

KETU SOUTH
MUNICIPAL ASSEMBLY

MEDIUM-TERM DEVELOPMENT PLAN (2026 - 2029)

prepared under the

'Resetting Ghana Agenda - Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity'

by:
Municipal Planning Coordinating Unit
February 2026



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Ketu South Municipal Assembly: 2026 - 2029 Medium-term Development Plan

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ADOPTION STATEMENT

The 2026-2029 Medium-term Development Plan was adopted at the 2nd ordinary meeting of the second session of the ninth Assembly of the Ketu South Municipal Assembly held on Thursday, 30th October, 2025.



……

Hon. Richard Nyivie
Presiding Member



……

Mr. Benjamin K. Tettey
Ag. Mun. Coord. Director



……

Hon. Nicholas K. Worclarchie
Mun. Chief Executive

FOREWORD



The concept and practice of planning for the medium-term at the community and unit level is very critical to sustainable development. It creates the opportunity for the involvement of citizens in their development process. Being part of the orientation and consultation process, it gives me great pleasure to outdoor the 2026 - 2029 Medium Term Development Plan (MTDP) for the Ketu South Municipal Assembly. The plan is intended to guide the development of the Municipality in the next four years.

In the next four years, there will be dedicated effort towards revenue improvement, modernisation of our communities through local planning and road infrastructure improvement, investment in health, education, sanitation, market infrastructure and a '360 monitoring and evaluation' system to drive the reset agenda in the Municipality. Overall, the application of corporate practices into the Assembly system will position us towards the renewal of systems and practices in the municipality.

I urge our citizens, and everyone reading this to own this document and contribute towards its full implementation. Development partners are also invited to partner with us in moving the world forward and achieving the Sustainable Development Goals so that we do not leave anyone behind.

To conclude, I would like to commend the plan preparation team, honourable Assembly members, Unit Committee members, German Technical Cooperation, Volta Regional Coordinating Council and all stakeholders who contributed in various ways in the preparation of this document. It is our hope that same support and resources, especially financial, will be available to realise the goals and objectives of our people of Ketu South.

……

Hon. Nicholas Kwabla Worclachie
MCE, Ketu South Municipal Assembly

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LIST OF ACRONYMS

Acronym / Abbreviation	*Meaning*
AGI	*Association of Ghana Industries*
BAC	*Business Advisory Centre*
BECE	*Basic Education Certificate Examination*
CSOs	*Civil Society Organisations*
DACF	*District Assembly Common Fund*
DPs	*Development Partners*
DSWCD	*Department of Social Welfare and Community Development*
DUR	*Department of Urban Roads*
EHSU	*Environmental Health and Sanitation Unit*
FBOs	*Farmer Based Organisations*
GES	*Ghana Education Service*
GHS	*Ghana Health Service*
GIZ	*German Technical Cooperation*
GNPC	*Ghana National Petroleum Cooperation*
GoG	*Government of Ghana*
GRA	*Ghana Revenue Authority*
GSS	*Ghana Statistical Service*
IGF	*Internally Generated Fund*
ISD	*Information Services Department*
ISSOP	*Inter-Sectoral Standard Operating Procedure*
KSMA	*Ketu South Municipal Assembly*
LED	*Local Economic Development*
LVD	*Lands Valuation Division*
MAG	*Modernising Agriculture in Ghana*
MCD	*Municipal Coordinating Director*
MCE	*Municipal Chief Executive*
MDA	*Municipal Department of Agriculture*
MFD	*Municipal Finance Department*
MLGRD / MLGCRA	*Ministry of Local Government and Rural Development /Ministry of Local Government, Chieftaincy and Religious Affairs*
MMDAs	*Metropolitan, Municipal and District Assemblies*
MOC	*Ministry of Communication*

MoF	*Ministry of Finance*
MOFARI	*Ministry of Foreign Affairs and Regional Integration*
MPCF	*Member of Parliament Common Fund*
MPCU	*Municipal Planning Coordinating Unit*
MTDP	*Medium-Term Development Plan*
MWD	*Municipal Works Department*
NADMO	*National Disaster Management Organisation*
NBSSI	*National Board for Small Scale Industries*
NCCE	*National Commission for Civic Education*
NDPC	*National Development Planning Commission*
NGOs	*Non-Governmental Organisations*
OHLGS	*Office of the Head of Local Government Service*
PPD	*Physical Planning Department*
PPEs	*Personal Protective Equipment*
PPP	*Public-Private Partnership*
PWDs	*People with Disabilities*
REP	*Rural Enterprise Programme*
RFG	*Responsiveness Factor Grant*
RHC	*Residencial Home for Children*
SMSEs	*Small and Medium-Size Enterprises*
SOPs	*Standard Operating Procedures*
SSNIT	*Social Security and National Insurance Trust*
STMIE	*Science, Technology, Mathematics and Innovation Education*
TA	*Traditional Authorities*
VRCC	*Volta Regional Coordinating Council (VRCC)*

EXECUTIVE SUMMARY

As part of Ghana's decentralization system, district assemblies are mandated to prepare Medium-Term Development Plans (MTDP) to guide the process of growth in their respective jurisdictions. In line with this, a plan preparation team was constituted to prepare the MTDP 2026-2029 for the Ketu South Municipal Assembly. Members of the team include staff from Development Planning, Budget, Social Welfare & Community Development, Physical Planning, Agriculture, Health, Education, Statistician, Gender Desk Departments / Units and Chairperson of the Development Planning Sub-committee. Other departmental heads were co-opted at different stages of the plan preparation for their inputs, especially data relating to their sectors. In effect, the Plan was prepared in line with the 'Resetting Ghana Agenda - Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity' policy framework.

The team adopted a participatory approach to prepare the Plan in line with the guidelines issued by the National Development Planning Commission on preparation of district, sector and regional medium-term development plans. There were two sets of public hearings for the needs assessment and validation of draft plans. These were organised at the five zonal council offices with participation of all stakeholders including the Municipal Chief Executive, Zonal Council staff, Hon. Assembly and Unit Committee members, traditional authorities, interest groups such as Ghana Federation of disabled, teachers, health workers, some civil society organisations within municipality, the heads of departments and the public.

Key development issues emanating from the situational analysis and community needs assessments were harmonized and prioritized using the prioritization matrix followed by formulation of program of action, yearly action plans and financing structure for the plan. Monitoring and evaluation strategies were designed with appropriate indicators and targets and concluded with a strategy for communication of the development process to all stakeholders.

Key programmes identified include Trade, Tourism and Investment Promotion (TTIP) Programme, Health and health services programme, WASH (Water, Environmental Sanitation and Hygiene) Programme where over 60% of households are expected to benefit from water infrastructure that will bring potable water to the doorsteps of the people of Ketu South Municipality. Other programmes include Education and training programme, Sports and recreation programme, Coastal, Marine, Water, Protected Areas and Environmental Management Programme, Climate Variability and Change Management Programme, Good Governance, Decentralization and Data management Programme and Partnerships for development programme.

The Plan is estimated at GHS GHS239,285,572.00 to be financed mainly from internal the District Assemblies' Common Fund constituting 74% of expected sources. Second This is followed by Development Partners constituting 19% while Internally Generated Fund (IGF) and Government of Ghana (GoG) transfers to departments constitute 6% and 1% respectively.

This document has been structured into eight chapters. Chapter one talks about the general background of the Assembly, vision, mission, core values. Chapter two highlights performance review and situational analysis of district sectors and presents a list of key development issues. Chapter three elaborates on the key development priorities identified while the development goals, policy objectives and strategies to be adopted to solve the identified issues are highlighted in chapter four. In chapter five, the composite development programmes, assumptions and financing framework are detailed. Chapter six outlines the yearly action plans which form the basis for the preparation of the annual budget. Chapter six highlights monitoring and evaluation arrangements and outlines all indicators, baselines, and targets. Finally, Chapter seven and eight discusses the monitoring and evaluation framework and strategies for communicating the plan to citizens and stakeholders.

It is our firm believe that timely release of funds, adequate monitoring, evaluation and active stakeholder participation in these activities is key to ensuring the achievement of the overall goal and vision of the Assembly.

CHAPTER ONE:
GENERAL INTRODUCTION

1.1. INTRODUCTION

This chapter introduces the Assembly, it's vison, mission, core functions and mandates that it exists to perform. The chapter also highlights the organisational structure of the Assembly and gives the structure of the entire Plan.

1.2. BACKGROUND OF KETU SOUTH MUNICIPAL ASSEMBLY

The Ketu South Municipal Assembly (KSMA) is the highest administrative and planning authority in the Municipality. It was known as Ketu District Assembly at its inception in 1989 immediately after Ghana started its decentralization process and was established by Ketu District Assembly Legislative Instrument (LI) 1475 of 1989. In 2007, The Assembly was split into the Ketu North and Ketu South District Assemblies by LI 1897 of 2007. Subsequently, with its increasing population, the Ketu District Assembly was elevated to Municipal status through LI 2155 of 2012 (19th March) which repealed an earlier LI 2075 of 2012 (14th February). It is worth noting that the 2025 projected population of 265,902 has positioned the Municipality to be elevated to a metropolitan status.

1.3. STRATEGIC DIRECTION OF THE ASSEMBLY

1.3.1. Vision

The best-managed decentralized Assembly delivering inclusive governance, exceptional client-oriented innovative services and promoting human rights to improve the lives of our people.

1.3.2. Mission

Make a positive change in the lives of our people by mobilizing all available resources for an efficient and effective delivery of social, economic, political, environmental, and cultural services through science, technology and good governance.

1.3.3. Functions and Mandate

The functions of KSMA are spelt out in Section 12 of the Local Governance Act, 2016 (Act 936) as Amended and provides that the Assembly shall *(a)* exercise political and administrative authority in the district; *(b)* promote local economic development; and *(c)* provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law. The KSMA is thus clothed with powers to exercise deliberative, legislative and executive functions and perform the underlisted functions:

i. Be responsible for the overall development of the Municipality.
ii. Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the Municipality.
iii. Promote and support productive activity and social development in the Municipality and remove any obstacles to initiative and development.

iv. Sponsor the education of students from the Municipality to fill particular manpower needs of the Municipality especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students.
v. Initiate programmes for the development of basic infrastructure and provide municipal works and services in the Municipality.
vi. Be responsible for the development, improvement and management of human settlements and the environment in the Municipality.
vii. In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the Municipality.
viii. Ensure ready access to courts in the Municipality for the promotion of justice.
ix. Act to preserve and promote the cultural heritage within the Municipality.
x. Initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment; and
xi. Perform any other functions that may be provided under another enactment.

Also, the Assembly shall take steps and measures that are necessary and expedient to *(a)* execute approved development plans for the district, *(b)* guide, encourage and support sub-district local structures, public agencies and local communities to perform their functions in the execution of approved development plans; *(c)* initiate and encourage joint participation with other persons or bodies to execute approved development plans; *(d)* promote or encourage other persons or bodies to undertake projects under approved development plans; and *(e)* monitor the execution of projects under approved development plans and assess and evaluate their impact on the development of the district and national economy in accordance with government policy. Additionally, we are supposed to co-ordinate, integrate and harmonize the execution of programmes and projects under approved development plans for the district and other development programmes promoted or carried out by Ministries, Departments, public corporations and other statutory bodies and non-governmental organizations in the Municipality.
The Assembly is also mandated by other laws / enactments to perform such functions in relation to *(a)* the Auction Sales Act, 1989 (P.N.D.C.L. 230); *(b)* the Liquor Licensing Act, 1970 (Act 331); *(c)* the Control and Prevention of Bushfires Act, 1990 (P.N.D.C.L. 229), Sections 296 and 300 of the Criminal Offences Act, 1960 (Act 29), Liquor Licensing Act, 1970, (Act 331), Public Health Act, 2012 (Act 851) among other enactments.
The Local Governance Act also provides the Assembly with the delegation of functions of District Assembly with the option to delegate any of the functions of the District Assembly to its sub-district structures (Zonal Councils or Unit Committee) or any other body or person as it may determine. This does not include the delegation of its power to legislate, levy taxes, rates, duties and fees or borrow money to a Zonal Council or Unit Committee.

1.3.4.Core Values

The values of the Assembly are:

1. Hard work
2. Discipline
3. Integrity
4. Transparency
5. Professionalism
6. Client focus
7. Accountability
8. Equity
9. Honesty

10. Participation
11. Trust and
12. Good governance.

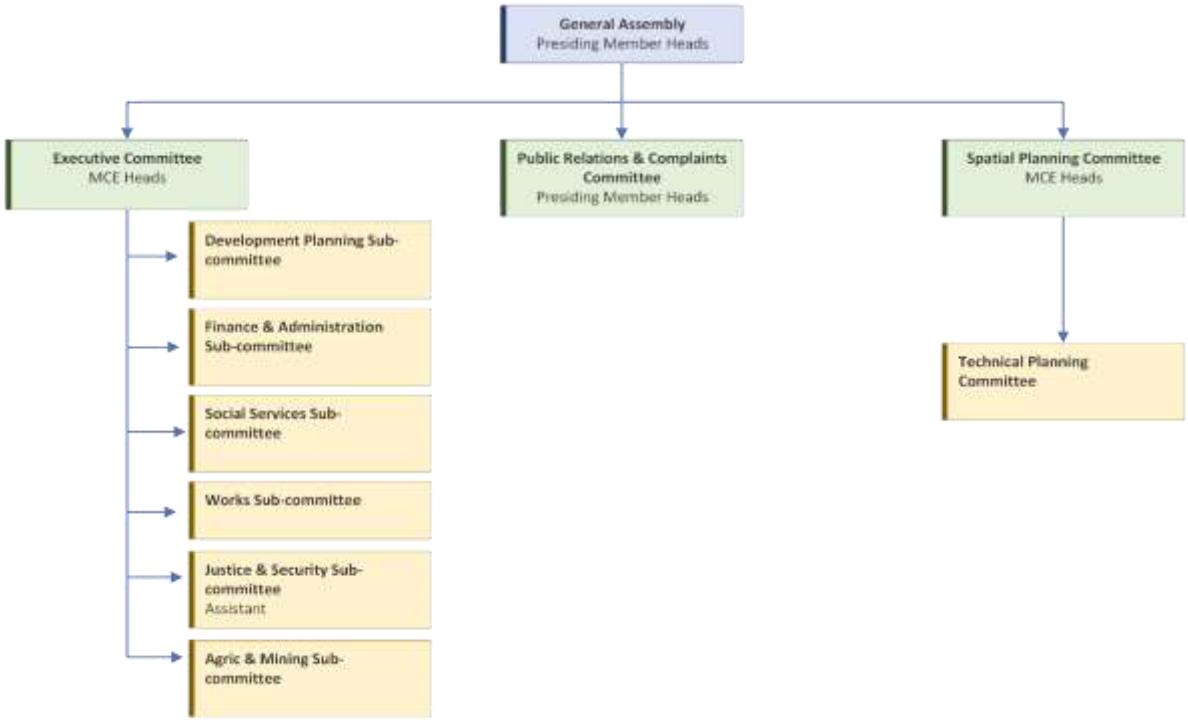
In summary, Ketu South Municipal Assembly regards good governance and public-private partnership as essential to holistic development. We are also committed to the sustenance of our traditional institutions and the natural environment.

1.4. ORGANISATIONAL STRUCTURE OF THE ASSEMBLY

The Ketu South Municipal Assembly is composed of thirty-nine (39) elected and seventeen (17) government appointees, the Municipal Chief Executive, the Member of Parliament as an ex-officio member with the Municipal Coordinating Director as its secretary. The Assembly is chaired by the Presiding Member who is elected from among the Assembly members and serves a two-year term renewable once. Women representation in the Assembly accounts for 8.7 percent (5 women) indicating a need to improve on women participation in election and decision making.

The structure of the Assembly can be seen from both technical and elected / deliberative 'branches'. Deliberatively, the KSMA has three main committees namely Public Relation and Complains Committee (PRCC), Executive Committee (EXECO) and the Spatial Planning Committee (SPC). The EXECO has five main standing sub-committees while the SPC has one committee under them while the PRCC has none. All committees may form ad-hoc committees as may apply. Figure 2.1 shows the organogram of this deliberative structure.

