KETU NORTH
MUNICIPAL ASSEMBLY

2025
ANNUAL PROGRESS REPORT (APR)

IMPLEMENTATION OF MEDIUM-TERM DEVELOPMENT PLAN (2022 -2025)

An Agenda for Jobs II - Creating Prosperity and Equal Opportunities for All

PREPARED BY:
MUNICIPAL PLANNING COORDINATING UNIT (MPCU)
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LIST OF ACRONYMS AND ABBREVIATIONS

1D1F	One District One Factory
dlREV	District Local Revenue
AAP	Annual Action Plan
AEAs	Agricultural Extension Agents (AEAs)
APR	Annual Progress Report
ANC	Antenatal Care
BAC	Business Advisory Center
BECE	Basic Education Certificate Examination
CAPEX	Capital Expenditure
CIDA	Canadian International Development Funding
CHPS	Community Health and Planning Services
CLTS	Community Lead Total Sanitation
CoDA	Coastal Development Authority
COVID-19	Coronavirus Disease 19
CSO	Civil Society Organization
DACF	District Assembly Common Fund
DACF-RFG	District Assembly Common Fund - Responsive Factor Grant
DDF	District Development Facility
DDDP	District Development Data Platform
DPAT	District Performance Assessment Tool
DRIP	District Road Improvement Project
ECG	Electricity Company of Ghana
EPA	Environmental Protection Agency
EIA	Environmental Impact Assessment
FBO	Farmer Based Organizations
FGD	Focus Group Discussion
GBV	Gender Based Violence
GEA	Ghana Enterprises Agency
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GHS	Ghana Health Service
GJSP	Ghana Job and Skills Project

GoG	Government of Ghana
GPI	Gender Parity Index
GSFP	Ghana School Feeding Programme
HIV	Human Immunodeficiency Virus
ICME	Implementation Coordination Monitoring Evaluation
IGF	Internal Generated Funds
IPC	Interim Payment Certificate
ISS	Integrated Social Services
IPEP	Infrastructure for Poverty Eradication Programme
JHS	Junior High School
KII	Key Informant Interview
KNMA	Ketu North Municipal Assembly
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LGS	Local Government Service
MAG	Modernizing Agriculture in Ghana
MCE	Municipal Chief Executive
MoF	Ministry of Finance
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MSHAP	Multi-Sectoral HIV/AIDS Programme
MMDAs	Metropolitan Municipal District Assemblies
MTDP	Medium Term Development Plan
MTNDPF	Medium Term National Development Policy Framework
M&E	Monitoring and Evaluation
MPCU	Municipal Planning Coordinating Unit
MSME	Micro, Small and Medium Enterprises
MUSEC	Municipal Security Council
NDPC	National Development Planning Commission
NADMO	Natural Disaster Management Organization
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
ORC	Office of the Registrar of Companies
OHLGS	Office of the Head of Local Government Service

PM&E	Participatory Monitoring and Evaluation
PPP	Public Private Partnership
PWD	Persons with Disability
RIAP	Revenue Improvement Action Plan
RPCU	Regional Planning Coordinating Unit
RHC	Residential Homes for Children
SDGs	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
STMIE	Science, Technology, Mathematics and Innovation Education
TVET	Technical and Vocational Education and Training
UHC	Universal Health Coverage (UHC)
UN-HABITAT	United Nations Human Settlement Programme
UNICEF	United Nations International Children's Education Fund
VRCC	Volta Regional Coordinating Council
WAEC	West African Examination Council
WASH	Water Sanitation and Hygiene

EXECUTIVE SUMMARY

The Local Government Act, 2016 (Act, 936), confers planning authority status on Metropolitan, Municipal, and District Assemblies (MMDAs), mandating them to undertake development and spatial planning in partnership with their Sub-District Structures and local communities. In fulfilling this mandate and responding to the needs and aspirations of all inhabitants, the Municipal Assembly prepared the Medium-Term Development Plan (MTDP, 2022- 2025) Agenda for Jobs II - Creating Prosperity and Equal Opportunities for All, with guidance from the National Development Planning Commissions (NDPC), based on Planning Guidelines and the Medium-Term National Development Policy Framework (MTNDPF, 2022 -2025) linked to Ghana's regional and international commitment such as Agenda 2063 and SDGs. The Plan was designed for implementation over a four-year period and operationalized through annual phases from 2022 to 2025 with the goal of utilizing scarce resources to achieve improvement in socio-economic development through the continuous development of social and economic infrastructure and the development of human capital whilst enhancing good governance, prioritized in six (6) development dimensions.

The Assembly's MTDP (2022-2025) had a total of 455 programmes and projects scheduled for implementation over the 4-year period out of which 124 were programmed for execution in 2025**.** By the close of 2025, 114 interventions representing 92% of the Annual Action Plan (AAP) target of 100% had been undertaken and were at various stages of completion. Further analysis shows that 100 activities, accounting for 88% of those implemented, were fully completed, while 5 activities depicting 4% remained ongoing. In addition, 10 activities indicating 8% were not implemented during the year, with no projects abandoned. Cumulatively, 95% of the MTDP (2022–2025) had been executed at the end of the planning period marking a significant improvement compared to the 76% attained at the conclusion of the implementation of the MTDP (2018-2021).

At the end of the 2025 fiscal year, total revenue mobilized for the execution of programmes and projects amounted to Twenty-Two Million, Three Hundred and Forty-Four Thousand, Two Hundred and Ninety-Five Ghana Cedis, Ninety-Eight Pesewas (GH₵22,344,295.98), representing 64.87% of the annual revenue target. Effective financial management ensured that no budget overruns were recorded, as actual expenditure stood at Thirteen Million, One Hundred and Forty-Eight Thousand, Five Hundred and Seventy Ghana Cedis, Sixty-Five Pesewas (GH₵13,148,570.65), equivalent to 38.17% of the approved annual budget.

Additional key accomplishments during the year included the preparation and approval of the MTDP (2026-2029), implementation of the Ghana Smart SDG Cities programme, completion and inauguration of CHPS Coompund and Nurses Quarters at Kuli and 1 No. 6-Unit Classroom Block at Tsiyinu which had stalled for years. Others include the distribution of 60 laptops to 3 Senior High Schools in the Municipality, 1,000 bags of (50kg) NPK fertizers and rice seeds were distributed to farmers to boost production and planting of over 10,000 trees of various species to commemorate the maiden edition of the Tree for Life initiative. Furthermore the Assembly through the BAC/GEA registered 87 candidates for the 2025 NVTI Examination in the areas of hairdressing, dressmaking, braiding, balloon décor, carpentry and auto-spraying as well as the disbursement of over GH₵600,000.00 to 3 MSMEs under the Rural Finance Component of the Rural Enterprise Programme to expand their operations and create jobs particularly for the youth. Nevertheless, challenges such as restricted access to credit for MSMEs and farmers, inadequate funding including Internally Generated Funds (IGF), understaffing in critical departments like Works, Agriculture, and Physical Planning, as well as logistical constraints, hindered the full realization of the objectives and goals of the MTDP.

The report is structured into three (3) sections. Section One provides an introduction, covering a summary of achievements and challenges, as well as the purpose of the Monitoring and Evaluation (M&E) activities for the year. Section Two presents detailed reports on the M&E activities, while Section Three highlights the key issues that have been addressed and those that remain outstanding.

CHAPTER ONE

1.0 GENERAL INTRODUCTION

1.1 Background

The Local Governance Act 2016, (Act 936) and the National Development Planning (Systems) Act, 1994 (Act 480) mandates all Metropolitan, Municipal and District Assemblies (MMDAs) to plan, mobilize adequate resources and implement development programmes in collaboration with all relevant Stakeholders. In fulfilment of this statutory obligation, Ketu North Municipal Assembly prepared the Medium-Term Development Plan (MTDP, 2022 – 2025) as a roadmap for development based on Medium-Term National Development Policy Framework (MTNDPF 2022 – 2025), "Agenda f or Jobs II - Creating Prosperity and Equal Opportunities for All" and guidelines issued by National Development Planning Commission (NDPC) for implementation within the four (4) year period. To ensure effective implementation, the interventions outlined in the MTDP are translated into Annual Action Plans (AAP).

The 2025 Annual Progress Report (APR) is a key output of the Monitoring and Evaluation (M&E) activities carried out through a participatory and consultative process. It evaluates the level of progress made towards achieving the objectives and targets of the 2025 Annual Action Plan and the MTDP (2022–2025), using agreed performance indicators adopted by the Municipal Planning and Coordinating Unit (MPCU) in collaboration with relevant Stakeholders.

This report serves as a comprehensive source of information on the status of implementation of the 2025 Annual Action Plan. It also identifies challenges that may hinder the attainment of the goals and objectives of the MTDP (2022 – 2025) and provides recommendations to address these challenges. The introductory section of this report presents a summary of achievements and challenges of the implementation of the 2025 Annual Action Plan, the purpose of the M&E activities for the year and the processes involved as well as the challenges encountered.

1.2 Summary of Achievements in the Implementation of the Medium-Term Development Plan

The period under review (2025) marked the final year of implementation of MTDP (2022-2025) based on the 'Agenda for Jobs II - Creating Prosperity and Equal Opportunities for All', which is structures within six (6) Development Dimensions as namely:

- Economic Development
- Social Development

- Environment, Infrastructure and Human Settlement
- Governance, Corruption and Public Accountability
- Emergency Planning and Response (Including Covid-19 Recovery Plan)
- Implementation, Coordination, Monitoring and Evaluation

The overall goals of development dimensions of the ‘Agenda for Jobs II - Creating Prosperity and Equal Opportunities for All’ are to “build a prosperous society, create opportunities for all, safeguard the natural environment and ensure resilient built environment, maintain a stable, united and safe society, build resilience to withstand threats of different dimensions, including COVID-19 and improve delivery of development outcomes at all levels”.

The summary of achievements under the implementation of MTDP (2022–2025) is presented in two parts. The first part focuses on the status of implementation of the 2025 Annual Action Plan (AAP), while the second highlights the cumulative level of MTDP implementation achieved by the end of the year. The targets and accomplishments outlined in the report address key development challenges and policy objectives of the MTDP (2022–2025) as detailed in Annex 1.

1.2.1 Implementation of 2025 Annual Action Plan

The Municipal Assembly, working closely with its key development partners and stakeholders, mobilized limited resources to implement the 2025 Annual Action Plan, including programmes and projects (activities) carried over from the previous year. During the year under review, a total of one hundred and twenty-four (124), programmes and projects were approved by the General Assembly for implementation through the various decentralized and non-decentralized departments and development partners under the six (6) development dimensions. This compares with one hundred and eleven (111), one hundred and thirteen (113) and one hundred and seven (107) approved in 2022, 2023 and 2024 respectively. The total number of activities in the 2025 AAP is the highest during the planning period (2022-2025) and since 2021. The details are provided in the table below.

Table 1. Details of 2025 Annual Action Plan Implemented

S/N	Development Dimension	2021	2022		2023		2024		2025	
		Baseline	Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
1	Economic Development	20	18	18	16	16	20	18	22	18
2	Social Development	28	47	44	40	38	33	33	42	40
3	Environment, Infrastructure and Human Settlement	48	16	15	29	27	27	26	26	22
4	Governance,	20	17	16	15	14	15	15	19	19

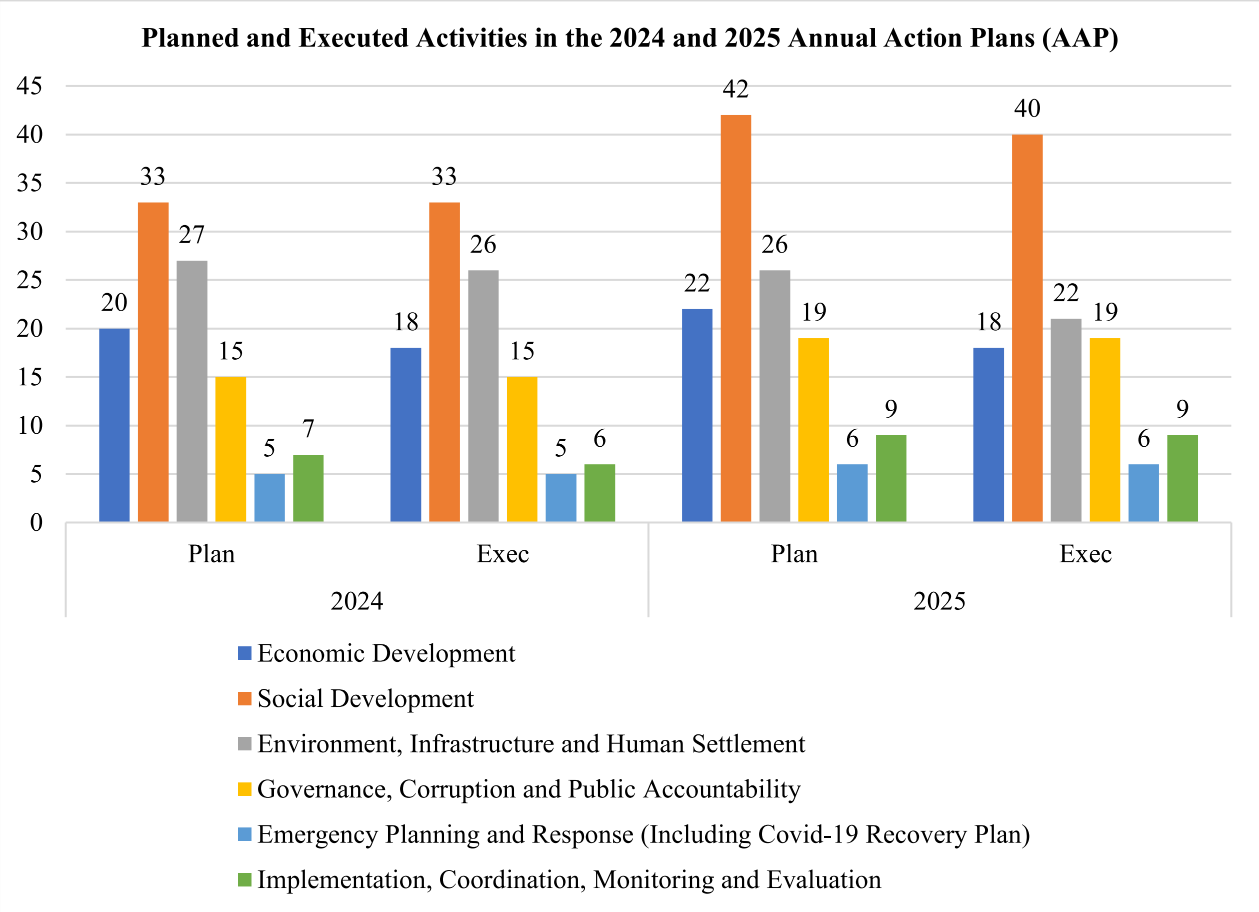
S/N	Development Dimension	2021	2022		2023		2024		2025	
		Baseline	Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
	Corruption and Public Accountability									
5	Emergency Planning and Response (Including Covid-19 Recovery Plan)	-	9	9	9	8	5	5	6	6
6	Implementation, Coordination, Monitoring and Evaluation	-	4	4	4	4	7	6	9	9
Total		**116**	**111**	**106**	**113**	**107**	**107**	**103**	**124**	**114**

Source: MPCU 2026

Table 1. above presents information on the implementation of the 2025 Annual Action Plan (AAP) under the Municipal Medium-Term Development Plan (2022–2025). In 2021, the Assembly's planned activities were aligned with four development dimensions under the MTNDPF (2018–2021), Agenda for Jobs I– Creating Prosperity and Equal Opportunities for All. Under the current MTNDPF (2022–2025), the number of development dimensions has expanded to six. During the period under review, 124 activities were planned for implementation, representing 15.89% increase in activities approved for implementation in 2024. Further breakdown of this indicates that 22 activities fell under the Economic Development dimension, of which 18 were implemented at the end of the year. This reflects a 10% increase in economic development interventions compared to the previous year (2024).

Under the Social Development dimension, 40 out of the 42 activities were successfully executed in 2025 which is less than the 100% execution rate achieved in 2024. For the Environment, Infrastructure and Human Settlement dimension, 26 activities were planned for implementation in 2025, with 22 fully executed, compared to 29 and 27 planned activities and 27 and 26 implemented in 2023 and 2024 respectively. The Governance, Corruption and Public Accountability dimension recorded full implementation of all planned activities (19) during the period under review which is consistent with the previous year achievement and an improvement in the 2022 and 2023 performance. Finally, under Emergency Planning and Response (including the COVID-19 Recovery Plan) and Implementation, Coordination, Monitoring and Evaluation, all the 6 and 9 planned activities respectively were fully executed at the end of 2025.

Figure 1. Annual Action Plans Implemented in 2024 and 2025 based on the Development Dimensions



Source: MPCU 2026

Figure 1 illustrates the implementation of the Annual Action Plans (AAP) for 2023 and 2024 across the six (6) development dimensions. The activities carried out under each dimension were geared towards the attainment of the goals and objectives of the MTDP (2022–2025); Agenda for Jobs II – Creating Prosperity and Equal Opportunities for All.

The Social Development dimension recorded the highest number of planned activities in both 2024 and 2025. Notably, only activities planned under Governance, Corruption and Public Accountability and Emergency Planning and Response (including the COVID-19 Recovery Plan) dimensions were fully implemented during period under review. The year 2025 marked a change in both political and administrative leadership with the confirmation of a new Municipal Chief Executive and posting of a new Coordinating Director, the management of the Assembly nonetheless consolidated gains made by previous administration while introducing reforms that enhance accountability, efficiency, and inclusive development particularly in the area of local economic development by enhancing Internally Generated Funds (IGF) mobilization.

1.2.2 Implementation of Municipal Medium-Term Development Plan (MTDP, 2022 – 2025)

The year under review represented the final year of implementation of the MTDP (2022–2025) which was prepared in line with the Medium-Term National Development Policy Framework (2022–2025), Agenda for Jobs II: Creating Prosperity and Equal Opportunities for All. The MTDP outlined a total of 455 programmes and projects which have been implemented over the past four years. The extent of implementation is presented in the table below.

Table 2. Proportion of the Municipal Medium Term Development Plan Implemented

Indicators	Baseline 2021	2022	2023	2024	2025	
		Actual	Actual	Actual	Target	Actual
Proportion of the annual action plans implemented by the end of the year	92%	98%	95%	96%	100%	92%
1. Percentage completed	90%	86%	89%	92%	100%	88%
2. Percentage of on-going interventions	2%	12%	6%	4%	0%	4%
3. Percentage of interventions abandoned	0%	0%	0%	0%	0%	0%
4. Percentage of interventions yet to start	8%	2%	5%	4%	0%	8%
Proportion of the overall medium-term development plan implemented	76%	21%	44%	71%	100%	95%

Source: MPCU 2026

Table 2. above presents the implementation status of the MTDP (2022–2025) over the planning period. For the 2025 Annual Action Plan (AAP), a 100% implementation target was set, consistent with the previous years, alongside an MTDP target of 100% at the end of the planning period. By the close of the 2025 fiscal year, 92% of the 2025 AAP had been implemented, which is less than the 96% recorded in the preceding year. A detailed assessment of implementation during the year under review shows that 88% of planned activities were fully completed which was less than the 89% and 92% completion rates achieved in 2023 and 2024 respectively. In addition, 4% of initiated interventions remained ongoing while 8% had not yet commenced and no interventions were abandoned. Overall, implementation of the MTDP at the end of the planning period was 95% which marked a significant improvement when compared to the 76%, attained at the end of the implementation period of the MTDP

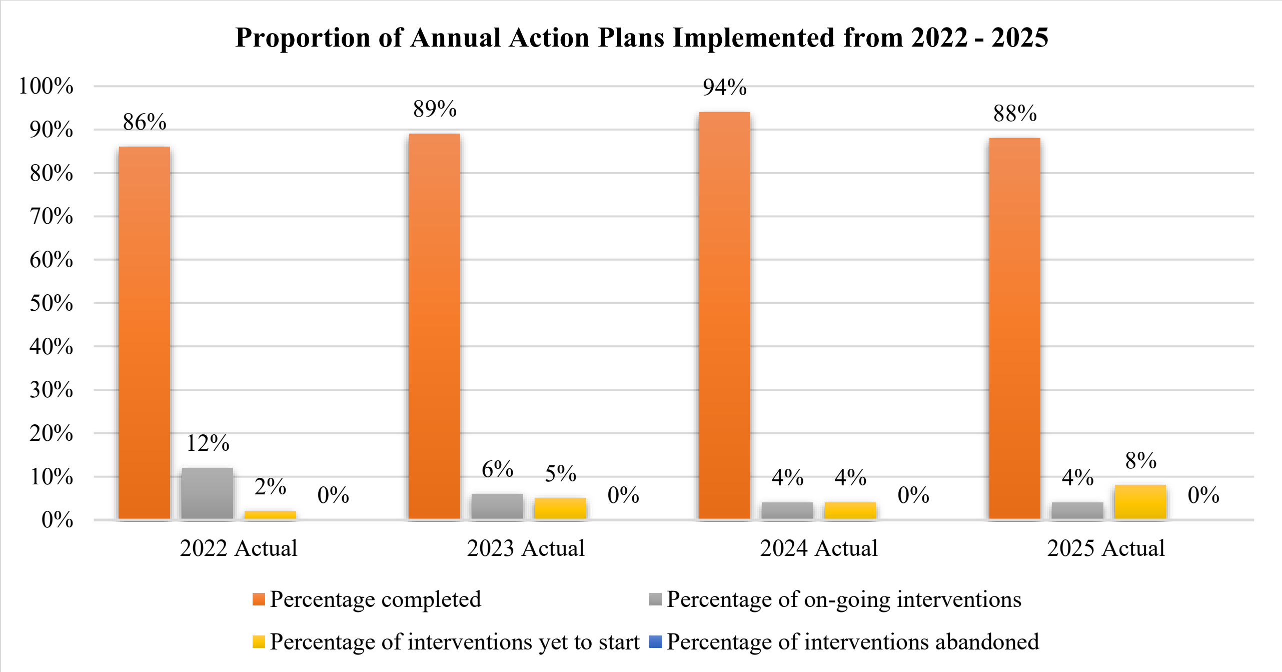
(2018-2021) although less than the 100% target set at the beginning of the planning period. Despite this shortfall, the Municipal Assembly continues to make steady progress towards full implementation of the MTDP and the attainment of targets and objectives, with the overarching goal of improving the living standards of residents through effective resource mobilization and the sustainable use of both human and material resources.

Although the Municipal Assembly did not fully achieve the 100% completion target set for both the 2025 AAP and the MTDP, notable progress was recorded during the year. In particular, the 2025 AAP attained an overall implementation rate of 92%, largely driven by improved Internally Generated Fund (IGF) performance resulting from the effective and aggressive implementation of the Revenue Improvement Action Plan (RIAP) and the increased allocation from the District Assemblies Common Fund (DACF). These additional resources helped support programme and project execution despite the non-release of Central Government transfers, especially the District Assemblies Common Fund – Responsive Factor Grant (DACF). To strengthen coordination and inclusive development planning, the Assembly commenced the preparation of the Medium-Term Development Plan (2026 – 2029) which is a successor to the MTDP (2022 – 2025) with the active participation of all Stakeholders.

The year under review witnessed the start of implementation of the Ghana Smart SDG Cities programme in Dzodze. The programme, which is an initiative of the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) in collaboration with the Ministry of Finance (MoF) and UN-Habitat with the support of the Government of Norway seeks to facilitate the delivery of accelerated achievement of the SDG in cities through enhancing urban climate resilience and promoting a green transition of cities in Ghana. The Municipal Assembly completed health projects such as the Construction of CHPS Compound/Nurses's Quarters at Tsiyinu, Construction of 1 No. 3-Unit Nurses Quarters at Penyi and the Construction of CHPS Compound and Nurses Quarters at Kuli which had stalled for several years. The Ghana Education Trust Fund (GETFund) through the collaboration of the Office of the Member of Parliament (MP) and the Municipal Assembly completed the 1 No. 6-Unit Classroom Block with a Library and General Office at Tsiyinu which had also stalled for years

Finally, the Municipal Planning and Coordinating Unit (MPCU) strengthened its routine multi-stakeholder monitoring efforts to ensure that programmes and projects were executed and completed within the stipulated timelines. The Assembly will continue to seek alternative financing options, including Public-Private Partnerships (PPPs) as well as support from donors and NGOs, to mobilize additional resources for the implementation of the new MTDP (2026–2029).

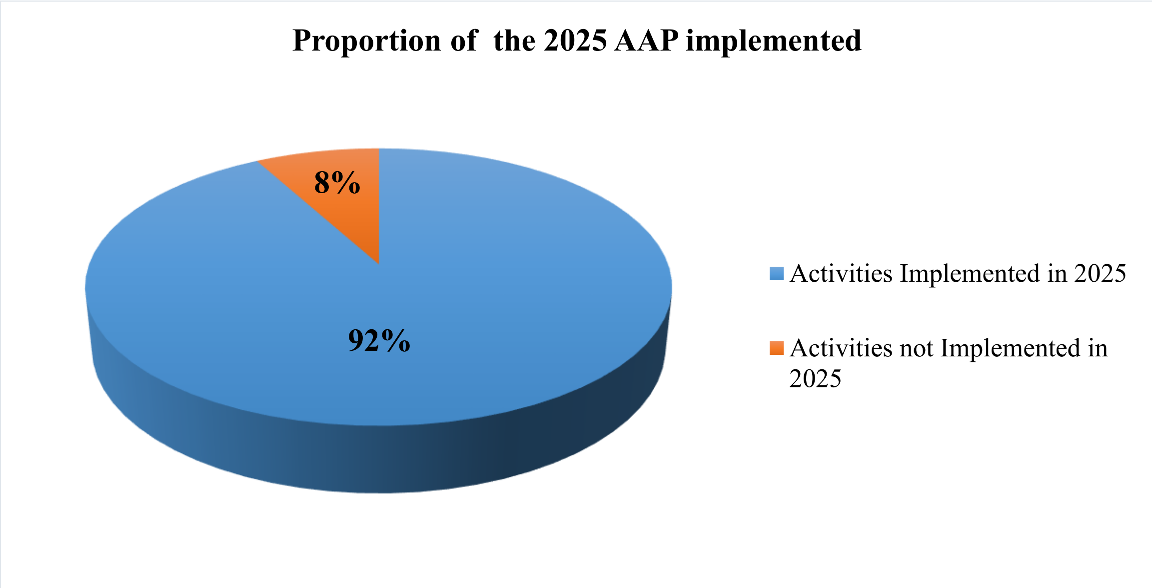
Figure 2. Proportion of AAPs Implemented from 2022 – 2025



Source: MPCU 2026

Figure 2. presents an analysis of the proportion of Annual Action Plans approved for implementation within the planning period (2022 – 2025) and their actual performance by the close of each year. Although a 100% implementation target was set at the beginning of each year, the proportion of completed interventions increased steadily from 86% in 2022 to 89% in 2023, peaking at 94% in 2024, before declining slightly to 88% in 2025. The decline is as a result of late start of some interventions which had to go through procurement processes before receiving final approval of the Volta Regional Coordinating Council. Again, the share of ongoing interventions reduced significantly from 12% in 2022 to 6% in 2023, and further to 4% in 2024 and 2025, indicating deliberate management efforts to minimize project spillovers and ensure timely completion. This reduction helped ease financial pressures and improved overall delivery project. Conversely, the percentage of interventions yet to start showed some fluctuation. It rose from 2% in 2022 to 5% in 2023, declined to 4% in 2024, and increased again to 8% in 2025. The rise in 2025 was due to procurement and approval challenges. Notably, no interventions were abandoned throughout the entire period (2022–2025), indicating strong project commitment, effective supervision and adherence to planning decisions.

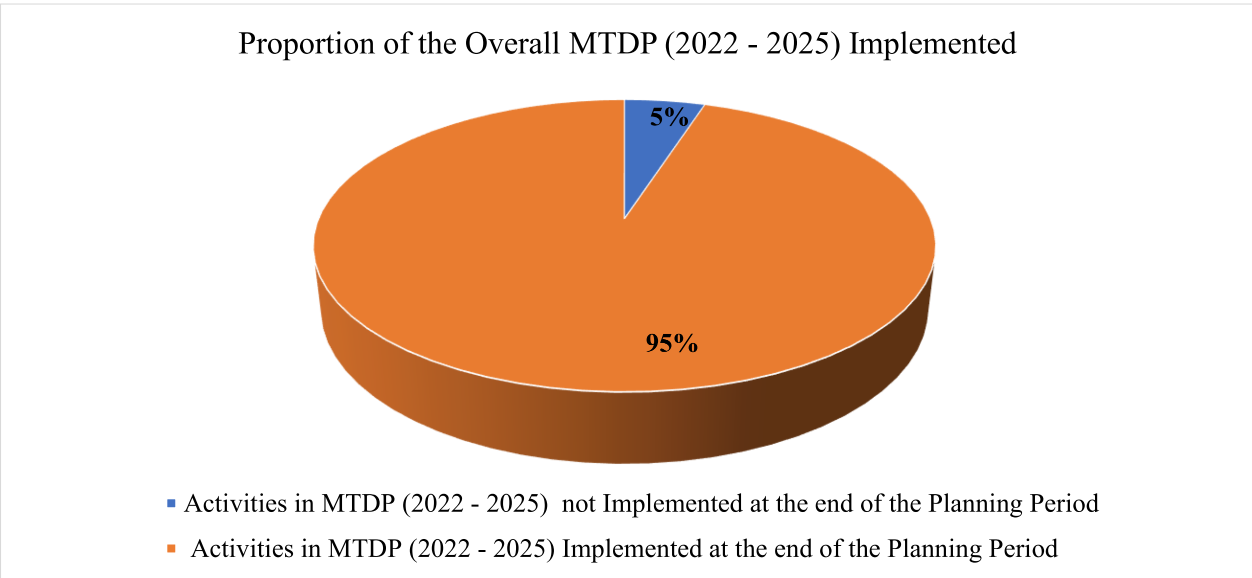
Figure 3. Proportion of the 2025 Annual Action Plan (AAP) Implemented



Source: MPCU 2026

The figure above illustrates the share of activities under the 2025 Annual Action Plan (AAP), approved by the General Assembly and executed during the year under review. In total, 2025 AAP comprised 124 activities planned for implementation across the six (6) development dimensions, with the Municipal Assembly targeting full (100%) implementation. By the close of the year, 114 activities had been successfully carried out, representing a 92% implementation rate, while the remaining ten (10) activities, accounting for 8% of the approved actions, were not implemented.

Figure 4. Proportion of MTDP (2022-2025) Implemented at the end of the Planning Period



Source: MPCU 2026

The figure above presents the overall implementation status of the MTDP (2022–2025) at the end of the planning period. It shows that 95% of the planned activities were successfully implemented, while 5% remained unimplemented. This high implementation rate reflects the Assembly's strong commitment to executing planned programmes and projects, effective coordination among implementing Departments as well as Development Partners and sustained monitoring and supervision throughout the planning period. However, the proportion of unimplemented activities (5%) is attributed to constraints such as funding gaps, procurement delays and unforeseen administrative/operational challenges.

1.3 Implication of the Achievements on the Attainment of Objectives and Goals of the MTDP (2022 – 2025)

High among the priorities for programme and project implementation during the year under and the over the planning period, was ensuring that all interventions were aligned with the objectives of the MTDP (2022–2025). The MTDP aims to optimize the use of limited resources to drive socio-economic development through sustained investment in social and economic infrastructure, human capital development, and the promotion of good governance, in line with the objectives of the National Medium-Term Development Policy Framework (NMTDPF) 2022–2025. These efforts are expected to contribute to the realization of the Assembly's Mission and Vision, which focus on improving the living standards of residents through the efficient use of material and human resources for the provision of socio-economic infrastructure and services, and positioning the Ketu North Municipal Assembly as a model in Ghana through good governance and quality service delivery.

