benefit the work force, and local</i>	disease, or lacking adequate						
<i>communities in terms of health and well-</i>							
<i>being nutrition, shelter, education and cultural expression</i>	food and shelter to be assessed						
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	4	5

Sustainability Test							
Programme:							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

Sustainability Test							
Programme:							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5

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

Source: MPCU-NAMA, 2025

Annex 15: Spatial Development Programme - Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 16: Local Economic Development Programme - Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Local Economic Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>be used with maximum efficiency</i>							
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5

Sustainability Test							
Programme: Local Economic Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

Sustainability Test							
Programme: Local Economic Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
<u>Institutional Issues</u>							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5

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

Source: MPCU-NAMA, 2025

Annex 17: Local Economic Development Programme -Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

**Annex 18: Agriculture Modernization and Post-Harvest Management Programme
Sustainability Environmental Assessment (SEA)**

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

Sustainability Test						
Programme: Agriculture Modernization and Post-Harvest Management Programme						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<i>communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	food and shelter to be assessed					
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4 5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4 5
Participation: <i>Activity and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s 5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4 5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4 5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4 5
<u>Effects on Economy</u>						
<i>Growth: The PPP should result in development that encourages and stabilizes</i>	Economic output to be evaluated	(0)	1	2	3	4 5

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

Source: MPCU-NAMA, 2025

Annex 19: Agriculture Modernization and Post-Harvest Management -Sustainability
Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 20: Tourism promotion programme -Sustainability Environmental Assessment (SEA)

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

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

Sustainability Test						
Programme: Tourism promotion programme						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4 5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4 5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4 5

Source: MPCU-NAMA, 2025

Annex 21: Tourism promotion programme -Sustainability Test: Record Sheet

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

Description of Program: Tourism promotion programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Gender Activities should empower women	3	Has neutral effects on the aim
Job Creation Activity should create jobs for local people particularly women and young people	5	Strongly support the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	4	Supports the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	5	Strongly supports the aim
Use of Local Materials and Services The PPP should result in the use of raw materials and services from local industries where possible	3	Has neutral effects on the aim
Local investment of Capital	5	Strongly supports the aim

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

Source: MPCU-NAMA, 2025

Annex 22: Vulnerability, Social and Child Protection Programme - Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>and land should be avoided</i>							
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being</i>	Number of people exposed to water borne disease, or lacking adequate	(0)	1	2	3	4	5
<i>nutrition, shelter, education and cultural expression</i>	food and shelter to be assessed						

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Equity: <i>Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
Effects on Economy							
Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5

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

Sustainability Test							
Programme: Vulnerability, Social and Child Protection Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
standard guidelines <i>The activity should be improved</i>							

Source: MPCU-NAMA, 2025

**Annex 23: Vulnerability, Social and Child Protection Programme -Sustainability Test:
Record Sheet**

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

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

Source: MPCU-NAMA, 2025

Annex 20: Health Improvement Programme -Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>use and maximize used of renewable rather than fossil fuels</i>							
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and							

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<u>Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should</i>	Number of women to be empowered	(0)	1	2	3	4	5

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>empower women</i>							
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>should be reduced</i>							
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
<u>Institutional Issues</u>							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4	5

Sustainability Test							
Programme: Health Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4	5
Regulating the PPP should ensure best practice and compliance with environmental standard guidelines <i>The activity should be improved</i>	Environmental standard guidelines and best practices observed	(0)	1	2	3	4	5

Source: MPCU-NAMA, 2025

Health Improvement Programme -Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 1: Water, Environmental Health and Sanitation Programme -Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Water, Environmental Health and Sanitation Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people</i>	Number of people to be employed	(0)	1	2	3	4	5

Sustainability Test							
Programme: Water, Environmental Health and Sanitation Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>particularly women and young people</i>							
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

Sustainability Test							
Programme: Water, Environmental Health and Sanitation Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>epidemics should be reduced</i>							
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							

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

Source: MPCU-NAMA, 2025

Annex 2: Water, Environmental Health and Sanitation Programme -Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 3: Education Improvement Programme -Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Education Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5

Sustainability Test							
Programme: Education Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development</i>	Description of investment strategy	(0)	1	2	3	4	5