Figure 2.1: Organogram of KSMA (Deliberative)

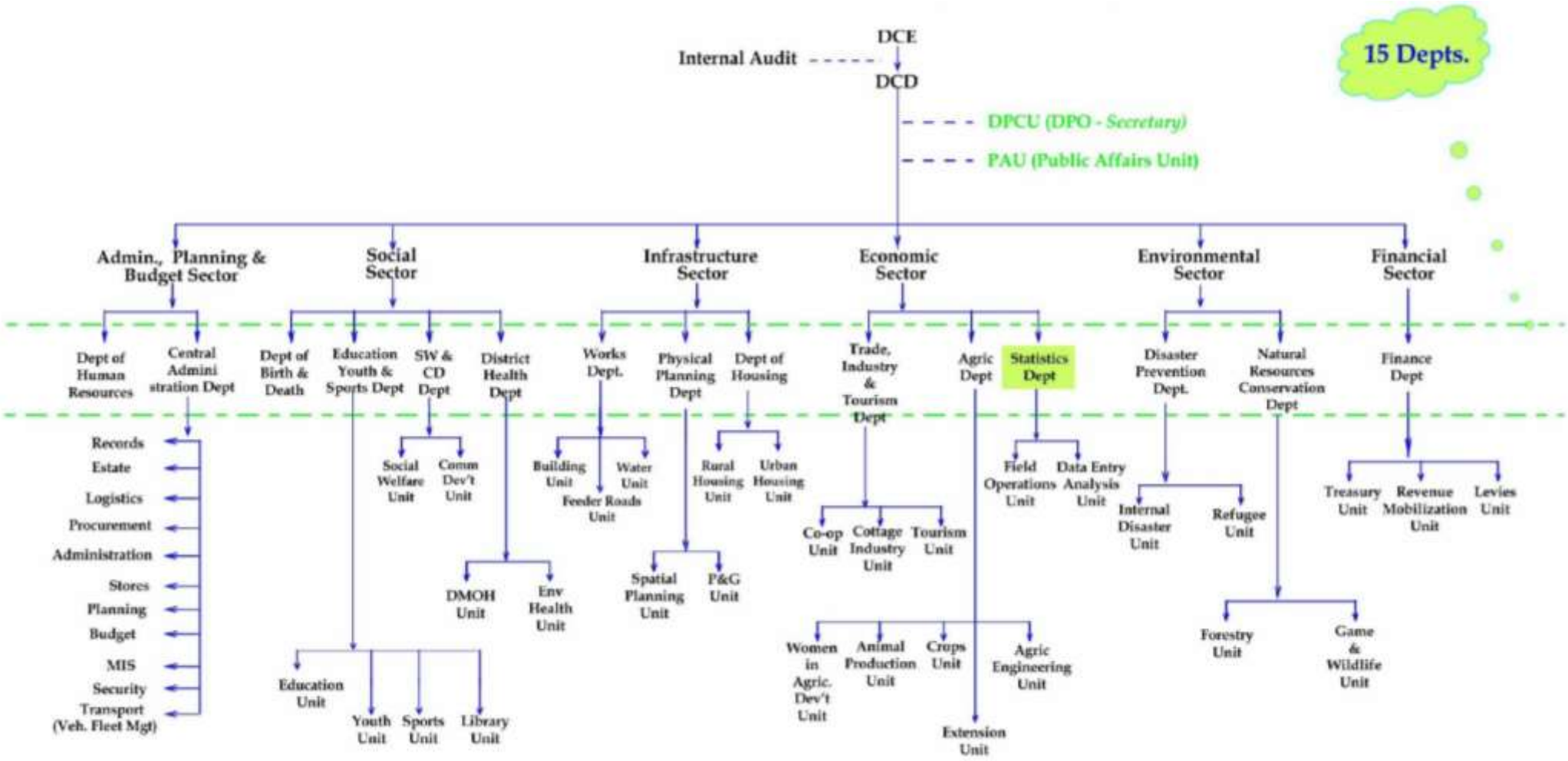


Source: Author's Construct

Technically, the Municipal Chief Executive, who is the political head of the Assembly, heads the Municipal Assembly. He also chairs the Executive committee. Fifteen

departments (some not operational) assist the Municipal Coordinating Director to carry out the decisions of the Assembly and implement government policy. In addition, there are several non-decentralized departments, boards, companies currently operating at various levels in the Municipality. They include Ghana National Fire Service, Ghana Revenue Authority, Judicial Service, Ghana Post, Ghana Police Service, Electricity Company of Ghana, Electoral Commission, Commission on Human Right and Administrative Justice, National Ambulance Service, National Commission for Civic Education, National Health Insurance Authority, National Identification Authority, Audit Service, etc. Figure 2.2 shows the organogram for the technical 'branch' of the Assembly.

Figure 2.2: Organogram of the KSMA (Functional)



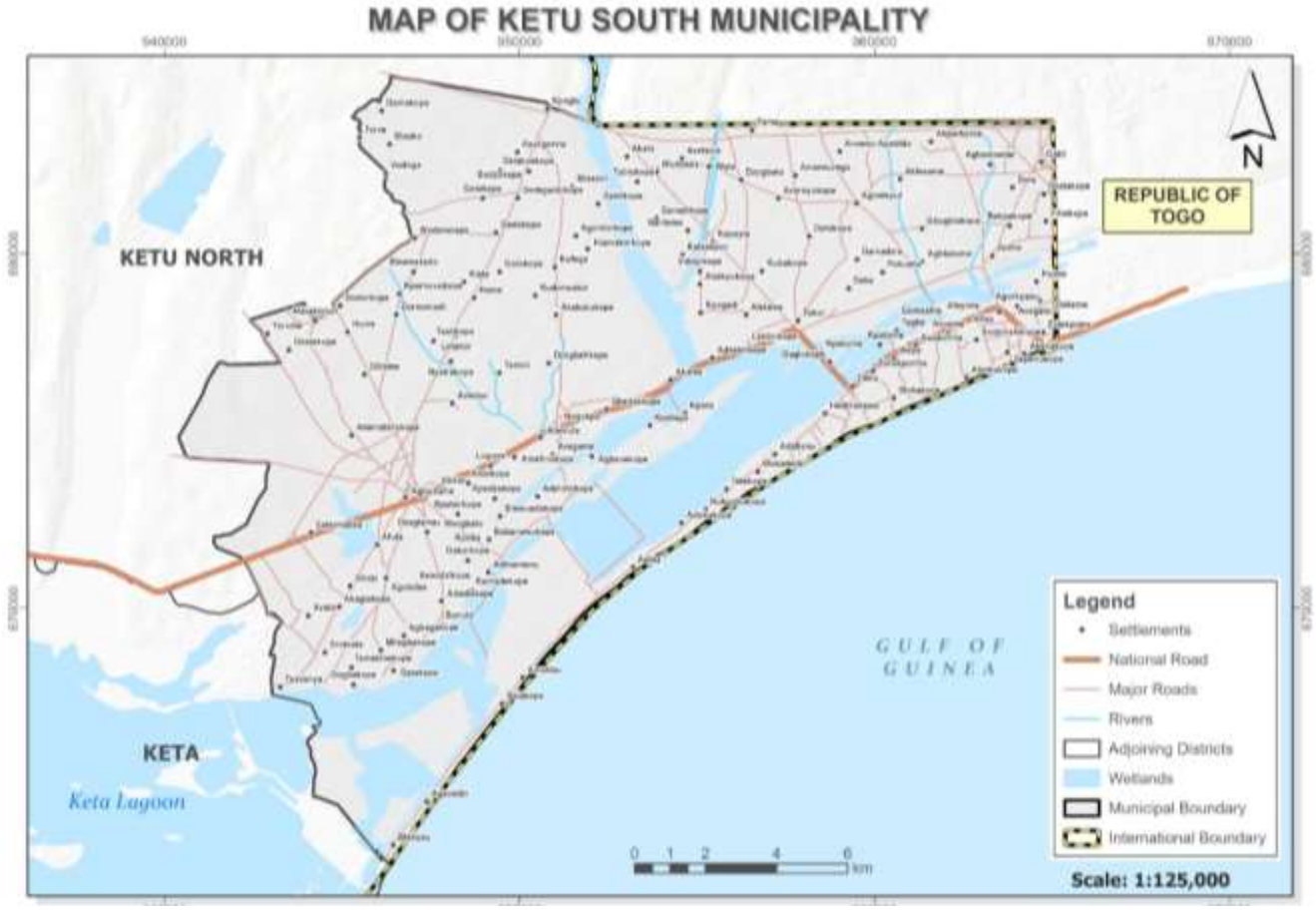
Source: MLGCRA, 2022

1.5. LOCATION OF KETU SOUTH MUNICIPALITY

The Ketu South Municipality is in the south-easternmost part of Ghana. As one of the eighteen (18) Municipalities / Districts in the Volta Region, the Municipality shares boundaries with the Republic of Togo to the East, Keta Municipality to the West, Ketu North Municipality to the North and Gulf of Guinea to the South and lies within latitudes 6° 3″ N and 6° 10″ N, and longitude 1° 6″ E and 1° 11″ E with a coastline measuring 23.81km. The Municipality has a total land size of 261km^2 representing 2.8 percent of the regional land area making it the second smallest in terms of land size after South Dayi District. The Municipality is Ghana's main eastern border to Togo.

One peculiarity about the location of Ketu South Municipality is that it is home to one of only seventeen cities in the world and seven in Africa that share[1] a border with the capital city of another sovereign state (Aflao in Ghana and Lomé in Togo). This strategic location has implications for cross-border activities that cut across trade, security, cultural, etc. for the Municipality. Figures 2.3 and 2.4 shows the political map of the Municipality and as seen in the regional context.

Figure 2.3: Ketu South Municipal Map



Source: Physical Planning Department, 2025

[1] Source: https://en.wikipedia.org/wiki/List_of_national_capitals_situated_on_an_international_border

Figure 2.4: Ketu South M. in National Context



Source: Physical Planning Department, 2025

1.6. STRUCTURE OF THE PLAN

This Plan is divided into eight chapters. Chapter one (general introduction) talks about the general background of the Assembly including vision, mission, core values. Chapter two (situational analysis) highlights the performance review of previous MTDP 2022-2025 and current profile / environmental scan of the Municipality. In chapter three, are the development issues to be addressed in the current Plan i.e. key development priorities. Chapter four (development goals, objectives and strategies) elaborates on the goals, objectives and strategies designed to aid the development process in the medium-term. Chapter five (composite development programme) details composite development programmes, sub-programmes, and their corresponding cost. Chapter six (annual action plans) outlines the Annual Action Plans which form the basis for the preparation of the annual budget. Chapters seven (M&E arrangements) focusses on monitoring and evaluation arrangements including indicators, baselines and targets to be used in measuring the performance of the Plan. Finally, Chapter eight (communication strategy) discusses strategies and actions adopted to communicate the plan to citizens and other stakeholders.

CHAPTER TWO:
SITUATIONAL ANALYSIS

2.1. INTRODUCTION

This chapter reviews the performance of programmes and projects executed under the previous plan (2022-2025) using various indicators and financials. It also describes the existing situation in the Municipality with regards to resources, services, facilities, strengths, weaknesses, opportunities, threats and key development issues that need to be addressed.

2.2. PERFORMANCE REVIEW (2022-2025)

This section of the Plan reviews performance of programs and projects contained in the 2022-2025 MTDP. Thirty-two (32) outcome / impact indicators were objectively selected and analyzed from the six development dimensions of the 2022-2025 National Medium-Term Development Framework. Details of the performance are shown in Table 3.1. Generally, some key lessons learnt from the implementation of the previous Plan, analysis that cut across the development dimensions have been brought to light in this section.

2.2.1. Economic Development

The economic development dimension of 2022-2025 MTDP encompassed sectors of agriculture, business and trade, tourism, and local economic development. The goal for the dimension was to build a prosperous municipality. The adopted policy objectives to be achieved were to modernize and enhance agricultural production systems, support entrepreneurs and MSME development, enhance domestic trade, create an enabling agribusiness environment, and diversify the tourism industry to enhance local economic development.

Overall, the agricultural sector demonstrated significant improvement. Average productivity across selected crops (maize, cassava, rice, and coconut) increased substantially, growing from 10.3% in 2021 to 17.6% in 2023, representing a 71% improvement in productivity. Cultivated lands under irrigation showed modest progress, increasing from 6.2% in 2021 to 6.9% in 2024. This suggests that the rate of expansion remains low for achieving agricultural modernization. The continuous cultivation on same piece of land by farmers over the years has resulted in low nutrients available in the soil to enhance crop production. Poor soil health and erratic rainfall pattern is a threat to agriculture productivity in the Municipality.

Capital expenditure (CAPEX) increased over the period mainly in improving market infrastructure including market stores to boost trade. The services sector which accounts for 60% of the employed population dominated the municipal economy contributing to the highest share of IGF. The MSME sector experienced remarkable expansion, with established businesses growing by 57.7% in 2024 compared to 6.1% in 2021. This suggests more private sector job creation over the period.

Over the period, IGF growth rates continued to experience a consistent decline. IGF growth rate deteriorated from -4% in 2021 to -12% in 2024, significantly underperforming against the targeted 11.4% growth target. The services sector contributed the highest share of IGF (107%), followed by the agricultural sector (87%) and the industry sector (28%) in 2024.

The economic development performance shows both women's significant potential and the persistent barriers that limit their full economic empowerment. While more women benefited from training programs (80%) and agricultural inputs (35%), women dominated the services sector and drove IGF performance. However, structural inequalities in land ownership, employment opportunities, and financial access constrain women's economic empowerment compared to men.

Key challenges facing economic development include slow diversification of local sectors, insufficient investment in local economic growth, slow modernization of agriculture, poor soil health, limited support for MSMEs, underperforming revenue, particularly in property tax collection, and lagging tourism development.

2.2.2. Social Development

This dimension focus areas were education and training, water and environmental sanitation, health and health services, food and nutrition security, population management, social protection, child protection and development and gender equality. Under these focus areas, some adopted policy objectives were set to be achieved including the following: to enhance equitable access to and participation in quality education at all levels, ensure accessible and quality Universal Health Coverage (UHC) for all, improve access to safe, reliable, and sustainable water supply services and sustainable environmental sanitation services for all, strengthen social protection for the vulnerable, prevent and protect children from all forms of violence, abuse, neglect, and exploitation, Promote the rights and welfare of children and attain gender equality and equity in political, social, and economic development.

The 2022-2025 medium term showed continuous slow improvement in school infrastructure at all levels from KG to SHS except for TVET. Generally, educational access improved significantly across all levels. Net enrollment showed a growth trajectory in the 2023/2024 academic year, with 96.7%, 84.3% and 82.4% for KG, Primary and JHS respectively.

Gender parity was successfully achieved at the basic level during the 2023/2024 academic year. However, disparities persist at the secondary level. Senior High School completion rate recorded improvement, increasing from 50.3% in 2020/2021 to 83.2% academic years representing a 65% improvement in retention and completion. However, gender disparities in completion rates persist, with more boys completing education than girls at both JHS and SHS levels. Academic performance showed mixed results across educational level. JHS pass rates declined marginally from 47.5% in 2020/2021, to 46.5% in 2023/2024. SHS pass rates improved slightly from 26.1% to 27.3% during the same period.

Health infrastructure throughout the period year remained stable, with the Community-based Health Planning and Services (CHPS) facilities maintaining a 94% functionality rate. This consistency provided a foundation for sustained healthcare delivery across the municipality.

Infant mortality declined dramatically from 15 per 1,000 live births to 1 per 1,000 live births in 2024. Under-5 mortality declined from 2.54 (2022) to 0.94 (2024). Persistent high prevalence of malnutrition among infants was recorded over the period. However, underweight (weight for age under age 5) prevalence among children reduced 0.71% in

2022 to 0.30% in 2024. Institutional Maternal Mortality Ratio (IMMR) increased from 21.16 per 100,000 live births (2022) to 37.74 per 100,000 in 2024.

Access to improved drinking water showed steady improvement, increasing from 84.3% in 2021 to 86.3% in 2024 suggesting a 2.4% growth rate throughout the period. The population with access to sanitation services declined from 50.5% in 2021 to 48.4% in 2024. Open defecation remains endemic, with zero communities declared open defecation free. Solid waste management capacity remained inadequate, with only 17% of generated waste properly disposed off in 2024. Poor sanitation conditions and the practice of open defecation in the municipality severely impacted women and girls, who faced increased risks of sexual harassment and reproductive health issues. The limited access to improved sanitation services also creates public health vulnerabilities for men, women, and children.

Birth registration data showed a 42% decrease from 2021 to 2024 with male births consistently higher across the years recording 55.3% against 44.7% female births in 2024. Death registration showed a positive trend with a 55.7% overall reduction in recorded deaths from 2021 to 2024. Gender distribution of deaths remained relatively balanced, with a 55.7 percent decrease from 2021 to 2023 however, more female deaths (52.2%) was recorded against (47.8%) for males in 2024.

Child abuse cases increased by 78%, rising from 273 in 2021 to 487 cases in 2025, affecting 834 children, an increase of 165% from 314. Female children made up 61% of the cases. There was a decrease in rape and defilement cases by 55% and 38%, respectively. Equally, Child trafficking cases increased by 467%, mostly involving females. Non-maintenance cases rose by 238%, from 63 to 213 cases, impacting 398 children. Child custody cases went up by 140%, from 40 in 2021 to 96 in 2025. The sharp increases in child trafficking, non-maintenance, and family breakdown cases highlight severe economic pressures on families. Despite improved detection and increased stakeholder collaboration leading to better case management, the overall trend indicates escalating child protection challenges.

For the 2022-2025 period, the total number of LEAP cash recipients declined by 34%, from 3,138 in 2021 to 2,069 in 2025, due to either beneficiaries exiting the program or death. The total LEAP allocation was GH¢8,845,320.61, with beneficiaries receiving or cashing out a total of GH¢6,189,599.00. During this period, females accounted for 60.1% of beneficiaries, while males made up 39.9%. Additionally, a total of 554 LEAP beneficiaries registered for NHIS cards, and 6,522 beneficiaries' cards were renewed annually, with females representing the highest number of beneficiaries. The total number of PWDs registered increased by 5.4%, from 801 in 2021 to 844 in 2025. Support for PWDs improved, with 70% receiving assistance in various categories, including income-generating activities (77.4%), education support (13%), and medical support (9.4%) from the PWD DACF, the majority of whom were females (60%).

2.2.3. Environment, Infrastructure and Human Settlement

Under this dimension, the goal was to Safeguard the natural environment and ensure a resilient built environment. The focus areas during the period were protected areas, coastal and marine area erosion, transport infrastructure, Climate variability and change Water resources management, and human settlements development and housing.

indicators for the dimension include percentage of road network in good condition, coverage of protected areas and proportion of communities with layouts.