1.3.1 Economic Development

The execution of planned programmes and projects under the economic development dimension made a significant contribution towards achieving the overarching goal of building a prosperous society. Interventions within this thematic area were undertaken by the Departments of Agriculture, Business Advisory Centre/Ghana Enterprises Agency (BAC/GEA), Finance, Works and the Central Administration as well as the Member of Parliament for the Constituency. These efforts were strongly supported by Development Partners and other Agencies operating within the Municipality. Collectively, the interventions were directed at achieving key policy objectives, including improving fiscal performance and sustainability, promoting entrepreneurship and MSME development, strengthening domestic trade, modernizing agricultural production systems, and expanding the tourism sector to drive economic growth. These objectives are aligned with Sustainable Development Goals (SDGs) 1, 2, 8, and 9. Key achievements recorded during the period include 56.61% increase in Internal

Generation Fund (IGF), registration of 4,226 farmers (1,894 females and 2,332 males) onto the Feed Ghana Programme's online portal, enabling them to access government agricultural support, input distribution, and training opportunities, distribution of 1,500 bags (50kg) of inorganic granular fertilizer and 1,061 bags (40kg each) of certified rice seeds, 464 bags of Koreamo and 597 bags of Agyapa to farmers. The Assembly through the BAC/GEA registered 87 candidates for the 2025 NVTI Examination in the areas of hairdressing, dressmaking, braiding, balloon décor, carpentry and auto-spraying, disbursement of over GH₵600,000.00 to 3 MSMEs under the Rural Finance Component of the Rural Enterprise Programme to expand their operations and create jobs particularly for the youth. The Assembly Initiated a partnership with Modern Construction Company (MCC) for the construction of Akanu ECOWAS Market Complex (50.2-acre site) and the Dzodze Modern Shopping Center and also participated in the 7th edition of the Volta Trade and Investment Fair in Ho to market its rich culture and economic potentials.

1.3.2 Social Development

Despite the challenge associated with the late release of Central Government transfer (DACF), hindering the full implementation of planned interventions under this dimension, the Municipal Assembly recorded notable progress in the execution of its social development programmes and projects. Interventions in social service delivery made meaningful contributions toward the attainment of the overall goal of creating equal opportunities for all. A total of 40 social sector activities were implemented across key areas, including education, health, water and sanitation, child and social protection, as well as gender equality and empowerment. Major accomplishments during the period under review included the completion and commissioning of stalled projects such as a 6-Uint Classroom Block at Tsiyinu, CHPS Compound and Nurses' Quarters at Kuli and Construction of a 3-Unit Classroom Block for Dzodze Technical and Vocational Education and Training (TVET). Furthermore, the Education Directorate received over 800 mono and dual desks from the the Member of Parliament for the Ketu North Constituency, along with over 1,400 English, Mathematics, Science, and Creative Arts textbooks for distribution to all basic schools within the Municipality. Collectively, these interventions contributed to the attainment of Sustainable Development Goals (SDGs) 3, 4, 5, 6, and 10, as well as key social policy objectives aimed at promoting equitable access to quality education, ensuring universal access to affordable and quality healthcare services, strengthening healthcare delivery management systems, reducing poverty and vulnerability in all its forms, and improving access to sustainable and enhanced environmental sanitation services.

1.3.3 Environment, Infrastructure and Human Settlement

The Municipal Assembly successfully carried out 22 of the 26 planned activities under this development dimension, aimed at protecting the natural environment and promoting a resilient built environment. The Physical Planning and Works Departments, working in collaboration with key regional and national institutions such as the Environmental Protection Agency (EPA) and the Electricity Company of Ghana (ECG), undertook measures to ensure that all development activities complied with approved regulations, while prioritizing road infrastructure development and road safety. In addition, institutions such as NADMO implemented strategies to raise public awareness on climate change and disaster risk reduction in order to strengthen community resilience. Key accomplishments during the period included the commissioning and operationalization of a new Environmental Protection Authority office in Dzodze to strengthen environmental governance in the Municipality, rehablitation of 9.8km Penyi-Ehi road; the planting of over 10,000 trees of various species to commemorate the maiden edition of the Tree for Life initiative, conduct of weekly monitoring exercises to identify and regularize development activities in collaboration with agencies such as the EPA, NADMO and the Ghana National Fire Service. Overall, these interventions are expected to advance adopted policy objectives, including improving the efficiency and effectiveness of road transport infrastructure and services, promoting sustainable and spatially integrated human settlement development, enhancing climate change resilience, and reducing environmental pollution, thereby contributing to the achievement of SDGs 7, 9, 11 and 13 within the Municipality.

1.3.4 Governance, Corruption and Public Accountability

The goal of the governance, corruption and public accountability dimension which is to maintain a stable, united and safe society was targeted to be achieved in the Municipality through the implementation of all 19 activities approved in the 2025 AAP. These activities were carried out by the Central Administration Department in collaboration with other Decentralized and Non-Decentralized Departments, as well as Development Partners.

Key interventions implemented included the Ghana Smart SDG Cities Programme, Preparation of Medium-Term Development Plan (2026-2029), Hon. MCE’s community enagagements and quarterly townhall meetings in collaboration with the Member of Parliament, hosting of the regional budget hearing, mid-year performance review meetings, regular security council and statutory meetings. These initiatives made significant contributions toward achieving policy objectives such as strengthening democratic and political governance, improving decentralized planning processes, enhancing citizen participation and deepening transparency and public accountability, while also advancing the attainment of SDGs 16 and 17.

1.3.5 Emergency Planning and Response (Including Covid-19 Recovery Plan)

Within this development dimension, the Municipal Assembly executed all 6 approved activities aimed at achieving the goal of building resilience to withstand threats of different dimensions, including COVID-19. Although COVID-19 is no longer classified as a public health emergency, the Municipality still faces other emerging risks such as chieftaincy disputes, security challenges and cross-border crimes arising from its status as a border Municipality. In response, security agencies and NADMO officials were adequately equipped to effectively prevent, manage and respond to diverse threats. The Assembly also intensified efforts to tackle zoonotic diseases which poses public health, economic, environmental, and security risks. These interventions contributed to the realization of adopted policy objectives such as promote proactive planning and implementation for disaster prevention and mitigation, enhance coordination among key institutions, enhance surveillance system and build response capacity to prevent, detect, contain, and respond to epidemics and pandemics and ensure safety of life, property and social wellbeing. Collectively, these efforts are expected to fast-track the attainment of Sustainable Development Goals (SDGs) 16 and 17 within the Municipality.

1.3.6 Implementation, Coordination, Monitoring and Evaluation

All the 9 activities under this dimension were successfully implemented towards the attainment of the goal to improve delivery of development outcomes at all levels. The Municipal Planning Coordinating Unit (MPCU) played a central role in coordinating and executing key activities, including the organization of quarterly MPCU meetings, dissemination of key statistical reports and the monitoring and evaluation of programmes and projects. Additional interventions comprised the implementation and preparation of 2025 AAP and 2026 AAP respectively. Others include the implementation of the 2025 Composite Budget, Revenue Improvement Action Plan and the preparation of 2026 Composite Budget. Others included the compilation and updating of the ratable business register and the management of administrative and District Development Data Platform (DDDP). The outcomes of these initiatives are aligned with key policy objectives such as strengthening development planning, implementation and coordination, enhancing monitoring and evaluation systems and improving the production and use of statistical data. Achievement of these objectives contributes directly to the attainment of Sustainable Development Goals (SDGs) 16 and 17.

1.4 Purpose of Monitoring and Evaluation (M&E) for the Year 2025

The Municipal Assembly developed the MTDP (2022–2025) as a roadmap to guide development efforts in the Municipality, based on the MTNDPF (2022–2025) Agenda for Jobs

II – Creating Prosperity and Equal Opportunities for All. The plan reflects the Assembly's development goals and objectives, which can be effectively realized through regular and systematic monitoring and evaluation of planned interventions. To track progress, the Municipality adopted robust monitoring and evaluation mechanisms, carried out mainly on a weekly and quarterly basis. The primary purpose of Monitoring and Evaluation (M&E) during the period under review was to examine the progress, effectiveness, impact and challenges associated with implementing the MTDP (2022–2025) and the 2025 AAP. This process also aimed to generate practical insights to enhance future planning and decision-making. Specifically, the M&E sought to:

- ❖ **Track Implementation Progress:** Monitor the execution of programmes, projects and ctivities under the MTDP (2022 – 2025) and the 2025 AAP against approved targets, timelines, and performance indicators to ensure activities are implemented as planned.
- ❖ **Assess Effectiveness and Impact:** Evaluate whether interventions are achieving their intended objectives and contributing to improved socio-economic conditions, service delivery and quality of life within the Municipality.
- ❖ **Ensure Efficient Use of Resources:** Examine the utilization of financial, human and material resources to promote value for money, cost-effectiveness and prudent public financial management.
- ❖ **Identify Challenges and Corrective Actions:** Detect implementation gaps, delays, constraints early and recommend corrective measures to enhance performance and results.
- ❖ **Support Evidence-Based Decision-Making:** Generate reliable data and learned lessons to inform planning, budgeting, monitoring & evaluation and the preparation of future AAPs and subsequent MTDPs.
- ❖ **Improve Programme and Project Design:** Use findings from successes and failures to refine strategies, redesign interventions and improve development outcomes.
- ❖ **Promote Accountability and Transparency:** Strengthen accountability to Stakeholders including residents, government and development partners through regular reporting on performance and results.
- ❖ **Enhance Stakeholder Participation and Ownership:** Create opportunities for meaningful involvement of all key Stakeholders including Traditional Authorities, NGOs/CSOs, Development Partners and Vulnerable Groups in implementation, monitoring and evaluation processes.
- ❖ **Ensure Inclusiveness and Equity:** Assess whether programmes and projects are

benefiting vulnerable and marginalized groups, including women, persons with disabilities, the poor, and other disadvantaged populations.

- **Fulfill Statutory Requirements:** Support compliance with the National Development Planning Commission (Systems) Act, 1994 (Act 480), Section 2(1)(f) and (g), and relevant national planning and M&E guidelines.

The findings from M&E, as presented in this report, form a basis for reviewing performance, formulating evidence-based policies and identifying successful programmes and targets to inform decision-making, particularly at the Municipal level. Subsequently, copies of the report have been disseminated to relevant Stakeholders at both national and sub-national levels, including the Municipal Planning and Coordinating Unit (MPCU), the Volta Regional Coordinating Council (VRCC), and the National Development Planning Commission (NDPC).

1.5 Processes Involved and Difficulties Encountered

1.5.1 Processes Involved in Conducting M&E

Stakeholder Involvement

The M&E activities carried out during the year, including those leading to the preparation of the 2025 APR adopted a participatory approach. Key stakeholders involved included all Members of the MPCU, officials from the four (4) Zonal Councils, Traditional Authorities and Community Opinion Leaders, Assembly Members, Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), and public institutions such as the Environmental Protection Agency (EPA), Forestry Commission, Ghana Police Service, Ghana National Fire Service, Departments of Highways and Urban Roads, Community Water and Sanitation Agency, and Zoomlion Ghana Limited, among others. This broad-based involvement fostered shared ownership of planned interventions and ensured that the report accurately reflected the actual level of implementation of programmes and projects outlined in the 2025 AAP and MTDP (2022 – 2025).

Figure 5. Multi-Stakeholder Involvement in Plan implementation

MPCU Quarterly Meetings and Project Inspection

The Planning Unit, in collaboration with the MPCU, led the M&E process by organizing quarterly review meetings to deliberate on and agree upon monitoring checklists, areas of focus, tools and expected outcomes. An M&E work plan and corresponding budget were developed to facilitate the achievement of set objectives. Monitoring activities were conducted at two levels. The sector-specific monitoring by individual Departments on their programmes and projects constituted the first level while the second comprised an overarching monitoring exercise by the MPCU covering all development programmes, projects, and cross-cutting issues. The Assembly's monitoring team, made up of various stakeholders including Heads of Decentralized Departments with due consideration for gender balance, conducted routine site visits to assess the physical progress of projects. Contractors, community opinion leaders, and Persons with Disabilities (PWDs) from beneficiary communities were also engaged in these monitoring exercises. Data on policies, programmes and projects were gathered and compiled to determine the extent of implementation of planned activities for the year. The findings were subsequently documented and shared with relevant stakeholders, highlighting key issues identified.

Figure 6. Quarter MPCU Meetings

Figure 7. Stakeholder Involvement in Project Commissioning and Monitoring

MCE and Sub-Committee Community Engagements

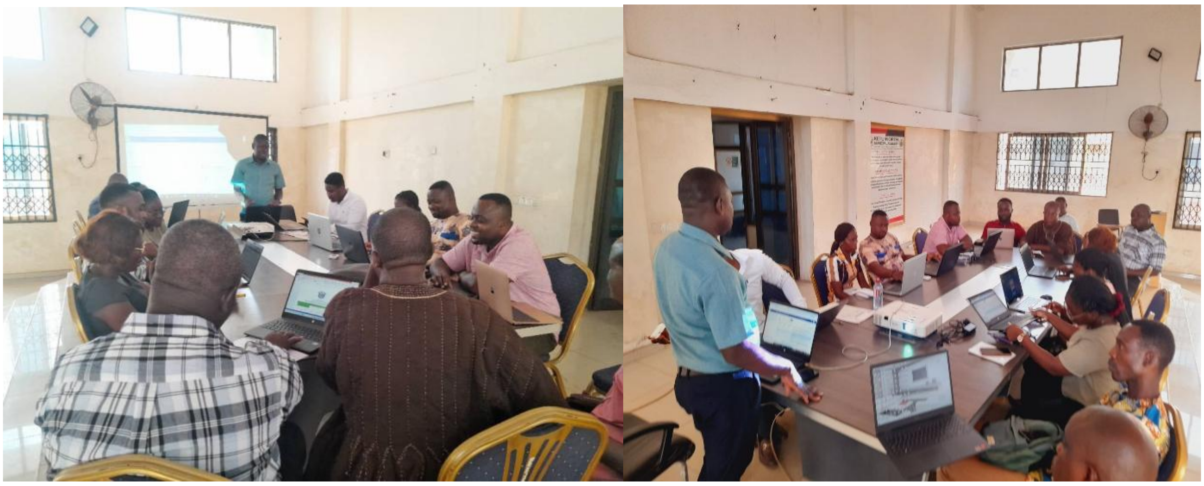
In addition, the Municipal Chief Executive (MCE) undertook periodic visits to communities across the four (4) Zonal Councils to evaluate progress on programme and project implementation and to assess their impact on residents. These engagements provided a platform for social accountability and enabled the MCE to gain first-hand insight into challenges faced by the communities. Similarly, Members of the Social Services, Works and Development Planning Sub-Committees carried out occasional site inspections as part of their oversight responsibilities, and observations from these visits were duly incorporated into the report.

Figure 8. Community Engagements and Town Hall Meetings by the Hon. MCE

Data Collection and Collation on Indicators

Relevant data to inform decision-making on the implementation of the 2025 AAP Action Plan were collected from Decentralized, Non-Decentralized Departments and Development Partners. Much of this data was reviewed during MPCU meetings, where Departmental Heads presented updates on their sector plans using PowerPoint presentations. This process also served as a validation mechanism prior to integrating the data into the report.

Figure 9. Working Sessions on Data Validation



Validation of M&E findings

Finally, the MPCU, together with other key Stakeholders, convened review meetings to validate all data compiled using the prescribed templates for the preparation of the 2025 Quarterly and Annual Progress Reports. Inputs and feedback from these sessions were incorporated into the final version of the 2025 Annual Progress Report.

Figure 10. Quarterly and Annual Progress Report Validation Meetings

1.5.2 Challenges/Difficulties Identified in Implementing the MTDP

Notwithstanding the notable efforts made in implementing the 2025 AAP and the MTDP (2022–2025) during the year under review, the implementation process was accompanied by a number of challenges and constraints. These difficulties presented potential risks to the successful achievement of the overall goals and objectives of the Plan. Some of the key challenges encountered included:

- ❖ **Delays and Non-Release of Statutory Funds (DACF and DACF-RFG):** Despite the substantial increments announced in statutory transfers, the late and non-release of funds such as the District Assemblies Common Fund (DACF) and the District Assemblies Common Fund – Responsive Factor Grant (DACF – RFG) respectively posed significant implementation challenges. These delays disrupted project schedules and led to the deferment of planned activities
- ❖ **Inadequate Internally Generated Fund (IGF) Mobilization:** The implementation of the MTDP was significantly constrained by inadequate Internally Generated Fund (IGF) mobilization. Low revenue yields from traditional IGF sources, coupled with weak enforcement of revenue measures and limited revenue coverage reduced the Assembly's financial capacity to support planned programmes and projects.
- ❖ **Deplorable Feeder and Urban Road Network:** The poor condition of some feeder and urban roads within the Municipality remained a major challenge, largely due to the pause in the implementation of the District Road Improvement Programme (DRIP). The absence of routine and periodic maintenance under the programme led to rapid deterioration of road infrastructure, especially during the rainy season. This situation negatively affected access to farming communities and essential services such as education, healthcare and markets, thereby constraining local economic activities
- ❖ **Chieftaincy Disputes:** Persistent chieftaincy disputes in some communities posed significant challenges to the smooth implementation of development projects. These disputes delayed land acquisition, disrupted community mobilization and in some instances led to resistance against project execution. The resulting tensions undermined social cohesion and affected stakeholder collaboration, thereby slowing the pace of project implementation and service delivery in the affected areas
- ❖ **Limited Logistics for Monitoring and Supervision:** Although regular monitoring was undertaken, limited logistics such as vehicles, fuel and monitoring equipment constrained the frequency and coverage of site inspections. This affected real-time tracking of project progress and timely identification of implementation challenges.

- **Inadequate Staffing Levels in Some Decentralized Departments:** Some Decentralized Departments continue to face shortages of technical personnel, notwithstanding the critical roles they play in the implementation of programmes and projects. Key Departments such as Works, Physical Planning, Business Advisory Centre (BAC), Statistics and Social Welfare and Community Development remain severely understaffed, thereby constraining the effective discharge of their responsibilities

CHAPTER TWO
2.0 MONITORING AND EVALUATION ACTIVITIES REPORT

2.1 Introduction

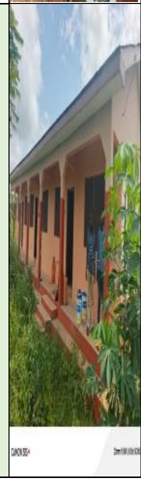
Chapter two of this report presents the status of programmes and projects implemented during the period including activities related to repairs and maintenance of existing infrastructure. The chapter also provides updates on revenue sources and expenditure, performance of core and Municipal-specific indicators and targets as well as update on critical development and poverty issues. The section concludes with findings and recommendations on development and participatory evaluations conducted.

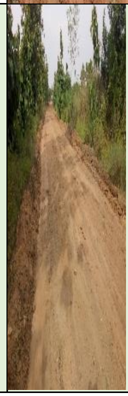
2.2 Project Register for the Year 2025

The project register presented below provides details of development projects captured in the 2025 AAP across the various dimensions of the MTDP (2022-2025) and their corresponding locations. The register also details the names of Contractors/Consultants, contract sum, funding source, contract award, completion dates, expenditure made to date as well as the level of implementation. Funding for the projects was sourced from the District Assemblies Common Fund (DACF), District Assemblies Common Fund Responsive Factor Grant (DACF-RFG) and Member of Parliament Special Initiative Project (MP SIP). Some of the projects which were rolled over from the previous year have subsequently been completed and handed over to the user Agencies and beneficiary communities for use.

Table 3. Project Register for 2025

Project Description		Development Dimension of Policy Framework	Location	Contractor/ Consultant	Contract Sum (GH₵)	Funding Source	Date of Award	Date Started	Expected Date of Completion	Expenditure To Date (GH₵)	Outstanding Balance (GH₵) & Retention (GH₵)	Implementation Status		Strategies to Improve Project Completion Rate	How Citizens are Involved in Monitoring of Works Contract	Remarks Summary on Land Acquisition and Resettlement
Code	Name											Percentage (%)	Pictures			
District Assemblies Common Fund-Responsive Factor Grant (DACF-RFG)																
N/A	Construction of 1 No. 3-Unit Classroom Block and Workshop with Rainwater Harvest System for Dzodze Technical Institute	Social Development	Avekor-Akonta	Messrs. Multi-Build Limited	1,109,890.02	DACF-RFG	October 2024	November 2024	April 2025	998,736.50	111,153.52	100%		IPCs raised by Contractor were promptly honored with regular project monitoring	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder project monitoring	Project completed and in use. Land previously acquired from Traditional Leaders with some facilities already existing on it. No resettlement was required
Internal Generated Fund (IGF)																
N/A	Cladding of Market shed	Economic	Penyi	Pavic Construction Company Ltd	89,904.00	IGF	August 2025	August 2025	September 2025	89,904.00	0.00	100%		Project was completed within schedule	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder inspection	Project completed and handed over for use. Land previously acquired with some facilities already existing on it. No resettlemen

Project Description		Development Dimension of Policy Framework	Location	Contractor/ Consultant	Contract Sum (GH₵)	Funding Source	Date of Award	Date Started	Expected Date of Completion	Expenditure To Date (GH₵)	Outstanding Balance (GH₵) & Retention (GH₵)	Implementation Status		Strategies to Improve Project Completion Rate	How Citizens are Involved in Monitoring of Works Contract	Remarks Summary on Land Acquisition and Resettlement
Code	Name											Percentage (%)	Pictures			
																t was required
District Assemblies Common Fund (DACF)																
0521002	Completion of CHPS Compound/ Nurses' Quarters	Social Development	Kuli	S.H.K Ghana Ltd	799,765.00	DACF	October 2024	October 2024	April 2025	150,000.00	649,765.00	98%		IPCs raised by Contractor were promptly honored with regular project monitoring	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder inspection	Project completed and commissioned. Land was provided by Traditional Leaders. No resettlement was required
N/A	Construction of 1 No. 3 Unit Nurses Quarters	Social Development	Penyi	Christian Coffie Construction & Enterprise	438,781.10	DACF	October 2022	October 2022	April 2023	255,176.10	183,605.00	95%		IPCs raised by Contractor were promptly honored with regular project monitoring	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder inspection	Project at the finishing level. Land previously acquired from Traditional Leaders with some facilities already existing on it. No resettlement was required

Project Description		Development Dimension of Policy Framework	Location	Contractor/ Consultant	Contract Sum (GH₵)	Funding Source	Date of Award	Date Started	Expected Date of Completion	Expenditure To Date (GH₵)	Outstanding Balance (GH₵) & Retention (GH₵)	Implementation Status		Strategies to Improve Project Completion Rate	How Citizens are Involved in Monitoring of Works Contract	Remarks Summary on Land Acquisition and Resettlement
Code	Name											Percentage (%)	Pictures			
N/A	Rehabilitation of Dogbe Lane Junction – Algbavi (2.5km), Taso Lane Junction – Alagbavi (2.6km) and Akanu-Penyi Pedo Environs (2.7km)	Environment, Infrastructure and Human Settlement	Dogbe Lane Junction – Algbavi, Taso Lane Junction – Alagbavi, Akanu-Penyi Pedo	Tatraco Limited Ltd.	193,000.00	DACF	April 2024	April 2024	May 2024	150,000.00	43,000.00	100%		IPCs raised by Contractor were promptly honored with regular project monitoring	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder inspection	Project completed and handed over for use. The road is a feeder road already in use and therefore required no resettlement was required
N/A	Rehabilitation of Bedzeme-Tornu Aflave-Deme Feeder Road (9.2km)	Environment, Infrastructure and Human Settlement	Bedzeme-Tornu Aflave-Deme	Pavic Construction Company Ltd	197,830.00	DACF	April 2024	April 2024	May 2024	178,047.00	19,783.00	100%		IPCs raised by Contractor were promptly honored with regular project monitoring	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder project monitoring	Project completed and handed over for use. The road is a feeder road already in use and therefore required no resettlement was required

Project Description		Development Dimension of Policy Framework	Location	Contractor/ Consultant	Contract Sum (GH₵)	Funding Source	Date of Award	Date Started	Expected Date of Completion	Expenditure To Date (GH₵)	Outstanding Balance (GH₵) & Retention (GH₵)	Implementation Status		Strategies to Improve Project Completion Rate	How Citizens are Involved in Monitoring of Works Contract	Remarks Summary on Land Acquisition and Resettlement
Code	**Name**											**Percentage (%)**	**Pictures**			
N/A	Renovation of MCE Bungalow	Governance, Corruption and Public Accountability	Dzodze-Kave	Multi-Build Limited	128,028.50	DACF	June 2025	June 2025	July 2025	115,225.65	12,802.85	100%		Project was completed within schedule	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder inspection	Project completed and handed over for use. The Assembly owns the land. No resettlement was therefore required
N/A	Rehabilitation of MCD Bungalow	Governance, Corruption and Public Accountability	Dzodze-Kave	Tatraco Company Ltd.	88,483.40	DACF	June 2025	June 2025	August 2025	79,635.06	8,848.34	100%		Project was completed within schedule	Citizens were represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder inspection	Project completed and handed over for use. The Assembly owns the land. No resettlement was therefore required
Member of Parliament (MP) Special Initiative Project																

Project Description		Development Dimension of Policy Framework	Location	Contractor/ Consultant	Contract Sum (GH₵)	Funding Source	Date of Award	Date Started	Expected Date of Completion	Expenditure To Date (GH₵)	Outstanding Balance (GH₵) & Retention (GH₵)	Implementation Status		Strategies to Improve Project Completion Rate	How Citizens are Involved in Monitoring of Works Contract	Remarks Summary on Land Acquisition and Resettlement
Code	Name											Percentage (%)	Pictures			
N/A	Construction of CHPS Compound	Social Development	Tsiyinu	Messrs Tatraco Limited	625,290.80	NHIA	Oct. 2024	Oct. 2024	Apr. 2025	611,988.88	22,447.62	98%		Conduct regular monitoring and honor IPC to be issued by contractor	Citizens are represented by their elected officials and opinion leaders, CSOs etc. during multistakeholder inspection	Project at the finishing level. Land was provided by Chiefs. No resettlement was required

Source: MPCU 2026

The project register above outlines the total number of projects implemented by the Municipal Assembly in partnership with its development partners in 2025. Overall, nine (9) projects were executed with funding support from the IGF, DACF, DACF – RFG, and the MP Special Initiative Project (NHIA). These projects were distributed across four development dimensions including Economic Development, Social Development, Environment, Infrastructure & Human Settlement, and Governance, Corruption & Public Accountability.

Within the Economic Development dimension, one (1) market infrastructure project was implemented during the period under review and has since been completed and handed over for use. The project is expected to contribute to the attainment of the overall economic goal of building a prosperous society, while also supporting related policy objectives such as promoting local trade and investment, strengthening domestic commerce and improving fiscal performance and sustainability.

A total of four (4) projects, comprising classroom blocks and health facilities at various stages of completion, were implemented under the Social Development Dimension. Out of these, three (3) projects were completed, commissioned and handed over for use, while the remaining project is still ongoing and at advanced stage of completion. Funding for these projects was sourced from the DACF, DACF-RFG and the MP Special Initiative Project (NHIA). The completion of these projects are expected to contribute significantly to the attainment of key policy objectives, including improving equitable access to quality education, enhancing universal access to quality healthcare, increasing access to safe, reliable and sustainable water supply services, and promoting environmentally sustainable water systems, thereby supporting the broader social goal of creating equal opportunities for all.

In addition, two (2) projects involving road rehabilitation were undertaken under the Environment, Infrastructure and Human Settlement Development Dimension. These projects have been completed, handed over and are currently in use. They are expected to contribute to the achievement of the policy objective of improving the efficiency and effectiveness of road transport infrastructure and services within the Municipality. The timely honoring of interim payment certificates (IPCs) raised by contractors, together with regular monitoring by the Assembly, ensured that the projects were completed within schedule. Lastly, two (2) bungalows renovation projects, which were implemented under the Governance, Corruption and Public Accountability Dimension have also been completed and handed over for use. They will be contributing to the goal of maintaining a stable, united and safe society.

Although some projects were completed ahead of schedule, others are yet to be completed and handed over despite the lapse of their expected completion periods. The early completion of some of the projects is largely attributable to the strong commitment demonstrated by management and contractors, as well as the regular monitoring and inspection carried out by the Municipal Planning Coordinating Unit (MPCU), even in the midst of logistical and financial constraints. However, persistent delays in the procurement processes delayed the award and commencement of new DACF projects outlined in the 2025 AAP while the non-release of funds from the DACF-RFG led to the roll over of projects to 2026.

2.3 Number of Active Projects

The mix of projects implemented during the planning comprised both carry-over projects from preceding years and newly approved initiatives undertaken annually across the six development dimensions except Emergency and ICME. This indicates that the Assembly did not abandon projects commenced in previous years while showing firm commitment to seeing ongoing projects through to completion so that their intended objectives are realized. In 2022, the Assembly rolled over 3 projects from the previous year and awarded 11 new projects for implementation while in 2023 10 projects were rolled over from the previous year with 4 new projects awarded. In 2024, the number of rolled-over projects declined significantly to 2 but further increased to 6 in 2025, while the number of newly approved projects also reduced from 10 to 3 from 2024 to 2025. In summary, a total of 9 projects comprising 6 rolled over and 3 new projects were executed during the period under review. Details of the total number of physical projects implemented between 2022 and 2025 are presented in the table below.

Table 4. Total Number of Active Projects in the Municipal

Development Dimension	Number of Physical Projects in the Municipal								Summary 2025
	Roll over Projects from Previous Years				Approved New Projects Introduced in the Year				Old + New
	2022	2023	2024	2025	2022	2023	2024	2025	2025
Economic Development	0	2	0	0	2	1	1	1	1
Social Development	3	7	2	4	6	1	5	0	4
Environment/Infrastructure/Human Settlement	0	0	0	2	1	2	2	0	2
Governance/Corruption/ Public Accountability	0	1	0	0	2	0	2	2	2
Emergency	0	0	0	0	0	0	0	0	0
ICME	0	0	0	0	0	0	0	0	0
Total	**3**	**10**	**2**	**6**	**11**	**4**	**10**	**3**	**9**

Source: MPCU 2026

2.4 Distribution of Projects Among Departments

The 2025 AAP included a total of 9 projects, consisting of 6 rollovers from the previous year and 3 newly initiated projects in 2024. The carried-over projects were allocated within the Education, Youth & Sport, Health and Works Departments, while the new projects were spread across Trade & Industry and Central Administration Departments. Key collaborating agencies included the MLGCRA, DACF/DPAT Secretariat, the Member of Parliament for Ketu North Constituency and the DRIP Secretariat. Table 5. Presents the distribution of projects among Departments of the Assembly in 2025.

Table 5. Distribution of Projects Among Departments of the Assembly in 2025

Departments	Number of Projects		Total	Collaborating MDAs
	Rollover	New		
Education, Youth & Sport	1	0	1	DACF/DPAT Secretariat, MLGCRA
Trade & Industry	0	1	1	MLGCRA
Health	3	0	3	MP's Office, DACF Secretariat and MLGCRA
Central Administration	0	2	2	MLGCRA
Works	2	0	2	DRIP Secretariat and Ministry of Roads and Highways
Total	**6**	**3**	**9**	

Source: MPCU 2026

2.5 Project Age Analysis

The Assembly at the end of the year under review had a total of 9 rolled over and newly initiated projects. Out of these, 5 projects fall within the 1 to less than 2 years category, 3 projects are less than one year old, while only 1 project has an age of 2 to less than 3 years. Although cumulative time overruns amount to 3 years and 11 months, all projects recorded zero cost overruns (GH₵0.00). This is as a results of effective cost control and adherence to approved contract sums despite some delays in project execution. The absence of cost overruns further indicates strong financial management and contract administration practices put in place by Management. Even though project completion rates are very high, few are still ongoing with one project having a time overrun of two (2) years and eight (8) months. A major contributory factor to the delay in completion is the contractor's poor commitment to timely completion. Accordingly, the Assembly has resolved to ensure the timely completion of ongoing projects and the settlement of all outstanding arrears before awarding additional projects.