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

Source: MPCU-NAMA, 2025

Annex 4: Education Improvement Programme -Sustainability Test: Record Sheet

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

Description of Program: Education Improvement Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
nutrition, shelter, education and cultural well being		
Gender Activities should empower women	4	Supports the aim
Job Creation Activity should create jobs for local people particularly women and young people	3	Has neutral effects on the aim
Participation Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)	5	Strongly support the aim
Access to Land Activity should improve access to land	3	Has neutral effects on the aim
Access to Water Activity should improve access to water	3	Has neutral effects on the aim
Access to Transportation Activity should improve access to transport	3	Has neutral effects on the aim
Equity Adverse and beneficial impacts from developments should be distributed equitable and should not discriminate against any groups	5	Strongly supports the aim
Vulnerability and Risk Drought, bush fires, flood, crises and epidemics should be reduced	3	Has neutral effects on the aim
EFFECTS ON THE ECONOMY		
Growth The PPP should result in development that encourage and stable conditions of economic growth	3	Has neutral effects on the aim
Use of Local Materials and Services	3	Has neutral effects on the aim

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

Source: MPCU-NAMA, 2025

Annex 5: Youth and Sports Development Programme - Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Youth and Sports Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>be used with maximum efficiency</i>							
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
Effects on Social and Cultural Conditions							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
<i>being nutrition, shelter, education and cultural expression</i>							
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5

Sustainability Test							
Programme: Youth and Sports Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

Sustainability Test							
Programme: Youth and Sports Development Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4	5
Institutional Issues							
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4	5

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

Source: MPCU-NAMA, 2025

Annex 6: Youth and Sports Development Programme - Sustainability Test: Record Sheet

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

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

Description of Program: Youth and Sports Development Programme		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCOR E	REASONS
The activity should be improved		

Source: MPCU-NAMA, 2025

Annex 7: Governance, Accountability and Public Safety Improvement Program - Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Governance, Accountability and Public Safety Imp							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5

Sustainability Test						
Programme: Governance, Accountability and Public Safety Imp						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4 5
Effects on Economy						
Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth	Economic output to be evaluated	(0)	1	2	3	4 5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4 5
Local Investment of Capital: <i>Development should encourage retention of capital and the development of downstream utilizing focal raw materials product and labor</i>	Description of investment strategy	(0)	1	2	3	4 5
Institutional Issues						
Adherence to Democracy: <i>Poverty on the part of women should be addressed</i>	Number of women employed	(0)	1	2	3	4 5
Access to Information: <i>The Activity should be enhanced</i>	Number of people with adequate information	(0)	1	2	3	4 5
Inadequate Office: <i>The activity should be improved</i>	Number of offices built	(0)	1	2	3	4 5

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

Source: MPCU-NAMA, 2025

Annex 8: Governance, Accountability and Public Safety Improvement Program - Sustainability Test: Record Sheet

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

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

Description of Program: Governance, Accountability and Public Safety Improvement Program		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	3	Has neutral effects on the aim

Source: MPCU-NAMA, 2025

Annex 9: Financial Management Programme -Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Financial Management Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>communities in terms of health and well-</i>							
<i>being nutrition, shelter, education and cultural expression</i>	food and shelter to be assessed						
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							
<i>Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth</i>	Economic output to be evaluated	(0)	1	2	3	4	5

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

Source: MPCU-NAMA, 2025

Annex 10: Financial Management Programme Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 11: Sub-Structure Improvement Programme - Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Sub-Structure Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

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

Source: MPCU-NAMA, 2025

Annex 12: Sub-Structure Improvement Programme - Sustainability Test: Record Sheet

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

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

Source: MPCU-NAMA, 2025

Annex 13: Capacity Building and Productivity Improvement Programme - Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Capacity Building and Productivity Improvement Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5

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

Source: MPCU-NAMA, 2025

**Annex 14: Capacity Building and Productivity Improvement Programme -
Sustainability Test: Record Sheet**

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

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

Annex 15: Co-ordination, Monitoring, Evaluation and Learning Programme - Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing: <i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0)	1	2	3	4	5
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be encouraged (especially vulnerable alluded section)</i>	Level of participation proposed	(0)	1	2	3	s	5
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitable and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	(0)	1	2	3	4	5

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

Sustainability Test						
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme						
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS		PERFORMANCE MEASURE			
guidelines <i>The activity should be improved</i>						

Source: MPCU-NAMA, 2025

Annex 16: Co-ordination, Monitoring, Evaluation and Learning Programme - Sustainability Test: Record Sheet

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

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

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

Source: MPCU-NAMA, 2025

Annex 17: Communication and Information dissemination - Sustainability

Environmental Assessment (SEA)

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

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

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

Source: MPCU-NAMA, 2025

Annex 18: Communication and Information dissemination -Sustainability Test: Record Sheet

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

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

Description of Program: Communication and Information dissemination		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly support the aim

Source: MPCU-NAMA, 2025

Annex 19: Maintenance of public buildings -Sustainability Environmental Assessment (SEA)