Road network in good condition showed modest improvement over the medium term, with the proportion of roads in good condition increasing from 28.3% in 2021 to 30.1% in 2024 suggesting a 1.8% percent improvement. Majority of roads in good condition are concentrated in urban areas compared to poor conditions in rural areas suggesting significant rural road infrastructure disparities. Poor feeder road conditions impact rural communities' socio-economic activities, with women facing greater challenges including access healthcare, market, and increased transportation costs for basic services. There were higher vehicle maintenance expenses due to frequent vehicle breakdowns.

The percentage of communities with local plans increased marginally to 15% (2024) from 14% (2021). This suggests deficiencies in spatial plans and high level of unplanned communities in the municipality. There was a stagnation in the proportion of protected land areas remaining at 1.4 hectares.

Climate change was mainstreamed into the medium term, the total climate change related activities were 40, out of which 80 percent of the climate change activities were implemented. Climate change impacts heightened in coastal communities over the period demonstrating increased vulnerability and exposure to risk with rising incidence of tidal waves, sea erosion and flooding threats.

Key challenges include poor water resource management especially Ramsar sites and wetlands, weak institutional capacity to enforce and prosecute encroachment on wetlands, and limited funds and capacity to implement climate change activities to mitigate climate change impacts.

2.2.4. Governance, Corruption and Public Accountability

The goal of the dimension is to maintain a stable, united, and safe society. Focus areas under this dimension include deepened local governance and decentralization, Human security and public safety, rural development, and public accountability. Measurable indicators include percentage in cases of crime, percentage change in audit findings,

For the period of 2022-2025 MTDP, security issues showed a mixed performance. Murder cases increased, exceeding the baseline by 33 percent, rape cases declined by 67 percent, robberies decreased by 67 percent and human trafficking showed improvement with cases dropping by 47 percent. Overall, incidence of crime reduced by 42 percent excluding murder.

The number of audit findings has not seen any change over the years. From zero audit findings in the Auditor General's report in 2021, the Assembly has been able to maintain the track record in the 2024 financial year

Key challenges undermining the dimensions performance include low commitment to public accountability and community engagements, unreported cases of theft and overarching influence of traditional authorities in administering crime and justice, porous nature of the Ghana-Togo borders used for drug trafficking and smuggling activities.

2.2.5. Emergency Planning and Response (including covid-19 recovery plan)

This dimension sought to mainstream emergency planning and preparedness into Ghana's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19) to promote proactive planning and implementation for disaster prevention and mitigation through enhance coordination of key stakeholders and institutions.

The period saw an improvement in community sensitization of vulnerable communities and the construction of a temporal haven structure at Salakope. The municipality recorded disasters such as floods, windstorm, and domestic fire affecting lives and loss of properties. The total recorded incidence of flood between 2022 and 2024 increased to 76 cases from a baseline of 10 cases in 2021. Domestic fires increased marginally from 4 in 2021 to 6 recorded cases in 2025 (as of September) while the number of recorded windstorms cases between 2022 and 2024 rose to 15. This suggests a rise in the incidence of disaster during the period. Total affected people were up to 356.

Key challenges were logistical challenges (vehicle, motorbikes) for NADMO for effective response, inadequate staff capacity of NADMO, and inadequate stock of relief items.

2.2.6. Implementation, Coordination, Monitoring and Evaluation

Progress made in the implementation of the 2022-2025 medium term plan stood at 38 percent as at mid-year 2025. A total of three (3) APR and M&E reports were produced during the plan implementation period.

Implementation effectiveness is constrained by several critical factors including, delay in the release of approved funds for development, expenditure patterns do not align with development priorities, inadequate IGF, weak coordination of programme and project implementation, delay in reporting and reporting quality and data gaps, inadequate support to M&E activities, and poor implementation of communication plan. Table 3.1 below gives the details of these selected indicators.

Table 3.1: Performance Review of Programmes (2022-2025)

Development Dimension	Indicator[2]		Baseline (2021)	2022-2025 Medium-term Target	Cumulative Achievement		Remarks
					Year	Data	
Economic Development	1. Percentage of cultivated lands under irrigation		6.2%	8%	2024	6.9%	Due to the Implementation of PFJ
	2. Average productivity of selected crop (Mt/Ha):	Maize	2.2	5	2023	3.96	Increased Input support to farmers under PFJ, MAG support to extension service delivery.
		Cassava	23.8	63	2023	40.8	
		Rice	5.8	12	2023	9.19	
		Coconut	9.7	13	2023	16.45	
	3. Adoption rate of climate-smart agriculture		84.6%	95%	2024	90%	Improved Extension service delivery to farmers
	4. Proportion of trained youth and graduate apprentices with established business		12%	25%	2025	10%	Data gaps
Social Development	5. Completion rate	KG 2	112.0%	115%	2024	87.2%	School feeding programme, Free basic
		Primary 6	136.4%	136.5%	2024	90.2%	

[2] Definition of indicators are detailed in Annex 4

Development Dimension	Indicator[2]		Baseline (2021)	2022-2025 Medium-term Target	Cumulative Achievement		Remarks
					Year	Data	
		JHS 3	107%	108.3%	2024	89.9%	school and secondary education policy
		SHS 3	50.3%	60%	2024	83.2%	
	6. Gender parity index	KG	1.1	1.1	2024	1	Free basic school and secondary education policy
		Primary	1.2	1.2	2023	1.02	
		JHS	1.2	1.2	2024	1.01	
		SHS	0.9	0.9	2024	0.7	
	7. Final exams pass rate	JHS	47.5%	65%	2024	46.5%	Inadequate learning materials for students, parental negligence and decreased parental support, low pupil to teacher ratio, inadequate school infrastructure, influx of Togolese students in basic schools.
		SHS	26.1%	55%	2024	27.3%	
	8. Percentage of functional Community based Health Planning Services (CHPS) zones		94%	100%	2024	94%	All internally financed health facilities are in use.
	9. Infant mortality ratio		3.17 (15/1,000)	0/1,000	2024	0.83 (1/1,000)	
	10. Institutional maternal mortality ratio		43.1%	0%	2024	37.74/100,000	
	11. Malaria Incidence per 1000 population		2.99%	0%	2024	11.40%	Increased flooding, and decline in mosquito spraying projects
	12. Number of registered birth and death	Birth (M)	2,254		2024	1,421	Improved health care systems contributed favourably
		Birth (F)	2218		2024	1,147	
		Birth (T)	4,472		2024	2,568	
		Death (M)	665		2024	278	
		Death (F)	649		2024	304	
		Death (T)	1,314		2024	582	
	13. Percentage of population with access to improved drinking water services	Municipal	43%	60%	2024	27.3%	Inadequate funding to provide portable water to underserved communities and limited technical capacity. Inability to agree on the management of water source / systems
		Rural	37.3%	55%	2024	39.1%	
		Urban	20%	45%	2024	20%	
	14. Proportion of population with access to basic sanitation		50.5%	60%	2024	48.4%	Inadequate sanitation infrastructure services, poor sanitation service delivery by Zoomlion, lack of political will and budget allocation to waste management and sanitation issues
	15. Proportion of communities declared Open Defecation Free		0%	5%	2024	0%	Lack of funding and support to CLTS, slow behavioural change, low implementation of CLTS and WASH programs,
	16. Proportion of solid waste properly disposed off		17%	55%	2024	17%%	Limited sanitation infrastructure
	17. Percentage change in child abuse cases		66.7%	0%	2024	78%	Economic challenges and breakdown of family system
	18. Percentage of women in public administration		36%	42%	2024	38%	
	19. Employment rate of persons with disabilities		56%	65%	2024	60.1%	PWD fund utilized in to support PWDs in income

Development Dimension	Indicator[2]		Baseline (2021)	2022-2025 Medium-term Target	Cumulative Achievement		Remarks
					Year	Data	
							generating activities (IGA).
Environment, Infrastructure and Human Settlement	20 Coverage of protected areas		1.4ha	2ha	2024	1.4ha	Limited availability of fund
	21. Total road network in good condition	Feeder	0km	22.5km	2024	0km	Government initiatives and increase pressure on national agencies
		Urban	7.6km	40.6km	2024	17.6km	
		Trunk	41.7km	70.5km	2024	41.7km	
		Total	49.3km	133.6km	2024	59.3km	
	22. Percentage of road network in good condition	Feeder	0%	50%	2024	0%	Ghana highway Authority/urban roads road projects, DRIP
		Urban	13.1%	70%	2024	30.3%	
		Trunk	59.1%	100%	2024	59.1%	
		Total	28.3%	44.3%	2024	30.1%	
	23 Percentage of communities with local plans		14%	20%	2024	15%	Unavailability of funds
Governance, Corruption and Public Accountability	24 Reported cases of crime	Murder	9	0	2024	12	
		Rape	33	0	2024	11	
		Theft	0	0	2024	0	
		Robberies	47	0	2024	18	
		Human Trafficking	15	0	2024	8	
	25 Percentage change in reported cases of crime	Murder	0%	0%	2024	+33.3%	
		Rape	+560%	0%	2024	-66.7%	
		Theft	-100%	0%	2024	0%	
		Robberies	+88%	0%	2024	-61.70%	
		Human Trafficking	+650%	0%	2024	-46.67%	
	26 Percentage change in total audit findings		0%	0%	2024	0%	Progress has been maintained for the plan period
Emergency Planning and Response (including COVID-19 Recovery Plan)	27. Length of drains constructed	Primary	6km	90km	2023	13km	Data availability for 2023
		Secondary	8km	20km	2023	0km	
	28 Number of disaster victims supported with relief items.		115	1000	2022-2024	269	Cumulative (2022-2024)
	29 Number of recorded incidences of disaster	Flood	10	2	2022-2024	76	Cumulative (2022-2024)
		Sea erosion	1metre	0	2024	4metres	Stop in coastal protection has caused and increase in the erosion
		Domestic fires	4	0	Jan-Sept 2025	6	
		Windstorm	0	0	2022-2024	15	Cumulative (2022-2024)
Implementation, Coordination, Monitoring and Evaluation	30 Proportion of medium-term plan implemented		85%	98%	2025	54%	Inadequate financial resources, low political commitment
	31. Percentage change in IGF		-4%	11.46%	2024	-12%	Economic hardships, Inability to collect property rate, revenue collected leakages.

Source: Author's Construct, 2025

2.3. FINANCIAL REVIEW (2022-2025)

The 2022-2025 DMTDP was funded from both internal and external financial resources. The internal resources (IGF) generated by the District Assembly was largely used in financing administrative expenditures whereas the external financial resources (DACF-RFG/DDF, DACF, Development Partners etc.) were used to finance both physical and non-physical projects.

For the entire four (4) year planning period, a total amount of GHS70,446,633.17was estimated to implement the plan. Out of that, the Assembly realized 50.9% from all sources amounting to GHS35,866,140.40. Direct funding from other Ministries, Departments and Agencies as well as CSOs and private sector contributed to the realization of all programmes and projects implemented in the plan period. Some of these agencies are Coastal Development Authority (CODA), Department of Feeder Roads (DFR), Ghana Highway Authority (GHA), Ghana National Petroleum Corporation (GNPC), GETFund, Community Water and Sanitation Agency (CWSA), UNDP, GIZ, Landing Beach Committees, etc. Table 3.2 highlights the funds required to execute the 2022-2025 DMTDP and the amount received. The funding shortfall of 49% represents a critical implementation challenge that compromised the achievement of the medium-term plan objectives. The heavy dependence on underperforming DACF & DACF-RFG sources, with shortfalls of 16% and 9.99%, respectively, created systemic vulnerabilities that caused service delivery and infrastructure gaps, project implementation delays, cost overruns, and severe budget constraints for implementing plans to improve the lives of the people.

The main Municipal finance problems identified are non-availability of accurate revenue database; low internal revenue generation; expenditure management; inadequate logistics for revenue collection especially vehicle, uniform, apathy from rate payers and unreliability of the DACF.

Table 3.2: Performance Review of Finances

No	Source of Funds	Total estimated cost of plan (A) 2022-2025	Total Amount received (B) 2022-Jun 2025	Variance (C) = (A-B)
1	GoG	21,670,748.61	17,973,466.87	3,697,281.74
2	IGF	11,661,892.82	7,192,936.59	4,468,956.23
3	DACF	23,597,263.57	7,489,578.85	16,107,684.72
4	DACF-RFG	12,958,460.88	2,972,143.80	9,986,317.08
5	DPs	558,267.29	238,014.29	320,253.00
	Total	**70,446,633.17**	**35,866,140.40**	**34,580,492.77**

Source: Budget Unit / Finance Dept., KSMA, 2025

Certain determinants were identified as major drivers of the success or otherwise of the Plan as outlined below. It is needed therefore that all stakeholders pay attention to them to avoid the occurrence of such challenges in the 2022-2025 medium term. These, coupled with the lessons learnt to be carried out in the next four years, are tabled below:

Table 3.3: Summary of contributing factors, challenges and lessons learnt

No.	Contributing factors to the attainment of the Outcomes	Debilitating factors to the attainment of the Outcomes	Lessons Learnt for this Plan
1.	Supportive external funding (GoG, DACF-RFG, GIZ, UNDP, other DPs, donors) supported key projects	Difficulty meeting IGF targets in some years	Timely and predictable fund disbursement is key to smooth implementation
2.	Prompt and full release of DPAT	The flow of funds from donor	Much consultation must be done

No.	Contributing factors to the attainment of the Outcomes	Debilitating factors to the attainment of the Outcomes	Lessons Learnt for this Plan
	funds	agencies did not come as expected. This could be attributed to the limited drive to get these donors on board. Also, the cumbersome processes for the attainment of such funds also hindered the efforts	with the various line departments in the preparation and implementation of the plan.
3.	Quarterly monitoring of development programmes and projects by VRCC and other MDAs positively contributed to the attainment of the outcomes during implementation of DTDP 2022-2025	Poor record keeping and documentation	Funds ear marked for projects should be used for their intended purposes
4.	The funds from donor agencies such as GIZ, UNICEF and CSOs played critical role in the attainment of the outcomes during implementation of MTDP	Different reporting cycles and formats by various departments made data gathering, analysis and reporting very cumbersome	Committees should be formed to lobby donors, other benevolent institutions and individuals to support development activities.
5.	Cooperation from heads of departments in preparation and submission of their reports	Delays in the release of District Assemblies Common Fund	At least, Annual Reviews of the plan should be carried out by the stakeholders
6.	Commitment of Assembly staff in executing their duties with little resources	Inability of the Assembly to mobilize enough Internally Generated Funds to undertake capital projects	Programmes/Projects should be feasible and within the capacity of the Assembly.
7.		Significant amount of funds received were used for administrative expenditure at the expense of capital projects.	Effective prioritization should be done to ensure that only programmes/projects that can conveniently be funded are captured in the planned. The plan should be reviewed annually to ensure effective implementation.
8.	High implementation rate of planned activities mostly due to the repetitive nature of most activities	Logistical constraints (vehicles, office equipment, resources for MPCU)	Adequate provision for M&E and logistics must be in the yearly budgets

Source: Author's Construct, 2025

2.4. EXISTING SITUATION AND DIAGNOSIS

This section of the plan describes existing conditions of the district including the following: Location and physical characteristics, Demographic characteristics, Social (education, health, nutrition, child protection, water, social protection), Economic (IGF, Agric, business, job creation), Infrastructure (Transportation network, settlements and other built environment), Environment (Natural resource endowment, air, water and land pollution), Governance, Hazards, disaster and security among others.

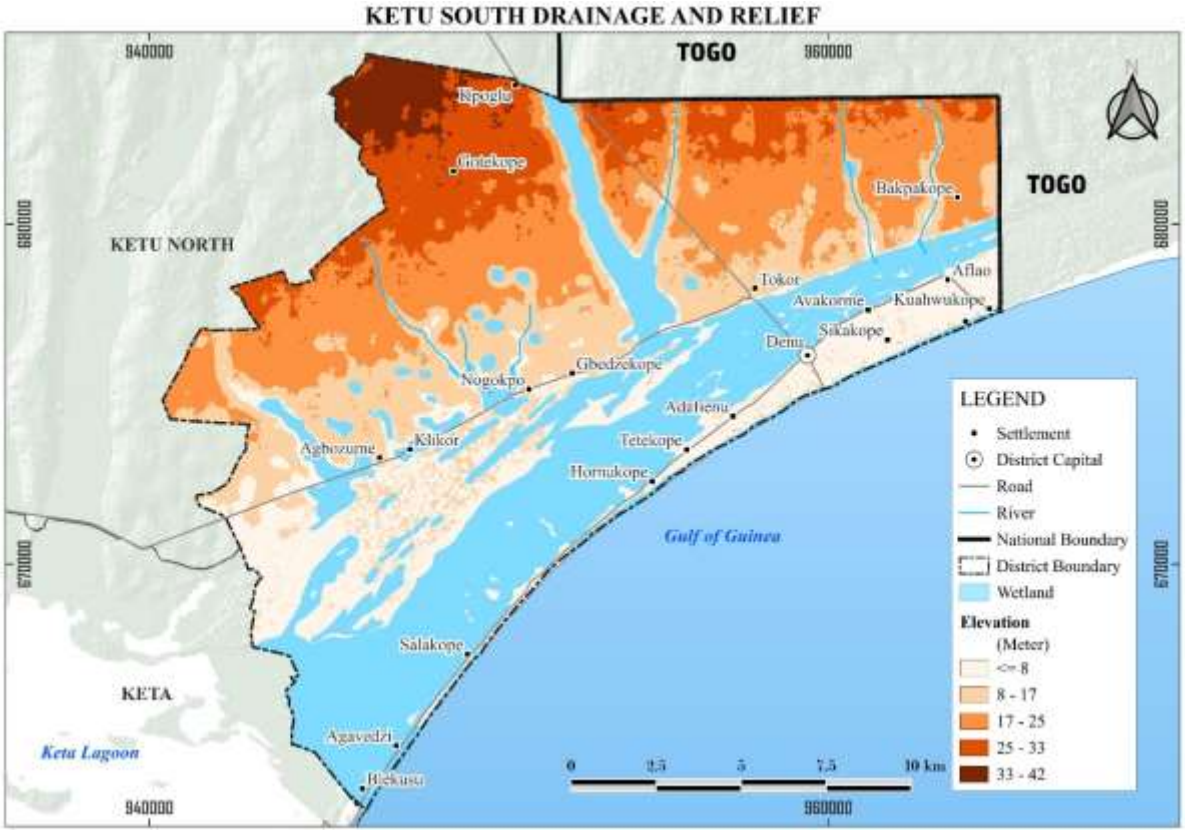
2.4.1. Location and Physical Characteristics



The Municipality is in the south-easternmost part of Ghana. As one of the eighteen (18) districts in the Volta Region, we share boundaries with the Republic of Togo to the East, Keta Municipality to the West, Ketu North Municipality to the North and Gulf of Guinea to the South with a coastline measuring 23.81km. The Municipality has a total land size of 261km^2 representing 2.8 percent of the regional land area making it the second smallest in terms of land size after South Dayi District. One peculiarity about the location of Ketu South Municipality is that it is home to one of only seventeen cities in the world and seven in Africa that share a border with the capital city of another sovereign state (Aflao in Ghana and Lomé in Togo). This strategic location has implications for cross-border activities that cut across trade, security, culture, etc.