Table 6. Project Age Analysis

Project Age	Number of Projects	Time Overruns (In years and Months)	Cost Overruns (GH₵)	Completion Status		
				Average completion rate (%)	Highest (%)	Least (%)
Projects that are 2 years but less than 3 years	1	2 years, 8 months	0.00	95%	95%	95%
Projects that are 1 year but less than 2 years	5	1 year 3 months	0.00	99.6%	100%	98%
Projects that are 0 years but less than 1 year	3	0 months	0.00	100%	100%	100%
Total Projects	**9**	**3 years 11 months**				

Source: MPCU 2026

2.6 Summary on Land Acquisition and Resettlement

Land acquisition and resettlement remain integral components of the Municipality's development efforts, particularly in support of public infrastructure delivery. The lands for all 9 active projects had already been acquired by the Municipal Assembly for their intended purposes. These acquisitions were made through purchases from private landowners, voluntary contributions from host communities, and grants from traditional authorities. All such lands were properly surveyed, demarcated, documented and duly registered with the Lands Commission with support from the Physical Planning Department. Appropriate resettlement measures, including the payment of compensation to legitimate landowners, were implemented to promote equity, reduce inconvenience and restore the livelihoods of affected persons. At the time of acquisition, the lands were unoccupied while management ensured their protection against encroachment and their use strictly for the intended purposes. An internal screening was carried out by the Municipal Safeguards Team, after which the Environmental Protection Agency was engaged to undertake Environmental Impact Assessments for the proposed projects. Further details on land acquisition and resettlement arrangements are outlined below.

Table 7. Land Acquisition and Resettlement Strategies

Sub-Sectors	Total Number of Active Projects	How Land Acquired	Resettlement Strategies
Education, Youth & Sport	1	The land was acquired from private owners through traditional leaders and compensation paid to the landowners	No resettlement was required
Trade & Industry	1	Land was voluntarily provided by the beneficiary community through their traditional leaders	No resettlement was required
Health	3	Lands were voluntarily provided by the beneficiary communities through their traditional leaders	No resettlement was required
Central Administration	2	The lands were acquired from traditional leaders and appropriate compensation paid to the landowners	No resettlement was required
Works	2	Land for the construction of feeder roads was voluntarily released by traditional leaders and community members	No resettlement was required
Total	**9**		

Source: MPCU 2026

2.7 Repair and Maintenance of Existing Infrastructure

Infrastructure plays a critical and multifaceted role in development, often acting as a catalyst for economic growth, social advancement, environmental sustainability and resilience. In response, the MTDP (2022–2025) and subsequently the 2025 AAP have outlined several measures to ensure that existing infrastructure assets are properly maintained. These strategies aim to keep facilities in good condition, guarantee their safe and efficient operation and reduce the high costs and disruptions linked to major repairs or replacements. Presented below are details of repair and maintenance works undertaken on existing infrastructure in 2025.

Table 8. Repair and Maintenance of Existing Infrastructure

Type of Asset/Infrastructure	Name of Asset/Infrastructure	Location	Type of Maintenance	Estimated Cost (GH₵)	Actual Release (GH₵)	Gap (GH₵)	Expenditure (GH₵)	Recommendation
Public Office Building	Works Department (Ghana Smart SDG Cities Desk Office)	Dzodze	Refurbishment works – Structural assessment and repairs Plumbing works Electrical works Cometic restoration	10,000.00	10,000.00	0.00	10,000.00	Implement preventive maintenance schedule to reduce future breakdowns. User agency tasked to ensure proper maintenance
	Assembly Office Complex and Bungalows	Kave – Dzodze	Dislodging of cesspit tank – Site preparation, emptying cesspit, cleaning of tank, transportation and disposal, site restoration	80,000.00	49,841.73	30,158.27	49,841.73	Schedule periodic emptying and maintenance, regular inspection for structural damage and continuous education on proper usage to prevent indiscriminate disposal of waste
Public Roads	Urban Road (Dogbe Lane Junction – Algbavi - 2.5km,	Dogbe Lane Junction	Rehabilitation works – Filling and repairs of potholes and cracks.	193,000.00	150,000.00	43,000.00	150,000.00	Schedule periodic inspections and minor repairs to prevent

Type of Asset/Infrastructure	Name of Asset/Infrastructure	Location	Type of Maintenance	Estimated Cost (GH₵)	Actual Release (GH₵)	Gap (GH₵)	Expenditure (GH₵)	Recommendation
	Taso Lane Junction – Alagbavi - 2.6km and Akanu-Penyi Pedo Environs - 2.7km)	– Algbavi, Taso Lane Junction – Alagbavi, Akanu-Penyi Pedo	Re-grading Sealing					deterioration
	Feeder Road (Bedzeme-Tornu Aflave-Deme Feeder Road - 9.2km)	Bedzeme-Tornu Aflave-Deme	Rehabilitation works – Filling and repairs of potholes and cracks. Re-grading Sealing	197,830.00	178,047.00	19,783.00	178,047.00	Schedule periodic inspections and minor repairs to prevent deterioration
Public Residential Buildings	Municipal Chief Executive's Bungalow	Kave – Dzodze	Renovation works – Structural assessment and repairs Plumbing works Electrical works	128,028.50	115,225.65	12,802.85	115,225.65	Encourage occupant/staff to report minor issues early to prevent major damage
	Municipal Coordinating Director's Bungalow	Kave – Dzodze	Renovation works – Structural assessment and repairs Plumbing works Electrical works	88,483.40	79,635.06	8,848.34	79,635.06	Encourage occupant/staff to report minor issues early to prevent major damage
Office Vehicles	Assembly Vehicles	Kave - Dzodze	Routine servicing – oil changes, tire rotations, brake inspections etc	100,000.00	50,907.44	49,092.56	50,907.44	Provide user training on proper operation and care to prevent damage. Schedule regular preventive maintenance

Source: MPCU 2026

During the period under review, a range of repair and maintenance activities were carried out on existing infrastructure throughout the Municipality. These works included the Refurbishment and renovation of public buildings, rehabilitation of urban/feeder roads, as well as routine servicing of office vehicles. The infrastructure maintained comprised office buildings, bungalows, urban & feeder roads and office vehicles. A total of Six Hundred and Thirty-Three Thousand, Six Hundred and Fifty-Six Ghana Cedis, Eighty-Eight Pesewas (GH₵633,656.88) was expended on these maintenance activities, against an estimated budget of Seven Hundred and Ninety-Seven Thousand, Three Hundred and Forty-One Ghana Cedis, Ninety Pesewas (GH₵797,341.90). These expenditures were intended to ensure the continued functionality, safety and longevity of the Municipality's assets. All maintenance and repair works were completed within the scheduled timelines and formally handed over to the respective user agencies, thereby supporting effective service delivery and contributing to the achievement of the goals and objectives of the MTDP (2022 – 2025).

2.8 Programme Register for the Year 2025

The Programme register provides details of planned programmes which were implemented during 2025 under the six (6) development dimensions; Economic, Social, Environment, Infrastructure & Settlement and Governance, Corruption and Public Accountability, Emergency Planning and Response (Including Covid-19 Recovery Plan) and Implementation, Coordination, Monitoring and Evaluation. The register also provides information on the amount involved and source of funding, date started, expected date of completion, expenditure to date, outstanding balance and implementation status. Details on all programmes implemented in 2025 are provided in the register below.

Table 9. Programme Register for 2025

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Sensitize 50 MSME's & LBA and Support 40 Business to regularize their businesses	Economic	20,000.00	DACF/Donor	January 2025	December 2025	10,000.00	10,000.00	100%		Activity Completed
Conduct follow-up on 30 PWD's beneficiaries on income generating activity in the Municipality.	Economic	5,000.00	DACF	January 2025	December 2025	5,000.00	0.00	100%		Activity Completed
Train 50 hairdressers and beauticians in dreadlocks at Dzodze and Afife	Economic	10,000.00	DACF	May 2025	December 2025	6,000.00	4,000.00	100%		Activity Completed
Enroll 100 youth into Apprentices to Entrepreneurship (A2E) program in the Municipality	Economic	60,000.00	Donor	January 2025	December 2025	5,000.00	55,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Conduct NTVI exams for 50 graduate apprentices & master craft persons and provide internship for 5 graduate apprentices	Economic	25,000.00	Donor	January 2025	December 2025	12,000.0	13,000.00	100%		Activity Completed
Provide internship /coaching for 5 graduate apprentices and 12 participants of the GEA GJSP	Economic	5,000.00	Donor	January 2025	December 2025	1,200.00	3,800.00	100%		Activity Completed
Engage 50 Skilled Craft Persons (SCP's) for A2E program in the Municipality	Economic	20,000.00	Donor	January 2025	December 2025	5,000.00	15,000.00	100%		Activity Completed
Support and participate in festivals, arts and culture exhibitions in the municipality.	Economic	20,000.00	DACF	January 2025	December 2025	8,000.00	12,000.00	100%		Activity Completed
Undertake daily home and farm visits to transfer improved technologies to agricultural value chain actors.	Economic	9,000.00	GoG/ IGF	January 2025	December 2025	5,000.00	4,000.00	100%		Activity Completed
Establish 4 climate smart result maize demonstrations and conduct crop cutting and yield Studies of 5 major crops: cassava, maize, rice, sweet potatoes and pepper.	Economic	6,600.00	DACF/GoG	January 2025	December 2025	6,000.00	600.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Facilitate distribution of 35,000 mango and coconut seedlings and facilitate the establishment of one rice market in the Municipality	Economic	11,000.00	IGF	January 2025	December 2025	9,000.00	2,000.00	100%		Activity Completed
Conduct monthly crop, poultry and livestock pest and disease surveillance in the municipality.	Economic	6,000.00	IGF	January 2025	December 2025	5,400.00	600.00	100%		Activity Completed
Train agricultural value chain actors in post-production activities and train 10 existing FBO in group dynamics	Economic	8,800.00	DACF/IGF	January 2025	December 2025	7,200.00	1,600.00	100%		Activity Completed
Organize 12 monthly Technical Review Meetings.	Economic	5,000.00	DACF	January 2025	December 2025	5,000.00	0.00	100%		Activity Completed
Organize municipal version of 2025 National Farmers Day.	Economic	64,000.00	DACF	January 2025	December 2025	42,000.00	22,000.00	100%		Activity Completed
Procure 1 No. laptop computer, 1 No. printer, 4 No. cartridges, stationery and undertake repairs, maintenance and insurance for official vehicles and motorbikes	Economic	40,700.00	DACF/IGF /Donor	January 2025	December 2025	30,000.00	10,700.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Monitor and sensitize LEAP beneficiary Households in Ten (10) communities on the efficient use of LEAP grant	Social	7,800.00	DACF/IGF /Donor	January 2025	December 2025	6,500.00	1,300.00	100%		Activity Completed
Sensitize and Monitor LEAP reassessment activities	Social	7,000.00	GoG/Donor	January 2025	December 2025	7,00.00	0.00	100%		Activity Completed
Organize quarterly meetings with DFMC and stakeholders on Disability issues	Social	14,050.00	IGF/PWD	January 2025	December 2025	10,000.00	4,050.00	100%		Activity Completed
Support 10 PWDs in income generating activities, 10 with health/assistive devices and 7 in formal education	Social	251,750.00	DACF/PWD	January 2025	December 2025	200,000.00	51,750.00	100%		Activity Completed
Data collection and monitoring of 30 PWD beneficiaries.	Social	10,000.00	DACF	January 2025	December 2025	7,500.00	2,500.00	100%		Activity Completed
Create awareness on the rights and the importance of girl-child education in selected schools and communities	Social	35,000.00	DACF/IGF	January 2025	December 2025	22,000.00	13,000.00	100%		Activity Completed
Train 50 women in alternative livelihood programmes (agriculture, agro-processing and vocational training)	Social	40,000.00	DACF	January 2025	December 2025	32,000.00	8,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Identify and handle child neglect and abuse cases and write social enquiry report on Juvenile cases	Social	13,800.00	Donor/IGF/PWD CF	January 2025	December 2025	13,000.00	800.00	100%		Activity Completed
Create public awareness on sexual and Gender based Violence and teenage pregnancy in the four zonal councils	Social	14,000.00	DACF/IGF /Donor	January 2025	December 2025	12,000.00	2,000.00	100%		Activity Completed
Identify and monitor activities of early childhood development centers in the four zonal councils	Social	7,000.00	Donor	January 2025	December 2025	7,000.00	0.00	100%		Activity Completed
Organize quarterly meetings for stakeholders on child protection issues	Social	10,000.00	DACF/IGF /Donor	January 2025	December 2025	7,000.00	3,000.00	100%		Activity Completed
Sensitize 20 deprived women in home management and childcare	Social	6,800.00	DACF/Donor	May 2025	December 2025	6,000.00	800.00	100%		Activity Completed
Organize stakeholders' engagement on parental neglect and teenage pregnancy	Social	11,800.00	DACF/IGF /Donor	January 2025	December 2025	10,000.00	1,800.00	100%		Activity Completed
Procure 1 No. multipurpose printer, stationery, fuel, repairs and maintenance of official motorbikes	Social	15,000.00	DACF/IGF /Donor	March 2025	November 2025	10,000.00	5,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Procure 900 mono/dual desks for selected basic schools in the Municipality	Social	300,000.00	DACF/MPCF	January 2025	December 2025	-	-	100%		Activity Completed
Organize annual sporting activities, culture and reading festivals.	Social	13,600.00	DACF/IGF	April 2025	December 2025	10,000.00	3,000.00	100%		Activity Completed
Support the payment of scholarship and bursaries for needy but brilliant students	Social	130,000.00	DACF/ MPCF	February 2025	December 2025	120,000.00	15,000.00	100%		Activity Completed
Support for mock exams, my first day at school, teachers award celebration, BECE and annual trainings/conference	Social	25,500.00	DACF/IGF	January 2025	December 2025	15,000.00	10,000.00	100%		Activity Completed
Support for 20 math/science students & teachers in Innovative Education (STMIE) clinic.	Social	13,000.00	DACF/IGF	May 2025	December 2025	9,200.00	3,800.00	100%		Activity Completed
Conduct quarterly EPI mop-ups and data verification across all facilities in the municipality	Social	5,000.00	IGF	January 2025	December 2025	5,000.00	0.00	100%		Activity Completed
Organize quarterly public health emergency meetings.	Social	10,000.00	DACF	April 2025	December 2025	9,800.00	200.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Support allocation to undertake activities in the HIV/AIDS plan	Social	50,000.00	DACF	January 2025	December 2025	40,000.00	10,000.00	100%		Activity Completed
Support for National Immunization Days and mass vitamin A supplementation programme	Social	37,200.00	DACF	March 2025	December 2025	30,000.00	7,200.00	100%		Activity Completed
Organize mass registrations and quarterly stakeholders' meetings on birth & death certification	Social	11,000.00	IGF/DACF	January 2025	December 2025	8,000.00	3,000.00	100%		Activity Completed
Organize quarterly community engagements and sensitizations on birth and deaths registration in all the zonal areas.	Social	6,200.00	DACF/IGF	January 2025	December 2025	6,200.00	0.00	100%		Activity Completed
Internal Management of Organization (Procure 1 No. Laptop, fuel, repairs and maintenance of official motorbikes)	Social	16,500.00	DACF/IGF	January 2025	December 2025	10,000.00	6,500.00	100%		Activity Completed
Organize stakeholders' seminar for 1000 food venders at Dzodze, Penyi, Weta, Afife, Dekpor, Ehie, and Tadzewu.	Environment, Infrastructure and Settlement	8,000.00	IGF	March 2025	December 2025	5,500.00	2,500.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Facilitate annual medical screening and certification for 3,500 registered food handlers in the Municipality	Environment, Infrastructure and Settlement	80,000.00	GoG	January 2025	December 2025	50,000.00	30,000.00	100%		Activity Completed
Organize quarterly public awareness/education in 16 communities on construction and use of household latrine, personal hygiene practices, safe keeping of domestic animals and excessive noise making and its effects	Environment, Infrastructure and Settlement	15,000.00	IGF	March 2025	December 2025	15,000.00	0.00	100%		Activity Completed
Facilitate dislodging of Assembly's full up septic tanks quarterly clean up exercises at Dzodze, Tadzewu, Afife, Weta and Penyi	Environment, Infrastructure and Settlement	20,000.00	IGF	January 2025	December 2025	15,500.00	4,500.00	100%		Activity Completed
Procure sanitary tools for workers to ensure routine cleaning and cleansing of Assembly premises and offices	Environment, Infrastructure and Settlement	15,000.00	IGF	March 2025	November 2025	13,000.00	2,000.00	100%		Activity Completed
Facilitate weekly solid waste disposal for all the 14 public refuse containers in the Municipality	Environment, Infrastructure and Settlement	57,000.00	DACF	February 2025	December 2025	50,000.00	7,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Supervise monthly disinfection and disinfestation of public drains, public toilets, institutional latrines, waste collection sites and final solid waste disposal site	Environment, Infrastructure and Settlement	80,000.00	DACF	January 2025	December 2025	66,000.00	14,000.00	100%		Activity Completed
Facilitate quarterly pushing, levelling and compaction of solid waste final disposal site at Deme	Environment, Infrastructure and Settlement	80,000.00	DDACF	January 2025	December 2025	57,000.00	23,000.00	100%		Activity Completed
Organize twelve (12) Technical Sub Committee and twelve (12) Spatial Planning Committee meetings	Environment, Infrastructure and Settlement	52,320.00	IGF	January 2025	December 2025	50,000.00	2,320.00	100%		Activity Completed
Conduct quarterly public education on procedures for obtaining development and planning permit	Environment, Infrastructure and Settlement	6,000.00	IGF	January 2025	December 2025	6,000.00	0.00	100%		Activity Completed
Organize quarterly development control activities in the entire Municipality	Environment, Infrastructure and Settlement	7,000.00	DACF/IGF	January 2025	December 2025	5,600.00	1,400.00	100%		Activity Completed
Prepare two (2) number 25sq kilometers Planning Schemes	Environment, Infrastructure and Settlement	20,000.00	DACF/IGF	June 2025	July 2025	-	-	0%		Activity Not Yet Started
Register and document all Assembly lands	Environment, Infrastructure and Settlement	18,000.00	DACF/IGF	January 2025	December 2025	10,000.00	8,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Procure 1. No HP Envy i7 and office stationery	Environment, Infrastructure and Settlement	55,000.00	DACF	April 2025	December 2025	52,000.00	3,000.00	100%		Activity Completed
Establish a specialty nursery and undertake periodic weeding and maintenance of Assembly lawns and premises	Environment, Infrastructure and Settlement	4,600.00	IGF	January 2025	December 2025	4,600.00	0.00	100%		Activity Completed
Organize monthly site meetings and inspection of ongoing projects in the Municipality	Environment, Infrastructure and Settlement	30,000.00	DACF/Donor	January 2025	December 2025	28,000.00	2,000.00	100%		Activity Completed
Support and conduct quarterly monitoring on operations of water boards in the Municipality.	Environment, Infrastructure and Settlement	70,000.00	DACF/Donor	January 2025	December 2025	50,000.00	20,000.00	100%		Activity Completed
Support to community-initiated self-help projects and development partner's projects in the municipality	Environment, Infrastructure and Settlement	500,000.00	DACF/Donor	January 2025	December 2025	45,000.00	5,000.00	100%		Activity Completed
Organize public education on hazard mapping, human-induced and natural causes of disasters in the entire Municipality	Environment, Infrastructure and Settlement	12,500.00	DACF/IGF /Donor	January 2025	December 2025	10,000.00	2,500.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Organize public awareness campaigns on climate change and disaster risk reduction	Environment, Infrastructure and Settlement	8,500.00	DACF/IGF /Donor	January 2025	December 2025	6,000.00	2,500.00	100%		Activity Completed
Form Disaster Management Committee (DMC) and procure relief items for disaster victims	Environment, Infrastructure and Settlement	80,000.00	DACF/IGF	January 2025	December 2025	30,000.00	50,000.00	100%		Activity Completed
Undertake Tree planting (Afforestation Exercise) to protect the environment.	Environment, Infrastructure and Settlement	20,000.00	GoG	June 2025	December 2025	10,000.00	10,000.00	100%		Activity Completed
Promote reclamation of degraded lands and organize environmental conservation clubs in communities and basic schools	Environment, Infrastructure and Settlement	15,000.00	DACG	January 2025	December 2025	12,000.00	3,000.00	100%		Activity Completed
Procurement and repairs of office equipment, stationery, furniture, postal and communication services.	Governance, corruption and public accountability	190,000.00	DACF/IGF	January 2025	December 2025	130,000.00	70,000.00	100%		Activity Completed
Repairs and maintenance of office vehicles and motor bikes.	Governance, corruption and public accountability	50,000.00	DACF/IGF	January 2025	December 2025	35,000.00	15,000.00	100%		Activity Completed
Celebration of national events (Independence Day, National Day of Prayer etc.)	Governance, corruption and public accountability	100,000.00	DACF/IGF	January 2025	December 2025	36,000.00	64,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Support to traditional councils, festivals, other social events and hosting of official guests	Governance, corruption and public accountability	60,000.00	DACF/IGF	January 2025	December 2025	54,000.00	6,000.00	100%		Activity Completed
Organize statutory, special and working committee meetings.	Governance, corruption and public accountability	100,000.00	DACF/IGF	January 2025	December 2025	75,000.00	25,000.00	100%		Activity Completed
Support to VRCC, NALAG activities and payment of Ex-gratia for Assembly Members	Governance, corruption and public accountability	180,000.00	GoG/IGF	January 2025	December 2025	150,000.00	30,000.00	100%		Activity Completed
Gazette Assembly by-laws and fee-fixing resolution	Governance, corruption and public accountability	23,000.00	DACF/IGF	October 2025	December 2025	20,000.00	3,000.00	100%		Activity Completed
Strengthening of all Sub-District Structures (Zonal Councils)	Governance, corruption and public accountability	123,600.000	DACF/IGF	January 2025	December 2025	120,000.00	3,600.00	100%		Activity Completed
Monitor & supervise revenue collectors and organize quarterly review meetings	Governance, corruption and public accountability	5,000.00	DACF/IGF	January 2025	December 2025	5,000.00	0.00	100%		Activity Completed
Prepare monthly, quarterly financial and IPSAS complaint 2024 annual financial statement	Governance, corruption and public accountability	23,000.00	GoG/IGF	January 2025	December 2025	22,000.00	1,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Print and distribute 8,682 property rate bills and 3,171 business operating permit bills in the municipality	Governance, corruption and public accountability	67,000.00	GoG/IGF	January 2025	December 2025	63,000.00	4,000.00	100%		Activity Completed
Organize training for revenue collectors and staff on bookkeeping, electronic revenue management system, revenue collection best practices, Public Financial Management and GIFMIS	Governance, corruption and public accountability	40,000.00	DACF/IGF	April 2025	November 2025	25,000.00	15,000.00	100%		Activity Completed
Prepare risk based internal audit annual work plan and quarterly reports	Governance, corruption and public accountability	23,000.00	GoG/IGF	January 2025	December 2025	21,000.00	2,000.00	100%		Activity Completed
Procure 100 pieces of General Counterfoil Receipts (GCR), 1,000 pieces of market tolls, 10 No. raincoats, 10 No. wellington boots, 10 No. reflector jackets, 10 No. stamps, 3 No. distribution registers and other Office stationeries	Governance, corruption and public accountability	32,600.00	DACF/IGF	April 2025	December 2025	31,000.00	1,600.00	100%		Activity Completed
Procure 1 No. office safe and repair 1 No. photocopier machine	Governance, corruption and public accountability	11,000.00	IGF	January 2025	December 2025	10,200.00	800.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Organize 6 No. training on local government service protocols, mental health awareness, MMDAs byelaws, other relevant enactment and support for continuous professional development of staff.	Governance, corruption and public accountability	55,000.00	DACF/IGF	January 2025	December 2025	40,000.00	15,000.00	100%		Activity Completed
Undertake performance contract/appraisal meetings and refresher course for staff due for promotion.	Governance, corruption and public accountability	55, 400.00	DACF/ IGF/Donor	February 2025	December 2025	46,000.00	9,400.00	100%		Activity Completed
Organize quarterly monitoring of field Staff at all sub-structures and zones	Governance, corruption and public accountability	10,000.00	Donor	January 2025	December 2025	8,000.00	2,000.00	100%		Activity Completed
Sensitization of the public on disaster and safeguard actions in the municipality	Emergency planning and response (including covid-19 recovery plan)	15,000.00	GoG /IGF	March 2025	October 2025	15,000.00	0.00	100%		Activity Completed
Facilitate burial of COVID-19 bodies, sanitary disposal of the dead, expired goods, dead paupers, abandoned corpses and out of use confiscated products	Emergency planning and response (including covid-19 recovery plan)	20,000.00	GoG /IGF	January 2025	December 2025	17,500.00	2,500.00	100%		Activity Completed
Embark on 10 public educations on zoonotic diseases through farmers fora and radio presentation.	Emergency planning and response (including covid-19 recovery plan)	2,000.00	DACF	January 2025	December 2025	2,000.00	0.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Training & capacity building on preventive fire outbreak for NADMO, Ambulance and Fire Service staff	Emergency planning and response (including covid-19 recovery plan)	26,000.00	DACF	April 2025	December 2025	20,000.00	6,000.00	100%		Activity Completed
Build the capacities of communities and departments on early warning system mechanism.	Emergency planning and response (including covid-19 recovery plan)	60,000.00	DACF	January 2025	July 2025	60,000.00	0.00	100%		Activity Completed
Support security services and other institutions to reduce violence among chieftaincy and land disputes	Emergency planning and response (including covid-19 recovery plan)	65,000.00	DACF/IGF	January 2025	December 2025	45,000.00	20,000.00	100%		Activity Completed
Organize quarterly update of ratable business register and administrative database	Implementation, coordination, monitoring and evaluation	27,500.00	DACF/IGF	January 2025	December 2025	27,000.00	500.00	100%		Activity Completed
Organize quarterly dissemination of key statistical reports (2024 IBESI) to stakeholders	Implementation, coordination, monitoring and evaluation	9,000.00	DACF/IGF	January 2025	June 2025	9,000.00	0.00	100%		Activity Completed
Procure 1 No. multipurpose printer, air condition and table for SDG office	Implementation, coordination, monitoring and evaluation	19,000.00	DACF/IGF	January 2025	December 2025	18,400.00	600.00	100%		Activity Completed
Prepare Medium-Term Development Plan (MTDP, 2026 – 2029)	Implementation, coordination, monitoring and evaluation	160,000.00	DACF/IGF	January 2025	December 2025	135,000.00	25,000.00	100%		Activity Completed
Organize Joint Stakeholder Review of 2025 Annual Action Plan (AAP) and prepare 2026 Annual Action Plan	Implementation, coordination, monitoring and evaluation	30,000.00	DACF/ MPCF	January 2025	December 2025	24,000.00	6,000.00	100%		Activity Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	PICTURE	REMARKS
Organize quarterly MPCU meetings and undertake monitoring & evaluation of projects and programmes in the Municipality	Implementation, coordination, monitoring and evaluation	30,500.00	DACF	January 2025	December 2025	30,000.00	500.00	100%		Activity Completed
Organize 2 Town Hall meetings at Dzodze and Weta on policies, programmes and projects using PFM template	Implementation, coordination, monitoring and evaluation	85,000.00	DACD/IGF	January 2025	December 2025	62,000.00	23,000.00	100%		Activity Completed
Review 2025 composite budget and prepare 2026 composite budget, fee-fixing resolution & Revenue Improvement Action Plan (RIAP)	Implementation, coordination, monitoring and evaluation	52,000.00	DACD/IGF	January 2025	December 2025	50,200.00	1,800.00	100%		Activity Completed
Implement Ghana Smart SDG Cities Programme (DSSCMIC Meetings, Data collection and Reporting, VLR Preparation and Reporting, Stakeholder Engagements, Monitoring and Reporting) in Dzodze	Implementation, coordination, monitoring and evaluation	723,000.00	Donor (Smart SDG Cities)	January 2025	December 2025	650,000.00	73,000.00	100%		Activity Completed
Build capacity of various stakeholders in plan preparation and implementation.	Implementation, coordination, monitoring and evaluation	15,000.00	DACF/IGF	January 2025	December 2025	15,000.00	0.00	100%		Activity Completed

Source: MPCU 2026

From the programme register, a total of 99 activities were planned for implementation in 2025 across the six development dimensions. Under the Economic Development dimension, 15 of the 16 planned activities were commenced and successfully completed. The implementation of these programmes supported progress toward building a prosperous Municipality and contributed to key policy objectives, including improved fiscal performance and sustainability, the creation of a conducive agribusiness environment, modernization and enhancement of agricultural production systems, promotion of local trade and support for entrepreneurship and MSME development. Within the Social Development dimension, 24 out of the 26 planned programmes were fully implemented during the year. These interventions advanced the achievement of the MTDP (2022 – 2025) objectives by promoting equitable access to quality education at all levels, enhancing literacy and lifelong learning, strengthening healthcare delivery and management systems, reducing new HIV, AIDS/STI and other infections particularly among vulnerable groups, improving access to environmentally sustainable sanitation services, preventing and protecting children from violence, abuse, neglect and exploitation, eliminating all forms of discrimination, and safeguarding the rights and entitlements of Persons with Disabilities. Collectively, these efforts contributed to the overarching goal of ensuring equal opportunities for all.

Under the Environment, Infrastructure and Human Settlement dimension, 23 programmes were planned, of which 22 were fully implemented, while one had not yet commenced. The execution of these programmes supported the protection of the natural environment and the development of a resilient built environment. They also contributed to objectives such as reducing environmental pollution, addressing deforestation, desertification and soil erosion, strengthening climate change resilience, promoting sustainable and spatially integrated human settlement development, and encouraging an effective maintenance culture.

Similarly, all 18 programmes planned under the Governance, Corruption and Public Accountability dimension within the review period were fully implemented. These interventions have supported the goal of maintaining a stable, united and safe society, while advancing objectives including the deepening of political, financial and administrative decentralization, improvement in decentralized planning, enhancement of transparency and public accountability and increased citizen participation in governance processes.

Under the Emergency Planning and Response (including covid-19 recovery plan), all six programmes scheduled for implementation were successfully carried out during the year under review. The interventions implemented under this dimension contributed significantly to the goal of building resilience to withstand threats of different dimensions, including COVID-19.

The programmes also supported the attainment of key policy objectives, including proactive disaster prevention and mitigation planning, protection of lives and property, enhancement of social wellbeing, promotion of sustainable agriculture and rural development and improvement in water and sanitation services.

Similarly, under the Implementation, Coordination, Monitoring and Evaluation dimension, all 10 planned programmes were initiated and completed within the review period. These programmes contributed to the goal of enhancing the effective delivery of development outcomes and supported the achievement of policy objectives such as strengthening monitoring and evaluation systems, improving productivity, and enhancing plan preparation, implementation, and coordination.