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

Sustainability Test							
Programme: Maintenance of public buildings							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Pollution: <i>Discharge of pollutants and waste product to the atmosphere, water and land should be avoided</i>	Quantity /type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: <i>All raw materials should be used with maximum efficiency</i>	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water Bodies: <i>Should retained their natural character</i>	Minimum flows/water levels to be set	(0)	1	2	3	4	5
<u>Effects on Social and Cultural Conditions</u>							
Local Character: <i>Cohesion of local communities should be enhanced where practicable</i>	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and wellbeing:	Number of people exposed to water borne	(0)	1	2	3	4	5

Sustainability Test							
Programme: Maintenance of public buildings							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>Activities should benefit the work force, and local communities in terms of health and well-being nutrition, shelter, education and cultural expression</i>	disease, or lacking adequate						
	food and shelter to be assessed						
Gender: <i>Activity should empower women</i>	Number of women to be empowered	(0)	1	2	3	4	5
Job Creation: <i>The activity should create jobs for local people particularly women and young people</i>	Number of people to be employed	(0)	1	2	3	4	5
Participation: <i>Activity participation and involvement of local communities should be</i>	Level of participation proposed	(0)	1	2	3	s	5

Sustainability Test							
Programme: Maintenance of public buildings							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<i>encouraged (especially vulnerable alluded section)</i>							
Access to Land: <i>Activity should improve access to land</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: <i>Activity should improve access to water</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: <i>Activity should improve access to transport</i>	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: <i>Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups</i>	Number of the poor to be benefit on equitable terms	0	1	2	3	4	5

Sustainability Test							
Programme: Maintenance of public buildings							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Vulnerability and Risk: <i>Drought, bushfires flood crises and epidemics should be reduced</i>	Occurrence to be noted and monitored	(0)	1	2	3	4	5
<u>Effects on Economy</u>							
Growth: The PPP should result in development that encourages and stabilizes conditions of economic growth	Economic output to be evaluated	(0)	1	2	3	4	5
Use of Local Materials and Services: <i>The PPP should result in the raw use materials and services from local industries where possible</i>	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: <i>Development should</i>	Description of investment strategy	(0)	1	2	3	4	5

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

Sustainability Test							
Programme: Maintenance of public buildings							
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
compliance with environmental standard guidelines <i>The activity should be improved</i>							

Source: MPCU-NAMA, 2025

Annex 20: Maintenance of public buildings - Sustainability Test: Record Sheet

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

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

Description of Program: Maintenance of public buildings		
CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
The Activity should be improved		
Regulating the PPP should ensure best practise and compliance with environmental standard guidelines The activity should be improved	5	Strongly support the aim

Source: MPCU-NAMA, 2025



**NSAWAM ADOAGYIRI
MUNICIPAL ASSEMBLY**

P.O. Box NW 4, Nsawam Digital
Address : EG-042-5349

Kindly quote this number and date on all correspondence

Ref. No. NAMA.01/20/05/26

Your Ref. No.

Date. 27-08-2025

INVITATION TO PUBLIC HEARING

As part of efforts to strengthen social accountability in local governance system, the Nsawam Adoagyiri Municipal Assembly is organizing a Town Hall Meeting to interact with citizen groups and stakeholders in the Nsawam Adoagyiri Municipality.

The objective of this forum is to improve citizens' perception of the decentralization process and increase their participation in decision making with the Municipal Assembly.

You are hereby invited to participate in the Public Hearing on the 2026-2029 Municipal Medium-Term Development Plan.

Scheduled as follows:

DATE: Tuesday, 9th September, 2025
VENUE: Assemblies of God Church, Nsawam Central
TIME: 9:00am.

AGENDA: 1. Presentation on the 2026-2029 MTDP
2. Projects and Programmes in the Plan
3. Questions and Answers

Your full participation would be highly appreciated.


JEREMIAH AGYEKUM AMOFO
(MUN. COORDINATING DIRECTOR)
FOR: MUNICIPAL CHIEF EXECUTIVE

MUN. CO-ORDINATING DIRECTOR
NSAWAM ADOAGYIRI MUN. ASSEMBLY
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P.O. Box NW 4, Nsawam Digital

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Kindly quote this number and date on all correspondence

Ref. No. NSAWA-01/20/05/26

Your Ref. No. _____

Date. 27-08-2025

INVITATION TO PUBLIC HEARING

As part of efforts to strengthen social accountability in local governance system, the Nsawam Adoagyiri Municipal Assembly is organizing a Town Hall Meeting to interact with citizen groups and stakeholders in the Nsawam Adoagyiri Municipality.

The objective of this forum is to improve citizens' perception of the decentralization process and increase their participation in decision making with the Municipal Assembly.

You are hereby invited to participate in the Public Hearing on the 2026-2029 Municipal Medium-Term Development Plan.