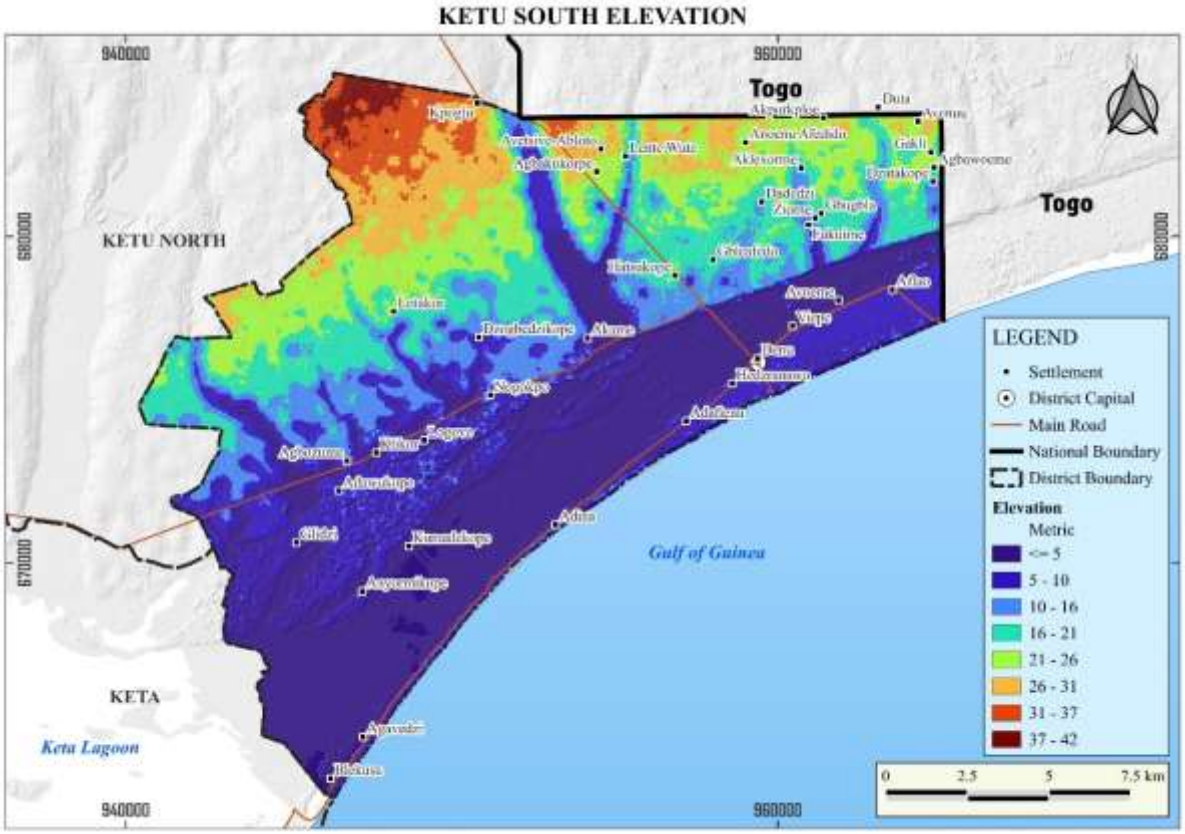
2.4.1.1. Topography and Drainage

Ketu South Municipal is a relatively low-lying area with altitudes ranging from less than 5 metres at the coast and increasing to 48 metres inland. The coastline is smooth and marked by sandbars. The Municipality is drained by the Gulf of Guinea which stretches along its entire southern boundary. The Municipality is endowed with about 30 kilometres stretch of wetlands/lagoon, extending from the Keta lagoon at Blekusu to the environs of Aflao, which provides opportunities for aquaculture activities, eco-tourism, development of green belt, and salt mining.



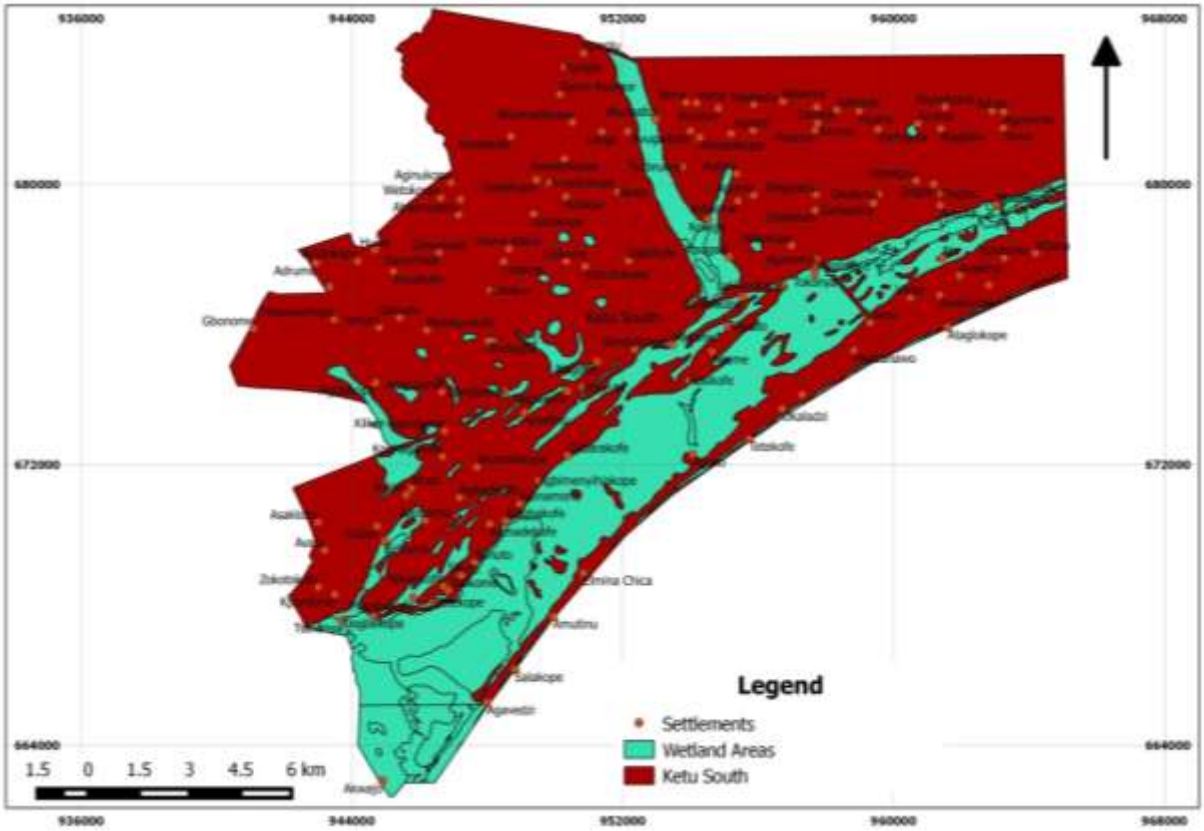
Source: Physical Planning Department, 2025

These lagoons occasionally get flooded resulting into destruction of property and rending inhabitants homeless with its social implications. Poor drainage of the Municipality places a lot of limitation on agriculture development especially in the promotion of dam construction for irrigation activities. However, the lagoons in the municipality have the potential for economic development and employment generation.



Source: Physical Planning Department, 2025

Figure 3.1: Wetlands in Ketu South Municipal

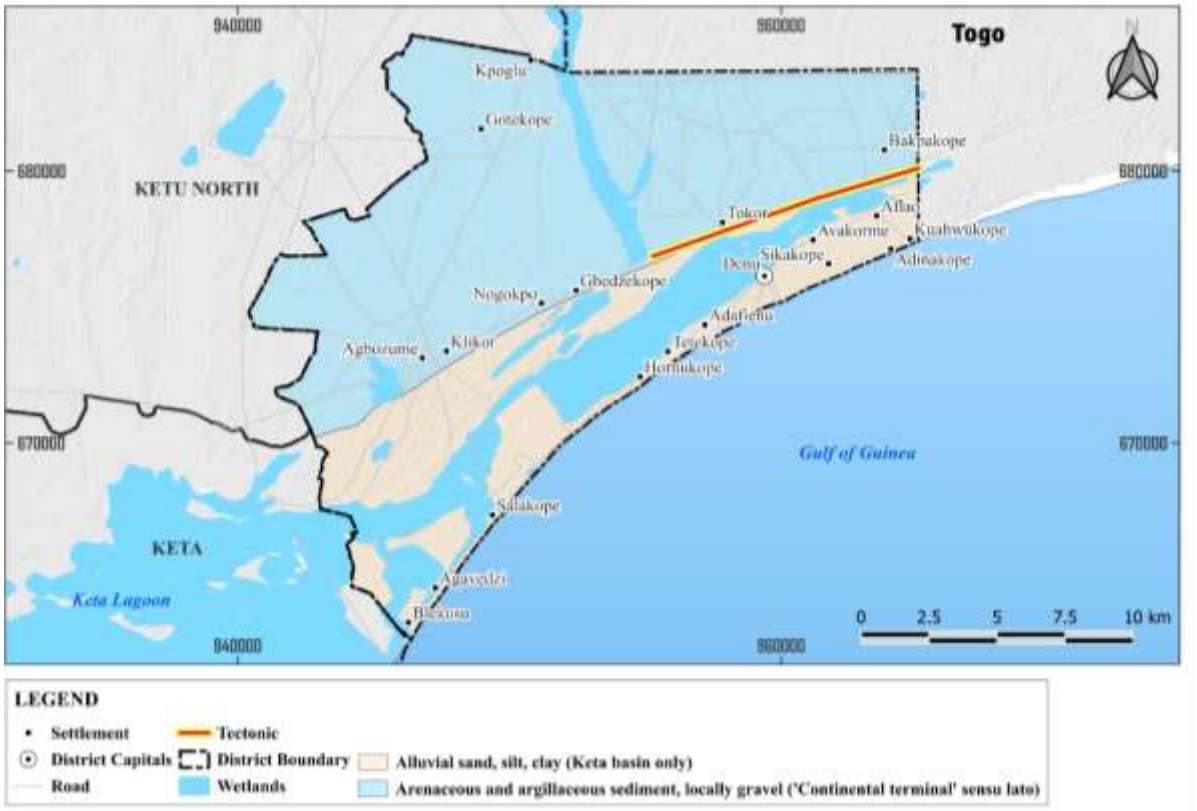


Source: Physical Planning Department, 2025

2.4.1.2. Geology and Soil

The Municipality is underlain by three main geological formations namely the Keta Soil Association, Ada-Oyibi and Muni Soil Association and the Toje-Alajo Soil Formation. The Keta Soil Association is characterized with deep loose and yellowish sands occupying flat to gently undulating topography which dominates the southern sector of the Municipality. The Oyibi-Muni Soil Association is characterized mainly with deep black clay occurring under saline grassland along the margin of creeks and blackish lagoon, grayish salt encrusted incoherent sandy loam often with shell. This type of soil is found also in the south especially around Denu-Agbozume areas. The Toje-Alajo Soil Association is a very deep red loam (Toje Series) on upper of gently undulating land with yellowish brown loams. This soil grade down-slope into almost white sand and the valley bottom has mainly grey calcareous and acid clay.

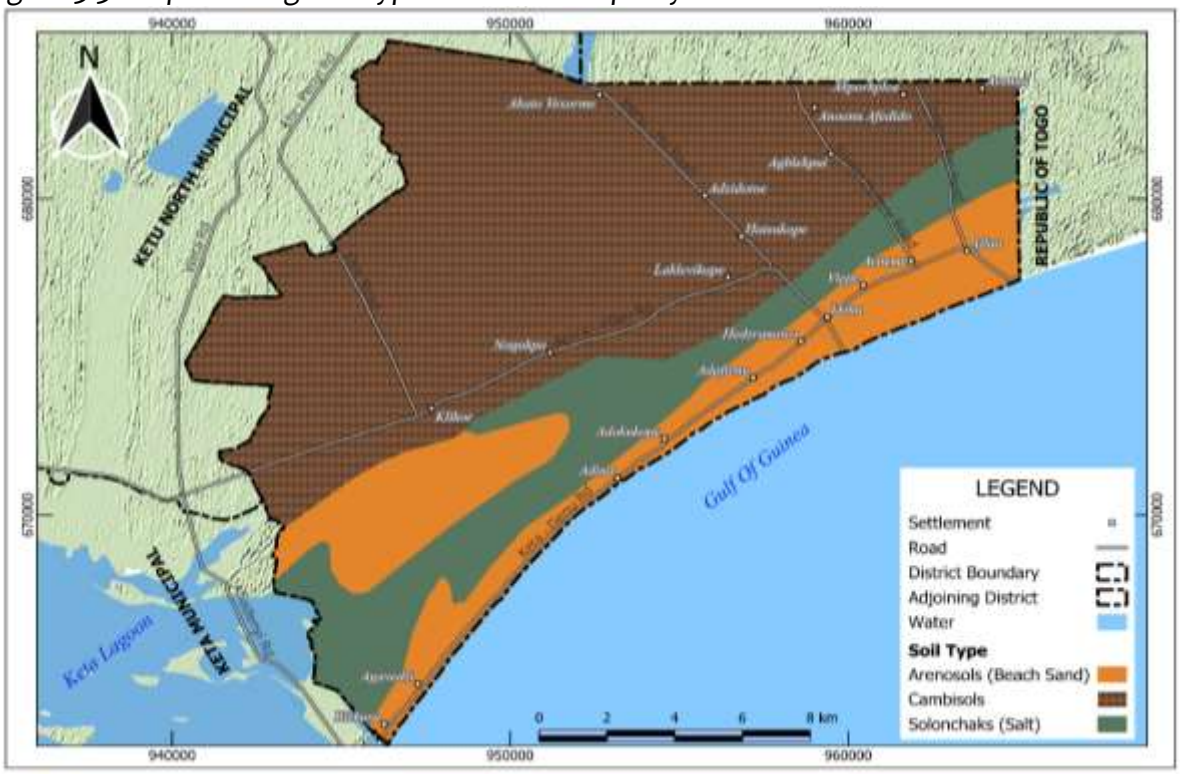
Figure 3.2: Geological Map of KSMA



Source: Physical Planning Department, 2025

This soil formation is the dominant soil type in the municipality and characterizes the central and northern belt of the municipality. The prevailing soil type in the Municipality greatly influences agricultural activities and the type of crops produced. The soil supports the production of mainly cassava, maize, and vegetable. There are other soil formation, the Regosolic Groundwater Laterites, the recent deposits of the littoral consisting of marine sands and the Tertiary formation comprising Savannah Ochrosols for its soil type. These soil types are suitable for the cultivation of different types of crops.