Overall, the successful execution of activities across the six development dimensions provides strong evidence of progress towards the attainment of the MTDP (2022 – 2025) goal which is to **"utilize scarce resources to achieve improvement in socio-economic development through the continuous development of social and economic infrastructure and the development of human capital whilst enhancing good governance."**. At the same time, these achievements have positively contributed to the realization of the broader development dimension goals of the MTDP. A key factor underpinning this progress was the continued peaceful environment within the Municipality, resulting from sustained security measures and effective collaboration between the Assembly and security agencies. This effort was further strengthened by the oversight roles of the Municipal Security Council (MUSEC) and the Justice and Security Sub-Committee of the Executive Committee. In addition, the Assembly's major development partners and stakeholders demonstrated strong commitment by providing the necessary support, including funding, for the implementation of planned activities during the period under review. Management also ensured the timely availability of funds to all Departments. The Municipal Planning Coordinating Unit (MPCU) complemented these efforts through regular multi-stakeholder monitoring and evaluation exercises, as well as by strengthening joint stakeholders and inter-sectoral collaboration to ensure that programmes and projects were implemented and completed on schedule.

Despite these achievements, the Assembly faced a number of challenges, including inadequate and delayed release of funds from some development partners and the central government, as well as limited human resources and logistics. These constraints resulted in the non-implementation of some planned interventions. If not adequately addressed in the coming year, such challenges could adversely affect the overall achievement of the goals and objectives outlined in the successor Medium-Term Development Plan (2026–2029).

2.9 Update on Revenue Sources and Expenditure

2.9.1 Update on Revenue Sources

The Municipal Assembly financed its MTDP (2022 – 2025) primarily through Internally Generated Funds (IGF), the District Assemblies Common Fund (DACF), the District Development Facility (DDF/DACF-RFG), Government of Ghana (Goods and Services), and Donor support, including Ghana Smart SDG Cities and UNICEF. By the close of the 2025 fiscal year, the Assembly had received funds from all available sources except MAG/CIDA and DACF-RFG (Investment and Capacity). In total, the Assembly mobilized Twenty-Two Million, Three Hundred and Forty-Four Thousand, Two Hundred and Ninety-Five Ghana Cedis, Ninety-Eight Pesewas (GH₵22,344,295.98) against an approved annual budget of Thirty-Four Million, Four Hundred and Forty-Five Thousand and Five Hundred and Eighty-Three Ghana Cedis, Fifty-Five Pesewas (GH₵34,445,583.55), representing 64.87% of the revenue target. This performance reflects increases of 201.21% and 88.44% over revenue realized in 2023 and 2024 respectively. The revenue outturn had implications for the implementation and achievement of the objectives of the 2025 AAP and the MTDP (2022–2025). Table 7 presents details of the performance of each revenue source.

Table 10. Revenue Analysis

Revenue Sources	Estimates					Performance				
	2021	**2022**	**2023**	**2024**	**2025**	**2021**	**2022**	**2023**	**2024**	**2025**
IGF	570,130.00	754,460.00	1,137,440.00	1,552,928.00	2,310,220.00	588,886.96	635,443.39	1,181,577.88	1,411,152.56	2,209,994.79
DACF	7,106,364.22	3,642,996.42	5,054,339.97	3,484,488.45	18,592,975.79	759,068.56	1,824,861.44	1,250,254.07	1,879,689.44	10,232,836.29
MP CF	1,600,000.00	1,345,180.00	1,065,880.00	1,529,800.00	1,345,000.00	354,652.07	460,777.15	379,657.72	649,214.41	1,159,954.02
PWD CF	220,923.00	200,000.00	274,680.00	242,200.00	560,218.39	143,324.71	320,928.07	252,166.05	367,430.82	755,716.79
MSHAP/HIV	36,820.54	18,348.29	28,312.00	28,312.00	82,189.82	2,195.12	17,743.89	9,512.20	7,134.15	12,099.06
DACF-RFG (Investment)	1,473,530.00	1,149,563.00	1,140,200.00	1,799,720.00	2,220,586.00	1,480,688.71	1,080,134.80	0.00	1,785,396.00	0.00
DACF-RFG (Capacity)	45,859.00	80,400.00	60,000.00	50,000.00	41,549.99	0.00	54,378.00	0.00	41,571.00	0.00
GoG (G & S)	90,747.00	140,680.00	89,000.00	348,840.00	150,000.00	53,625.07	34,778.56	42,034.47	0.00	46,389.89
GoG (Compensation)	1,799,546.13	2,884,704.80	4,346,181.40	7,019,303.94	7,684,343.56	2,298,968.26	2,912,857.94	4,213,869.79	5,686,230.08	7,237,730.14
GoG (Assembly Members Allow.)	0.00	0.00	0.00	0.00	643,500.00	0.00	0.00	0.00	0.00	286,000.00
CIDA/MAG	85,269.00	73,053.83	59,098.63	4,500.00	0.00	85,845.83	73,053.97	59,098.63	0.00	0.00
UNICEF	0.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00	15,000.00	30,000.00	30,000.00	17,625.00
Smart SDG Cities	0.00	0.00	0.00	785,000.00	785,000.00	0.00	0.00	0.00	0.00	385,950.00
Total	**13,029,188.90**	**10,319,386.34**	**13,285,132.00**	**16,875,092.39**	**34,445,583.55**	**5,767,255.29**	**7,429,957.21**	**7,418,170.81**	**11,857,818.46**	**22,344,295.98**

Source: Budget Unit and Finance Department, 2026

By the close of the 2025 fiscal year, the Municipal Assembly generated a total revenue of GH₵22,344,295.98 against a projected target of GH₵34,445,583.55, representing a performance rate of 64.87%. The revenue realized reflects a significant increase of 88.44% compared to the total revenue received in 2024. All the revenue sources except DACF-RFG (Investment and Capacity) and CIDA/MAG recorded releases while only UNICEF recorded less release relative to the previous year. However, the 35.13% revenue shortfall at the end of 2025 is partly attributable to the Central Government's inability to disburse the full budgeted Central Government transfers, particularly DACF-RFG (Investment and Capacity). In addition, no funds was received from CIDA/MAG which is a donor-supported allocation.

IGF mobilization for the year totaled GH₵2,209,994.79 compared to an annual target of GH₵2,310,220.00, resulting in a performance level of 95.66% which also represents a 56.61% increase over the amount collected in 2024. Although the Assembly narrowly missed the IGF target for the year under review, the actual collections surpassed those of the previous year. This improved performance is largely attributed to strengthened measures implemented to enhance IGF collection, including increased rates for high performing revenue items, regular revenue taskforce operations and the prosecution of defaulting rate payers. Others include sustained public education and sensitization on rate payment, active staff involvement in bill distribution, collection, quarterly performance review meetings between management and revenue collectors, the setting of revenue targets for all Zonal Councils and the surcharging of defaulting rate payers.

During the period under review, the DACF received amounted to GH₵10,232,836.29 against an annual target of GH₵18,592,975.79, representing a performance rate of 55.04%. This also reflects a 477.88% increase compared to the total DACF received in 2024. The improvement in receipts is largely attributable to the Government's commitment to release about 88% of DACF allocation to District Assemblies towards the implementation of flagship and priority projects such as the 24-hour economy model market, educational, health and WASH facilities.

Furthermore, during the period under review, the MP's CF recorded a release of GH₵1,159,954.02, representing 86.24% of its approved budget of GH₵1,345,000.00. This level of performance reflects significant increases of 204.74% and 78.67% compared to the amounts released in 2023 and 2024 respectively. Similarly, PWD-CF recorded receipts of GH₵755,716.79 while a total of GH₵12,099.06 was received under the MSHAP programme. These figures translate into budget performance levels of 134.90% for the PWD-CF and 14.72% for MSHAP, relative to their respective approved allocations.

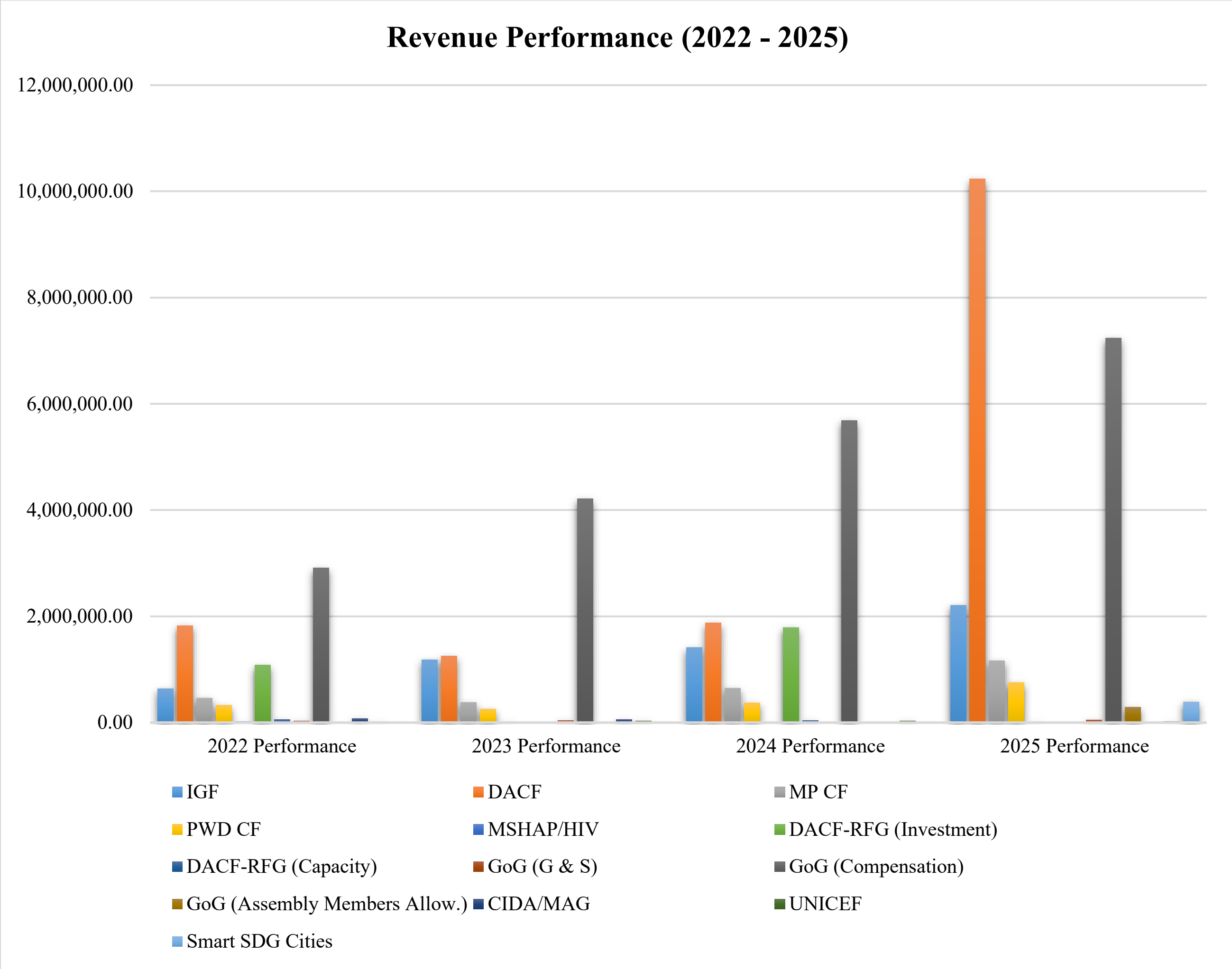
Again, the Assembly received no funds from the DACF–RFG (Investment and Capacity), which is a performance-based grant that provides complementary financing for the implementation of the Assembly's AAP and MTDP. Although releases were made from this source in the previous year, the DPAT Secretariat confirmed the performance score of DPAT (IX) assessment alongside the allocations for the year under review. Nonetheless no funds were disbursed to the District Assemblies.

Funds received from GoG (Compensation) resulted in a performance of 94.19% of budgetary allocation while GH₵46,389.89 out of the GH₵150,000.00 allocation from the GoG (Goods Services) were released to provide support to some Decentralized Departments to implement their planned activities during the period under review. Also, an amount of GH₵286,000.00 was received from the Central Government towards the payment of the monthly allowance of all Hon. Assembly Members. This monthly payment is an initiative of the Government to empower local governance, improve the monitoring of government projects and fulfill a manifesto promise to support Assembly Members' welfare.

With the exception of CIDA/MAG all the other donor funding (Smart SDG Cities and UNICEF) recorded releases during the year. The Municipal Assembly is part of the few Assemblies nationwide selected to participate in these programmes.

Notwithstanding the strong revenue performance recorded in 2025 compared to the previous years, including the growth in Internally Generated Funds (IGF), the Municipality continues to face persistent challenges in revenue mobilization. Chief among these are the inadequate number of revenue collectors and the non-operationalization of the dlREV software for revenue collection. Another key constraint was the insufficient release of funds from the Central Government despite the record increase in allocation from the DACF. This affected the implementation of programmes and projects outlined in the 2025 AAP and the MTDP (2022 – 2025). Despite these challenges, considerable efforts were made to implement critical and priority development activities under the 2025 AAP and the MTDP (2022 – 2025). These interventions contributed to the attainment of selected goals and objectives and resulted in improvements in the socio-economic well-being of all residents.

Figure 11. Revenue Trend from 2022 to 2025



Source: MPCU 2026

The figure above illustrates the trend in actual revenue performance of the Assembly from 2022 to 2025, covering the major revenue sources available during the planning period. Apart from DACF-RFG and CIDA/MAG, which recorded no releases in 2025, the Assembly received funds from all the other funding sources. Releases from GoG (Compensation) showed a consistent upward trend over the planning period, however, this funding source does not directly finance the implementation of planned interventions, as they are mainly used for the payment of salaries and allowances for staff. IGF, the DACF and DACF–RFG (Investment and capacity) also made significant contributions to the Assembly's total revenue during the period, although no funds from DACF–RFG (Investment and capacity) were released in 2025. In addition to funding from Donor sources, the MP CF and the PWD CF served as supplementary funding for the implementation of the MTDP (2022–2025) and the AAPs. Receipts from these sources generally increased from 2021, with the exception of 2023, which recorded a decline in releases.

2.9.2 Update on Expenditure

The Assembly's total expenditure is classified under three main budget items: Compensation, Goods and Services and Capital Expenditure (Capex). As at the end of the 2025 fiscal year, the Assembly recorded total actual expenditure of Thirteen Million, One Hundred and Forty-Eight Thousand, Five Hundred and Seventy Ghana Cedis, Sixty-Five Pesewas (GH₵13,148,570.65), representing 38.17% of the approved annual expenditure of Thirty-Four Million, Four Hundred and Forty-Five Thousand, Five Hundred and Eighty-Three Ghana Cedis, Fifty-Five Pesewas (GH₵34,445,583.55). Table 11 below provides details on expenditure performance under these three major categories.

Table 11. Expenditure Analysis

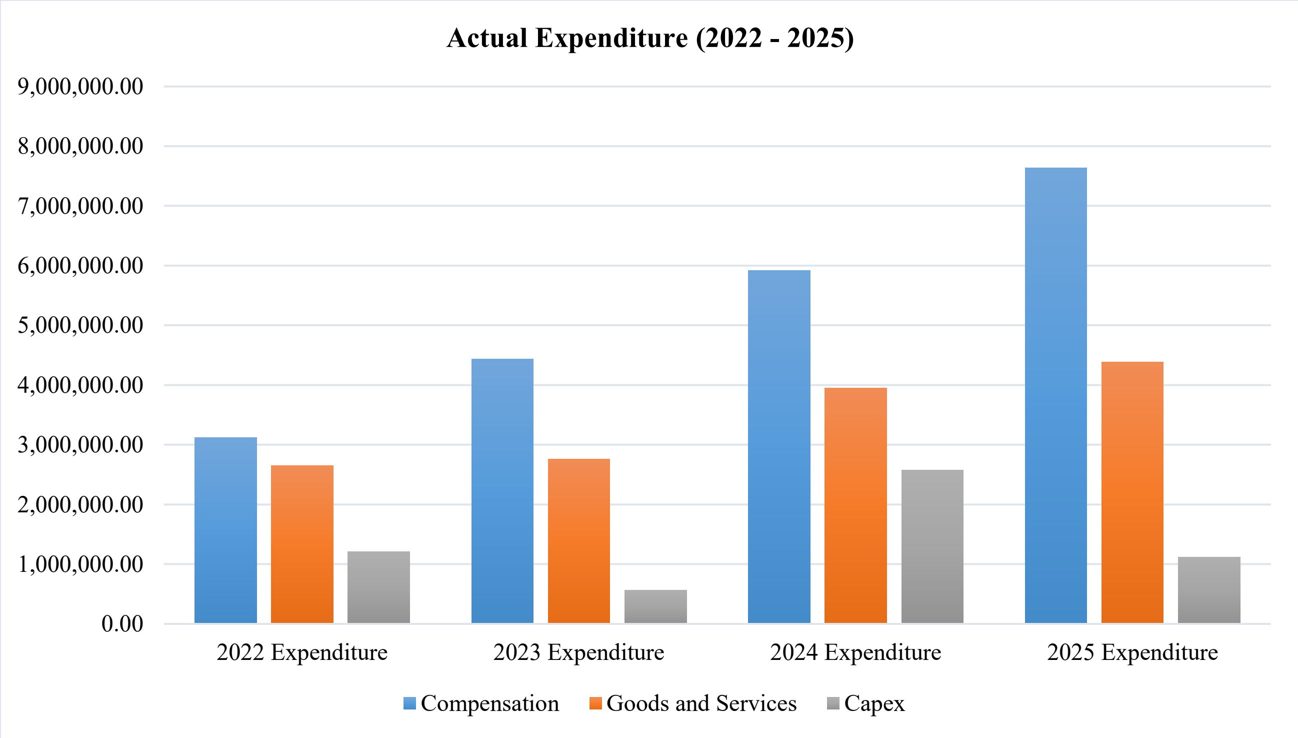
Budget Item	2021			2022			2023			2024			2025		
	Approved	**Released**	**Expenditure**	**Approved**	**Released**	**Expenditure**	**Approved**	**Released**	**Expenditure**	**Approved**	**Released**	**Expenditure**	**Approved**	**Released**	**Expenditure**
Compensation	2,058,676.13	2,492,423.05	2,492,423.05	3,121,204.80	3,120,467.02	3,120,467.02	4,568,931.40	4,438,448.59	4,438,448.59	7,292,446.12	5,921,651.21	5,921,651.21	8,099,956.84	7,639,268.98	7,639,268.98
Goods and Services	5,725,297.25	2,139,720.87	2,139,720.87	4,512,772.54	2,649,538.34	2,649,538.34	5,581,600.60	2,758,756.98	2,758,756.98	5,261,646.27	3,951,668.75	3,951,668.75	8,730,240.59	4,389,110.09	4,389,110.09
Capex	5,245,215.75	1,431,419.56	1,431,419.56	2,685,409.00	1,209,506.96	1,209,506.96	3,134,600.00	567,360.44	567,360.44	4,321,000.00	2,577,171.50	2,577,171.50	17,615,386.12	1,120,191.58	1,120,191.58
Total	**13,029,189.13**	**6,063,563.48**	**6,063,563.48**	**10,319,386.34**	**6,979,322.32**	**6,979,322.32**	**13,285,132.00**	**7,764,566.01**	**7,764,566.01**	**16,875,092.39**	**12,450,491.46**	**12,450,491.46**	**34,445,583.55**	**13,148,570.65**	**13,148,570.65**

Source: Budget Unit and Finance Department, 2026

An analysis of the expenditure performance table shows that total expenditure at the end of 2025 remained within the approved annual budget, reflecting prudent financial management by the Assembly. Actual expenditure stood at GH₵13,148,570.65 compared to an approved budget of GH₵34,445,583.55. However, total expenditure was 6.61% higher than the amount spent in 2024. A breakdown of the expenditure indicates that GH₵7,639,268.98 was spent on Compensation against an approved budget of GH₵8,099,956.84 representing a performance rate of 94.31%. Compensation expenditure also increased by 29.00% compared to 2024 and has remained the largest component of total expenditure since 2021. This trend is mainly attributed to the continuous recruitment and posting of additional staff by the Office of the Head of Local Government Service (OHLGS), as well as staff promotions and upgrades over the years.

Expenditure on Goods and Services amounted to GH₵4,389,110.09, representing 50.27% of the approved target of GH₵8,730,240.59. This category also recorded an 11.09% increase compared to expenditure in 2024, largely due to the support provided for the numerous programmes implemented by both decentralized and non-decentralized departments. Under Capital Expenditure (Capex), an amount of GH₵1,120,191.58 was spent out of an approved GH₵17,615,386.12 reflecting a performance of 6.35%. Capex expenditure reduced significantly by 56.53% over the 2024 expenditure, largely as a result of delays in completion of procurement process resulting in non-award and execution of some DACF projects. The projects have therefore been rolled over for completion in 2026.

Figure 12. Expenditure Trend from 2022 to 2025



Source: MPCU 2026

The actual expenditure chart above indicates that, by the end of 2025, the largest share of the Assembly's expenditure was on compensation, followed by spending on Goods and Services and capital expenditure, respectively. A similar expenditure pattern was observed from 2021 to 2024. Compensation has consistently accounted for the highest proportion of total expenditure since 2021, largely due to the recruitment and posting of additional staff by the Office of the Head of Local Government Service (OHLGS), as well as promotions and staff upgrades over the years. It is important to note that most of this expenditure is undertaken at the national level, with only a small portion incurred directly by the Assembly. Capital expenditure has remained the lowest contributor to total expenditure since 2021 with further decline at the end of the year when compared to the previous year while expenditure on Goods and Services have been increasing since 2021.

2.10 Capital Budget Performance

Budgeting for capital projects is vital to the provision of essential and prioritized infrastructure such as classroom blocks, CHPS compounds, markets, roads, and water facilities that support local economic growth and transformation, improve living standards and enhance the overall quality of life in the Municipality. An analysis of capital expenditure incurred in 2025 is presented in Table 12 below.

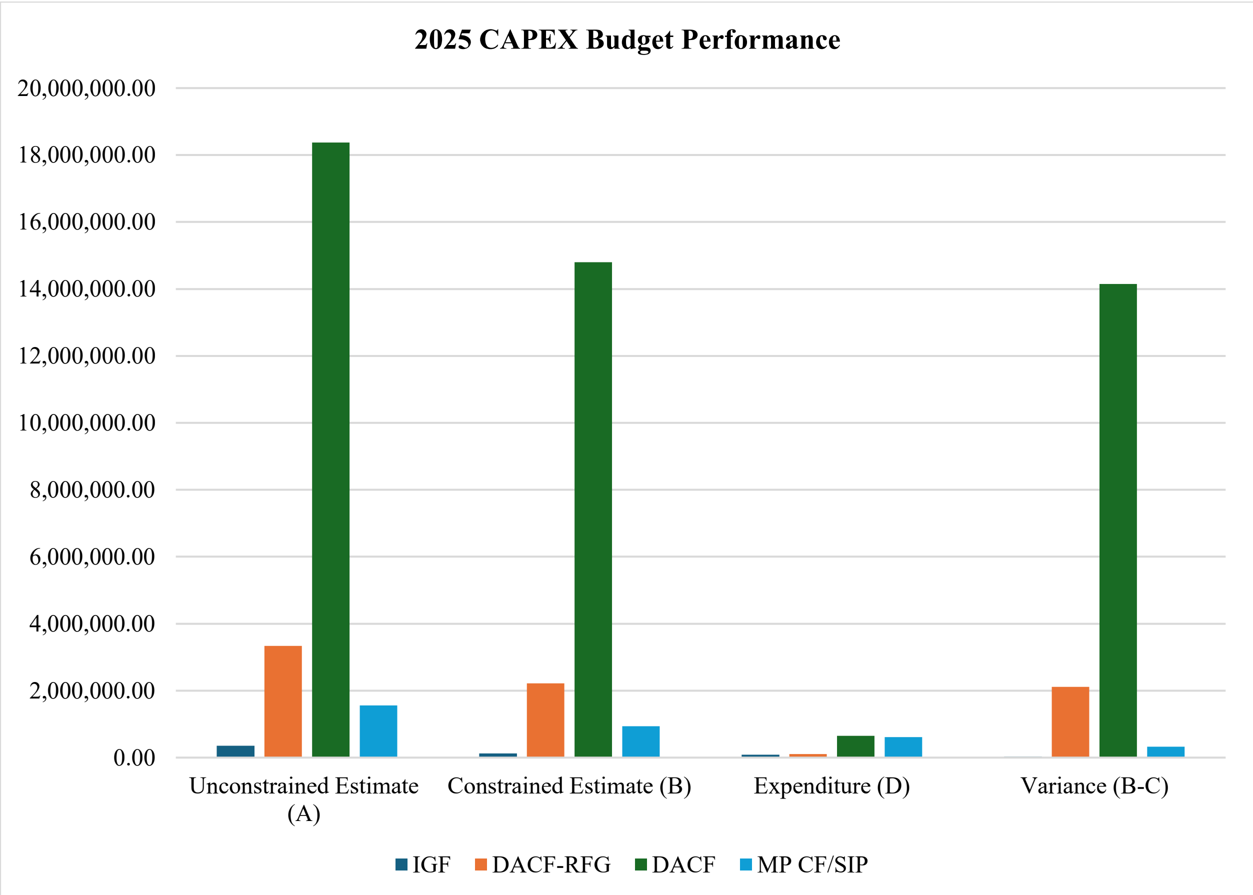
Table 12. CAPEX Budget Analysis

Funding Source	Estimate		Released	Expenditure	Variance		
	Unconstrained (A)	Constrained (B)	(C)	(D)	A-B	B-C	C-D
IGF	350,300.00	120,866.72	89,904.00	89,904.00	229,433.28	30,962.72	0.00
DACF-RFG	3,341,172.00	2,220,586.00	109,945.08	109,945.08	1,120,586.00	2,110,640.92	0.00
DACF	18,371,392.00	14,800,723.40	648,672.49	648,672.49	3,570,668.6	14,152,050.91	0.00
MP CF/SIP	1,560,580.80	935,290.00	611,988.88	611,988.88	625,290.80	323,301.12	0.00
Total	**23,623,444.80**	**18,077,466.12**	**1,460,510.45**	**1,460,510.45**	**5,545,978.68**	**16,616,955.67**	**0.00**

Source: Budget Unit and Finance Department, 2026

In the absence of financial constraints under the 2025 AAP, a total of Twenty-Three Million, Six Hundred and Twenty-Three Thousand, Four Hundred and Forty-Four Ghana Cedis, Eighty Pesewas (GH₵23,623,444.80) was earmarked for the implementation of prioritized capital projects, recognizing their contribution to achieving the goals and objectives of the MTDP (2022–2025). However, due to funding limitations and budgetary controls, Eighteen Million, Seventy-Seven Thousand, Four Hundred and Sixty-Six Ghana Cedis, Twelve Pesewas (GH₵18,077,466.12) was provided for prioritized capital projects in the 2025 Composite Budget. By the close of 2025, an amount of One Million, Four Hundred and Sixty Thousand, Five Hundred and Ten Ghana Cedis, Forty-Five Pesewas (GH₵1,460,510.45) had been released and expended on capital projects, resulting in a variance (B – C) of Sixteen Million, Six Hundred and Sixteen Thousand, Nine Hundred and Fifty-Five Ghana Cedis, Sixty-Seven Pesewas (GH₵16,616,955.67). The Assembly therefore appeals to the Central Government to ensure the timely release of funds in line with approved allocations, while Management expedite action to implement capital projects that respond to community needs and stimulate local economic development.

Figure 13. Capital Expenditure Budget Performance - 2025



Source: MPCU 2026

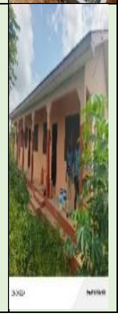
Capital expenditure during the period under review was financed by various sources, including IGF, DACF-RFG, DACF and MP CF/SIP. An amount of Fourteen Million, Eight Hundred Thousand, Seven Hundred and Twenty-Three Ghana Cedis, Forty Pesewas (GH₵14,800,723.40) was allocated from DACF representing 81.87% of the total constrained estimate, of which Six Hundred and Forty-Eight Thousand, Six Hundred and Seventy-Two Ghana Cedis, Forty-Nine Pesewas (GH₵648,672.49) was released and expended while One Hundred and Nine Thousand, Nine Hundred and Forty-Five Ghana Cedis, Eight Pesewas (GH₵109,945.08) was released from the total constrained DACF-RFG estimate of Two Million, Two Hundred and Twenty Thousand, Five Hundred and Eighty-Six Ghana Cedis (GH₵2,220,586.00). Overall, expenditures were made on the construction of classroom blocks, CHPS compounds and nurses' quarters, improvement of feeder roads and the maintenance of office buildings, bungalows and markets. These investments constitute key drivers of growth and development and contribute significantly to the achievement of the goals and objectives across the various development dimensions of the MTDP (2022–2025).

2.11 CAPEX Budget Allocation and Implementation for Active Projects

Capital projects, including schools, health facilities, roads, and WASH infrastructure are critical to improving the quality of life and driving socio-economic development within the Municipality. Over the planning period, the Municipal Assembly has remained committed to sound project management practices that ensure projects are delivered on schedule, within approved budgets, and in line with prescribed quality standards. Presented below is an analysis of capital expenditure (CAPEX) budget allocations in relation to the implementation status of active and ongoing projects (CAPEX Throw-Forward Analysis).