Scheduled as follows:

DATE: Wednesday, 10th September, 2025

VENUE: Adoagyiri Presbyterian Church

TIME: 9:00am.

AGENDA: 1. Presentation on the 2026-2029 MTDP
2. Projects and Programmes in the Plan
3. Questions and Answers

Your full participation would be highly appreciated.


JEREMIAH AGYEKUM AMOAKO
(MUN. COORDINATING DIRECTOR)
FOR: MUNICIPAL CHIEF EXECUTIVE

DISTRIBUTION:

HON. MUNICIPAL CHIEF EXECUTIVE

THE HON. MEMBER OF PARLIAMENT, NSAWAM ADOAGYIRI CONSTITUENCY

HON. PRESIDING MEMBER

HON. ASSEMBLY MEMBERS, ADOAGYIRI ZONAL COUNCIL

UNIT COMMITTEE MEMBERS, ADOAGYIRI ZONAL COUNCIL

MEMBERS OF MPCU

ALL HEADS OF DEPARTMENTS

DIRECTOR, ARK DEVELOPMENT

DIRECTOR, YOUTH ADVOCATES GHANA, NASAWAM

THE GENERAL PUBLIC, ADOAGYIRI

Tel : +233 (0) 302 986 843

Email :
info@nsawam.gov.gh

FINAL PUBLIC HEARING REPORT ON VALIDATION OF THE DRAFT MTDP (2026-2029)

Name of the District: Nsawam Adoagyiri

Region: Eastern

Venue: Assemblies of God Church, Nsawam Central

Date: Tuesday, 9th September, 2025

Medium of invitation: Letters and Phone Calls

Names of special/interest groups and individuals invited: GPRTU, CHIEFS, RELIGIOUS LEADERS, TRADERS, PWDS MARKET QUEENS, ETC

Identifiable Representations at hearing: Assembly Members, Zonal Council members, unit committee members, Heads of Departments/Units, MPCU, NGOs, CSOs, Women groups, political Parties, media, transport Unions, etc

Total Number of persons at Hearing: 387

Gender Ratio/Women Represented: 32%

Language use at hearing: English and Twi

Major Issues at Public Hearing: Discussion of the Draft MTDP (2026-2029)

Main controversies and major areas of complaints: High unemployment among the youth, High crime rate, abandoned projects, Poor road surface, Operations of OKADA riders.

Proposals for the resolution of the above issues: The Assembly should improve upon revenue mobilization and solicit for support in the implementation of the prioritized needs of the communities.

Unresolved questions or queries: NIL

A Brief Comment on General Level of Participation: Attendance was high and discussions were open and frank.

SIGNED

HON. FUMMEY PHILIBERT AMENORPE

Municipal Chief Executive

JASPER ADENYO KUDZO

Municipal Coordinating Director

Hon. AMOS DANSO

Presiding Member

FREDERICK ANTWI

Municipal Development Planning Officer

FINAL PUBLIC HEARING REPORT ON VALIDATION OF THE DRAFT MTDP (2026-2029)

Name of the District: Nsawam Adoagyiri

Region: Eastern

Venue: Presbyterian Church, Adoagyiri

Date: Wednesday, 10th September, 2025

Medium of invitation: Letters and Phone Calls

Names of special/interest groups and individuals invited: GPRTU, CHIEFS, RELIGIOUS LEADERS, TRADERS, PWDS MARKET QUEENS, ETC

Identifiable Representations at hearing: Assembly Members, Zonal Council members, unit committee members, Heads of Departments/Units, MPCU, NGOs, CSOs, Women groups, political Parties, media, transport Unions, etc

Total Number of persons at Hearing: 297

Gender Ratio/Women Represented: 32%

Language use at hearing: English and Twi

Major Issues at Public Hearing: Discussion of the Draft MTDP (2026-2029)

Main controversies and major areas of complaints: High unemployment among the youth, High crime rate, abandoned projects, Poor road surface, Operations of OKADA riders.

Proposals for the resolution of the above issues: The Assembly should improve upon revenue mobilization and solicit for support in the implementation of the prioritized needs of the communities.

Unresolved questions or queries: NIL

A Brief Comment on General Level of Participation: Attendance was high and discussions were open and frank.

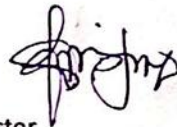
SIGNED

HON. PHILIBERT FUMMEY AMENORPE



Municipal Chief Executive

JASPER ADENYO KUDZO



Municipal Coordinating Director

Hon. AMOS DANSO

Presiding Member



FREDERICK ANTWI

Municipal Development Planning Officer