Figure 3.3: Map showing Soil Types in the Municipality



Source: Physical Planning Department, 2025

2.4.1.3. Climate and Vegetation

Climate

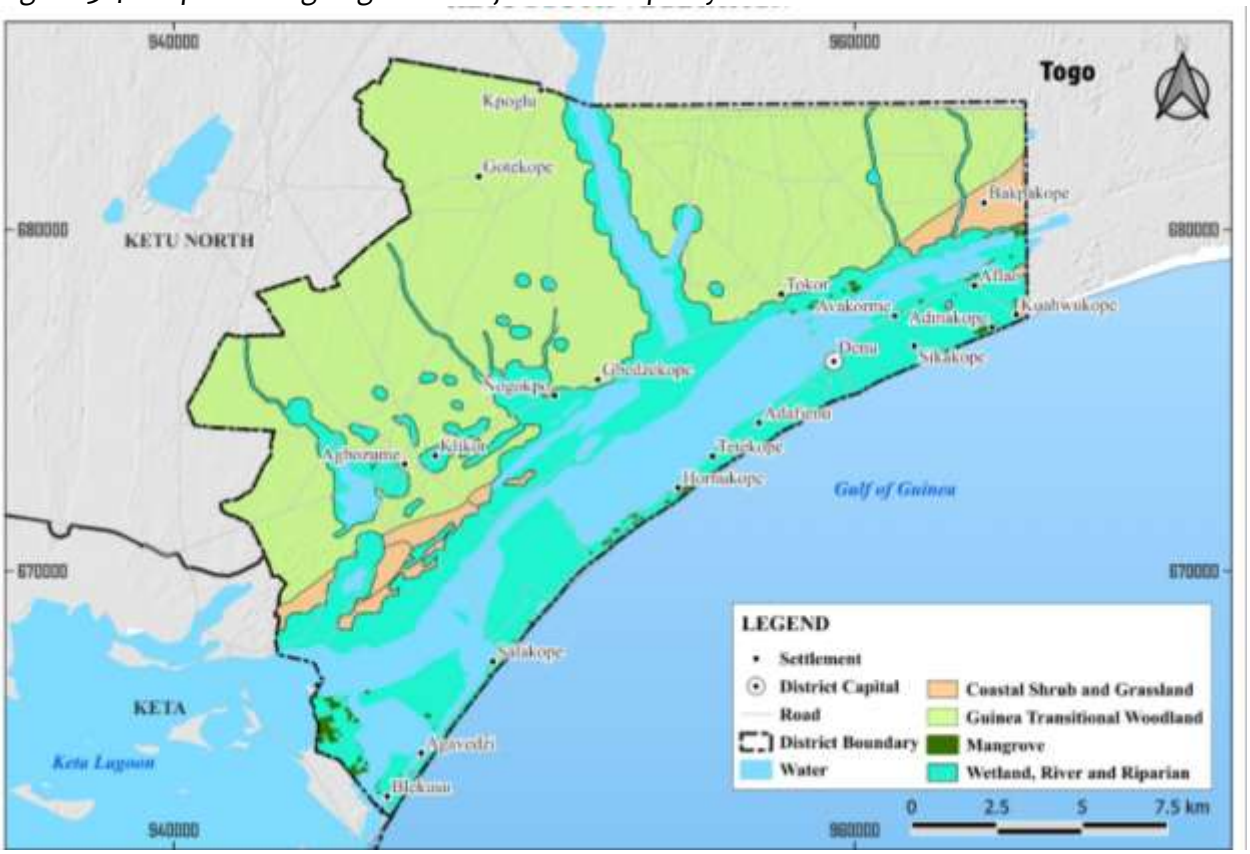
The Municipality falls within the dry coastal savanna climatic zones. The average monthly temperatures vary between 24°C and 30°C, which are generally high for plant growth throughout the year. The mean annual rainfall for the Municipality is 850mm at the coast increasing to 1,000mm inland. The rainfall is of double maxima type occurring from April to July and September to October. The dry season, which is dominated by the dry harmattan winds, extends from December to February. Generally, rainfall in the Municipality is considered low and erratic particularly along the coastal strip between Agbozume and Aflao during the minor season. The low rainfall couple with the soil type found in the Municipality account for the low agricultural productivity. This phenomenon makes the municipality dependent on other districts for food supply. It places a lot of limitations on the capacity to develop dams to support agriculture development. In the lean season the Municipality depends on food importation from the republic of Togo to supplement food supply from other parts of Ghana. The low rainfall pattern can be attributed to the parallel alignment of the coast to the Guinea currents and rain bearing winds.

Vegetation

The original vegetation of the Municipality is Coastal / Guinea Savannah woodland made up of short grassland with small clumps of bush and trees found mainly in the Northern parts of the Municipality. To the South are coastal scrub, grassland and mangrove forests in the marshlands. The locally known trees are Agorti, Adzido, Atortsi and Atsitoe. Another well-known plant is the Ketsi, which is used in making mats, hats and local basket known as Kevi. Along the seashore, the plant cover does not form a continuous carpet but is dotted with herbaceous, erect, or creeping plants. The collaborative Forest Management which was implemented during the mid to late 2000 led to the establishment of woodlots in the various parts of the municipality. Among the numerous woodlots were the teak plantations at Akame, Eucalyptus and Sena Siamea stand at

Tokor (about 500m from the municipal assembly) and the teak stand at Nanteme-Kopeyia. The extensive farming activities in the municipality, bush burning for games and pasture, and the cutting down of trees for fuel wood over the years, have reduced the natural vegetation. The destruction of the vegetation by population pressure may have adversely affected rainfall in the municipality. As the vegetation changes from its natural state to more grassland, the threat of bush fire is common. This phenomenon has negatively affected agricultural production, water bodies, rainfall and the fauna and flora contributing unnoticeably to the climate change. The incidence of bush fire is a big developmental concern that needs to be addressed to conserve the vegetation.

Figure 3.4: Map Showing Vegetation of the Municipality



Source: Physical Planning Department, 2025

2.4.2. Demographic Characteristics

2.4.2.1. Population size and growth rate

The 2021 Population and Housing Census recorded a total population of 265,902 with females' domination by 52.3 percent while males constitute 47.6 percent. With the growth rate of 2.4 percent, the population is currently projected to hit 281,250 by the end of 2030. The population of the Municipality constitutes 15.3 percent of the population of the Volta Region. The high population growth in the municipality is largely attributed to the influx of immigrants mainly from nearby countries (Togo, Benin, Nigeria, and Niger) who engage in commercial activities in the Municipality.

Table 3.4: Projected Population of Ketu South Municipal (2025-2030)

YEAR	TOTAL	FEMALE	MALE	REMARKS
2021	253,122	131,845	121,277	Actual
2025	265,902	139,188	126,714	Projected
2026	268,697	140,670	128,027	Projected

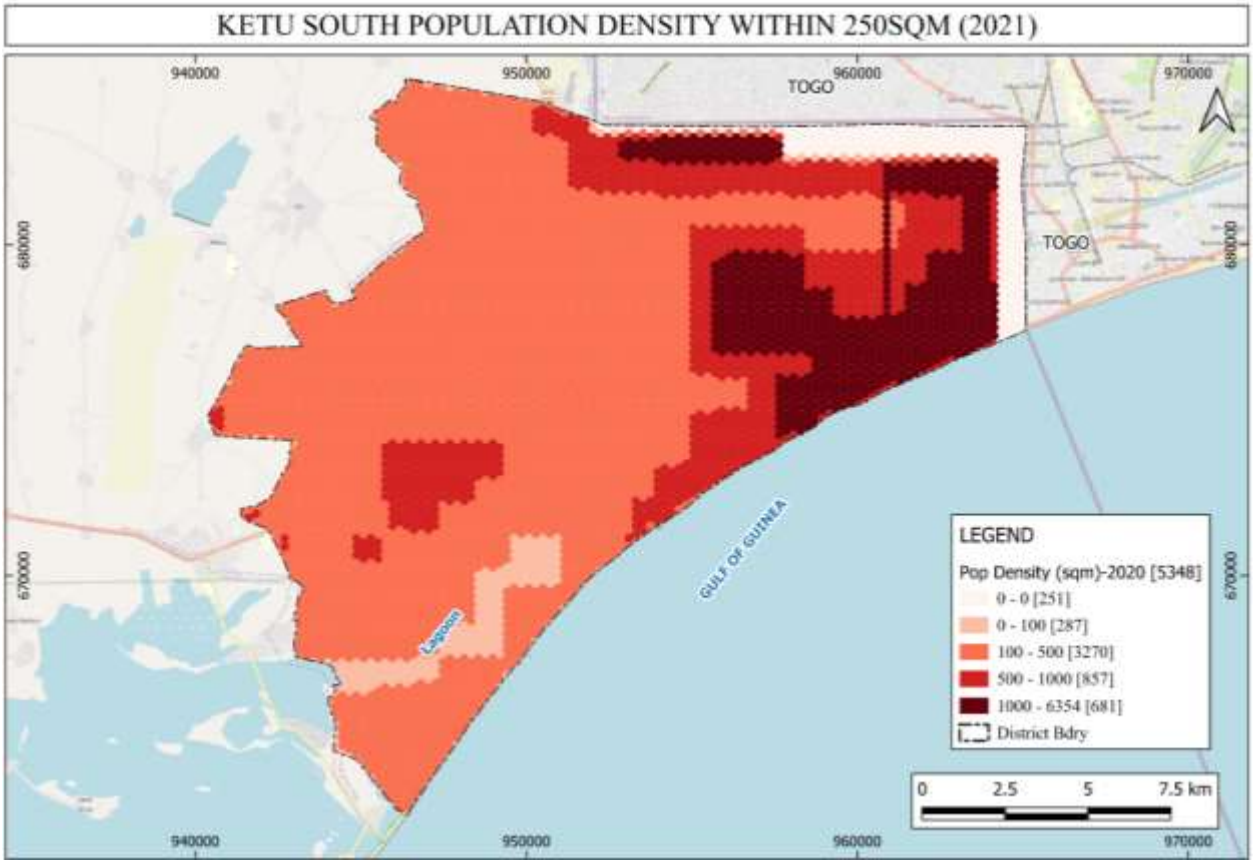
YEAR	TOTAL	FEMALE	MALE	REMARKS
2027	271,820	142,327	129,493	Projected
2028	274,957	143,996	130,961	Projected
2029	278,102	145,672	132,430	Projected
2030	281,250	147,352	133,898	Projected

Source: Ghana Statistical Service, 2021 Population and Housing Census

2.4.2.2. Population Density

Ketu South has a population density of 1019 persons per square mile which is the highest in the Regional (2025). The municipality exhibits significant spatial variation and uneven population distribution with high concentrations near the Ghana-Togo border (Aflao, Denu, Viepe, Gakli) and low densities along the coast and central areas (Agavedzi, Salakope, Adafianu, Nogokpo, Akame, Agbozume, Klikor). High-density areas of the municipality strain existing infrastructure including housing, utilities, and transportation, while coastal zones face erosion and sea-level rise risks. The sparsely populated areas offer opportunities for planned development and agriculture development. The map below gives an overview of the population density in the Municipality.

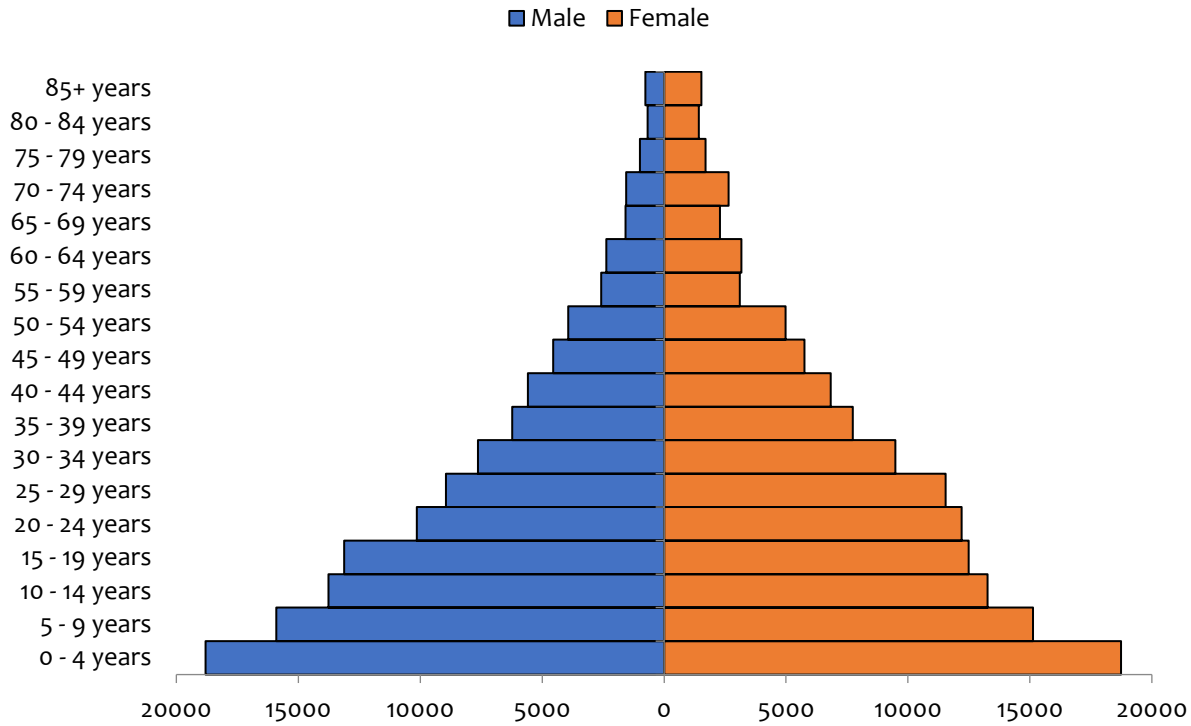
Figure 3.5: Population density map of KSMA (2021)



Source: Physical Planning Department, 2025

2.4.2.3. Age and Sex Distribution of the Population

Figure 3.6: Population Pyramid



Source: Author's Construct, 2025

2.4.2.4. Sex Ratio

The municipality records a sex ratio of 88.9 males per 100 females, indicating a female majority. This figure falls below the regional average of 92.8 males per 100 females. Age-specific patterns reveal that males predominate in younger cohorts (0-4 to 15-19 years), while females constitute the majority from age 20-24 onwards. This demographic shift reflects typical migration and mortality patterns in the region. Table 3.5 presents the population sex ratio for Ketu South Municipality. At early age from 0-4 to 15-19, males outnumbered the females but, from the age group of 20-24 and older, the females increase more than the males.

2.4.2.5. Age-Dependency Ratio

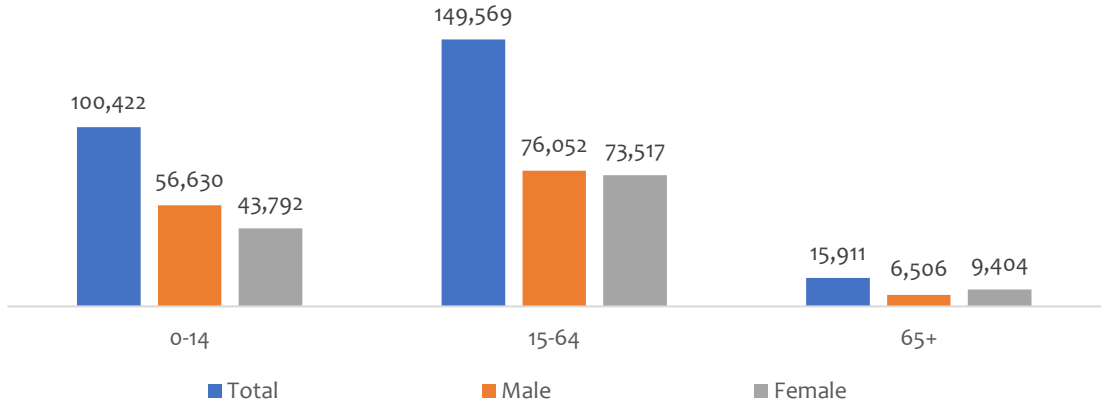
The dependency ratio is one of the key indicators of socio-economic development. It is the ratio of dependent population (those under 15 years and 65 years and older) to those in the economically active group (15 to 64 years) in each population. The age-dependency ratio is often used as an indicator to measure the economic burden the productive population must carry. Table 3.5 below presents the age-dependency ratio for the Ketu South Municipality in the Volta Region. It shows that the age-dependency ratio for Ketu South is much 77.8 for both sexes but is lower than the regional average of 81. Comparatively, the male dependency ratio (83.02) is higher than the female (73.37). In terms of locality however, the dependency ratio for rural ones (80.73) is relatively higher than the urban dependency (74.51). With the age-dependency ratio in Ketu South in 2021 at 77.8, this means that there are 78 people in the dependent ages for every 100 people in the working age group. This has implication for savings and investment for those in the economically active age group.

Table 3.5: Population by Age, Sex and Type of Locality, 2025

Age Group	Both	Male	Female	Sex ratio	Urban	Rural
0 - 4	39,445	21,976	17,468	125.8	18,342	21,103
5 - 9	32,587	18,576	14,011	132.6	15,153	17,434
10 - 14	28,390	16,077	12,313	130.6	13,202	15,189
15 - 19	26,897	15,329	11,568	132.5	12,507	14,390
20 - 24	23,466	11,844	11,623	101.9	10,912	12,554
25 - 29	21,526	10,455	11,072	94.4	10,010	11,516
30 - 34	17,975	8,916	9,058	98.4	8,358	9,617
35 - 39	14,682	7,284	7,397	98.5	6,827	7,855
40 - 44	13,051	6,532	6,519	100.2	6,069	6,982
45 - 49	10,829	5,323	5,506	96.7	5,036	5,794
50 - 54	9,354	4,589	4,765	96.3	4,350	5,004
55 - 59	5,971	3,010	2,961	101.7	2,777	3,195
60 - 64	5,819	2,771	3,048	90.9	2,706	3,113
65 - 69	4,056	1,842	2,214	83.2	1,886	2,170
70 - 74	4,405	1,812	2,592	69.9	2,048	2,357
75 - 79	2,827	1,167	1,660	70.3	1,314	1,512
80 - 84	2,203	784	1,419	55.2	1,024	1,179
85 - 89	1,376	513	863	59.5	640	736
90 - 94	741	283	458	61.9	345	396
95 - 99	303	105	198	53.0	141	162
All Ages	**265,902**	**139,188**	**126,714**	**109.8**	**123,644**	**142,258**
0-14	100,422	56,630	43,792	129.3	46,696	53,726
15-64	149,569	76,052	73,517	103.4	69,550	80,020
65+	15,911	6,506	9,404	69.2	7,398	8,512
Age-dependency ratio	**77.78**	**83.02**	**72.36**		**77.78**	**77.78**

Source: Ghana Statistical Service, 2021 Population and Housing Census.