Table 13. CAPEX Throw Forward Analysis

Multi-Year CAPEX Throw Forward			MTBF Envelope		Performance		Details On Capital Projects, 2025											
							Project											
Total Medium Term Plan Estimate (Plan)	Annual Estimate	Annual Estimate	Annual Ceilings		Approved/ Released	Expenditure	Code	Name	Age	Original Estimate Cost	Revised Cost	Expenditure To Date	Outstanding Balance	Completion Status		Time Over runs	Cost Over runs	Land Acquisition and Resettlement
														%	picture			
2022 – 2025	2026	2025	2026	2025	2025	2025												
34,889,099.00	1,042,556.49	17,615,386.12	1,042,556.49	17,615,386.12	17,615,386.12	1,120,191.58	N/A	Construction of 1 No. 3-Unit Classroom Block and Workshop with Rainwater Harvest System for Dzodze Technical Institute	1yr 2 months	1,109,890.02	0.00	998,736.50	111,153.52	100 %		0 yrs	0.00	Land previously acquired from Traditional Leaders with some facilities already existing on it. No resettlement was required
							N/A	Cladding of Market shed at Penyi	4 months	89,904.00	0.00	89,904.00	0.00	100 %		0 yrs	0.00	Land previously acquired

Multi-Year CAPEX Throw Forward			MTBF Envelope		Performance		Details On Capital Projects, 2025											
							Project											
Total Medium Term Plan Estimate (Plan)	Annual Estimate	Annual Estimate	Annual Ceilings		Approved/ Released	Expenditure	Code	Name	Age	Original Estimate Cost	Revised Cost	Expenditure To Date	Outstanding Balance	Completion Status		Time Overruns	Cost Overruns	Land Acquisition and Resettlement
														%	picture			
2022 – 2025	2026	2025	2026	2025	2025	2025												
																		from Traditional Leaders with some facilities already existing on it. No resettlement was required
							0521002	CHPS compound/ Nurses' Quarters at Kuli	1 yr 3 months	799,765.00	0.00	150,000.00	649,765.00	95%		7 months	0.00	Land was provided by Chiefs. No resettlement was required
							N/A	Construction of 1 No. 3 Unit Nurses Quarters at Penyi	3 yrs 3 months	438,781.10	0.00	255,176.10	183,605.00	95%		2 yrs 8 months	0.00	Land previously acquired with some facilities already existing on it. No resettlement was required

Multi-Year CAPEX Throw Forward			MTBF Envelope		Performance		Details On Capital Projects, 2025											
							Project											
Total Medium Term Plan Estimate (Plan)	Annual Estimate	Annual Estimate	Annual Ceilings		Approved/ Released	Expenditure	Code	Name	Age	Original Estimate Cost	Revised Cost	Expenditure To Date	Outstanding Balance	Completion Status		Time Over runs	Cost Over runs	Land Acquisition and Resettlement
														%	picture			
2022 – 2025	2026	2025	2026	2025	2025	2025												
							N/A	Rehabilitation of Dogbe Lane Junction – Algbavi (2.5km), Taso Lane Junction – Alagbavi (2.6km) and Akanu-Penyi Pedo Environs (2.7km)	1yr 8 months	193,000.00	0.00	150,000.00	43,000.00			0 yrs	0.00	The road is a feeder road already in use and therefore required no resettlement was required
							N/A	Rehabilitation of Bedzeme-Tornu Aflave-Deme Feeder Road (9.2km)	1yr 8 months	197,830.00	0.00	178,047.00	19,783.00	100 %		0 yrs	0.00	The road is a feeder road already in use and therefore required no resettlement was required
							N/A	Renovation of MCE Bungalow	6 months	128,028.50	0.00	115,225.65	12,802.85	100 %		0 yrs	0.00	The Assembly owns the land. No resettlement was therefore required

Multi-Year CAPEX Throw Forward			MTBF Envelope		Performance		Details On Capital Projects, 2025											
							Project											
Total Medium Term Plan Estimate (Plan)	Annual Estimate	Annual Estimate	Annual Ceilings		Approved/ Released	Expenditure	Code	Name	Age	Original Estimate Cost	Revised Cost	Expenditure To Date	Outstanding Balance	Completion Status		Time Overruns	Cost Overruns	Land Acquisition and Resettlement
														%	picture			
2022 – 2025	2026	2025	2026	2025	2025	2025												
							N/A	Renovation of MCD Bungalow	6 months	88,483.40	0.00	79,635.06	8,848.34	100 %		0 yrs	0.00	The Assembly owns the land. No resettlement was therefore required
							N/A	Construction of CHPS Compound at Tsiyinu	1yr 3 months	625,290.80	0.00	611,988.88	22,447.62	100 %		8 months	0.00	Land was provided by Chiefs. No resettlement was required

Source: MPCU 2026

The table presents the capital expenditure (CAPEX) commitments of the Assembly within the MTDP (2022 – 2025) and the Medium-Term Budget Framework (MTBF), with particular focus on 2025 and projections into 2026. The total Medium-Term Plan estimate amounts to GH₵34,889,099.00, of which GH₵17,615,386.12 approved for 2025. Approved and released funds for 2025 were aligned with the annual ceilings, demonstrating consistency between planning, budgeting and releases. Actual expenditure recorded for the year stood at GH₵1,120,191.58, which reflects partial drawdown against the approved envelope. At the project level, performance has generally been strong. Several projects including the 3-Unit Classroom Block and Workshop at Dzodze Technical Institute, Cladding of the Market Shed at Penyi, Rehabilitation of Bedzeme-Tornu Aflave-Deme Feeder Road (9.2km), Renovation of the MCE Bungalow and Construction of the CHPS Compound at Tsiyinu have all been completed (100% completion) with no cost overruns and no time overruns. Other ongoing projects, such as the CHPS Compound/Nurses' Quarters at Kuli and the Nurses' Quarters at Penyi, have reached about 95% completion, though they experienced notable time overruns (ranging from 7 months to over 2 years), despite remaining within their original and revised cost estimates. This suggests implementation delays rather than financial inefficiencies. Management of the Assembly remains committed to implementing measures that will accelerate the completion of all ongoing projects and facilitate their timely handover to beneficiary agencies and communities, in order to achieve the intended project objectives and the relevant goals of the MTDP (2022–2025).

2.12 Cumulative CAPEX Throw Forward and MTBF Ceilings

The total cost of capital projects carried forward (Capex Throw Forward) from 2025-2028 amounted to GH₵18,657,942.61. However, the approved Medium-Term Budget Framework (MTBF) ceiling for capital expenditure was GH₵17,615,386.12. This resulted in a budget variation of GH₵1,042,556.49, indicating that the financial requirements of ongoing capital projects exceeded the approved budget ceiling. The shortfall necessitates the reprioritization and phasing of selected projects, as well as the exploration of additional funding sources, to ensure the effective completion of critical infrastructure projects within the Municipality.

Table 14. Cumulative CAPEX throw forward and MTBF Envelope, 2025-2028

Item	Amount (GH₵)
Capex throw Forward	18,657,942.61
MTBF (Ceilings)	17,615,386.12

Variation	1,042,556.49

Source: MPCU 2026

2.13 Amount of Capital Envelope Spent on Active Projects

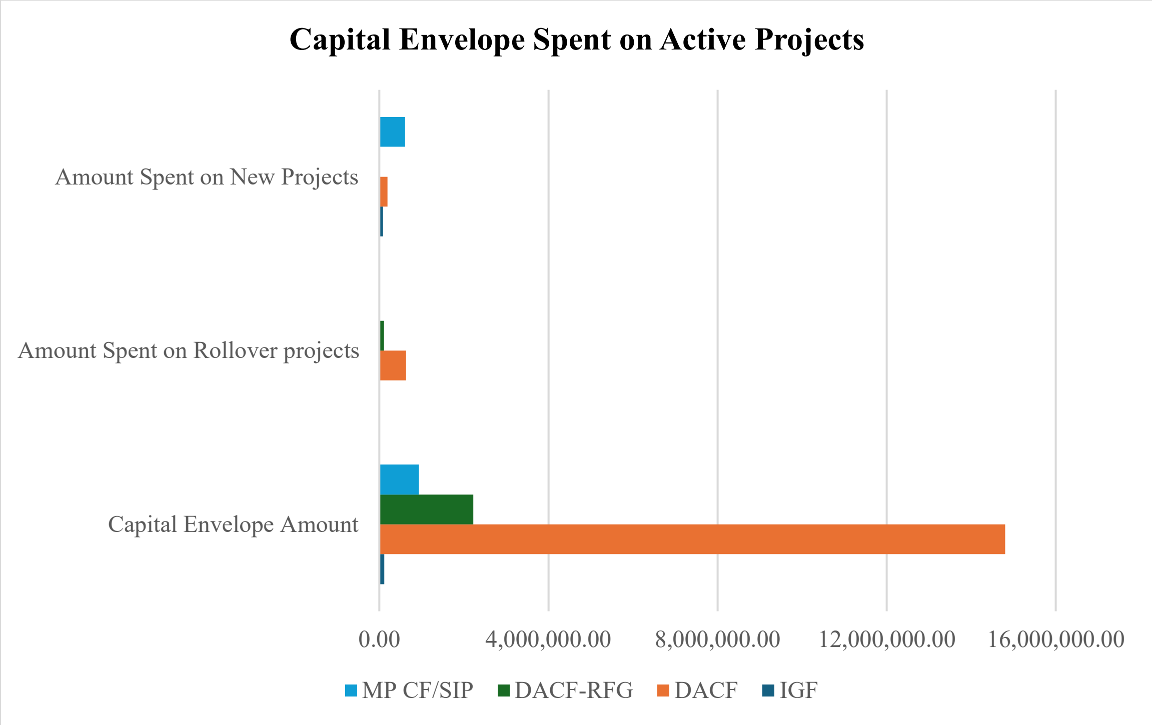
The total capital envelope of active projects during the period under review amounted to GH₵18,077,448.12 which were drawn from IGF, DACF, DACF-RFG and MP CF/SIP. A total amount of GH₵743,168.38 was expended on rollover projects from previous years, largely financed through the DACF and DACF-RFG while no IGF or MP CF/SIP funds were spent to rollover projects during the period. With respect to newly initiated projects, an amount of GH₵896,753.59 was utilized, with significant contributions from MP CF/SIP amounting to GH₵611,988.88, followed by DACF (GH₵194,860.71) and IGF (GH₵89,904.00). No expenditure was recorded under DACF-RFG for new projects. The expenditure pattern reflects a stronger reliance on statutory transfers, particularly DACF and MP CF/SIP, for capital project implementation, while IGF played a relatively limited role due to its constrained envelope. Details of capital envelope spent on active projects are provided below.

Table 15. Capital Envelope Spent on Active Projects

S/N	Funding Sources	Capital Envelope Amount	Amount Spent on Rollover projects	Amount Spent on New Projects
1	IGF	120,866.72	0.00	89,904.00
2	DACF	14,800,723.40	633,223.10	194,860.71
3	DACF-RFG	2,220,568.00	109,945.08	0.00
4	MP CF/SIP	935,290.00	0.00	611,988.88
	Total	**18,077,448.12**	**743,168.38**	**896,753.59**

Source: MPCU 2026

Figure 14. Capital Envelope of Active Projects



Source: MPCU 2026

2.14 Estimated Cost and Cost Overruns of Active Projects

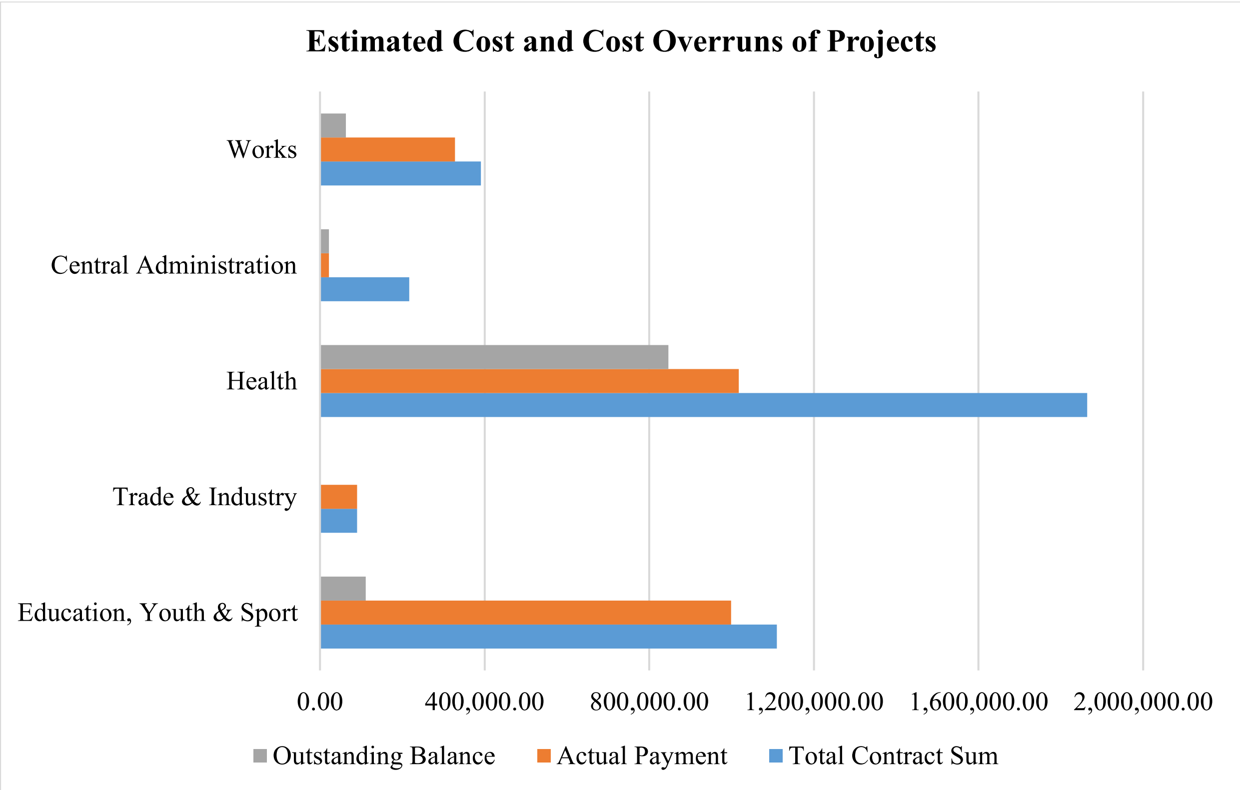
Capital project implementation within the year under review across some Departments showed varied levels of financial performance and physical progress. Projects under the Education, Youth & Sport Department, with a total contract sum of GH₵1,109,890.02, recorded 100% physical completion. Actual payments amounted to GH₵998,736.50, leaving an outstanding balance of GH₵111,153.52 while those under Trade & Industry Department recorded full completion, with both contract sum and actual payment amounting to GH₵89,904.00 resulting in no outstanding balance. Under the Health Department, projects with a total contract sum of GH₵1,863,836.90 achieved 97.67% physical progress. Payments totaling GH₵1,017,164.98 were made, leaving an outstanding balance of GH₵846,671.92 to be settled upon completion and certification of works. Projects implemented by the Central Administration and Works Departments both recorded 100% physical completion. However, partial payments were made, resulting in outstanding balances of GH₵21,651.19 and GH₵62,783.00 respectively. Prudent management practices ensured that no cost overruns were recorded during the period while variations in outstanding balances were mainly as a result of delays in the submission of Interim Payment Certificates (IPC) by some Contractors despite the high completion levels of projects. Details of the estimated cost and cost overruns of active projects are provided below.

Table 16. Estimated Cost and Cost Overruns of Active Projects

Departments	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done
Education, Youth & Sport	1,109,890.02	0.00	0.00	998,736.50	111,153.52	100%
Trade & Industry	89,904.00	0.00	0.00	89,904.00	0.00	100%
Health	1,863,836.90	0.00	0.00	1,017,164.98	846,671.92	97.67%
Central Administration	216,511.90	0.00	0.00	21,651.19	21,651.19	100%
Works	390,830.00	0.00	0.00	328,047.00	62,783.00	100%

Source: MPCU 2026

Figure 15.Estimated Cost and Cost Overruns of Active Projects



Source: MPCU 2026

2.15 Updates on Performance Indicators (Core, District Specific and ISS)

To enable Central Government, local authorities and the donor community to assess performance in the implementation of the Assembly's MTDP (2022-2025); Agenda for Jobs II - Creating Prosperity and Equal Opportunities for All, strategic medium-term national indicators have been developed to track the level of performance in relation to the objectives and goals set out in the plan while Assemblies are enjoined to develop district specific indicators. These indicators which are quantitative in nature provide information on performance and achievements of planned programmes and projects categorized under six (6) development dimensions; Economic Development, Social Development, Environment, Infrastructure & Human Settlements, Governance, Corruption & Public Accountability, Emergency Planning and Response (Including Covid-19 Recovery Plan) and Implementation, Coordination, Monitoring and Evaluation).

Table 17. Performance of Development Indicators (Core, District Specific and ISS)

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
Economic Development Goal: Build a Prosperous Society										
1	Total output in agricultural production Staples (Mt.) ❖ Maize ❖ Rice (milled) ❖ Cassava ❖ Groundnut ❖ Cowpea	 21,000 54,010 122,670 2,600 N/A	 14,848 34,442 140,262 2,850 4,047	 20,041.2 37,011 140,500 2,500 3,409	 22,632.8 37,394.5 158,480 2,257 3,205	 25,000 38,000 159,000 2,500 3,250	 20,160 36,060 158,500 2,200 1,560	A total of 1,061 bags (40kg/bag) comprising Koreamo (464) and Agyapa (597) rice seeds were distributed to 110 farmers (57 Males, 53 Females) under the K-Rice Belt Seed Project. 1,300 bags of NPK fertilizers were distributed	Inadequate funds to undertake key field activities like field demonstrations and farmer trainings. Poor extension agent –farmer ratio due to low number of staff Inadequate drying floors for rice farmers	Create an enabling agribusiness environment Modernise and enhance agriculture production systems Improve post-harvest management

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
	Cash Crops (Mt.)							to 700 registered farmers to improve crop production. Agricultural Extension Agents (AEAs) visited a total of 6,950 farmers, comprising 3,934 males and 3,016 females, to provide technical support and monitor the adoption of improved agricultural technologies. Vaccination of 138 against rabies, 7,450 poultry birds against fowl pox, 3833 poultry birds against new castle and 100 goats against PPR disease.	resulting in increase in post-harvest loss. Inadequate logistics for the office such as electronic scale and photocopy machine Flooding of portions of the Weta Irrigation Scheme Broken down Departments vehicle, affecting regular field monitoring	
	❖ Oil palm	198	180	180	180	270	255			
	Livestock and Poultry (Count)									
	❖ Cattle	3,798	5,247	5,613	5710	5,710	5,523			
	❖ Sheep	1,387	1,765	3,418	3728	4,000	2,581			
	❖ Goat	1,799	2,429	2,932	3995	4,000	5,101			
	❖ Pig	1,977	2,475	3,181	3,742	3,800	3,008			
	❖ Poultry	28,571	42,251	45,003	49,563	50,000	50,580			
	District Specific Output (Mt.)									
	❖ Pepper	170	282.9	280	250	300	355.5			
	❖ Sweet Potato	292.5	27,039.6	28,280	29,290	30,000	12,376			
	❖ Garden Egg	492	607.2	606.8	639.6	650	614.2			
	❖ Okro	429	531.2	631.8	663	670	280.5			
	❖ Mango	600	4,163.4	4,507	15,000	16,000	5,000			
2	Average productivity of selected crops									
	Staples (Mt/Ha)									
	❖ Maize	2.8	3.2	3.8	3.8	3.3	3.2			
	❖ Rice (milled)	6.0	6.8	6.5	6.5	6.2	6.0			
	❖ Cassava	26.1	29.1	28.1	28.3	28.5	28.3			
	❖ Cowpea	1.7	3.84	3.5	1.2	1.4	1.3			
	Cash crops (Mt/Ha)									
	❖ Oil palm	15.0	18.0	18	18	270	255			
3	Percentage of arable land under cultivation	60%	63%	65%	71%	75%	72%			
4	Percentage (%) increase in farmers adopting modern production technology	75%	70%	73%	70%	95%	72%	Establishment of demonstration farms	Few farmers still do not use modern crop production	Modernize and enhance agricultural production systems

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
									technology.	
5	Number of animals vaccinated annually	396	211	302	2,540	6,000	11,521	Vaccination of 138 against rabies, 7,450 poultry birds against fowl pox, 3833 poultry birds against new castle and 100 goats against PPR disease.	Veterinary-farmer ratio is low due to a limited of staff.	Promote livestock and poultry development for food security and income generation
6	Number of new industries established ❖ Agriculture ❖ Industry ❖ Service	 2 2 5	 2 5 7	 2 5 8	 2 7 10	 6 10 15	 7 7 12	Facilitated the acquisition of matching grant of GHC 614,000.00 for three agribusinesses under REP Registration of 80 businesses with the Office of the Registrar of Companies (ORC). Distributed startup kits to 111 beneficiaries under BizBox project	Limited access to credit by existing and new entrepreneurs Low managerial and technical expertise of entrepreneurs.	Promote job creation and decent work Enhance business enabling environment Support entrepreneurs and MSME development
7	Number of new jobs created ❖ Agriculture ❖ Industry ❖ Service	 200 100 100	 350 79 58	 400 95 90	 1000 110 80	 45 126 40	 40 100 32			
8	Number of small businesses registered	50	50	106	90	150	120	120 small businesses registered at the Assembly and ORC	High cost of business registrations for SMEs	Formalize the informal economic sector
9	Percentage change in IGF	5.7%	7.9%	85.95%	19.43%	30%	56.61%	Routine taskforce activities, targets were set for revenue collectors, ratepayers were sensitized, and defaulting rate payers were prosecuted	Limited number of revenue collectors, Some ratepayers fail to fulfill their revenue obligations	Enforcement of revenue regulations
10	Number of fee-fixing stakeholder consultation meetings organized	4	4	4	4	4	4	Fee-fixing stakeholder meetings were conducted in all four (4) Zones of the	Inadequate logistics and funding to engage all residents in town	Ensure improved fiscal performance and sustainability

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
								municipality	hall meetings	
Social Development **Goal: Creating Equal Opportunities for All**										
11	**Net enrolment ratio** ❖ Kindergarten ❖ Primary ❖ JHS	52.1% 77.9% 38.1%	53.2% 75.1% 38.3%	72.7% 80.8% 58.3%	74.0% 82.5% 62.0%	75% 82.5% 63%	74% 80% 63%	Completion of 3-Unit Classroom Block and workshop with ancillary facilities for Dzodze TVET Capacity building workshop for Heads of Public basic schools and private school teachers Supply and distribution of over 900 mono desks to schools Distributed 1,468 English, Mathematics, Science and Creative Arts Textbooks 2025 Annual Science, Technology, Mathematics and Innovation Edu. (STMIE)	Inadequate logistics and funding to carry out activities in schools, communities and radio by the officials of GES Inadequate support for children in schools by their wards due to the poor nature of most households in the rural communities	Enhance equitable access to and participation in quality education at all levels Ensure a safe and supportive environment for the re-entry of dropouts into school
12	Gender parity index ❖ Kindergarten ❖ Primary ❖ JHS ❖ SHS	1.04 1.05 1.10 1.11	1.10 1.11 1.18 1.13	0.96 1.02 1.03 0.93	0.94 0.97 1.03 0.99	0.95 0.98 1.02 1.00	0.95 0.95 1.01 1.00			
13	Completion rate ❖ Kindergarten ❖ Primary ❖ JHS ❖ SHS	75.3% 83.4% 84.1% 95.2%	79.8% 89.1% 83% 84.5%	85.64% 91.5% 76.2% 98%	86.1% 93.7% 78.0% 98.5%	88% 95% 80% 98.5%	88.1% 92.2% 73.6% 98.5%			
14	Pass rate ❖ JHS ❖ SHS	26.5 N/A	23.24% N/A	23.2% N/A	32% N/A	50% N/A	*35% N/A			
15	Teacher attendance rate ❖ Kindergarten ❖ Primary ❖ JHS ❖ SHS	92% 93% 91% 75%	93% 94% 94% 80%	95% 96% 96% 88%	94.7% 93.2% 92.2% 85.7%	95% 95% 95% 90%	95% 93.5% 93% 86%	Mentoring and coaching were conducted in all schools	Limited number of trained teachers Poor academic outcomes in BECE	Enhance equitable access to and participation in quality education at all levels

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
16	Pupil teacher ratio ❖ Kindergarten ❖ Primary ❖ JHS ❖ SHS	 38:1 35:1 15:1 19:1	 35:1 31:1 16:1 20:1	 43:1 38:1 15:1 15:1	 35:1 32:1 16:1 16:1	 35:1 32:1 18:1 18:1	 33:1 30:1 16:1 16:1	PLC sessions were observed in all schools Regular inspection, monitoring and supervision of public basic and second cycle schools	exams Even though targets are achieved but some individual schools have inadequate teachers to handle classes and subjects in such schools.	
17	Number of Mono/Dual desks supplied to schools	650	750	700	1,200	1,000	900			
18	Number of brilliant but needy students supported with scholarship	30	32	38	25	60	415	415 students were supported under the MP's Initiative (Edem Agbana Scholarship Scheme)	Limited financial support for brilliant but need students	Promote inclusive education
19	Proportion of health facilities that are functional ❖ CHPS Compound ❖ Clinic ❖ Health Centre ❖ Hospital	 100% 100% 100% 100%	 100% 100% 100% 100%	 100% 100% 100% 100%	 100% 100% 100% 100%	 100% 100% 100% 100%	 100% 100% 100% 100%	Completion of one new CHPS Compound at Kuli Quarterly monitoring and supervision exercise at all Health facilities	Inadequate staff accommodation for nurses and other health staff at various health facilities	Ensure accessible, and quality Universal Health Coverage (UHC) for all
20	Proportion of population with valid NHIS card ❖ Total ❖ Indigents ❖ Informal ❖ Aged ❖ Under 18years ❖ Pregnant Women	 53% 41% 64% 52% 51% 44%	 61% 43% 63% 54% 56% 49%	 76% 50% 67% 56% 59% 51%	 85% 67% 76% 72% 77% 69%	 95% 75% 80% 80% 85% 75%	 88% 69% 79% 74% 80% 73%	Outreach programmes in various communities in local dialect Registration and renewal of NHIS for 1,603 LEAP beneficiaries, 21,056 indigents and PWDs	Inadequate logistical, financial and human resource to extend registration and renewal outreach programmes to remote communities	Ensure accessible, and quality Universal Health Coverage (UHC) for all
21	Maternal mortality ratio (Institutional)	79/100,000	32/100,000	34.4/100,000	109.3/100,000	0/100,000	103.56/100,000	Increased health promotion education on importance of early attendance to antenatal care (ANC).	Inadequate midwives in CHPS Compounds to conduct safe deliveries.	Promote nutrition specific and sensitive programmes and interventions

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
								Probe into increased number of maternal deaths		
22	Malaria case fatality ❖ District ❖ Under five (5) years ❖ Women between 15-49 years	 0.09% 0.8% 0.3%	 0.11% 0.43% 0.00%	 0.03% 0.26% 0.05%	 0.3% 0.15% 0.0%	 0% 0% 0%	 0.06% 0.84% 0%	Distribution of 56,870 long-lasting insecticide mosquito nets Malaria case management training conducted across all health facilities Intermittent Preventive treatment of malaria in pregnant women (IPTp)	Patients and guardians of children have been late in obtaining medical attention.	Reduce disability, morbidity, and mortality
23	Prevalence of Malnutrition ❖ Wasting ❖ Underweight ❖ Stunting ❖ Overweight	 N/A 1.4% 1.8% N/A	 N/A 0.46% 1.8% N/A	 N/A 0.38% 1.9% N/A	 N/A 0.56% 1.01% N/A	 N/A 0.3% 1.0% N/A	 N/A 0.24% 0.86% N/A	Supplementary Immunization Activity (SIA) for Measles and Vitamin A Supplementation Food demonstration exercise on nutritious diet for children under five using Koko Plus	Inability of poor households to afford improved nutritious meals and supplements for their children.	Promote nutrition specific and sensitive programmes and interventions
24	Doctor to population ratio	1:8,834	1:10660	1:9055	1:5058	1:5000	1:3608	Mass vaccination exercise against tuberculosis, polio, measles, pneumonia, hepatitis B, malaria, diarrhea, meningitis, and yellow fever.	Inadequate logistical, financial and human resources to deliver extensive healthcare services and outreach programmes	Ensure accessible, and quality Universal Health Coverage (UHC) for all
25	Nurse to population ratio	1:1054	1:826	1:450	1:1,346	1:500	1:041			
26	Family Planning Acceptance	20.7	23.7	25.3	28.6	40	26.65			
27	Percentage of skilled delivery	62.2	67.3	60.1	52.3	65	58.37			
2	Incidence of diabetes	1.7	0.87	0.59	0.9	1	0.62			

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
8								Public sensitization on family planning and skilled delivery		
29	Incidence of hypertension	6.8	1.7	0.92	3.49	5	1.96			
30	Percentage of teenage pregnancies	15.2	14.2	12.6	12.8	11.5	13.7			
31	Number of PWD's supported	42	27	17	5	5	8	A total amount of GHS 622,380.00 was paid to 1,603 LEAP households, comprising 375 males and 1,228 females.	Additional potential beneficiaries yet to be enrolled in the LEAP programme	Reduce the vulnerability of people to shocks, particularly persons with disabilities.
32	Number of LEAP beneficiaries supported	1603	1603	1603	1603	1,603	1,603			
33	Proportion of people with disabilities provided with employment /PWDs engaged in income generation activities	M 17.4% F 24%	M 19% F 27%	M 22% F 30%	M 65% F 42%	M 50% F 55%	M 60% F 50%	Three (3) PWDs provided with support in income-generating activities.	Inadequate funds to provide support to additional PWD's in income generating activities.	Reduce people's vulnerability to shocks including PWDs
34	Recorded Cases of Child Abuse	F / M	F / M	F / M	F / M	F / M	F / M			
	❖ Child trafficking	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0			
	❖ Child abuse (sex)	20 / 32	13 / 9	6 / 8	2 / 1	0 / 0	12 / 8			
	❖ Sexual Abuse	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0			
	❖ Child Labor	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0			
35	Number of trainings conducted on ISSOPs	0	3	3	2	2	0	Adolescent reproductive health and teenage pregnancy. Child protection issues and recruitment of foster parents. Sensitization on child development and its	Inadequate logistics, funding and personnel to implement and extend social services to all communities especially remote ones. The use of motorbikes over long distances to	Improve and strengthen the policy and legal environment, institutions and systems for child and family welfare Prevent and protect children from all forms of violence, abuse, neglect and exploitation
36	Proportion of case workers trained in child protection and family welfare	0	100%	100%	40%	100%	0%			
37	Number of child violence cases benefitting from social welfare/social services	14	16	18	26	20	31			

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
38	Number of children reached by social work/social services	1,400	2,150	2,684	1,629	2,000	2,604	nutritional needs and care. Dialogue sessions with young men to advance gender equality SRHR, GBV prevention and promotion positive masculinities Monitoring of four (4) day care centers. training workshop for day care proprietors and managers.	administer social services poses health risks to officers. Very often both complainant and respondents fail to appear on sitting days. Inadequate funds to complete stalled CoDA WASH facilities Low coverage of rural household toilet programme due to limited funding. Inadequate waste bins supplied by Zoomlion Ghana	Promote the rights and welfare of children Strengthen social protection for the vulnerable Strengthen gender mainstreaming, coordination and implementation of gender related interventions in all sectors Improve access to safe reliable and sustainable water supply services for all Enhance access to improved and sustainable environmental sanitation services
39	Number of people reached with child protection and SGBV information	600	1,620	1,927	2,358	3,000	2,884			
40	Number of LEAP household members on NHIS	6,412	6,412	6,412	6,412	6,412	6,412			
41	Number of households with adolescent girls benefiting from LEAP Programme	70	70	70	70	75	15			
42	Number of outreach visits to communities with LEAP households	2	3	4	5	10	7			
43	Number of referrals received from GHS	0	0	0	2	0	0			
44	Proportion of referrals receiving adequate follow-up	0	0	0	0	0	0			
45	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	1	1	1	1	1	1			
46	Number of regional inter-sectorial monitoring visits	3	2	1	0	1	1			
47	Number of meetings to discuss integrated services	5	5	6	15	20	11			
48	Number of girls reached by prevention and care services	287	307	944	706	1,200	1,561			

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
49	Number of CP/SGBV cases referred to other services and followed up	0	0	0	0	0	0			
50	Number of NGOs, including RHCs, trained	0	0	0	0	0	0			
51	Number of children in RHCs profiled and reunified	0	0	0	0	0	0			
52	Proportion of sub-standard RHCs closed	0	0	0	0	0	0			
53	Number of children placed in foster care	0	0	0	0	0	0			
54	Number of births and deaths registered ❖ Birth (Total) ❖ Children (below 18 yrs) ❖ Youth (18-35 years) ❖ Adult (above 35 years) ❖ Death (Total) ❖ Children (below 18 years) ❖ Youth (18-35 years) ❖ Adult (above 35 years)	800 78 532 190 388 11 74 303	2,350 219 1,822 309 884 53 96 695	1,530 133 1,196 201 501 6 39 546	714 92 511 203 466 33 107 326	1,600 147 1,250 203 617 55 104 458	854 232 358 264 744 84 135 525	Mass birth registration exercise in all Zonal Councils Sensitization programs on births and deaths registration in all Zonal Councils Collaborated with key institutions such as GHS and Zonal Councils and registered all births and deaths.	Inadequate funding and logistics to implement all planned programmes Inability of most people to pay the required fees for registration	Decentralization of registration centers
55	Percentage of population with sustainable access to basic drinking water							Water supply was extended to developing areas in urban centers and	Limited number of WASH facilities	Improve access to safe reliable and sustainable water supply services for all

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
	services ❖ District ❖ Urban ❖ Rural	 65% 75% 67%	 67% 75% 69%	 70% 78% 73%	 72% 79% 79%	 80% 90% 85%	 75% 81% 83%	selected rural communities through the efforts of the various water boards. Repair & maintenance of water infrastructure to ensure continuous supply		
56	Proportion of population with access to basic drinking water sources (Overall)	65%	67%	70%	72%	80%	75%			
57	Number of boreholes drilled and mechanized	3	3	2	3	10	2	2 boreholes drilled and mechanized by Meaningful Life Ghana	Some existing boreholes have broken down in communities	Improve access to safe and reliable sustainable water supply services
58	Number of communities with established and operational policies and procedures for participation of local communities in water sanitation management (WATSAN)	7	7	8	14	20	14	13 women selected as WATSAN members	Lack of interest by majority of women to participate in rural water management	Enhance access to improved and sustainable environmental sanitation services
59	Proportion of women involved in management of rural water (WATSAN)	19.70%	19.70%	23%	44%	50%	44%			
60	Proportion of population with access to improved sanitation services ❖ District ❖ Urban ❖ Rural	 63% 77% 59%	 65% 79% 66%	 67% 79% 69%	 72% 82% 73%	 87% 90% 90%	 77% 83% 74%	Quarterly disinfection and disinfestation of solid waste disposal site at Deme Extension of construction of rural household toilets Intensification of community clean-up exercises	Low coverage of rural household toilet programme due to limited funding. Inadequate waste bins supplied by Zoomlion Ghana	Enhance access to improved and sustainable environmental sanitation services
61	Proportion of population with access to improved sanitation services	63%	65%	67%	72%	88%	77%			

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
62	Number of clean up exercises conducted	7	5	23	16	24	12	Monthly clean-up exercises in CBDs in collaboration with Zoomlion	Limited participation by inhabitants in clean-up exercise	Enhance access to improved and sustainable environmental sanitation services
63	Number of communities sensitized on improved sanitation practices. ❖ Urban ❖ Rural	 10 32	 13 30	 10 32	 10 35	 10 10	 2 6	45 communities sensitized on improved sanitation practices	Some communities still without access to improved sanitation practices	Enhance access to improved and sustainable environmental sanitation services
64	Number of food vendors tested and certified	4,501	3,776	3,768	3,200	4,000	4,052	4,052 food vendors were screened and certified.	Late arrival of the team during screening of food vendors and revenue collectors	Promote nutrition specific and sensitive programmes
65	Number of communities declared ODF	24	24	27	0	5	0	No community was declared Open Defecation Free (ODF)	Inadequate logistics and funding to continue the implementation of CLTS programme	Enhance access to improved and sustainable environmental sanitation services
Environment, Infrastructure & Human Settlements **Goal: Safeguard the Natural Environment and Ensure a Resilient, Built Environment**										
66	Percentage of communities covered by electricity ❖ District ❖ Rural ❖ Urban	 79% 60% 100%	 79% 60% 100%	 81% 62% 100%	 87% 74% 100%	 88% 80% 100%	 87% 74% 100%	No extension of electricity to communities under the rural electrification project during the year	Some rural communities are yet to be connected to the national grid. Long delays and high cost of rural electricity connection	Ensure availability of clean, affordable and accessible energy
67	Percentage of road network in good condition ❖ Total ❖ Urban ❖ Feeder ❖ Highways	 81% 90% 90% 68%	 82% 91% 89% 68%	 84% 91% 90% 68%	 88% 91% 93% 70%	 95% 95% 97% 80%	 89% 91% 94% 70%	Rehabilitation of feeder roads and spot improvement of selected urban and highways	Inadequate funds to undertake road improvement programme by Urban/Feeder roads departments	Improve efficiency and effectiveness of road transport infrastructure and services

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
68	Hectares of forest plantation (hectares) ❖ Public ❖ Private	 12.22 30.00	 6.10 22.00	 7.00 24.00	 15.00 40.00	 22.00 55.00	 17.00 44.00	Over 3,000 seedlings of different species planted in forest zones under Tree for Life initiative.	Destruction of forest zones through illegal sand winning activities	Combat deforestation, desertification and soil erosion
69	Number of building plans and permits approved	76	92	76	89	150	104	104 building plans approved during Spatial Planning Committee (SPC) meetings held in 2025	Inadequate personnel, funding and logistics to conduct regular development control activities	Promote sustainable, spatially integrated and orderly development of human settlements
70	Number of streetlights installed, repaired and maintained	50	100	110	250	190	205	205 new streetlight bulbs distributed to various communities and existing faulty bulbs repaired	Lack of maintenance of faulty street bulbs by communities	Promote proper maintenance culture
Governance, Corruption and Public Accountability **Goal: Maintain a Stable, United and Safe Society**										
71	Reported cases of crime ❖ Rape ❖ Armed robbery ❖ Defilement ❖ Murder	 3 6 8 N/A	 3 1 2 N/A	 9 6 19 2	 3 5 8 1	 0 0 0 0	 1 3 10 5	Swoops and subsequent arrests of suspected criminals Sensitization and education on citizens responsibility to the maintenance of peace and security	Inadequate funding and logistics for operations and interference by some opinion leaders during arrests	Enhance security service delivery Promote access and efficiency in delivery of justice
72	Proportion of candidates with disability in local level elections	1.17%	2.2%	2.2%	2.2%	10%	2.2%	3 PWD's appointed to the General Assembly More women participated in the December 2023 District level elections	More women still shy away from local level elections	Promote economic empowerment of women
73	Proportion of female candidates in local elections	11.16%	11.16%	9.8%	9.8%	20%	9.8%			
74	Number of communities affected by disaster ❖ Bushfire ❖ Floods ❖ Wind/Rainstorm	 6 11 4	 2 12 5	 5 13 8	 3 5 7	 0 0 0	 4 7 8	Public education and awareness creation on climate change and disaster risk reduction	Inadequate funds to implement emergency response interventions and support disaster victims	Promote proactive planning and implementation for disaster prevention and mitigation Enhance coordination

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
										among key institutions
75	Proportion of population who have tested positive for covid-19 ❖ District ❖ Male ❖ Female	 0% 0% 0%	 0.00012% 0.00014% 0.00012%	 0% 0% 0%	 0% 0% 0%	 0% 0% 0%	 0% 0% 0%	Strengthening of community-based disease monitoring and reporting Enforcement of health protocols for travelers at all borders in the Municipal	Resistance by some inhabitants to receive vaccinations Inadequate funds to undertake all public health education and awareness campaigns	Mitigate the impact of COVID – 19 on the implementation of projects
Implementation, Coordination, Monitoring and Evaluation **Goal: Improve Delivery of Development Outcomes at all Levels**										
76	Percentage of Annual Action Plan implemented	94%	98%	95%	96%	100%	92%	Routine M&E activities carried out by MPCU Joint stakeholder mid-year review of 2025 AAP and composite budget	Inadequate logistics and funding for M&E activities	Strengthen plan preparation, implementation and coordination
77	Number of town hall meetings organized	2	1	1	1	2	1	1 Townhall meeting held at Penyi	Low citizen participation in townhall meetings	Strengthen plan preparation, implementation and coordination
District Assembly Common Fund (DACF) Indicators										
78	**Percentage coverage of potable water under**									
	Community Water Boards ❖ Rural ❖ Urban	 52.45% 40.55%	 58.36% 41.64%	 20.00% 60.00%	 25.00% 65.00%	 57.00 44%	 52.65% 42.18%	Drilling and mechanization of 2. No boreholes Repair & maintenance of water infrastructure to ensure continuous supply	Some existing water pipes have broken down affecting water supply to inhabitants	Improve access to safe and reliable sustainable water supply services
	Community Water and Sanitation Agency ❖ Rural ❖ Urban	 0% 0%	 0% 0%	 0% 0%	 0% 0%	 0% 0%	 0% 0%			
	Ghana Water Limited	0%	0%	0%	0%	0%	0%			

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
	❖ Rural ❖ Urban	0%	0%	0%	0%	0%	0%			
79	Population data	114,993	116,422	117,873	119,333	121,050	120,799			
80	Total kilometres of tarred roads ❖ Feeder ❖ Urban	 135km 96km	 135km 96km	 165km 136km	 179km 136km	 180km 140km	 185km 143km	Construction of Penyi-Ehi 9.8km Road Construction of Dzodze to Penyi highway under the Big Push programme	Insufficient funding for urban/feeder roads departments to implement a road rehabilitation programme.	Boost the efficacy and efficiency of road transport services and infrastructure.
81	Number of Public Health Facilities	16	16	26	26	26	27	Completion and commissioning of CHPS Compound at Kuli	Limited number of public health professionals.	Ensure accessible, and quality Universal Health Coverage (UHC) for all
82	Number of Public Health Professionals	140	184	298	332	350	425			
83	**Number of Facilities**									
	KG ❖ Public ❖ Private	 66 22	 66 29	 66 32	 68 32	 70 33	 70 33	Completion of 1.No. 6 Unit Classroom Block at Tsiyinu Teacher training on right to play safe school environment, coaching and mentoring, national teacher standard, CPD framework and teacher portfolio	Dilapidated nature of some classroom blocks in the Municipality	Improve right-age enrolment & infrastructure in deprived areas
	Primary ❖ Public ❖ Private	 66 22	 66 29	 66 32	 68 32	 70 34	 70 34			
	JHS ❖ Public ❖ Private	 65 19	 65 21	 65 23	 66 23	 66 24	 66 24			
	SHS ❖ Public ❖ Private	 4 0	 4 0	 4 0	 4 0	 4 0	 4 0			
84	**Number of Classrooms**									

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
	KG ❖ Public ❖ Private	 102 46	 108 46	 114 50	 109 52	 110 52	 110 52			
	Primary ❖ Public ❖ Private	 435 142	 460 142	 428 152	 428 160	 430 155	 430 155			
	JHS ❖ Public ❖ Private	 214 60	 233 60	 220 65	 213 69	 225 69	 225 69			
	SHS ❖ Public ❖ Private	 88 0	 88 0	 88 0	 104 0	 104 0	 104 0			
85	**Enrolment**									
	KG ❖ Public ❖ Private	 4,499 1,548	 4,101 1,286	 4,236 1,523	 3,441 1,621	 4,300 1,500	 4,350 1,620	Supply and distribution of over 700 mono desks to schools Distributed 1,468 English, Mathematics, Science and Creative Arts Textbooks 2025 Annual Science, Technology, Mathematics and Innovation Edu. (STMIE)	Inadequate logistics and funding to carry out activities in schools, communities and radio by the officials of GES Inadequate support for children in schools by their wards due to the poor nature of most households in the rural communities	Enhance equitable access to and participation in quality education at all levels Ensure a safe and supportive environment for the re-entry of dropouts into school
	Primary ❖ Public ❖ Private	 14,122 4,041	 12,579 3,371	 12,886 3,702	 12,416 3,517	 12,500 3,600	 12,630 3,645			
	JHS ❖ Public ❖ Private	 5,630 1,386	 5,512 1,292	 5,410 1,358	 5,596 1,410	 5,600 1,410	 5,672 1,435			
	SHS ❖ Public ❖ Private	 5,189 0	 5,387 0	 6,753 0	 6,068 0	 6,200 0	 6,225 0			
86	**Number of trained teachers**									
	KG ❖ Male ❖ Female	 62 25	 64 25	 67 27	 67 25	 70 27	 72 28	Capacity building workshop for all Public Schools teachers in the Municipality.	Limited number of trained teachers Poor academic	Enhance equitable access to and participation in quality education at all levels
	Primary									

S/N	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual	Key Programmes Undertaken	Challenges Encountered in the Year	Policy Recommendations
	❖ Male ❖ Female	65 29	65 29	67 29	67 30	69 32	70 34	Capacity building workshop for Head teachers of all Public Basic schools in the Municipality.	outcomes in BECE exams	
	JHS ❖ Male ❖ Female	74 20	74 20	75 22	75 22	77 23	78 26			
	SHS ❖ Male ❖ Female	67 20	68 21	68 21	70 22	72 24	75 24			

Source: MPCU 2026

2.16 Update of Performance on Indicators and Targets

A total of eighty-six (86) indicators were adopted to monitor the performance of the MTDP (2022 – 2025) and the 2025 AAP. The indicators comprise twenty-five (25) core indicators and twenty-one (21) integrated social services defined by NDPC in collaboration with the Regional Planning Coordinating Unit (RPCU) and other stakeholders under the six development dimensions of the MTNDPF (2022-2025). The remaining thirty-one (31) are the district specific indicators for assessing the performance of development interventions pertinent to the Municipal and the remaining nine (9) from the DACF Secretariat. Data of the various indicators covering the entire planning period (2022 – 2025) are compared against the baseline data for 2021 to assess how the attainment of the goals and objectives of the MTDP (2022 – 2025).

2.16.1 Analysis of Core Indicators

2.16.1.1 Economic Development

The goal of the economic development dimension is to build a prosperous society and six core indicators were adopted to assess the performance of the Assembly towards the attainment of this goal and corresponding policy objectives. These are total output in agricultural production (staples, cash crops, livestock and poultry), average productivity of selected crops, percentage of arable land under cultivation, number of new industries established, number of new jobs created and percentage change in IGF.

Agricultural Production

Under agricultural productivity staple crops including district specific crops missed their 2025 production targets except for pepper. These crops also witnessed lower output compared to the previous year. Only cassava exceeded its 2021 baseline output at the end of the planning period while maize, rice, groundnut and cowpea had fluctuating output during the plan period. Oil palm (cash crop) output was less than 2025 target although higher than 2021 output while experiencing mixed output from 2022 to 2024. Also, all livestock production missed their 2025 target with the exception of goat and poultry even though production had increased significantly since 2021. This performance is also a reflection of their average productivity (Mt/Ha) and percentage yield during the period under review while arable land under cultivation and farmers adopting modern production technology increased in 2025 when compared to 2024 levels although their targets for the year were missed. However, a significant number of animals were vaccinated during the year, far exceeding the annual target.

Key interventions implemented during the period under review included the distribution of 1,061 bags (40kg/bag) comprising Koreamo (464) and Agyapa (597) rice seeds 110 farmers (57 Males, 53 Females) under the K-Rice Belt Seed Project. 1,300 bags of NPK fertilizers were also distributed to 700 farmers to improve crop production while Agricultural Extension Agents (AEAs) visited a total of 6,950 farmers, comprising 3,934 males and 3,016 females, to provide technical support and monitor the adoption of improved agricultural technologies. Also the Department of Agriculture conducted vaccinations to protect 7,450 poultry birds against fowl pox as well as 3833 poultry birds against new castle while 100 goats against were also vaccinated against PPR disease. Despite these interventions and more, inadequate funds to undertake key field activities like field demonstrations and farmer trainings, poor extension agent –farmer ratio due to low number of staff, inadequate drying floors for rice farmers resulting in increase in post-harvest loss and flooding of portions of the Weta Irrigation Scheme contributed significantly to the non-achievement of production targets in 2025

The overall agricultural productivity outcomes during the plan period contributed significantly to ensure adequate food security, achievement of adopted policy objectives such as modernize and enhance agricultural production systems and the attainment of SDG 2 target 2.4 that seeks to ensure sustainable food production systems and implement resilient agricultural practices, increase productivity and production, maintain ecosystems that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and progressively improve land and soil quality in the Municipality and the nation as a whole.

Enterprise Development, Job Creation and IGF Mobilization

In 2025, new industries were created within the three key sectors namely agriculture, industry and services, with the highest number in the services sector. However, targets set for the year were missed except for the agricultural sector. Although new industries were created during the year, fewer jobs were created across all sectors compared to the previous years and the lowest since 2021. The Assembly facilitated the registration of 120 businesses both at the Municipal level and Office of the Registrar of Companies (ORC). The Assembly during the period under review facilitated the acquisition of matching grant of GHC 614,000.00 for three agribusinesses under REP and also distributed startup kits to 111 beneficiaries under BizBox project. Again over 200 were provided training under the MBA and Bizbox programme.

These achievements translated into the achievement of the goal of creating a prosperous society through adequate job creation and the promotion of agriculture as a viable business among the youth also in a bid to achieve SDG 8 target 8.6 which seeks to substantially reduce the proportion of youth not in employment, education and or training.

The Internally Generated Funds (IGF) witnessed a 56.61% increment over the previous year figure although the target for the year was narrowly missed. The increase in IGF mobilization during the year and throughout the plan period was due to regular revenue task force operations, update of revenue database and introduction of new fees and charges, setting of targets for revenue collectors, sensitization and education of ratepayers and prosecution of defaulting payers after exhausting all the means to recover such amounts.

2.16.1.2 Social Development

The social development dimension had creating equal opportunities for all as the goal and other adopted policy objectives which were assessed in part by 12 indicators within the education, health, child protection and Water Sanitation and Health (WASH) sectors.

Education

In the education sector, net enrolment which measures the percentage of children of school age that are enrolled across Kindergarten, Primary and Junior High School (JHS) has since 2021 continued to show improvement though more effort is needed to attain universal enrollment and quality education. This indicator, which is disaggregated in three levels, missed their 2025 targets except at the JHS while only primary net enrolment declined when compared to the previous year (2024). Data throughout the plan period indicates that more children enter the education system at the primary level than they do at the Kindergarten and JHS levels.

Gender Parity Index (GPI), which assesses gender disparities in enrolment at the various levels missed their 2025 targets at the Primary and JHS levels. Data indicates a relative disadvantage for females in enrolment compared to their male counterparts at Kindergarten and Primary levels. In terms of completion rates, the percentage of students who successfully finish a certain level of education within a specified period have seen improvement across all levels since 2021 with the exception at the JHS level where there has been a decline since 2021. During the period under review, completion rates missed their annual targets for all levels except at the Primary and JHS level. Pass rates which refer to the percentage of students who achieve the required minimum score in their final examination at the JHS level declined since 2021 with the exception of 2024 despite the massive investment in the education sector by both the central government and local authorities (Assembly and stakeholders). The West African Examination Council (WAEC) is yet to release the Basic Examination Certificate Examination (BECE) results to the Municipal Education Directorate to analyze and determine the pass rate for 2025, however the projected pass rate is 35% which is higher than the pass rate in 2024 (32%). Although this indicates an improved pass rate, majority of final year students at the JHS level are still not achieving the expected academic proficiency which will ensure their progression to Senior High/Technical Schools and TVET thereby limiting future opportunities. The Assembly within the year commenced, completed and handed over some educational infrastructure including a completion and handing over of 3-Unit Classroom Block and workshop with ancillary facilities for Dzodze TVET, capacity building for Heads of public basic schools and private school teachers, supply and distribution of over 900 mono desks to schools, 1,468 English, Mathematics, Science and Creative Arts Textbooks with support from the Government of Ghana to improve upon learning outcomes in the Municipality. However, inherent challenges in the form of inadequate educational infrastructure and learning materials and limited teaching staff continue to hinder the realization of policy objectives in this sector. The achievements realized in the education sector contributed to the attainment of the MTDP objectives of enhancing equitable access to, and participation in quality education and also promoting inclusive education. These objectives are also geared towards the attainment of SDG 4 target 4.1 which mandates authorities to ensure all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

Health Services

Within the health sector, the proportion of health facilities that are functional reveals that all health facilities have been functional since 2021 and are providing health services to the general public as expected though some of the facilities require upgrades, adequate medical equipment and the requisite number of health staff while proportion of the population with valid NHIS cards which measures the percentage of the inhabitants of the Municipal actively enrolled in the scheme and able to access healthcare services under the NHIS have improved since 2021 though the indicator missed its target across the various disaggregation. The total population with valid NHIS card stands at 88% indicating that a significant portion (12%) remains uninsured, potentially facing barriers to healthcare. though some of the cards remain inactive. Within the year, the Department of Social Welfare in collaboration with the NHIS in the Municipal registered and renewed the subscriptions for all 1,603 LEAP beneficiaries , 21,056 indigents and PWDs while management of the Authority continued to create awareness in all communities on the use of the "myNHIS" application for registrations and renewals in the local dialect as part of the broader strategy of achieving universal health coverage in the Municipality. The maternal mortality ratio which assesses the number of maternal deaths per 100,000 live births occurring within health facilities in the Municipality has seen massive decline since 2021, however there was a marginal decrease in maternal deaths (103.56/100,000) during the period under review when compared to the previous year (109.3/100,000). Majority of these deaths continues to be mothers from adjourning districts who were referred to the major hospitals in the Municipalities. Health officers in both districts continue to engage in the best practices to drastically reduce this phenomena with the objective of ensuring zero maternal deaths in future. Malaria case fatality which represents the percentage of malaria cases that result in death revealed a sharp decline in fatality cases (0.06%) in 2025 compared to 0.3% recorded in 2024 for the entire Municipal while fatality cases for children under 5 years rose sharply within the same period and above the yearly target.

Again, no malaria death was recorded for women 15-19 years indicating a drop from 0.05% cases since 2023. The result reveals that the continuous distribution of 56,870 long-lasting insecticide mosquito nets, malaria case management training conducted across all health facilities and the intermittent Preventive treatment of malaria in pregnant women (IPTp) implemented during the year were critical towards the reduction of incidence of malaria in the Municipality. The prevalence of malnutrition which assesses deficiencies, excesses or imbalances in children's energy intake and nutrients has seen a decline in all categories since 2021. Both the underweight category which measures the proportion of children whose weight is low for their age and stunting, which measures the proportion of children whose height is low for their age recorded less cases as against their annual targets. The Directorate of Health in an effort to reduce the incidence of malnutrition among children conducted Supplementary Immunization Activity (SIA) for measles and vitamin A supplementation as well as food demonstration on nutritious diet for children under 5 years using Koko Plus (Nutrition Improvement Project). The general improvement in the health sector indicators is also partly attributed to the improvement in health infrastructure, supply and distribution of health equipment and materials to the various health facilities and increased number of health staff particularly nurses and midwives among others. These achievements contributed to the attainment of policy objectives of ensuring accessible and quality universal health coverage for all and also reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups. These achievements and policy objectives are also geared towards the realization of SDG 3 targets 3.2 and 3.8. Although healthcare delivery has generally improved, inadequate logistics for effective monitoring, supervision and surveillance are the identified challenges impeding quality healthcare delivery.

Child and Social Protection

Within the social protection sector, there were no recorded cases of child trafficking, sexual abuse and child labor during the year under review while child abuse cases recorded were 20 comprising 8 males and 12 females. This shows a significant reduction in recoded cases when compared with the total of 3 cases comprising 1 male and 2 females recorded in 2024. The Department of Social Welfare & Community Development, Immigration Service and the Police Service together with other stakeholders sensitized communities on child abuse related cases while existing laws were enforced to ensure the rights and protection of the vulnerable including women and children. These interventions were also geared towards the attainment of SDG 16 target 16.2 which focuses on ending abuse, exploitation, trafficking and all forms of violence against and torture of children.

The number of birth and deaths recorded in the Municipal through the Birth and Death Registry have increased since 2021 for the various age groups; children (below 18 years), youth (18-35 years) and adult (above 35 years). In 2025, there was an increase in the total number of births registered (854) compared to the number of births recorded in 2024 (714) while the total number of deaths (744) also increased during the same period. The significant increase in the recorded cases of birth and death during the period under review was due to the sensitization and mass birth registration exercise in all Zonal Councils as well as collaboration of the Birth and Death Registry with institutions such as GHS and NHIS towards the registration of all births and deaths.

Water and Sanitation

Within the WASH sector, the percentage of the population with sustainable access to basic drinking water services has improved since 2021. Access to drinking water services for the entire Municipality stands at 75% although less than the annual target of 80% while access to basic drinking water services in the urban and rural areas increased from 79% to 81% and 83% in 2025 respectively. Although the targets set for 2025 were missed in the urban and rural areas, the various Water Boards managing the main water facilities embarked on expansion drives to extend water facilities to developing areas within the urban centers as well as a number of rural communities. Also, the boards undertook several repairs on various water facilities and points to improve upon delivery of safe drinking water. Meaningful Life International, an NGO constructed and donated two mechanized boreholes to some communities in the Municipality. Furthermore, the proportion of population with access to improved sanitation services in the entire Municipality increased (77%) in 2025 when compared with access rate in 2024 (72%) while missing the target set for the year. Access to improved sanitation which is 83% for urban population and 74% in the rural areas, also missed their targets set for the year. The period under review witnessed an increase in the construction of rural household toilets in several communities while the monthly clean-up exercises were intensified in all communities. Achievements attained within the WASH sector have contributed to the realization of policy objective of providing mechanized boreholes and small-town water systems to unserved areas and the implementation of “toilet for all” programme which are all linked to the attainment of SDG 6 target 6.1 which aims to achieve universal and equitable access to safe and affordable water for all by 2030.

2.16.1.3 Environment, Infrastructure & Human Settlements

The goal of the environment, infrastructure and human settlement development dimension is to safeguard the natural environment and ensure a resilient, built environment with two core indicators namely percentage of communities covered by electricity and percentage of road networks in good condition adopted to assess the Municipal performance towards the attainment of this goal.

Electricity Coverage

Data on the indicator measuring the proportion of communities connected to the national electricity grid shows that all urban communities in the Municipality have full grid coverage (100%). In the rural areas, electricity coverage remained the same during the year when compared to the previous year. There was no further extension of electricity to rural communities under the rural electrification programme following the extension of power supply to Dorwuime, Savekor, Mideletsi, Klalakope, Avegodo, Agbonukope and Atsiakope during the previous year. Providing electricity to rural communities is critical for promoting local economic development by strengthening the productive capacity of micro, small and medium enterprises, advancing rural industrialisation and supporting agricultural transformation. In addition, access to electricity will improve teaching and learning in schools and enhance service delivery in health facilities. During the period under review, the Electricity Company of Ghana undertook several repairs and maintenance on energy infrastructure such as transformers to improve power supply both urban and rural areas. The Assembly will continue to work closely with the electricity provider to achieve universal access to affordable, reliable and modern energy services across the Municipality in line with SDG 7, target 7.1.

Road Network

The total road network in the Municipality increased from 350km in length in 2024 to 359km in 2025. This comprises 180km feeder roads, 96km urban roads and 83km trunk roads. Out of the 359km road length in the entire Municipality, 89% is in good condition compared to 88% in 2024. 91% of urban road network is in good condition while 95% and 70% of feeder roads and highways are in good condition respectively. The Ministry of Roads and Highways through the Departments of Highways and Urban Road awarded for contract the rehabilitation of Ave Afiadanyigba – Dzodze – Penyi Highway under the Big Push Agenda while the Penyi – Ehi road was rehabilitated during the period under review. However, the non-continuous implementation of the District Road Improvement Programme (DRIP) resulted in a hold up in the implementation of major road improvements programme during the year. The importance of the road sector to the transformation of the local economy implies that more effort is needed to create new access routes while maintaining existing ones to help achieve adopted and municipal objectives of improving efficiency and effectiveness of road transport infrastructure and services and enhancing safety and security for all categories of road users. An improved road network connecting communities in the Municipality will accelerate the attainment of SDG 1, 2 and 8.

2.16.1.4 Governance, Corruption and Public Accountability

The goal of maintaining a stable, united and safe society is assessed by one core indicator on the reported cases of crime in the Municipality.

Reported Crime Cases

Reported crime cases in the Municipality were classified into rape, armed robbery, defilement and murder. During the period under review, cases of rape declined from 3 to 1, while armed robbery cases reduced from 5 to 3. In contrast, reported cases of defilement increased from 8 to 10, and murder cases rose from 1 to 5 within the same period. In its commitment to fostering peace and significantly reducing crime, the Assembly supported the police and other security agencies to undertake regular operations against criminal activities, alongside public education and sensitisation to encourage residents to uphold peace and security. The Municipal Security Council also strengthened and actively exercised its oversight role on security and public safety throughout the year. Going forward, the Municipal Assembly will sustain effective collaboration with all security agencies to safeguard lives and property, while fast-tracking progress towards the attainment of SDG 16 and its related targets.

2.16.1.5 Emergency Planning and Response (Including Covid-19 Recovery Plan)

To realize the goal of building resilience to withstand threats of different dimensions, including COVID-19 under this development dimension, two core indicators measuring the number of communities affected by disaster and proportion of population who have tested positive for Covid-19 have been adopted to assess the achievement of this goal in the Municipality.

Communities Affected by Disasters

The period under review witnessed 19 communities affected by disasters such as bushfire, floods and wind/rainstorm as against 15 communities in 2024. Out of the total of 19 communities affected by disasters, 4 were affected by bushfires and 7 and 8 were also affected by floods and wind/rainstorms respectively. Floods and wind/rainstorm continue to dominate the disaster cases recorded in the Municipality with similar cases recorded in the previous year. The department of disaster prevention and management (NADMO) together with other relevant departments and institutions embarked on education and awareness creation of disaster risk reduction strategies in all communities and public and private institutions including market centres as part of efforts to reduce the incidence of disasters in the entire Municipality. The Assembly will continue to support these institutions to intensify efforts aimed at reducing the future occurrence of these tragic events and provide the needed support to victims should they occur.

Reported Cases of Covid-19

The Municipality has recorded zero (0) cases of COVID-19 since 2023, compared to 0.00012% of the population that tested positive in 2022. Although COVID-19 is no longer classified as a global pandemic, the Municipal Assembly has continued to implement preventive and preparedness measures to curb any potential resurgence of the virus or the outbreak of other public health emergencies. The health sector, led by the Ghana Health Service in collaboration with other relevant agencies and stakeholders, rolled out interventions to strengthen community-based disease surveillance and ensured the enforcement of health protocols for travellers at the Municipality's various border points. These measures, together with effective inter-institutional coordination, also contributed significantly to the achievement of SDG 17 within the Municipality.

2.16.1.6 Implementation, Coordination, Monitoring and Evaluation

The implementation, coordination, monitoring and evaluation has "improve delivery of developmental outcomes at all levels" as the adopted goal and the realization of this goal in the Municipal is assessed by percentage of Annual Action Plan implemented.

Annual Action Plan Implementation

In 2025, the Assembly implemented 92% of its Annual Action Plan, representing a decline from the 96% achieved in the preceding year. Although higher allocations were received under the District Assemblies Common Fund (DACF) to support the execution of the 2025 Annual Action Plan, delays in the procurement process led to the rollover of several projects into the following year. In addition, the non-release of DACF–RFG funds resulted in the non-execution of projects linked to that funding source. Despite these constraints, several key activities supported the level of implementation achieved. These included regular participatory monitoring and evaluation of development programmes and projects by the MPCU, joint stakeholder review meetings on the 2025 Annual Action Plan and Composite Budget, as well as town hall and community engagement sessions involving residents and other stakeholders. Furthermore, the continuous operationalisation of the Administrative Data and the District Development Data Platforms, with technical support from the Ghana Statistical Service, enhanced the availability of quality data for planning and decision-making. Collectively, these interventions are strengthening plan preparation, implementation, coordination, monitoring and evaluation, as well as the production and use of statistics in the Municipality, while contributing to the attainment of SDG 16 target 16.7 on responsive, inclusive, participatory and representative decision-making at all levels.

2.16.2 Update on Integrated Social Services (ISS) Indicators:

The rationale for strengthening the delivery of Integrated Social Services (ISS) is to prevent and respond to violence against children and help address multi-dimensional poverty and vulnerability, with a strong focus on promoting linkages between health, child protection, sexual and gender-based violence, and social protection services emanating from the MTNDPF (2022-2025) Agenda for Jobs II – Creating Prosperity and Equal Opportunities for All and the Ketu North MTDP (2022-2025). There are 21 ISS indicators that have been carefully selected by both national and sub-national stakeholders to assess the level of implementation of ISS interventions and how these interventions are addressing poverty and vulnerability particularly amongst children.