Figure 3.7: Broad Age Distribution of the Population



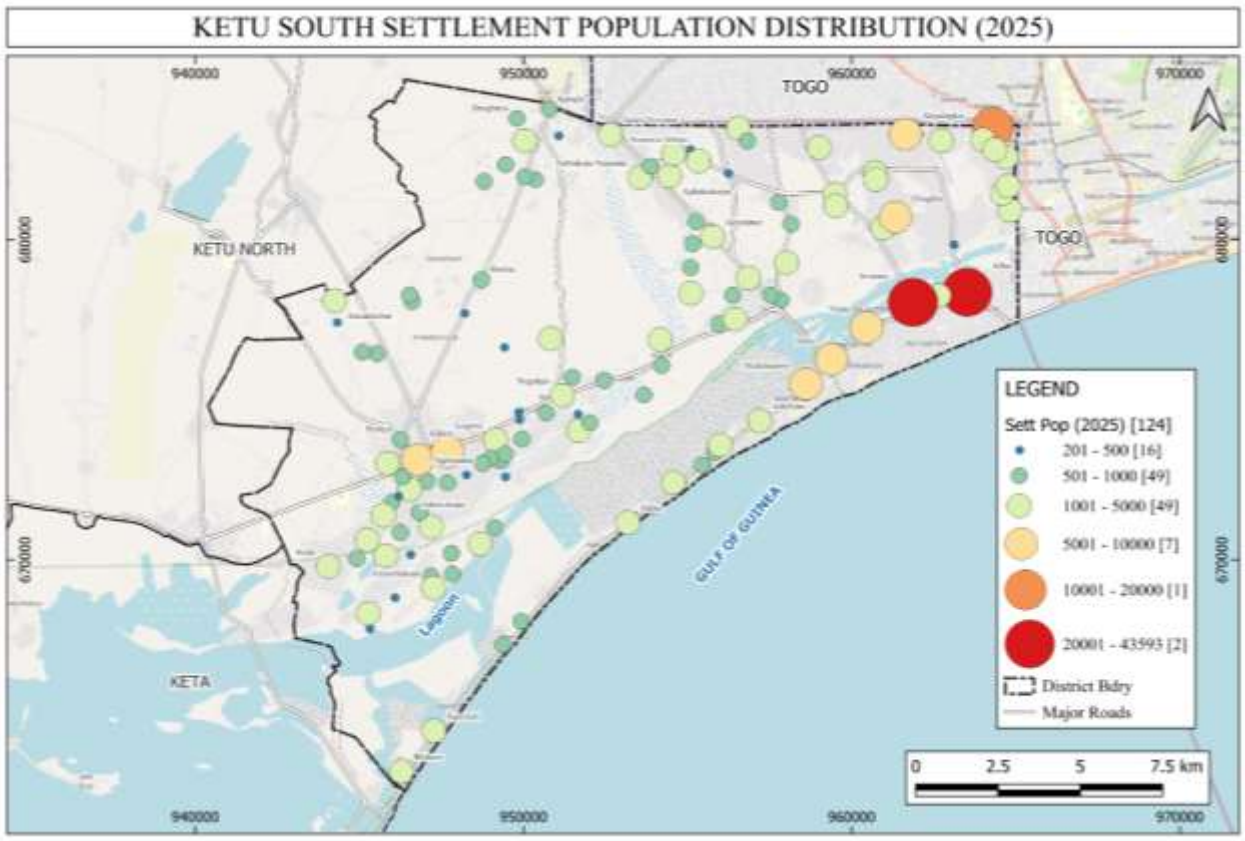
Source: Author's Construct, 2025

2.4.2.6. Rural-Urban Distribution of the Population

Ketu South Municipality is slightly rural as more citizens live in rural areas accounting for 53.5 percent which is lower that the regional average of 66.3 percent. The urban population for the Municipality is 46.5 percent which is higher than the regional average of 33.7 percent. The urban settlements include Aflao, Avoeme, Denu, Viepe, Klikor, Hedzranawo, Agbozume, Adafienu, Blekusu and Adina with population over 5,000

inhabitants. There is therefore the need for increased rural development initiatives to be undertaken to mitigate any possible rural-urban migration and its attendant problems.

With the urban population of Municipality being 46.5 percent, there will be pressure on existing social facilities including educational, sanitation, housing, and water demand; increase in social vices normally associated with border towns and increase in public expenditure for maintaining security. The population structure as presented above again gives an indication particularly with the female domination that gender related issues must be integrated in the formulation of programme to meet the need of the women and the vulnerable



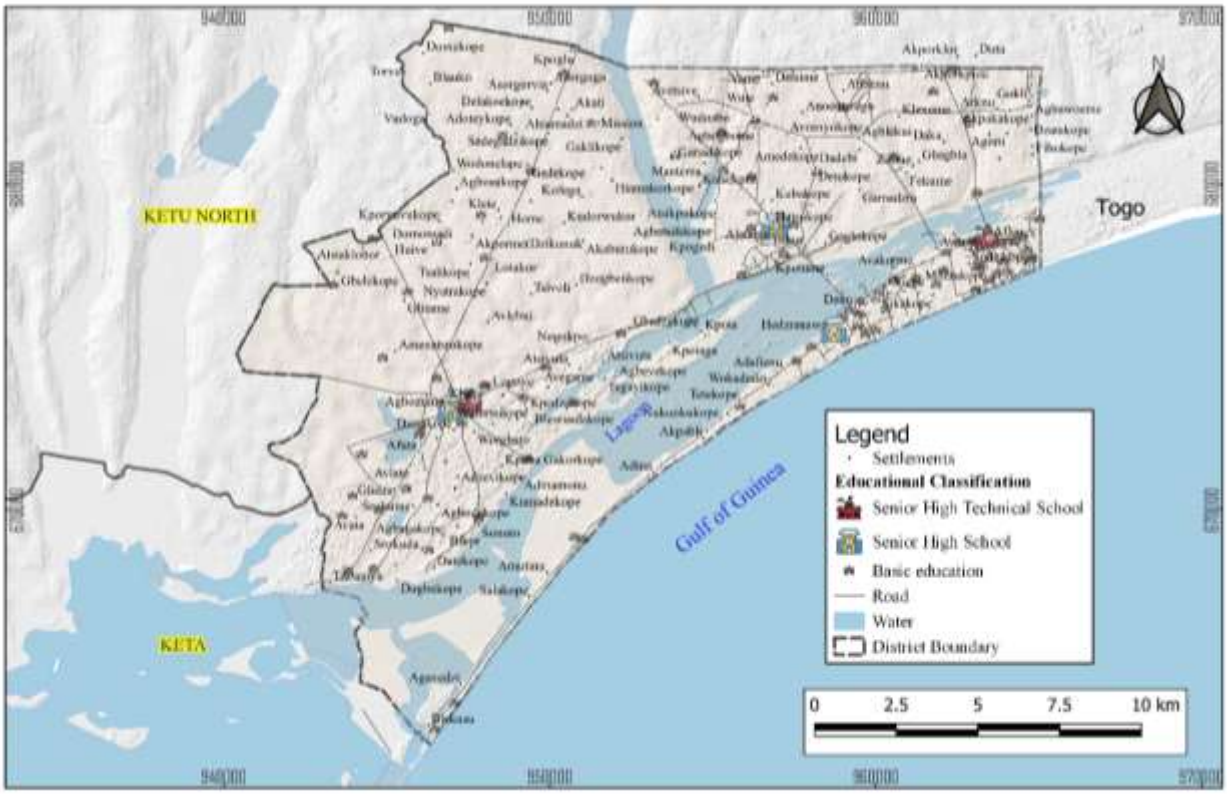
Source: Physical Planning Department, 2025

2.4.3. Social Characteristics

2.4.3.1. Education

Ketu South Municipality has 10 educational circuits with 81 public and 85 private basic schools, 5 public senior high schools and 1 private senior high school. One private technical/vocational institute serves the area. Educational infrastructure shows significant disparities. School infrastructure concentrates heavily in Aflao Central and Denu circuits, while rural areas (Adina, Agbozume East, Klikor East & West, Aflao North) have sparse coverage. Most facilities are in fair condition, with good facilities limited to urban areas. Poor school facilities exist in Aflao-North, Denu, and Aflao Central circuits. Schools lack adequate learning materials, desks, water, and sanitation facilities.

Figure 3.8: Map of Ketu South Municipal Showing Educational Facilities



Source: Physical Planning Department, 2025

Table 3.6: Education Facilities in the Municipality

No.	Circuits	Kg		Primary		JHS		SHS		Voc / Tech.	
		Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
1.	Adina	8	9	8	9	8	-	1	-	-	-
2.	Denu	6	3	6	3	6	-	-	-	-	-
3.	Aflao-Central	6	15	6	15	6	15	1	-	-	-
4.	Aflao-West	9	12	9	12	9	11	1	2	-	-
5.	Aflao-North	7	1	7	1	7	1	-	-	-	-
6.	Aflao-East	7	11	7	11	6	-	-	-	-	-
7.	Agbozume Central	8	5	8	15	8	2	-	-	-	-
8.	Agbozume-East	8	5	8	15	8	3	1	-	-	-
9.	Klikor East	8	-	8	-	7	1	-	-	-	-
10.	Klikor West	9	-	9	-	9	3	1	-	-	1
	Total	**76**	**61**	**76**	**81**	**74**	**36**	**5**	**2**	**-**	**1**

Source: Municipal Education Directorate, 2025

a. Enrolment at all educational levels

Table 3.7 below shows the school age population of the municipality; 4-5, 6-11, 12-14 and 15-17 years for kindergarten, primary, junior high school, and senior high school respectively. These school age populations of the municipality showed an increasing trend over the five years except a decline in the 2024/2025 year. Details of school age population for KG/PRIM/JHS/SHS in the Municipality are highlighted in the table below.

Table 3.7: School Age Population of KG/PRIM/JHS/SHS in the Municipality

Level / Age	Kindergarten		Primary		JHS		SHS	
Academic Year	(4-5 years)		(6-11 years)		(12-14 years)		(15-18 years)	
	M	F	M	F	M	F	M	F
2021/22	5487	4950	13400	11628	5908	5195	5983	5183

2022/23	5614	5026	14051	12454	6101	5415	6150	5384
2023/24	5738	5090	15212	13438	6658	5943	6303	5518
2024/25	2,047	2,062	9,865	9,377	4,680	4,767	3,834	2,729
Total	**22736**	**20451**	**58325**	**51404**	**25576**	**22841**	**24897**	**21741**

Source: Municipal Education Directorate, 2025

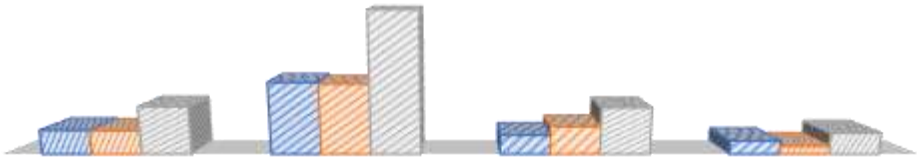
The tables below show the number of students and pupils enrolled in both public and private schools in the municipality. Table 3.8 gives details of enrolment of public and private schools in the Municipality.

Table 3.8: Enrolment of public & private schools (2024/25 academic year)

	KG			PRIMARY			JHS			SHS		
	M	F	T	M	F	T	M	F	T	M	F	T
Public	3993	3805	7798	12518	11865	24383	3259	5344	10603	3478	2145	5623
Private	2493	2530	5023	6779	7013	13852	1863	2055	3918	81	38	119
Total	**6486**	**6335**	**12821**	**19297**	**18878**	**38235**	**5122**	**7399**	**14521**	**3559**	**2183**	**5742**

Source: Municipal Education Directorate, Denu, 2024

Figure 3.9: School enrolment of pupils and students for 2019/2020 Academic Year



	Kg	Primary	JHS	SHS
Male	6486	19297	5122	3559
Female	6335	18878	7399	2183
Total	12821	38175	12521	5742

Source: GES Municipal Education Directorate, 2024

As a result of the free education, School Feeding Programme and the free uniform and textbooks, there is noticeable increase in the enrolment level over the years. Table 3.9 below shows the teachers population in the Municipality.

Table 3.9: Teacher Population as at 2023/2024 Academic Year

S/N	Circuit	Trained				Untrained				NYEP / NABCO				Sub-Total		Grand Total	Vacancies in Public			
		Public		Private		Public		Private		Public		Private		Public	Private		KG	Prim	JHS	Total
		M	F	M	F	M	F	M	F	M	F	M	F	M	F					
1.	Denu	49	68	6	2	3	0	67	42	0	0	0	0		117	271	2	5	5	12
2.	Aflao Central	60	63	13	8	0	1	211	110	0	0	0	0	150	342	492	2	3	1	6
3.	Aflao North	51	51	2	1	0	0	134	90	0	0	0	0	118	227	345	11	14	11	36
4.	Aflao West	74	73	3	4	4	0	88	50	0	0	0	0	202	145	347	10	12	8	30
5.	Agbozume Central	65	52	2	2	0	0	46	21	0	0	0	0	127	71	198	15	21	21	57
6.	Agbozume East	84	44	3	1	0	1	41	13	0	0	0	0	158	58	216	7	9	19	35
7.	Klikor East	55	14	1	0	2	0	22	12	0	0	0	0	81	35	116	11	19	23	53
8.	Klikor West	76	35	0	0	0	0	27	14	0	0	0	0	123	41	164	9	18	12	39
9.	Adina	59	27	0	2	1	0	11	5	0	0	0	0	96	18	114	10	16	13	39
10.	Aflao East	69	57	4	3	2	0	92	53	0	0	0	0	130	152	282	6	13	10	29
	Total	638	484	34	23	12	2	739	410	0	0	0	0	1339	1206	2545	83	114	123	320

Source: Municipal Education Directorate, 2025

Over the years, the performance of pupils in the annual BECE has been encouraging as shown in the table below. Unfortunately, some research in some rural communities revealed that some schools (e.g., Anoenu Basic School) scored zero percent in the last two BECEs. The table below depicts the performance score for the past four years. From the table 3.10 Performance peaked in 2021/22 with a 47% general pass rate and highest male scores (68.8%). It dipped to 43% in 2022/23 before recovering to 49% in 2023/24. Notably, females consistently outperformed males across all years. The 2024/25 data remains incomplete, limiting full comparative analysis.

Table 3.10: BECE Performance over the past four years

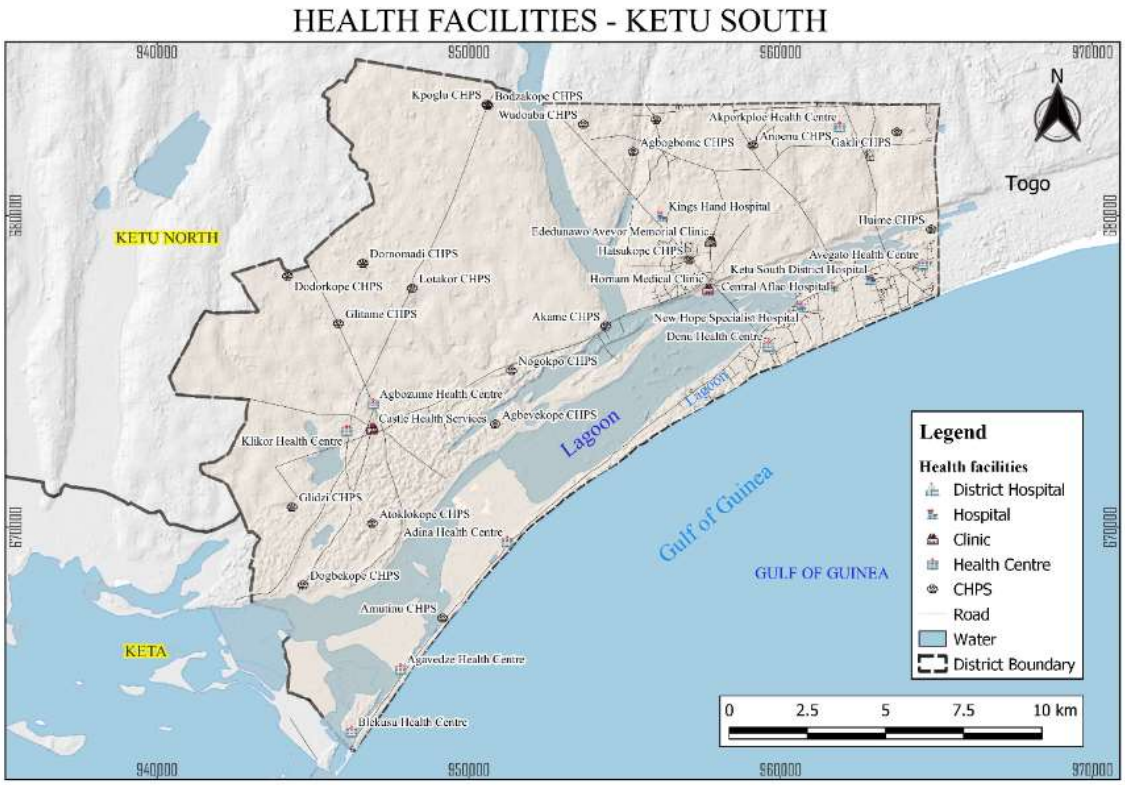
Academic Years	Number of Candidates		Number of candidates who obtained aggregate 6-30		Percentage scored (%)		General performance
	M	F	M	F	M	F	
2021/22	1857	1777	1316	1310	68.8%	71.5%	47%
2022/23	1974	2064	1240	1356	62.8%	65.7%	43%
2023/24	1974	2064	1240	1356	62.8%	65.7%	49%
2024/25	1974	2064	1240	1356	62.8%	65.7%	