During the period under review no training was conducted on Inter-Sectorial Standard Operating Procedure for child protection and family welfare (ISSOPs) compared to 2 trainings in 2024 while the proportion of case workers trained in child protection and family welfare reduced from 40% in 2024 to 0% in 2025. The number of child violence cases benefiting from social welfare/social services increased from 26 in the previous year to 31 in 2025 while the number of children reached by social work/social services increased from 1,629 in 2024 to 2.604 in 2025. This was to help protect and rehabilitate these children into society. Again, out of a target of 3,000 people to be reached with child protection and SGBV, 96.13% representing 2,884 people were actually reached with child protection and SGBV. This figure also shows a 22.31% increase in the number of people reached when compared with the previous year's performance. The number of LEAP household members on NHIS has remained the same since 2021 although additional measures have been put in place to reach out to other under-privileged households. The LEAP management secretariat commenced the LEAP reassessment programme in the Municipality to update the LEAP beneficiary register to ensure that the cash grants go to eligible households and to respond to changes in poverty levels, household composition and programme requirements. Also, the reassessment will help identify households that will no longer be eligible for LEAP and link them to other complementary services and support. A total of 7 outreach visits were made to communities with LEAP households out of a target of 10 while no referral was received from the Ghana Health Service. The Municipal Assembly through the Department of Social Welfare and Community

Development shared the LEAP household data with NHIS and GHS. There was no visit to the Municipal Assembly by the Inter-Sectorial monitoring team during the period under review as compared to 1 and 2 visits received in 2023 and 2022 respectively. Furthermore, a total of 11 meetings were organized to discuss integrated services during the period under review as compared to 15 meetings organized in 2024 while 1,561 girls were reached by prevention and care services out of a target of 1,200. The proportion of population in the Municipality with access to basic drinking water sources and improved sanitation services increased from 72% to 75% and 72% to 75% in 2025 respectively. Overall, the ISS initiative aims to address multi-dimensional poverty and vulnerability by providing a coordinated approach to social services, focusing on linking health, child protection, sexual and gender-based violence prevention, and social protection services to vulnerable populations within the Municipality. This is critical to the realization of SDG 1 target 1.3 which seeks to implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

2.16.3 District Specific Indicator Analysis

The district specific indicators also contribute to the assessment of progress made towards the realization of the goals and objectives of the Ketu North MTDP (2022-2025) and the Sustainable Development Goals (SDG) with a focus on issues peculiar to the Municipality.

Within the economic sector, 120 Micro, Small Medium Scale Enterprises (MSME) were formalized in 2025 as compared to the 90 MSMEs registered in 2024 with the Assembly and the Office of the Registrar of Companies (ORC) as part of the business formalization process. The increase in the number of registrations is attributed to the support provided by the BAC under the business support programme that seeks to formalize SME's operating in the Municipality. The percentage of farmers adopting modern and improved farming technology which is expected to improve upon agricultural productivity while contributing to climate change mitigation and adaptation increased from 70% to 72% in 2025. The Department of Agriculture established additional demonstrations farms within the year as part of efforts to extend modern farming techniques to all farmers.

Within the social sector specifically the education sector, teachers' attendance rate fell short of the annual target for all levels during the period under review except at the KG level although there had been significant improvement over the previous year. On average, 91.75% of scheduled teaching days, teachers were present in school in 2024 which is similar to the average attendance of 91.45 attained in 2024. Further analysis indicates that attendance was 95 in kindergarten, 93.5% in primary, 93% in JHS and 86% in SHS. The pupil teacher ratio which measures the average number of students enrolled per teacher within the various educational levels marginally missed their targets in 2025. The ratio was 33:1 in KG as against a target of 35:1, 30:1 in primary as against a target of 32:1, 16:1 in JHS and SHS as against a target of 18:1 respectively. In the health sector, Doctor to population ratio has improved since 2021 with the recorded ratio of 1:3,608 exceeding the target of 1: 5,000 set in 2025. This figure indicates an improvement over 2024 recorded figure of 1:5,058 and 2023 figure of 1:9,055 while the Nurse to population ratio improved from from 1:1,346 in 2024 to 1:041. This is due to the high number of nurse posted to the Municipality. Family planning acceptance and percentage of skilled delivery recorded in 2025 were 26.65 and 58.37 at the end of 2025 respectively while incidence of diabetes decreased from 0.90 in 2024 to 0.62 in 2025. The proportion of people with disability provided with employment opportunities in the Municipality decreased from 65% to 60% for males while increasing from 42% to 50% for females in 2025 while the proportion of candidates with disability in local level elections remained at 2.2% during the year under review since the last district local elections were held in December 2023. Again, proportion of women involved in management of rural water (WATSAN) remained at 44% in 2025.

Within the environment and human settlement sector, the hectares of forest plantation increased from 15.00 to 17.00 hectares for the public plantations and 40.00 to 44.00 hectares for the private plantations respectively in 2025. The total number of building plans and permits approved increased from 89 to 104 in 2025 but less than the target of 150 while 205 new streetlights were installed, repaired and maintained during the period under review.

Within the governance sector, a total of 4 fee-fixing stakeholder consultation meetings were held and 1 townhall meeting was organized during the year under review.

2.17 Update on Critical Development and Poverty Issues

The following interventions and policies were implemented within the Municipality to reduce poverty and promote socio-economic development among residents, particularly vulnerable groups such as children (pupils), the elderly, persons with disabilities, the extremely poor, and the sick.

Table 18. Analysis on Critical Development and Poverty Issues in 2025

Critical Development and Poverty Issues	Allocation (GH₵)	Actual receipts (GH₵)	Number of Beneficiaries	
			Targets	Actuals
Free SHS Programme	6,950,545.60	3,357,435.50	6,500	6,337
Capitation Grants	226,913.28	321,986.80	20,050	19,955
National Health Insurance Scheme	1,200,000.00	0.00	120,000	104,423
Livelihood Empowerment Against Poverty (LEAP) Programme	3,700,000.00	3,430,684,82	1,603	1,603
National Youth Employment Programme	200,000.00	0.00	300	102
One District – One Factory Programme	100,900.00	500,000.00	10	1
Ghana Job and Skills Project	240,000.00	0.00	30	11
Ghana School Feeding Programme	7,145,892.00	6,412,980.00	15,500	15,269
District Road Improvement Programme (DRIP)	1,000,000.00	0.00	120,799	0
Implementation of Infrastructure for Poverty Eradication Programme (IPEP)	2,000,000.00	0.00	50,000	0
Big Push Infrastructure Development Initiative	N/A	N/A	120,799	120,799
24 Hour Economy Initiative	5,009,491.00	2,558,209.07	120,799	0
National Apprenticeship Programme	N/A	N/A	100	30
Adwumawura Programme	N/A	N/A	100	45
Feed Ghana Programme	1,000,000.00	400,000.00	5,000	4,226
Payment of Monthly Allowance to Assembly Members	643,500.00	286,000.00	55	55
E-Okada Initiative	N/A	N/A	150	52

Source: MPCU 2026
N/A: No allocation and expenditure were made at the Municipal level

2.17.1 Free Senior High School (FSHS)

The Free Senior High School Programme (FSHS), which began in 2017, has seen the inclusion of all four public Senior High/Technical Schools in the Municipality. These schools include Dzodze-Penyi Senior High School, Afife Senior High/Technical School, Wovenu Senior High/Technical School and Weta Senior High School. During the 2025 academic year, a total of 6,337 students benefited from the programme as compared to 6,002 in 2024 and 6,222 in

2023. A total amount of GH₵6,950,545.60 was allocated for the execution of the programme in 2025 out of which GH₵3,357,435.50 was released representing 48.30% of the allotted budget. Since its inception, the FSHS initiative has significantly contributed to increased enrolment in the beneficiary schools, while easing the financial burden on parents by covering tuition fees and other educational expenses. During the review period, challenges such as limited student accommodation and classroom spaces were encountered. In response, the government has taken steps to improve infrastructure, aiming to create a better learning environment in the beneficiary schools within the municipality.

2.17.2 Capitation Grant

The capitation grant serves as an important social policy intervention by the Government of Ghana to advance the goal of universal primary education while contributing to SDG 4 (quality education). The programme seeks to expand access to basic education, improve school performance, and eliminate additional fees and levies that impeded enrolment and pupil retention. An amount of GH₵226,913.28 was allocated for the programme during the 2025/2026 academic year out of which GH₵321,986.80 was released representing 277.1% increase compared to actual receipt of GH₵85,375.06 in 2024. Although the number of beneficiaries declined from 21,448 pupils in 2024 to 19,955 in 2025 (falling marginally short of the 2025 target of 20,050), the substantial rise in funding per pupil has significantly strengthened the implementation of the programme. This increased support has also promoted more equitable resource distribution across participating schools, thereby reinforcing progress toward the national objective of achieving universal primary education.

2.17.3 National Health Insurance Scheme (NHIS)

The National Health Insurance Scheme has been operational in the Municipality since its inception, with the objective of ensuring equitable access to affordable and quality healthcare for all residents. All health facilities within the Municipality have been duly accredited by the National Health Insurance Authority to deliver healthcare services to active subscribers, thereby effectively eliminating the cash-and-carry system. As at the end of 2025, the Scheme recorded a registered membership of 104,423 against a target of 120,000 representing an improvement over the members registered in the previous year. During the period under review, the Ketu North NHIS office undertook intensive public education and mobilization activities to promote the use of the myNHIS application and to encourage registration and renewal of subscriptions for both active and inactive members, which contributed significantly to the increased enrolment. The Scheme in collaboration with the Department of Social Welfare and Community Development, registered and renewed NHIS cards for 1,603 beneficiaries under the Livelihood Empowerment Against Poverty (LEAP) programme. Notwithstanding these gains, the Scheme continues to face challenges, particularly delays in the release of funds from the NHIA, which affect the timely reimbursement of service providers.

2.17.4 Livelihood Empowerment Against Poverty (LEAP)

The Livelihood Empowerment against Poverty (LEAP) is a cash transfer programme implemented by the Government of Ghana for extremely poor and vulnerable households. Ketu North Municipal is one of the districts participating in the LEAP programme nationwide. One Thousand Six Hundred and Three (1,603) households comprising 375 males and 1,228 females were paid their 94th – 99th LEAP Cycle Grants totalling Three Million, Four Hundred and Thirty Thousand, Six Hundred and Eighty-Four Ghana Cedis, Eighty-Two Pesewas (GH₵3,430,684.82) in 2025 indicating an increase of 451.22% compared to the previous year due to an increase in household grants. Grants for one-member household increased from GH₵256.00 to GH₵320.00 while two-member household also increased from GH₵304.00 to GH₵380.00. The others included GH₵352 to GH₵440 and GH₵424.00 to GH₵530 for three-member households and four-member households respectively. The ongoing LEAP reassessment exercise is envisioned to create opportunities for identifying and enrolling additional eligible households and individuals living below the poverty line in the municipality in the coming periods.

2.17.5 Micro Small and Medium Enterprises (MSME) Development and Job Creation

The Ketu North Municipal office of the Ghana Enterprises Agency (GEA)/Business Advisory Centre (BAC) during the period under review implemented several interventions geared towards the promotion and development of Micro, Small, Medium and Enterprises in the Municipality. These interventions focused on driving local economic development and job creation through business formalization, as well as technical and apprenticeship training programmes designed to equip young people with practical skills and knowledge for sustainable income generation. Key activities undertaken during the year included business formalization support for MBA participants, registration of BizBox MSME Business Associations (MBAs), distribution of start-up kits under the BizBox Project, formalization of the Rice Farmers Cooperative, and the organization of a series of NVTI examinations for artisans in various trades. Furthermore, the GEA/BAC Office facilitated the approval of GH₵614,000 in matching grants to three beneficiaries to support business expansion and development. Overall, more than 1,500 youth and entrepreneurs benefited from the business development and job creation initiatives implemented by the GEA/BAC Office and the

Municipal Assembly during the year. Again, under the One District One Factory (1D1F) programme, an amount of GH₵500,000.00 was granted to a beneficiary to engage in cassava farming to feed the factory (Enable Youth Processing Centre at Dzodze-Kave) as raw material to produce quality ethanol, starch and flour. The centre is expected to provide over 500 direct and indirect jobs particularly to the unemployed youth thereby reducing the high level of youth unemployment in the Municipality. Details of the activities executed by the GEA/BAC in 2025 are presented below.

Table 19. Activities Implemented by the GEA/BAC in 2025

Item No.	Description	Participants		
		Female	Male	Total
1.	Business Formalization for MBA participants	60	0	60
2.	Reclassification of MSME's	25	15	40
3.	Finalization of PSO Cassava Aggregation Plan	1	1	2
4.	Assembly Business Operation Permit for Artisan	30	0	30
5.	Bizbox MBA Registration	20	0	20
6.	ORC registration by Individual business owners	22	18	40
7.	MBA Training Program	167	0	167
8.	Bizbox MBA Registration	15	0	15
9.	ORC registration by Individual business owners	10	05	15
10.	MBA Mentoring	40	0	40
11.	Bizbox Startup Kits Distribution	79	32	111
12.	ORC registration by Individual business owners	10	15	25
13.	PWD Needs Assessment	2	6	8
14.	NVTI Proficiency Examinations	77	0	77
15.	Formalization of Rice Farmers Cooperative meeting	4	7	11
16.	Meeting with 1D1F Beneficiaries	2	11	13
17.	NVTI Proficiency Examinations (Dressmaking, Carpentry and Auto Spraying)	6	2	8
18.	Facilitated access to matching grants for three beneficiaries.	1	2	3

Source: GEA/BAC Office 2026

2.17.6 Feed Ghana Initiative

Following the conclusion of the Planting for food and Jobs programme, the new Government launched its flagship agricultural transformation programme dubbed "Feed Ghana Initiative" in 2025 to revolutionise Ghana's agriculture sector to significantly increase domestic food production, improving food security, reducing dependence on food imports, stabilising food prices, creating sustainable employment along agricultural value chains and supporting agro industrial development across the country. The programme commenced in the Municipality with the registration of over 4,226 farmers (1,894 females and 2,332 males) onto the Feed

Ghana Programme's online portal, enabling them to access government agricultural support, input distribution, and training opportunities. Again, more than 1,000 bags (50kg) of inorganic granular fertilizer worth GH₵400,000.00 were distributed to farmers across the Municipality creating a significant number of jobs particularly among women and the youth

2.17.7 Ghana School Feeding Programme (GSFP)

All basic schools in the Municipality benefit from the Ghana School Feeding Programme, which was launched in 2005 through a collaborative effort involving the Government of Ghana, the World Food Programme and the Dutch Government. The programme is designed to improve food security and curb hunger in line with the Sustainable Development Goals (1 & 2), which focuses on poverty, hunger and malnutrition. Within the Municipality, its implementation seeks to boost school enrolment, attendance, and retention, address short-term hunger and malnutrition among pupils and stimulate local food production. During 2025, the programme covered all sixty-six (66) public basic schools, providing daily hot meals to 15,269 pupils against a target of 15,500 which is an increase compared to the 14,215 beneficiaries recorded in 2024. Out of an allocation of GH₵7,145,892.00, an amount of GH₵6,412,980.00 was released for programme implementation. Despite notable improvements in enrolment and retention, contributing to progress toward SDG 4, challenges such as the inadequate feeding grant of GH₵2.00 per pupil (inclusive of tax) and the advanced age of some caterers continue to affect the quality of meals served.

Table 20. List of Beneficiary Schools and Enrollment

S/N	Name of Beneficiary School	Enrolment		
		Boys	Girls	Total
1	Adevukope Basic School	86	79	165
2	Adrume M/A Primary	126	114	240
3	Adzinukope M/A. Basic	137	128	265
4	Adzortsi M/A Primary	100	90	190
5	Afife E.P. Primary	180	161	341
6	Afife R/C Primary	265	221	486
7	Afornyaga Ewu Basic	96	95	191
8	Agorve M.A Basic	85	71	156
9	Agorvega Atikpey Ang.	123	149	272
10	Agorvie Basic School	111	103	214
11	Akpatoeme Basic School	108	92	200
12	Atiteti M/A Basic	86	77	163
13	Avekordome Basic School	95	74	169
14	Bagome Brotherhood Basic A	184	196	380
15	Bagome Brotherhood Basic B	191	161	352
16	Dekpor Basic A	119	115	234
17	Dekpor Basic B	128	125	253

S/N	Name of Beneficiary School	Enrolment		
		Boys	Girls	Total
18	Deme D/A Primary	99	78	177
19	Devego Basic	114	115	229
20	Dorwume-Savekor Primary	46	55	101
21	Dzodze E.P Primary	203	221	424
22	Dzodze Fiagbedu R/C Primary- A	188	187	375
23	Dzodze Fiagbedu R/C Primary- B	145	155	300
24	Dzodze Mite Basic School	141	112	253
25	Dzodze R.C Demonstration (KG1 - P3)	164	195	359
26	Dzodze R.C Demonstration (P4-P6)	144	144	288
27	Dzodze R.C Primary B	130	120	250
28	Dzodze R.C Primary A	104	96	200
29	Ehi Horme St. Peter's Ang.	93	102	195
30	Eleme-Sovi M/A Basic Sch.	152	139	291
31	Ewu Logui Basic	99	109	208
32	Gbegbekope R/C Basic Sch.	118	82	200
33	Heheme M/A Basic	58	42	100
34	Huive M/A Basic	101	99	200
35	Kasu M/A Basic	288	192	480
36	Kave D/A Primary (Boys)	284	0	284
37	Kave D/A Primary (Girls)	0	294	294
38	Kpelikorpe M/A Basic	189	161	350
39	Kpeyiborkorpe R/C Primary	88	94	182
40	Kporkuve Basic	113	73	186
41	Kuli-Dzogbefime	182	163	345
42	New Avalavi Basic Sch.	79	81	160
43	Ohawu R/C Primary	80	57	137
44	Penyi A.M.E Zion School	194	187	381
45	Penyi Anglican Primary Sch.	162	170	332
46	Penyipedo Tamekope Basic	176	174	350
47	Tadzewu D/A (Ars) Basic Sch	321	303	624
48	Tadzewu R/C Primary	211	196	407
49	Tadzi A.M.E Zion Primary	97	78	175
50	Torkpo Zomayi M/A Basic	96	74	170
51	Tornu Basic School	73	47	120
52	Tove St Anglican Primary	73	58	131
53	Tsiaveme Basic	73	91	164
54	Vume M/A Basic	123	97	220
55	Weta E.P.Basic School	96	90	186
56	Weta R/C Primary (Kg1 - P2)	136	120	256
57	Weta R/C Primary (P3 - P6)	126	112	238
58	Wuti M/A Basic	54	39	93
59	Xipe Da Primary School	132	143	275
60	Zukpe M/A Basic School	157	151	308
	Total	**7,922**	**7,347**	**15,269**

Source: Ghana School Feeding Programme Desk Office 2025

2.17.8 Payment of Monthly Allowance to Assembly Members

The introduction of the monthly allowance initiative for Assembly Members in 2025 by the Government was anchored in the Local Governance Act, 2016, which operationalizes Chapter 20 of the 1992 Constitution of Ghana and grants the Government the authority to determine allowances and other benefits for Assembly Members. The initiative was introduced to strengthen grassroots governance and improve the effectiveness of Assembly Members. The allowance supports their official duties, engagement with residents and oversight responsibilities at the local government level. During the period under review, an amount of GH₵643,500.00 was allocated for the programme, from which GH₵286,000.00 was released to benefit all fifty-five (55) Assembly Members. The total allocation represented approximately nine months of coverage, while the actual disbursement corresponded to about four months which provides a predictable source of income to support administrative and operational expenses incurred in the discharge of their official duties.

2.17.9 24 – Hour Economy Initiative (24hr Model Market)

The 24-Hour Economy and Accelerated Export Development Programme (24H+) is a flagship national economic transformation initiative introduced in 2025 to reposition Ghana's economy towards continuous productivity, job creation and increased value addition across key sectors. The programme seeks to maximise the utilisation of labour, infrastructure and capital by promoting shift-based, round-the-clock economic activities in agriculture, manufacturing, services, logistics, trade and the digital economy. A key infrastructure-enabling component of the programme is the planned development of 24-Hour Model Markets across MMDAs to provide safe, modern, and well-serviced trading spaces that support extended operating hours, enhance local commerce, and improve income opportunities for traders and small businesses. During the period under review the Assembly allocated an amount of GH₵7,000,000.00 to commence the construction of its share of the 24-hour model market in Dzodze. However, actual construction is yet to begin due to delays in the release of drawings and project design by the Ministry of Local Government, Chieftaincy and Religious Affairs. The model market is expected to enhance market accessibility, reduce post-harvest losses, improve security and sanitation, and create additional employment for traders, transport operators, artisans and service providers.

2.17.10 Youth Development Programmes

National Apprenticeship Programme was introduced to strengthen technical and vocational skills development, particularly within the informal sector. It provides free apprenticeship training, starter tools and certification to unemployed youth and school leavers to enhance employability, support self-employment, and reduce youth unemployment. In ketu North Municipal, 5 Master Craftsmen comprising 1 male and 4 females and 25 apprentices made up of 2 males and 23 females were enrolled unto the programme during the year. Beneficiaries were supported with working tools and equipment ensure that are fully equipped to practice competently, productively and independently upon completion of their training programme. The Adwumawura programme which was introduced to support youth entrepreneurship and business start-ups seeks to provide funding, training, mentorship and business development services to young entrepreneurs with the objective of promoting innovation, enterprise growth, and sustainable job creation. During the period under review, 45 beneficiaries comprising 40 females and 5 males received training under the programme.

Under the E-Okada Initiative, 52 beneficiaries including 6 females and 46 males received training to enhance their riding skills and knowledge of road safety measures. The training was part of effort to ensure safer and more efficient motorcycle transportation in Ghana ahead of the government's plans to commercialize the transport sector.

2.17.11 Ghana Smart Sustainable Development Goal (SDG) Cities Programme

The Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) working in partnership with the United Nations Human Settlement Programme (UN-Habitat) with funding support from the Government of Norway commenced the implementation of the Ghana Smart Sustainable Development Goals (SDG) Cities Programme during the period under review in ten selected cities across the country, including Dzodze, the capital of Ketu North Municipal Assembly. The overall objective of the programme is to accelerate progress toward achieving the SDGs in Ghanaian cities by strengthening climate resilience, advancing the green transition, and aligning with the Government's digitalization agenda. The programme is being delivered in four (4) key components including setup and stakeholder engagement, data collection and the creation of a municipal database using tools such as the Urban Monitoring Framework (UMF) to measure city performance against SDG targets, strategic planning and preparation of a Voluntary Local Review (VLR) as well as monitoring, reporting, and knowledge sharing. The Municipal Assembly commenced the implementation of planned activities during the period under review with workplan activities focusing on all the key programme components approved under the Ghana Smart SDG Cities Programme.

Table 21. Summary of Ghana Smart SDG Cities Programme Activities Implemented

S/N	BROAD ACTIVITY	TIMELINE	REMARKS
1	Organize Maiden Meeting and Inaugurate the Dzodze Smart SDG Cities Municipal Implementation Committee (DSSCMIC) with Signing of Participation Agreement by Stakeholders	Tuesday 24th June 2025	Committee duly inaugurated with participation agreement signed
2	Set-Up Desk Office and Procure Office Equipment (1 No. Desktop, 1 No. Laptop, 1 No. Multi-Purpose Printer, 1 No. Digital Camera, External HDs, Projector & Screen, Desk, Swivel Chair, A/C and Cabinet) and Stationery	Monday 2nd June – Thursday 31st July 2025	Office equipment procured to set up Desk Office following identification and refurbishment of an office space
3	Undertake Identification/Mapping of all Relevant Stakeholders	Tuesday 3rd June – Friday 20th June 2025	All relevant Stakeholders identified, categorized and engagement meetings held
4	Conduct 2 No. Public Sensitization/Visibility Programmes on Smart SDG Cities Programme in the Municipality	Wednesday 25th June 2025	Radio engagement and awareness float held to sensitize residents
5	Organize 2 No. Validation of Administrative Data and Quarterly Stakeholder Engagement	Friday 10th October 2025	Stakeholder review meeting on programme implementation and selected VLR priority indicators
6	Conduct 1 No. Training on SDG Budgeting and Reporting for Members of Budget and Dzodze Smart SDG Cities Municipal Implementation Committees	Tuesday 15th July 2025	Training on SDG Budgeting and Reporting held with active participation by DSSCMIC Members
7	Provide Support for the Preparation of the Ketu North Municipal MTDP (2026 - 2029) with Smart SDG Components	Wednesday 11th June - 15th August 2025	MTDP plan preparation team meetings and community engagement meetings held to assess development needs with thematic maps prepared
8	Recruit and Train 15 Enumerators for Field Data Collection	Thursday 14th August – Thursday 9th October 2025	Call for applications was floated, Enumerators recruited and trained
9	Deploy Trained Field Officers for Data Collection Exercise for 14 Days	Monday 13th October – Friday 31st October 2025	Trained Enumerators and Supervisors deployed to the field for data collection
10	Undertake 1 No. Training/Orientation of Team for the Preparation of VLRs	Thursday 7th – Friday 8th August 2025	A two-day orientation/training programme on VLRs data and spatial survey tools organized with active participation of DSSCIMC Members
11	Provision for Coordination, Monitoring and Management of the Programme	1st June - 30th October 2025	All activities duly implemented, monitored and reported on during implementation

Source:Dzodze Smart SDG Cites Desk Office 2025

Figure 16. Ghana Smart SDG Cities Photo Gallery

Inauguration of Dzodze Smart SDG Cities Municipal Implementation Committee

Training on Sustainable Development Goals (SDG) Budgeting and Reporting

Training Workshop on Voluntary Local Reviews (VLRs) and Spatial Survey Tool

Training and Deployment of Field Data Collectors

2.17.12 Infrastructure for Poverty Eradication Programme (IPEP)

The Infrastructure for Poverty Eradication Programme was a special government initiative implemented during the previous government under the supervision of the Office of the President through the Development Authorities. In October 2025, the new government directed that all ongoing and incomplete IPEP projects be handed over to Metropolitan, Municipal and District Assemblies (MMDAs) for implementation, supervision, and completion. In addition, 20% of each Assembly’s District Assemblies Common Fund was earmarked to facilitate the completion of all legacy projects, including those under IPEP. Under this arrangement, the Municipal Assembly assumed responsibility for the completion of all ongoing IPEP. However, progress has been constrained by inadequate project documentation and challenges in locating some contractors. The IPEP projects currently within the Municipality include 3 No. Boreholes at Akanu, Afife and Dzodze, 3 No. 10 Seater WC at Akanu, Dzodze-Fiagbedu and Afife, 4 No. 40 Unit Market Stalls at Ehi and Penyi. An amount of GH₵2,000,000.00 was allocated during the period under review to support the completion of some of these projects, which are expected to benefit the over 120,000 residents of the Municipality.

2.18 Climate Change Mitigation Activities (Tree for Life Initiative)

The Tree for Life Initiative was officially launched on March 21, 2025, by His Excellency John Dramani Mahama, President of the Republic of Ghana. This National undertaking designates June as "Green Ghana Month" and seeks to mobilize stakeholders across the country for a massive tree planting exercise. It forms part of the nation’s transformational landscape restoration efforts to heal and harness the environment. This initiative aims to restore Ghana's diminishing forest cover, rehabilitate lands degraded by illegal mining activities (galamsey) and deforestation, mitigate the effects of climate change through increased carbon sequestration, and promote long-term environmental sustainability across the nation. Led by the Hon. Municipal Chief Executive and the Hon. Member of Parliament, Eric Edem Agbana, the Ketu North Municipal Assembly, under the theme 'Forest and Food' showed its commitment to localized implementation on Thursday, June 5, 2025, coinciding with World Environment Day. A deliberate selection of tree species was made, including mango trees, valued for both environmental benefits and future economic opportunities through fruit harvesting and coconut trees, offering similar long-term economic value. Other tree species planted included mahogany, acacia and neem. This intentional selection aimed to maximize both ecological restoration and socio-economic benefits for the communities and the Municipality at large.

Figure 17. Hon. MCE and Hon. MP together with Students and Residents Engaged in Tree Planting

2.19 Staff Strength of Ketu North Municipal

At the end of 2025, the Assembly had a total staff strength of One Hundred and Ninety-Nine (195), representing 38.12% of the minimum required staff to function effectively as an Assembly. The workforce comprised officers from decentralized departments including Central Administration, Education, Agriculture, Works, Health, Social Welfare and Community Development, Internal Audit, Finance, and the National Disaster Prevention and Management Organisation (NADMO). Further details on staff strength and identified training needs are presented below.

Table 22. Staff Strength of Ketu North Municipal

S/N	Departments	Requirements		Actual	% of the minimum Covered	Training Required
		Minimum	Maximum	2025		
1	Municipal Coordinating Director	1	1	1	100%	Organizational Development and Change Management, Public Policy and Development, Public Financial Management, Project management, Local Government Administration
2	Central Administration	111	156	40	36.04%	Local Government Administration, Public Policy and Development, Public Financial Management, Human Resource Management, Workplace Conflict Management,
3	Finance	28	45	21	75%	Public Financial Management and Accounting, Financial Planning and Control, Public Procurement, Project Management;
4	Internal Audit Unit	5	8	4	80%	Public Financial Management and Accounting, Consulting Techniques, Public Procurement and Management;
5	Education, Youth and Sports	37	50	49	132.43%	Local Government and Education Administration, Leadership and School Supervision, Policy and Regulatory Framework
6	Health (Environmental Health Unit Inclusive)	108	169	42	38.89%	National Health Policy and Local Government Health Guidelines, Public Health Act and Compliance Requirements, HIMS, NCD and Epidemic Control
7	Social Welfare and Community Development	10	13	4	40%	Training in Social Work and Community Development, Conflict resolution and Peace Building;
8	Agriculture	52	78	10	19.23%	Advanced Agricultural Extension Administration and Supervision, Strategic Agribusiness Project Development and Cycle Management, Organizational Development;
9	Trade Industry and Tourism	12	22	2	16.67%	Small and Medium Enterprises (SME) Development, Local Economic Development (LED), Tourism Development and Promotion
10	Transportation	9	11	0	0%	Transport Systems and Defensive Driving, Transport Policy and Safety, Personnel Management, Road Traffic Act, Road Traffic Regulations
11	Physical Planning	17	24	3	17.65%	Geographical Information Systems and Land Use Systems,

S/N	Departments	Requirements		Actual	% of the minimum Covered	Training Required
		Minimum	Maximum	2025		
						Management of Built Environment
12	Works Department	57	84	6	10.53%	Contract and Procurement Administration, Construction and Project Management, Financial Planning and Control
13	Urban Roads Department	18	29	0	0%	Public Roads Act, Axle Load Regulations, Environmental and Social Impact Assessment, Traffic Management and Parking Regulations
14	Disaster Prevention and Management (NADMO)	N/A	N/A	17	N/A	Disaster Risk Reduction and Preparedness, Emergency Response and Management, Early Warning Systems
15	Natural Resource Conservation, Forestry, Game and Wildlife	N/A	N/A	0	N/A	Natural Resource Management, Forestry Management and Development, Wildlife Conservation and Protection
	Total	**465**	**690**	**199**	**38.12%**	

Source: Human Resource Dept. 2026

N/A: The LGS Staffing Norms does not prescribe the minimum and maximum staff

In line with the Staffing Norms developed by the Local Government Service (LGS) to support the effective discharge of its mandate ensuring effective administrative decentralization, which is a key pillar of Ghana's decentralization policy as enshrined in the 1992 Constitution, Municipal Assemblies such as the Ketu North Municipal Assembly are required to maintain a minimum staff strength of Four Hundred and Sixty-Five (465) and a maximum of Six Hundred and Ninety (690). However, the current staff strength of the Assembly represents only 38.12% of the minimum requirement. Except for the Municipal Coordinating Director, Internal Audit Unit, Education and Finance Departments, which have attained 50% or more of their minimum staffing requirements, all other departments remain significantly understaffed. Key Departments such as Works, Physical Planning, Health and Agriculture, which provide essential technical support for the implementation of development programmes and projects, should therefore be accorded priority in staff recruitment by the LGS. In addition, the Municipal Assembly will deepen collaboration with the LGS to ensure the continuous professional development of staff through the regular organization of trainings and workshops aimed at enhancing staff competencies and technical expertise in their respective areas of responsibility.