Source: Municipal Education Directorate, 2025

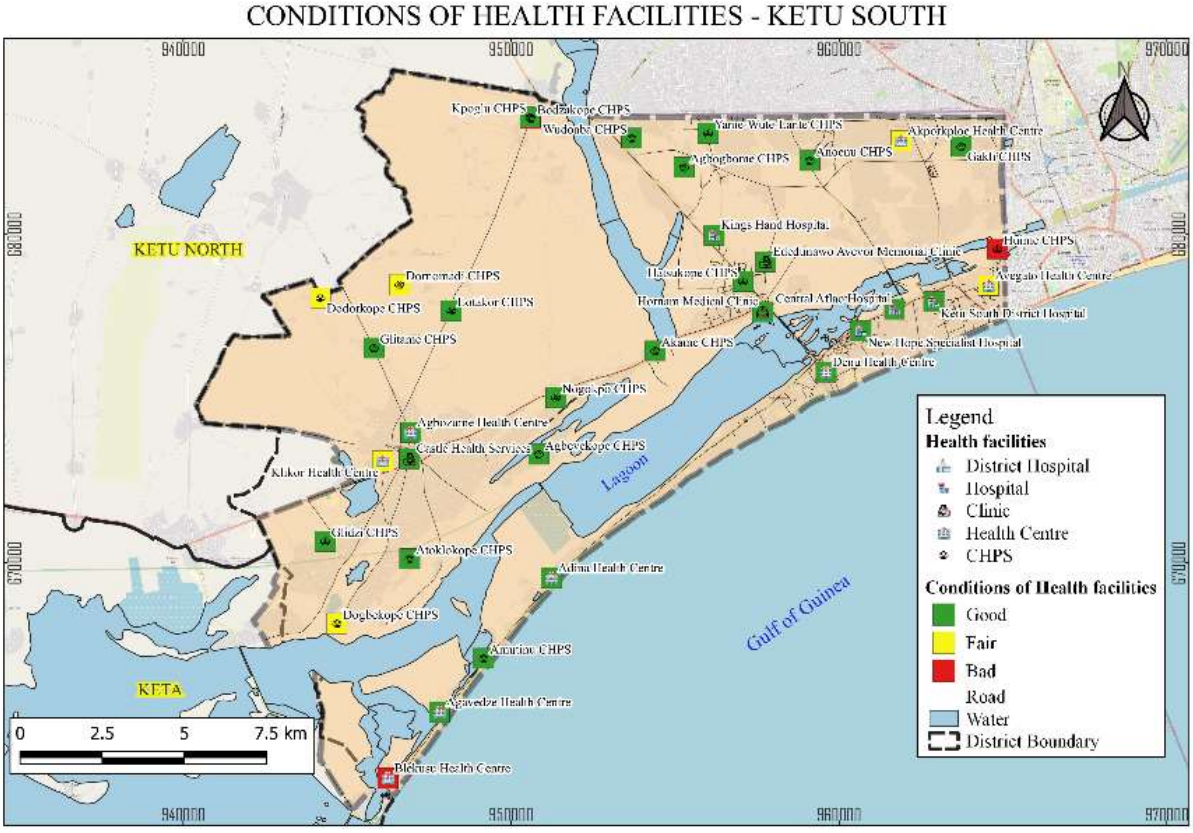
2.4.3.2. Health

Ketu South Municipality's health sector functions through five sub-districts aligned with zonal councils, namely Aflao, Aflao Wego, Klikor, Some Fugo, and Some Wego. The municipality has 35 health facilities, with 28 being public and 7 private, predominantly concentrated in urban areas. Healthcare follows a hierarchical structure, with Community-based Health Planning and Services (CHPS) compounds acting as the primary healthcare backbone across most settlements, achieving a 94% functionality rate in good condition. Hospitals and specialized facilities are clustered in urban centers, especially Aflao Central and Denu. Health centers operate under fair to moderate conditions. Geographic disparities create access barriers for remote communities, which have limited healthcare options.

Figure 3.10: Map of Ketu South Municipal Showing Health Facilities and Conditions



Source: Physical Planning Department, 2025.



Source: Physical Planning Department, 2025

Table 3.11: Distribution of health facilities in the Municipality

No.	Type of Health Facility	Number of Facility	Location	Facility Name
9.	Hospital (Government)	1	Aflao	Ketu South Municipal Hospital
10.	Hospital	3	Avoeme, Adzidotoe,	Central Aflao Hospital,

No.	Type of Health Facility	Number of Facility	Location	Facility Name
	(Private)		Hedranawo	Kings Hand Hospital, New Hope Specialist Hospital
11.	Clinics (Private)	3	Viepe, Denu, Gamadzra	Hornam Medical Clinic, Sape Agbo Clinic, Ededunawo Avevor Memorial Clinic
12.	Health Centers	8	Adina, Agavedze, Agbozume, Akporkploe, Avegato, Blekusu, Denu, Klikor	
13.	Maternity Homes (Private)	1	Aflao	
14.	CHPS Compounds	17	Agbogbome, Akame, Anoenu, Atoklokope, Bodzakope, Dodorkope, Dogbekope, Dornomadi, Gakli, Glidzi, Glitame, Huime, Kpoglu, Lotakor, Nogokpo, Wudoaba, Yame-Wute-Lente	
15.	Family Health Units	2	Aflao & Hatsukope	
	Total Private	**35**	**28 Public, 7 Private**	

Source: Ketu South Municipality Health Directorate, 2025

a. Top Ten Diseases from 2020 to 2024

Malaria, Upper Respiratory Infection, and Rheumatism are most prevailing health issues in the municipality. Over the years malaria was identified to be the top-most disease conditions among the first ten diseases in the municipality. The table 3.12 below depicts the top ten diseases in the municipality.

Table 3.12: Top Ten Diseases from 2020-2024

No.	Diagnosis	2020	2021	2022	2023	2024	Total
1	Malaria/Uncomplicated Malaria	12,167	15,131	15,866	27,115	20,723	91,002
2	Upper Respiratory Tract Infections	10,036	16,737	16,883	23,287	20,743	87,686
3	Rheumatic/Joint Pain	9,805	10,433	8,679	11,676	25,470	65,063
4	Intestinal Worms	6,929	8,246	9,769	15,015	12,626	52,585
5	Anaemia	8,672	8,006	7,315	9,569	10,767	44,329
6	Acute Urinary Tract Infections	4,277	5,179	6,219	7,428	10,741	33,844
7	Pneumonia	0	6,177	5,879	6,899	7,630	26,585
8	Diarrhoea Diseases	4,695	5,590	5,577	6,901	7,299	30,062
9	Skin Diseases/Infections	7,137	8,613	0	8,112	6,508	30,370
10	Hypertension	3,632	0	3,382	0	4,369	11,383

Source: Ketu South Municipal Health Directorate, 2024.

2.4.3.3. Nutrition

Maternal nutrition plays a critical role in determining both foetal development and postnatal child growth outcomes. Within this municipality, anaemia represents the predominant manifestation of maternal malnutrition and constitutes a leading health concern among women of reproductive age. This condition has emerged as a significant contributor to maternal mortality and adversely impacts pregnancy outcomes, resulting

in increased incidences of low birth weight and compromised cognitive development in newborns. Despite the implementation of comprehensive health education including antenatal counselling, radio health talks and nutritional food demonstrations, anaemia remains prevalent within the municipality. Though there has been marginal decline in anaemia cases, the proportion of infants born with birth weights below 2.5kg has increased substantially from 3% in 2022 to 7% in 2024. Table 3.13 shows total birth and its correspondent birth weights.

Table 3.13: Birthweight below 2.5kg from 2022-2024

Year	Total Birth	Birthweight <2.5kg	Percentage of children weight below <2.5kg
2022	4727	130	3%
2023	5471	182	3.3%
2024	5324	384	7%

Source: Ketu South Municipal Health Directorate, Annual Report, 2024.

2.4.3.4. Child Protection

Child protection in Ketu South Municipality faces critical challenges driven by multidimensional poverty. The Ghana Statistical Service's multidimensional report 2023 reveals that 64,000 people (25.6%) in the municipality are multidimensionally poor, at an intensity of 45.3% higher than the regional (44.4%) and national (45.8%) averages. Children are particularly vulnerable. Poverty impacts about 250,499 people in multidimensionally poor households, with rural areas (28.7%) more affected than urban areas (22%) with a 13% school lag rate and 7.4% attendance rate among children. Major Child protection issues include unreported but prevalent child labor, incidence of rape/defilement cases, child trafficking and murder cases, non-maintenance of children, rising teenage pregnancy rates, child custody and paternity disputes and drug trafficking abuse. Unemployment and economic hardships in multidimensionally poor households create systemic vulnerabilities that state agencies struggle to address despite ongoing efforts. Targeted poverty alleviation programs like LEAP (Livelihood Empowerment Against Poverty) are essential to improving wellbeing and reducing child protection risks among vulnerable populations.

a. Livelihood Empowerment Against Poverty (LEAP).

The Livelihood Empowerment Against Poverty Programme (LEAP) has been operational since 2008, currently supports 2,890 beneficiaries across 16,797 households in 49 communities in the municipality with females been most beneficiaries. The program provides cash transfers, increases school enrolment, improves healthcare access, and includes NHIS registration with renewal assistance. A recent reassessment aimed to enable graduated beneficiaries to exit, allowing new qualified poor households to join the program has been conducted. The 94th payment cycle is currently being disbursed to beneficiaries in the municipality.

b. Registration of Persons with Disabilities and PWD-DACF

Government over the years remained committed to support PWDs through the District Assembly Common Fund for Persons with Disabilities. Total PWDs registered by the Assembly as of June 2025 and receiving support stood at 844 persons. 658 persons has been supported in areas of education, skill training, Income Generating Activities, provision of assistive device and medical care with female dominated beneficiaries.

c. Integrated Social Service Delivery (ISS) programme.

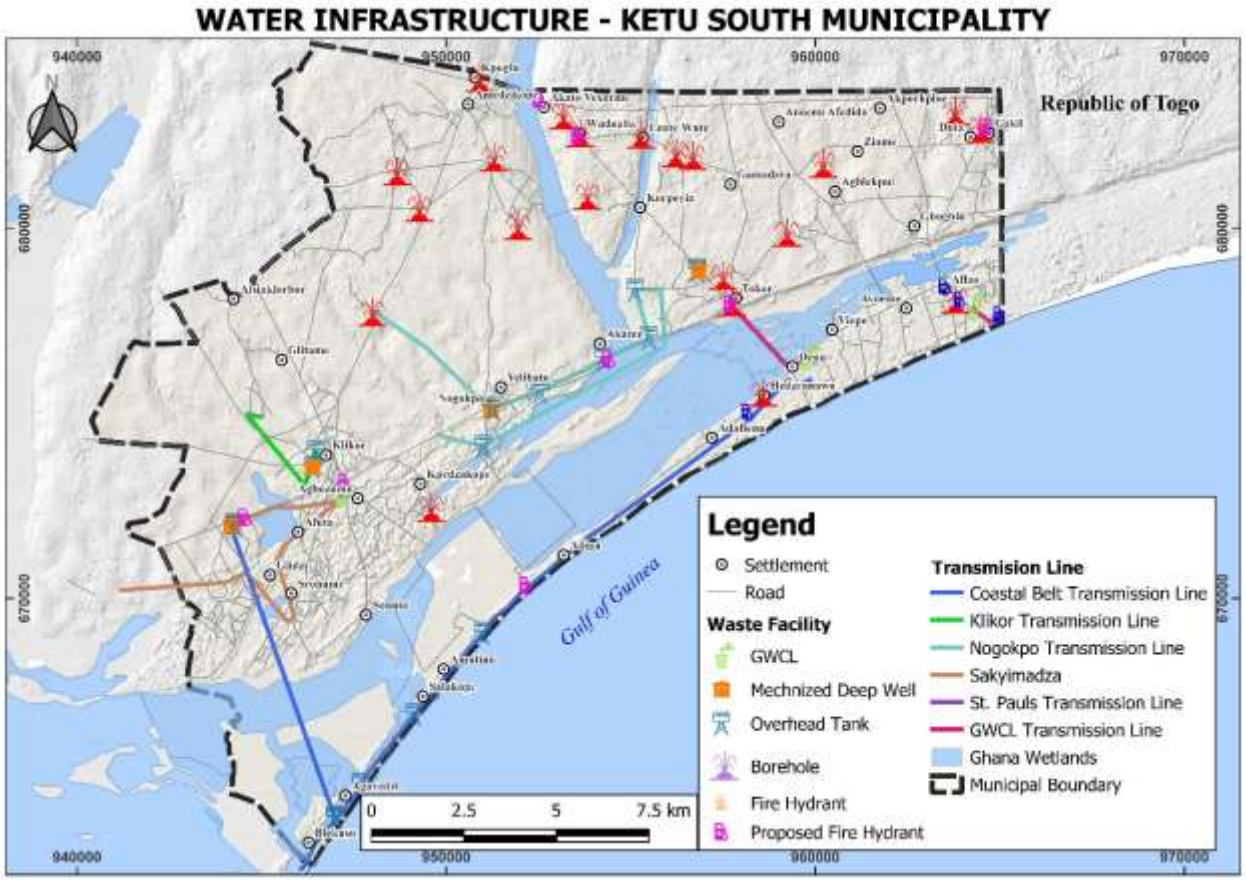
The Department of Social Welfare and Community Development receives UNICEF support through the Head of Local Government Service for Integrated Social Service Delivery, strengthening the department and partners to provide effective social services, particularly case management for abused children and community engagement on child rights. The program has trained more than 125 stakeholders (GPS, DOVVSU, GES, GIS, GHS, NHIA, CHRAJ, Traditional Leaders) on Inter-Sectoral Standard Operating Procedures and case management. Five department staff received training on the Social Welfare Information Management System for online case management. Additionally, 40 communities have been engaged on child abuse issues, with more communities planned for enrolment. These programs positively impact vulnerable populations and require continued support to sustain their effectiveness.

2.4.3.5. Water and Sanitation

a. Water

Although the Municipality has a few fresh ground water bodies, it is endowed with abundant underground water. Thus, all potable water available to the populace is sourced from high yielding underground water systems known as Small Town Water Supply Schemes. Notable among these are the Coastal Communities Water Supply Scheme (which stretches from Aflao/Denu to Blekusu), Nogokpo Communities Water Supply Scheme, and Klikor Communities Water Supply Scheme. Management of these schemes fall under the various water boards with some supervision of Community Water & Sanitation Agency (CWSA). The Ghana Water Company Limited (GWCL) is supposed to manage the urban areas of Aflao, Agbozume and some adjoining communities. Figure 3.11 shows the various water infrastructure in the municipality.

Figure 3.11: Map of Ketu South Municipal Showing Water Facilities



Source: Physical Planning Department, 2025

Data on main source of potable water for domestic use, as seen in the table below, shows that unprotected well accounts for 39.0 percent, followed by borehole river/tube well (20.0%). Rivers / streams form the least used source of water by households. For the source of potable water by locality, unprotected well is the most used in urban areas (24.1%) than in the rural areas (14.9%). Also, the use of public standpipes is predominant in rural areas (5.8%) than in urban areas (1.8%).