2.20 Training and Capacity Development Activities

Training and capacity development refers to a structured approach aimed at improving the knowledge, skills, abilities, and competencies of staff to enable them perform their duties effectively and deliver the intended results. The table below outlines the capacity development programmes implemented during the period under review as part of a series of capacity-building workshops designed to strengthen the capabilities of staff.

Table 23. Training and Capacity Development Activities

Name or Type of the Capacity Development	Venue/ Location	Purpose of the Program	Source of Funding	Target Group	Facilitators	Number of Beneficiaries		
						Total	Male	Female
Annual administrative trainings	Municipal Assembly Hall	The training was to equip Assembly staff with the requisite knowledge and skills to effectively discharge their roles and responsibilities, while also deepening their understanding of the Local Government Service (LGS) service delivery standards, protocols, ethics, values, and codes of conduct	IGF	All Staff	Jasper Kudzo Adenyo Emmanuel Tieku Noah Tali Doris Boafo Cephas Horsu	86	54	32
Training in first aid workplace, occupational health and safety	Municipal Assembly Hall	The training aimed to equip staff with essential skills in emergency response and immediate care, as well as knowledge of workplace occupational health and safety protocols	IGF/DACF-RFG	All Staff	Ghana National Fire Service and National Ambulance Service	80	50	30
Refresher course for aspiring officers due for promotion and PSC examination in the various classes	Municipal Assembly Hall	To prepare officers adequately to attend promotion	IGF	Officers due for promotion	Daniel K Gbologah	7	4	11

Name or Type of the Capacity Development	Venue/ Location	Purpose of the Program	Source of Funding	Target Group	Facilitators	Number of Beneficiaries		
						Total	Male	Female
Training on Ghana electronic procurement system	Municipal Assembly Hall	To build the capacity of key officers in the effective use of GHANEPS, facilitating the Assembly's full adoption of the electronic procurement system and ensuring compliance to avert any sanctions	IGF	Heads of Departments and Assistants	Public Procurement Authority	12	5	17
Training on smart workplace portal and Local Government Service protocols, MMDAs bye-law	Municipal Assembly Hall	To raise awareness of the new smart workplace and equip staff with the requisite knowledge and skills, while also strengthening their understanding of Local Government Service (LGS) service delivery standards, protocols, ethics, values, and codes of conduct	IGF/DACF- RFG	All Staff	OHLGS	56	31	87
Training on spatial planning regulations 2019 (LI2384) for spatial planning and technical committee members	Municipal Assembly Hall	To provide key staff with the necessary knowledge and technical skills in spatial planning for effective performance	IGF	Members of Spatial Planning and Technical Sub-committees	LUSPA	15	0	15

Source: Human Resource Dept. 2026

During the period under review, the Municipal Assembly, through the Human Resource Department, conducted a series of capacity development trainings aimed at enhancing the knowledge, skills and competencies of staff across various grades and departments. The trainings covered a broad range of topics, including the client service operational manual, financial management and accountability, Local Government Service protocols, MMDA bye-laws, and other relevant enactments. These sessions were facilitated by external consultants as well as experienced senior staff with considerable years of active service. To fully realize the objectives of decentralization through the active participation of all actors and stakeholders in the Municipality, the Local Government Service and the Municipal Assembly should continue to prioritize capacity-building programmes. Focus areas should include local government administration, project management, and public financial management, targeting Assembly members, community leaders, and other stakeholders, to equip them with the knowledge, skills, and competencies necessary for effective planning, implementation, monitoring, and evaluation of development programmes and projects.

2.21 Office Logistics

Office logistics often refers to the planning, coordination and management of the various resources and activities within an office environment to ensure smooth and efficient operations. These logistics play a crucial role in the smooth functioning of the Municipal Assembly by impacting productivity which translates into the achievement of the goals and objectives of the MTDP. Below is the analysis of the logistical needs of the Municipal Assembly.

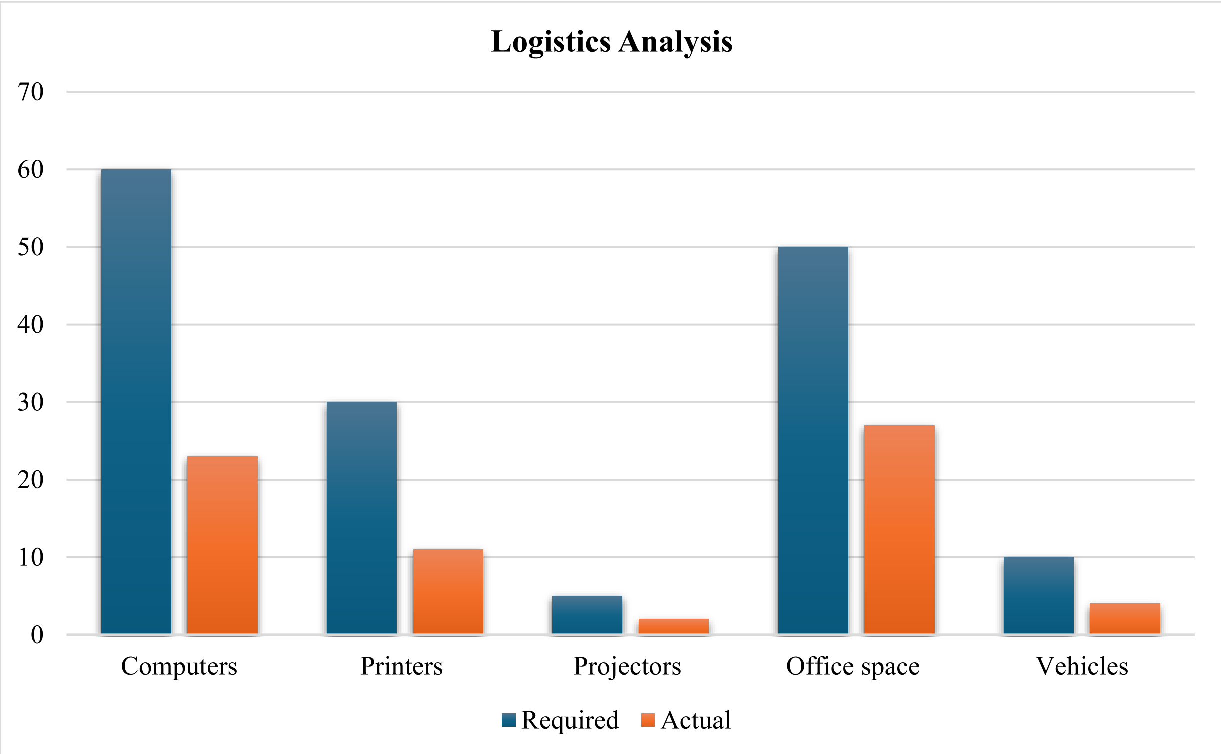
Table 24. Logistics Analysis

Types of Logistics	Required	Actual	Remarks
Computers	60	23	Additional computers are needed to supplement the existing equipment, and regular maintenance should be carried out to ensure they remain in optimal condition
Printers	30	11	Additional printers of different grades are required to enable staff to carry out their tasks effectively, and any faulty printers should be repaired and returned to service.
Projectors	5	2	Only two projectors are currently operational. The Assembly urgently requires the acquisition of additional projectors and screens.
Office space	50	27	The current office spaces are insufficient to accommodate all staff. Additional office space is needed to house departments and units such as Budget, Administration, Works, and Agriculture.
Vehicle	10	4	Currently, only three vehicles are available for use, with one being out of service. Additional vehicles are needed for the Physical Planning, Environmental Health & Sanitation, and Works Departments to support their mobilization activities.

Source: Human Resource Dept. 2026

The Municipal Assembly relies on a range of office logistics including computers, printers, vehicles and projectors for the implementation, monitoring and evaluation of programmes and projects. During the period under review the Assembly through the Ghana Smart SDG Cities programme acquired some office logistics such as a laptop computer, desktop computer, printer, digital camera, projector and a screen towards the implementation of the programme as well as other programmes of the Assembly while new offices were refurbished for use by the Environmental Protection Agency and the Ghana Smart SDG Cities programme. While some of these logistics are functional and in use, many others are broken down and no longer serve their intended purpose. The Assembly requires approximately 50 office spaces to accommodate all staff, yet only 27 are available, forcing officers to share the limited workspace. Similarly, only 3 out of the 4 vehicles currently available are in good condition thereby affecting revenue mobilization and monitoring and evaluation activities. The limited availability of these office logistics negatively impacts staff productivity and poses a challenge to effective service delivery. It is therefore imperative for Management to prioritize and allocate resources toward acquiring additional logistics, particularly vehicles and motorbikes, to support officers in the day-to-day execution of activities.

Figure 18. Office Logistics Requirement



Source: MPCU 2026

2.22 Evaluations Conducted with Findings and Recommendations

During the year under review, the Assembly carried out ex-ante evaluations in the form of Environmental Impact Assessments (EIA) on two (2) newly awarded development projects and a feasibility study on a proposed Private and Public Partnership (PPP) for the development of ECOWAS border market at Akanu and a shopping center in Dzodze. These evaluations were conducted by officials of the Environmental Protection Agency's (EPA) office in Ho and Morden Construction Company (MCC) in Accra respectively following an initial Strategic Environmental Assessment (SEA) undertaken by the Municipal Safeguards Team prior to the commencement of construction activities. The evaluations aimed to identify and predict potential adverse social and environmental impacts, propose appropriate mitigation measures, and ensure the integration of environmental and social considerations into decision-making processes. These assessments were conducted in compliance with relevant legal and regulatory frameworks, including the EPA Act, 1994 (Act 490), the Environmental Assessment Regulations, 1999 (LI 1652), and the Public Works Department (PWD) Act, 2016 (Act 715). The methodologies adopted included desk reviews, screening, scoping, baseline studies, market demand analysis, financial and economic viability studies, site assessments, risk analysis, stakeholder consultations, and public disclosure. Stakeholder engagements were complemented with the administration of questionnaires to gather views, opinions, and inputs from project beneficiaries and other relevant stakeholders, as well as to obtain essential project information. The Assembly through the Municipal Planning Coordinating Unit (MPCU) also conducted a Final/Terminal evaluation of the Medium – Term Development Plan (2022 – 2025) to assess the overall performance, effectiveness and impact of implemented programmes and projects, as well as the efficient use of resources. The evaluation intended to provide accountability and transparency to stakeholders, documents lessons learned and best practices. Details of the evaluations are provided below.

Table 25. Update on Evaluations Conducted

Name of the Evaluation	Policy/Programme/Project Involved	Consultant or Resource Persons Involved	Methodology Used	Findings	Recommendations
Ex-ante evaluation Environmental Impact Assessment (EIA)	Construction of 1 No.6-unit classroom with ancillary facilities at Tadzewu Law Memorial E.P Basic School	Ing Maxwell Zu-Cudjoe (Volta Regional Director, EPA – Lead Consultant), Emmanuel Mensah Gbekor (Senior Programme Officer), Bernice Wotordzor (Programme Officer).	Project screening, scoping phase, review of project designs and EPA guidelines, baseline study, impact assessment and mitigation measures, environmental impact statement, public consultation and stakeholder engagement, decision and issuance of the EPA permit	The project had met all the Environmental and social safeguard requirements such as the EPA Act, 1994, (ACT 490), PWD Act, 2006 (ACT 715). Construction works may generate dust, emissions and pollutants leading to temporary deterioration of air quality	The project has more positive than negative impacts and is environmentally feasible. Mitigation measures should be implemented to minimize adverse effects. The project should proceed with regular environmental monitoring. Compliance with EPA guidelines is required to maintain environmental sustainability
Ex-ante evaluation – Environmental Impact Assessment (EIA)	Construction of 2 No. CHPS Compound at Adzoatsi and Wuti-Kutsinu	Ing Maxwell Zu-Cudjoe (Volta Regional Director, EPA – Lead Consultant), Emmanuel Mensah Gbekor (Senior Programme Officer), Bernice Wotordzor (Programme Officer).	Project screening, scoping phase, review of project designs and EPA guidelines, baseline study, impact assessment and mitigation measures, environmental impact statement,	The project had met all the Environmental and social safeguard requirements such as the EPA Act, 1994, (ACT 490), PWD Act, 2006 (ACT 715). Construction works may generate dust, emissions and pollutants leading to temporary deterioration of air quality	The project has more positive than negative impacts and is environmentally feasible. Mitigation measures should be implemented to minimize adverse effects. The project should proceed with regular environmental monitoring. Compliance

Name of the Evaluation	Policy/Programme/Project Involved	Consultant or Resource Persons Involved	Methodology Used	Findings	Recommendations
			public consultation and stakeholder engagement, decision and issuance of the EPA permit		with EPA guidelines is required to maintain environmental sustainability
Final / Terminal Evaluation	Medium – Term Development Plan (2022 – 2025)	Municipal Planning Coordinating Unit (MPCU)	Review of MTDP (2022 – 2025) and Annual Progress Reports, stakeholder engagement and validation meetings, KIIs with Heads of Departments, community consultations, analysis of performance indicators	Findings revealed moderate progress in the implementation of the MTDP (2022 – 2025). Significant achievements were recorded in education infrastructure, health service delivery, sanitation, and social protection programmes such as LEAP. The overall objectives and goals of the MTDP were not fully attained due to low IGF, inadequate and late release of Central Government funds, limited staff, logistics and capacity constraints	Strengthen resource mobilization through improved IGF collection and private partnerships, enhance inter-departmental coordination and monitoring, address logistics and staffing gaps, integrate lessons learnt into the preparation of the next MTDP (2026 – 2029) to improve efficiency, prioritization, and results-based implementation.
Ex-Ante Evaluation – Feasibility Studies	Development of ECOWAS border market at Akanu and the Dzodze shopping center through Public-	Modern Construction Company Limited (MCC)	Market demand analysis, financial and economic viability studies, stakeholder consultations, site	The feasibility studies indicated strong demand for modern market facilities in Dzodze and surrounding communities due to increasing commercial activities and cross-border trade. The	Finalize land acquisition and documentation processes, engage market associations early to ensure affordability and buy-in, strengthen the PPP

Name of the Evaluation	Policy/Programme/Project Involved	Consultant or Resource Persons Involved	Methodology Used	Findings	Recommendations
	Private Partnership (PPP)		assessments, risk analysis	projects were found to be economically viable under a Public–Private Partnership arrangement, with potential to enhance revenue mobilization, improve sanitation, and decongest existing markets. Key risks identified included land tenure issues, affordability of stall rents for traders and private sector interest under prevailing economic conditions	framework and risk-sharing arrangements seek technical support from VRCC and the PPP Unit of the Ministry of Finance to enhance bankability and successful project implementation.

Source: MPCU, 2026

2.23 Participatory Monitoring and Evaluation (PM&E) with Findings and Recommendations

Participatory Monitoring and Evaluation (PM&E) is an approach that actively involves all key stakeholders in the design and implementation of M&E activities. It serves as an effective means of capturing stakeholder perceptions and determining whether interventions have met their expectations, particularly those of the poor and vulnerable groups within society. During the period under review, the United Nations Human Settlement Programme (UN-Habitat) and Ministry of Local Government, Chieftaincy and Religious Affairs in collaboration with the Dzodze Smart SDG Cities Municipal Implementation Committee (DSSCMIC) employed Participatory Rural Appraisal tool (PRA) to assess and evaluate the performance of the Ghana Smart SDG Cities programme. The PRA tool was further adopted by the Ministry of Gender, Children and Social Protection and the LEAP Management Secretariat (LMS) to examine and appraise the performance of the Livelihood Empowerment Against Poverty (LEAP) Reassessment Programme in the Municipality The PM&E process utilized a range of tools, including Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), household surveys, field observations and GIS mapping. Data generated from these methods were analyzed and stakeholder engagements were organized to report and disseminate findings, including recommendations. Details of the PM&E activities undertaken are presented in the matrix below.

Table 26. Participatory Monitoring and Evaluations (PM&E) Conducted

Name of the PM&E Tool	Policy/Programme/ Project involved	Consultant or Resource Persons Involved	Methodology Used	Findings	Recommendations
Participatory Rural Appraisal (PRA)	Ghana Smart SDG Cities Programme	United Nations Human Settlement Programme (UN-Habitat) MLGCRA	Focus group discussions with some residents in Dzodze, Key informant interviews with Members of the implementation committee (DSSCMIC) and Heads of selected Non-Decentralized Departments Field observations and GIS mapping of Dzodze Review of programme documents Data analysis and validation Stakeholder engagement for reporting and dissemination	Key findings of the evaluation revealed improved awareness and understanding of sustainable urban development principles among Members of the Implementation Committee (DSSCMIC) and Non-Decentralized Departments The programme supported integration of SDG-aligned concepts into the Assembly's MTDP, Composite Budgets and SDF. Despite the significant awareness created on the programme, most residents still perceive the programme as conventional infrastructure development	Strengthen inter-departmental coordination through regular DSSCMIC meetings, Intensify community sensitization on Smart SDG Cities concepts, Build capacities of DSSCMIC and other supporting staff in smart and digital tools, Mobilize additional resources and partnerships to support implementation of priority smart interventions.
Participatory Rural Appraisal (PRA)	Livelihood Empowerment Against Poverty (LEAP) Reassessment Programme	Ministry of Gender, Children and Social Protection, LEAP Management Secretariat (LMS)	Household surveys of beneficiary and non-beneficiary households; Focus Group Discussions with LEAP beneficiaries; Key informant interviews with LEAP focal persons and reassessment committee	Findings from the evaluation revealed that LEAP continues to provide critical income support to extremely poor and vulnerable households in Ketu North, including the elderly without support, persons with severe disabilities, and	Update and regularly validate LEAP beneficiary register Strengthen targeting mechanisms to reduce inclusion and exclusion errors Ensure timely release of cash transfers Intensify

Name of the PM&E Tool	Policy/Programme/ Project involved	Consultant or Resource Persons Involved	Methodology Used	Findings	Recommendations
			Members Verification of beneficiary registers and eligibility criteria Data analysis and validation Stakeholder engagement for reporting and dissemination	households with orphans and vulnerable children. Beneficiaries reported improved access to food, healthcare, and basic household needs. However, inclusion and exclusion errors were identified, particularly in fast-growing communities. Delays in cash disbursement were reported, affecting household planning. Limited beneficiary awareness of grievance redress mechanisms and logistical constraints within the Department of Social Welfare affected monitoring effectiveness.	beneficiary sensitization on programme processes and grievance redress systems Improve logistics and staffing support for effective monitoring and follow-up

Source: MPCU, 2026

CHAPTER THREE

3.0 RECOMMENDATIONS AND THE WAY FORWARD

3.1 Introduction

This chapter outlines recommendations and the way forward in addressing key issues that affected the implementation, monitoring and evaluation of programmes and projects during the year under review. The chapter further highlights the key issues addressed and those yet to be addressed and concludes with recommendations to improve upon the implementation of programmes and projects.

3.2 Key Issues Addressed and Those Yet to be Addressed

3.2.1 Key Issues Addressed

The key issues addressed during the implementation of the 2025 Annual Action Plan are as follows:

- **Implementation of the of Ghana Smart SDG Cities Programme:** The period under review marked the commencement of the implementation of the Ghana Smart SDG Cities Programme after a prolonged delay. The programme is being implemented by the Municipal Assembly in partnership with the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) and the United Nations Human Settlements Programme (UN-Habitat), with financial support from the Government of Norway. Key activities undertaken during the period included the inauguration of the Dzodze Smart SDG Cities Municipal Implementation Committee (DSSCMIC) and the signing of a participation agreement, provision of financial support towards the preparation of the Assembly's MTDP (2026 – 2029), as well as orientation and training on Voluntary Local Reviews (VLRs), data management, and spatial survey tools.
- **Increased Allocation of the DACF and DACF-RFG Funds From Central Government:** The Municipal Assembly recorded a significant improvement in the funding allocation of the DACF and the DACF – RFG from Central Government although the latter is yet to be released to the Assembly. The increased allocation enhanced the Assembly's fiscal space and strengthened its capacity to finance priority development interventions across key sectors. The additional resources are expected to improve planning and implementation of capital projects, particularly in education, health, sanitation and market infrastructure.
- **Completion and Inauguration of Stalled DACF projects:** Another major achievement in 2025 was the successful completion and inauguration of DACF-funded

projects that had stalled in previous years due to inadequate and persistent delays in the release of DACF. Through increased allocation of Central Government grants, contractor engagement and enhanced project supervision, the Assembly was able to bring these projects to completion. Completed projects included a 1 No. 3 Unit Nurses Quarters at Penyi and a CHPS Compound/ Nurses' Quarters at Kuli which have since been handed over to beneficiary communities and institutions for use.

- **Development of Medium-Term Development Plan (2026 – 2029):** The Municipal Assembly successfully developed its Medium - Term Development Plan for the period 2026–2029, in line with Planning Guidelines and Medium-Term National Development Policy Framework issued by the National Development Planning Commission. The planning process was participatory and inclusive, involving key stakeholders such as traditional authorities, civil society organizations, decentralized departments, sub-structures, the private sector, women groups, youth and vulnerable groups. This approach ensured that the plan reflected the development priorities and aspirations of communities within the Municipality.

3.2.2 Key Issues Yet to be Addressed

The following are the major issues that were not addressed during the implementation of the 2025 Annual Action Plan:

- **Pause in the Implementation of the District Road Improvement Programme:** The Municipal Assembly experienced a pause in the implementation of the District Road Improvement Programme (DRIP), which adversely affected efforts to improve road connectivity and accessibility within the Municipality. The interruption was largely attributed to the non-release of funds towards the implementation of the programme. As a result, several planned road rehabilitation and maintenance activities, particularly feeder roads linking farming communities to market centres, could not be executed as scheduled. This situation affected the transportation of agricultural produce, increased vehicle operating costs and limited access to essential services such as health and education, especially in remote communities.
- **Limited Personnel, Funding and Logistics for Plan Implementation, Monitoring and Evaluation:** Limited availability of personnel particularly in departments such as Works, Physical Planning, Trade & Industry (BAC) and Agriculture coupled with logistical constraints, including insufficient computers, vehicles, office space as well insufficient funds for monitoring and evaluation activities hindered the Assembly's ability to undertake regular field visits and effectively monitor programme and project performance.

- **Poor State of Major Markets in the Municipality:** Major market facilities in the Municipality remain in poor conditions often characterized by inadequate stalls, poor drainage systems, lack of proper sanitation facilities, overcrowding, and weak waste management practices. The deplorable state of these markets poses serious public health and environmental risks, particularly during the rainy season, when flooding and unsanitary conditions are prevalent.

3.3 Recommendations

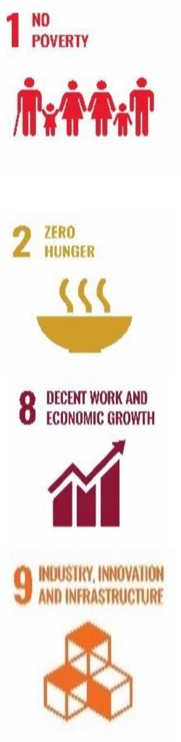
The following recommendations are made to improve the implementation of projects and programmes by the Municipal Assembly to achieve overall development.

- The Assembly should enhance IGF mobilization by adopting innovative strategies, including the use of the District Local Revenue (dlRev) software to minimize revenue leakages, improve transparency and increase funding to support the effective implementation of the Medium-Term Development Plan.
- The Assembly should intensify engagement with relevant central government institutions to ensure the timely release of funds for road works. In the interim, the Assembly should explore alternative funding sources and support from development partners to undertake critical road rehabilitation and routine maintenance
- The Assembly through the Volta Regional Coordinating Council should submit a formal request to the Local Government Service Secretariat for the posting of additional technical staff, particularly to understaffed departments. At the same time, the Assembly should invest in capacity-building and skills development for existing staff and ensure adequate budgetary allocations and logistics for monitoring and evaluation activities.
- The Assembly should prioritize and fast-track the construction of the 24-hour economy model market as well as the rehabilitation and upgrading of other major markets to enhance conditions and improve local trade. Again, the Assembly should finalize the engagements with Modern Construction Company Limited for the construction of the proposed ECOWAS market and Dzodze shopping center projects.

3.4 Conclusion

The 2025 APR on the implementation of the 2025 AAP and the MTDP (2022 – 2025) outlines key achievements, challenges and areas requiring improvement. During the year under review, the Municipal Assembly recorded appreciable progress in advancing priority development interventions, particularly in infrastructure development, service delivery, and stakeholder engagement translating into 92% implementation of its 2025 AAP and 95% of the overall MTDP (2022 – 2025). Notwithstanding these gains, the Assembly faced a number of challenges, including delays in the commencement of key developmental projects, limited technical staff in key departments and coordination constraints among stakeholders. Addressing these issues remains critical to achieving the objectives and targets of the successor MTDP (2026 – 2029), as the Assembly remains committed to fostering sustainable development and enhancing the quality of life of all residents through effective governance and improved service delivery.

ANNEX 1: Adoption Of Development Goals, Key Issues and Policy Objectives of MTDP (2022 - 2025)

Focus Area	Key Issues	Adopted Policy Objectives	SDG Linkage
Development Dimension: Economic Development **Goal:** Build a prosperous society			
Strong and resilient economy	• Revenue under-performance • Low volume of production	Ensure improved fiscal performance and sustainability Promote local trade and investment	
Private sector development	• Inadequate access to affordable credit • Limited modern markets	Enhance business enabling environment Support entrepreneurs and MSME development Enhance domestic trade	
Agriculture and rural development	• High cost of production inputs • Limited access to land • Inadequate investments in the agricultural sector • Low proportion of irrigated agriculture • Lack of youth interest in agriculture • Low level of good husbandry practices	Create an enabling agribusiness environment Improve public-private investments in the Agricultural sector Modernize and enhance agricultural production systems Promote agriculture as a viable business among the youth Promote livestock and poultry development for food security and income generation	
Tourism and creative industry development	• Poor tourism infrastructure and services	Diversify and expand the tourism industry for economic development	
Development Dimension: Social Development **Goal:** Creating equal opportunities for all			
Education and training	• Inadequate school infrastructure,	Enhance equitable access to, and participation in quality education at all levels Promote inclusive education	

Focus Area	Key Issues	Adopted Policy Objectives	SDG Linkage
	library facilities and services • Poor quality of education at all levels • Inadequate and inequitable access to education for PWDs and people with special needs at all levels	Promote literacy and lifelong learning	
Gender equality	• Limited access to land and other productive resources by women for agricultural purposes	Promote economic empowerment of particularly women	
Water and environmental sanitation	• Inadequate access to water services • Poor sanitation and waste management • Inadequate access to improved toilet facilities	Improve access to safe, reliable and sustainable water supply services for all Enhance access to improved and sustainable environmental sanitation services	
Reducing Poverty and Inequality	• High incidence of multi-dimensional poverty • High poverty among vulnerable households including those with disabilities	Eradicate poverty and address vulnerability to poverty in all forms and dimensions	
Health and health services	• Gaps in physical access to health infrastructure and services	Ensure accessible, and quality Universal Health Coverage (UHC) for all	
Food and nutrition	• Infant and adult malnutrition	Promote nutrition specific and sensitive programmes and interventions	
Child protection and development	• Prevalence child labour	Prevent and protect children from all forms of violence, abuse, neglect and exploitation	
Disability inclusive development	• Persistent abuse, exploitation, violence and discrimination against persons with disabilities	Eliminate discrimination in all forms and protect the rights and entitlements of Persons with Disabilities	
Development Dimension: Environment, Infrastructure and Human Settlements **Goal:** Safeguard the natural environment and ensure a resilient, built environment			
Protected areas	• Encroachment in conservation areas, forest reserves, and protected areas	Improve forest and protected areas	

Focus Area	Key Issues	Adopted Policy Objectives	SDG Linkage
Mineral extraction	• Environmental degradation	Promote sustainable extraction of mineral resources	7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION
Water resource management	• Negative impact of climate variability and change	Promote sustainable water resources development and management	
Environmental pollution	• Improper source management of solid and liquid waste including e-waste	Reduce Environmental Pollution	
Deforestation, desertification and soil erosion	• Illegal sand winning activities	Combat deforestation, desertification and soil erosion	
Climate variability and change	• Loss of trees and vegetative cover	Enhance climate change resilience	
Transportation: road	• Inadequate road infrastructure • Inadequate street lightening and road signs	Improve efficiency and effectiveness of road transport infrastructure and services	
		Enhance safety and security for all categories of road users	
Human settlement development and housing	• Haphazard building and non-compliance to available planning schemes	Promote sustainable spatially integrated development of human settlements	
Rural development management	• Poor and inadequate rural infrastructure and services	Enhance quality of life in rural areas	
Development Dimension: Governance, Corruption and Public Accountability **Goal:** Maintain a stable, united and safe society			
Democratic governance	• Low representation of women and vulnerable groups in decision making at the local level	Deepen democratic governance	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS
Local governance and decentralization	• Ineffective sub-district structures	Deepen political, financial and administrative decentralization	
	• Inadequate exploitation of local opportunities for economic growth and job creation	Improve decentralized planning	
	• Untapped revenue sources at the MMDAs • Limited capacity and opportunities for revenue mobilization.	Strengthen fiscal decentralization	
	• Low involvement and participation of citizenry in planning and budgeting	Improve popular participation at regional and district levels	

Focus Area	Key Issues	Adopted Policy Objectives	SDG Linkage
Political accountability	• Inadequate public and community ownership of programmes and projects	Deepen transparency and public accountability	
Development Dimension: Emergency Planning and Response (Including Covid-19 Recovery Plan) **Goal:** Build resilience to withstand threats of different dimensions, including COVID-19			
Hydro-meteorological threats	• Human induced events (sand winning, encroachment, domestic and bush fires, etc.) • Poor early warning systems	Promote proactive planning and implementation for disaster prevention and mitigation	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS
	• Poor coordination among key institutions	Enhance coordination among key institutions	
Biological	• Weak surveillance system	Enhance surveillance system and build response capacity to prevent, detect, contain, and respond to epidemics and pandemics	
Economic, political, ethnicity and religious Conflict	• Community Agitations • Chieftaincy Disputes • Multiple sale/claimants of Land	Ensure safety of life, property and social wellbeing	
Development Dimension: Implementation, Coordination, Monitoring and Evaluation **Goal:** Improve delivery of development outcomes at all levels			
Implementation and coordination	• Delay in the release of approved funds • Inadequate Internally Generated Funds (IGF)	Strengthen plan preparation, implementation and coordination at all levels	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS
Monitoring and evaluation	• Inadequate financial, logistical and human resources • Low demand and utilization of M&E results	Strengthen monitoring and evaluation systems at all levels	
Production and utilization of statistics	• Limited generation and utilization of statistics	Strengthen production and utilization of statistics	
Development cooperation and finance	• Unsustainable sources of funding for financing development projects.	Improve resource mobilization and effectively manage its utilization	
Knowledge management	• Poor record keeping and documentation	Enhance knowledge management and learning	

Focus Area	Key Issues	Adopted Policy Objectives	SDG Linkage
and learning			