Table: Sources of Water for other domestic use and Drinking

No.	Water Source for Domestic Use	All Households (In occupied dwelling units)		Rural		Urban	
16.	Unprotected well	28253	39.00%	10769	14.90%	17484	24.10%
17.	Borehole/Tube well	14518	20.00%	9432	13.00%	5086	7.00%
18.	Protected well	14331	19.80%	6896	9.50%	7435	10.30%
19.	Pipe-borne (in & outside dwelling unit)	7854	10.80%	5245	7.20%	2609	3.60%
20.	Public tap/Standpipe	5533	7.60%	4210	5.80%	1323	1.80%
21.	Rainwater	877	1.20%	695	1.00%	182	0.30%
22.	Tanker supplied/Vendor provided	753	1.00%	687	0.90%	66	0.10%
23.	Unprotected spring	179	0.20%	90	0.10%	89	0.10%
24.	Protected spring	39	0.10%	13	0.00%	26	0.00%
25.	Other	35	0.00%	17	0.00%	18	0.00%
26.	Dugout/Pond/Lake/Dam/Canal	34	0.00%	30	0.00%	4	0.00%
27.	River/Stream	11	0.00%	10	0.00%	1	0.00%
	Total	**72,417**	**100.0%**	**38094**	**52.6%**	**34323**	**47.4%**
	Water Source for Drinking						
28.	**Improved Sources**	61117	84.4%	30563	42.2%	30554	42.2%

No.	Water Source for Domestic Use	All Households (In occupied dwelling units)		Rural		Urban	
29.	Sachet water	32707	45.2%	10681	14.7%	22026	30.4%
30.	Borehole/Tube well	9691	13.4%	7312	10.1%	2379	3.3%
31.	Protected well	8082	11.2%	4823	6.7%	3259	4.5%
32.	Pipe-borne (in & outside dwelling unit)	5693	7.9	4080	5.6	1613	2.2
33.	Public tap/Standpipe	4064	5.6%	3248	4.5%	816	1.1%
34.	Bottled water	437	0.6%	107	0.1%	330	0.5%
35.	Rainwater	412	0.6%	302	0.4%	110	0.2%
36.	Protected spring	31	0.0%	10	0.0%	21	0.0%
37.	**Unimproved Sources**	11300	15.6%	7531	10.4%	3769	5.2%
38.	Unprotected well	10560	14.6%	6866	9.5%	3694	5.1%
39.	Tanker supplied/Vendor provided	645	0.9%	597	0.8%	48	0.1%
40.	Unprotected spring	64	0.1%	41	0.1%	23	0.0%
41.	Dugout/Pond/Lake/Dam/Canal	25	0.0%	23	0.0%	2	0.0%
42.	River/Stream	6	0.0%	4	0.0%	2	0.0%
43.	Other	0	0.0%	0	0.0%	0	0.0%
	Total	**72417**	**100.0%**	**38094**	**52.6%**	**34323**	**47.4%**

Source: GSS, 2021 PHC

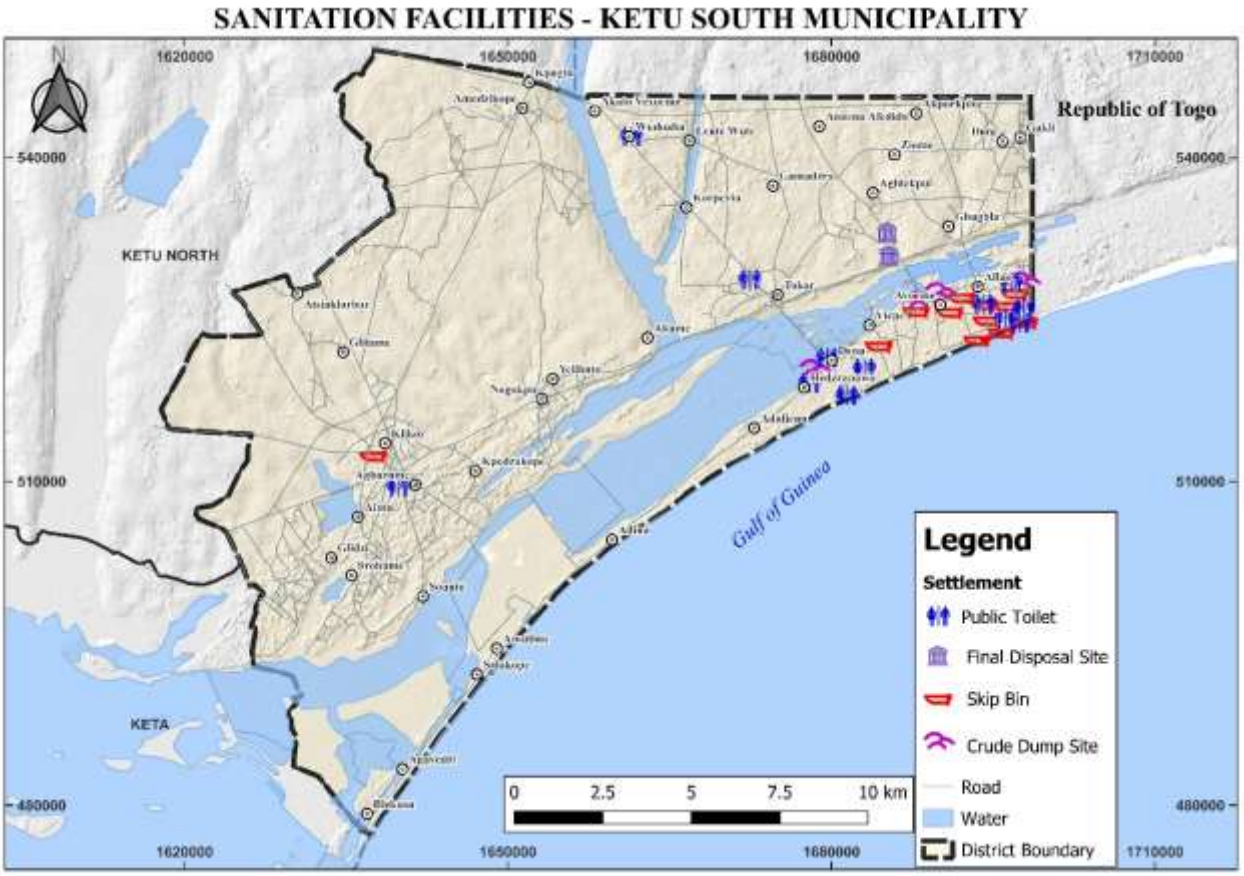
Water for drinking purposes is mainly through sachet (45%). Small water systems also contribute to rural water supply. Four water systems namely Nogokpo, Klikor township, Satsimadza, Coastal water boards, that were designed for distribution to public standpipes but have been connected to individual homes over the years. These are deep well boreholes about 200m plus deep. One feeds the coastal belt water system while the Satsimadza feeds the Satsimadza town, Tackscorner, Klikor, Afuta Glidzi areas, parts of Horvi and other communities in the Keta municipality. Klikor township system serves Afegame, Ablorgame, Agbozume Low cost, Ablortsivia etc.). Additionally, the Nogokpo well / borehole constructed by GWCL in early 1950s serving 6 46m³ concrete reservoirs in 6 communities (Akame, Gbedzekope, SOSEC, Lotakor, etc. up to Kpogedi).

There are over 300 other boreholes in other communities being managed by communities by lifetime wells. However, the current situation shows majority of these wells non-functional due to the high salinity of the water and mechanical breakdown which have impacts on people's access to portable water in the municipality.

A major challenge in the sector is that ineffectiveness of the Water Boards, WATSANs committees and Municipal Water and Sanitation Team due to technical and political challenges. There is the need to practice Pay-As-You-Fetch system to get money for the maintenance and proper management by the CWSA, GWCL or the Assembly water unit.

b. Sanitation

The Municipality like other municipalities in Ghana continues to face sanitation management challenges, especially with regards to solid waste. Although there is no readily available data on waste generation in the municipality, Aflao still remain on top of the list due to the influx of thousands of migrants and brisk commercial activities in the municipal capital on daily basis. However, structures are in place to manage the situation and prevent any disease outbreak of public concern.



Source: Physical Planning Department, 2025

Environmental sanitation cuts across all sectors of the economy including those that concern health, environmental protection, improvement in human settlements and services, tourism and general economic productivity. Addressing the poor behavior and attitude towards environmental sanitation is critical area of concern for achieving the Sustainable Development Goal 6 of ensuring environmental sanitation sustainability. Environmental sanitation encompasses activities such as provision and maintenance of sanitary facilities the provision of services, public education, community, and individual actions. Environmental sanitation issues are of great concern since it is linked to the general health condition of the people and more especially because the municipality is surrounded with lagoons that breed a lot of mosquitoes.

As shown in table 3.14 below, majority of households (30.9%) use bush, beach, and field as toilet. The least used toilet facility by households is bucket/pan (0.6%). In urban localities, high percentage of households uses public toilet whereas bush, beach and field is the case in rural areas. Thus, there appears to be no significant variation between households in urban and rural areas in terms of access to toilet facilities. The proportion of households without access to toilet facility is quite high and poses serious health concerns.

Table 3.14: Type of toilet facility used by households.

Toilet facility	Facility usage by Households		
	District (%)	Urban (%)	Rural (%)
No facilities (bush/beach/field)	30.9	10.6	34.4
Water Closet.	3.7	14.1	2
Pit latrine	29.4	17.1	31.5
KVIP	10.6	24.3	8.2
Bucket/Pan	0.6	0.9	0.6

Toilet facility	Facility usage by Households		
	District (%)	Urban (%)	Rural (%)
Public toilet (WC/KVIP/Pit Pan etc)	24.3	32.6	22.8
Other	0.5	0.4	0.5

Source: GSS 2021 Population and Housing Census, 2021

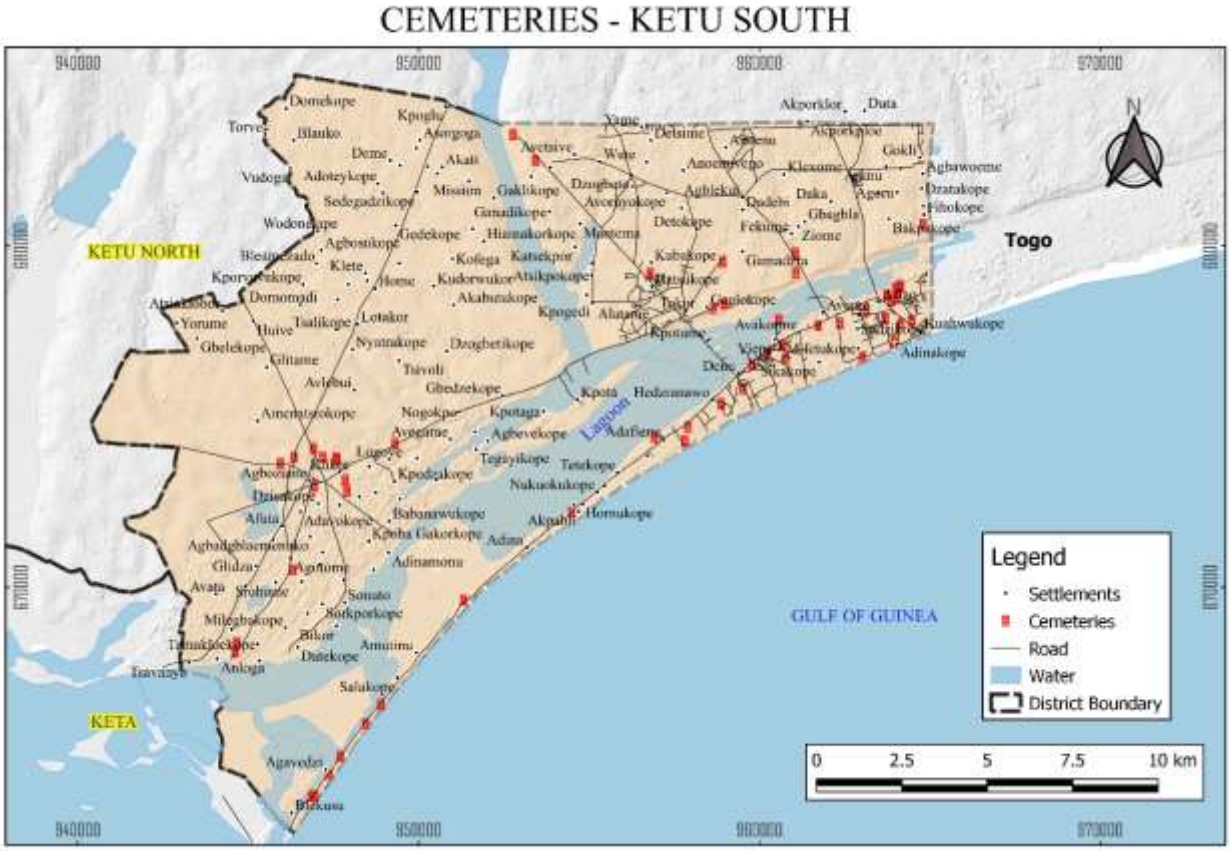
c. Method of Waste Disposal

Majority of households (39.9 %) dispose of their solid waste through burning. Most households in both urban (38.2%) and rural (40.2 %) localities also use burning as a method of solid waste disposal. It was observed that indiscriminate disposal of solid waste is a method of disposal employed by urban households in the Municipality. With regards to liquid waste disposal, 66.6 percent of households in the Municipality dispose their liquid waste onto their compound. Most urban households (65.3%) and rural households (66.8%) also dispose their liquid waste onto their compounds. Sewerage systems (1.1%) are the least used liquid waste disposal method in urban localities whereas through drainage into a pit (soak away) (0.5%) is the least used in rural communities in the Municipality. However, the use of gutter for disposal of liquid waste is relatively low in rural than urban areas.

Table 3.15: Method of waste disposal by households

Method of waste disposal	District (%)	Urban (%)	Rural (%)
Solid waste			
Collected	8.3	11.6	7.7
Burned by household	39.9	38.2	40.2
Public dump (container)	8.3	35.5	3.6
Public dump (open space)	23.7	6.0	26.7
Dumped indiscriminately	13.6	2.3	15.5
Buried by household	4.3	6.2	3.9
Other	2	0.2	2.3
Liquid waste			
Through the sewerage system	0.9	1.1	0.8
Through drainage system into a gutter	0.8	2.5	0.5
Through drainage into a pit (soak away)	1.4	2.5	1.2
Thrown onto the street/outside	26.1	21.5	26.9
Thrown into gutter	2.2	6.7	1.4
Thrown onto compound	66.6	65.3	66.8
Other	2	0.4	2.3

Source: GSS 2021 Population and Housing Census, 2021



Source: Physical Planning Department, 2025

2.4.3.6. Cultural Characteristics

Culture plays a very important role either in advancing or derailing development. The people of Ketu South are part of the Ewe sub-group found in Togo, Benin and Volta Region of Ghana. They are a patrilineal society governed by hierarchical centralized authority. In the hierarchy of chieftaincy institution, the paramount chief assumes the highest rank and serves as the overlord with enormous powers. Underneath the paramount chief, there are divisional and sub-chiefs which serve in different roles and perform varied responsibilities.

The Municipality is culturally homogenous though with negligible variations. Primarily, the area is dominated by traditional customs and tradition which by their practices had contributed to the preservation of the eco-system with the creation of few virgin forests notably at Nogokpo and Klikor. There are shrines located in most parts of the municipality especially in the rural areas where over 53.4 percent of the population according to the 2021 Population and Housing Census live. Some of the well-known shrines in the municipality are Zakadza shrine at Nogokpo and Adzima shrine at Klikor with claims for healing and bringing justice to the oppressed in the society. The main features of the cultural setting in the Municipality could be identified with the chieftaincy institutions, traditional music and dance, Voodo worship and the traditional recipe which identifies them as a people. These may have affected the value, attitude and behaviour systems of the people that could impact on the development of the Municipality.

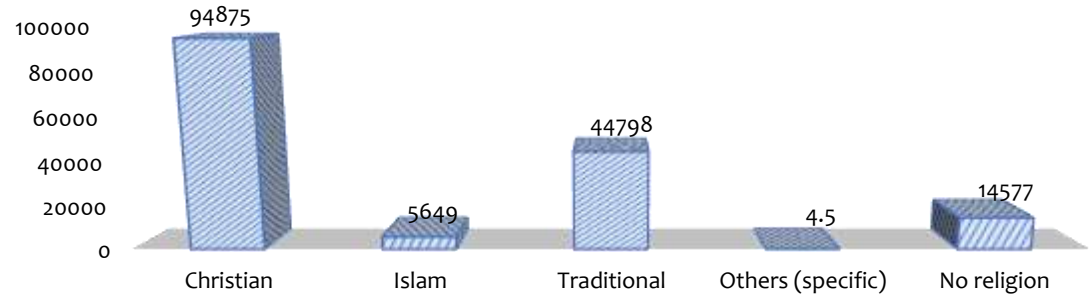
Figure 3.12: Pouring of Libation, a Traditional Prayer



Source: KSMA, 2013

One other important and recognized religious group in the municipality is Christianity. Orthodox, Charismatic, Pentecostal Churches as well as prayer camps especially in the urban areas abound in the area. According to the 2021 Population and Housing Census, Christianity accounts for 59.0% of the total population followed by Traditional Religion (27.9%) and Islam (3.5%) respectively.

Figure 3.13: Religious Composition of the Population



Source: Ghana Statistical Service, 2021 Population and Housing Census.

The Municipality is dominated by one major ethnic group, the Ewes, accounting for 97% of the populace. The remaining 3% are made up of Akans, Dangmes and a negligible proportion of northern ethnic groups.

The people in the municipality are organized under chiefs at lineage and settlement levels. A lineage comprises extended families that trace their genealogy to the same ancestors. The extended families have heads who are often the oldest male. Ownership of property is passed on by patrilineal inheritances.

The municipality is made up of three (3) traditional areas namely, Some Traditional Area, Klikor Traditional Area, and Aflao Traditional Area. Each traditional area is headed by a paramount chief. There are other sub-chiefs under each traditional area who are responsible for their areas of jurisdiction. The chiefs have their own territory and assume

the name of the stool they represent. The position of chief is protected by the Constitution of Ghana.

The chiefs are regarded as the custodian of traditional beliefs and customs of the traditional areas. Basically, the traditional authorities administer stool and community land by holding them in trust for the people and arrange for the celebration of festival. They are also the custodian of traditional beliefs and customs. The traditional authority also has courts which adjudicate on matters relating to stool land, lineage and family land, chieftaincy title disputes, violation of traditions and disputes between localities, families, and individuals.

2.4.3.7. Festivals

The Traditional Areas are united by some very important festivals. Most festivals in the municipality are associated with the worship of deities. The shrines owners observe annual festival of ritual ceremony which attracts hundreds of people all over the country and across some West African countries and this brings funds for implementation of some community development projects. Most of these celebrations are characterized by music and dance which is dominated by the popular agbadza, atigo, azewu, atsiagbekor, etc. Rituals are observed at shrines during festive occasions.

Table 3.16: Festivals in the Municipality

No.	Festival	People/Community	Month	Affiliated to	Significance
44.	Godigbeza	Aflao Traditional Area	October		In commemoration of the migration of people of Aflao from Notsie
45.	Bliza	Klikor Traditional Area	July/August		Celebration of good harvest in honour of the gods
46.	Adzima	Klikor Traditional Area	July/August	3 Adzima shrines	In honour of the gods of Klikor
47.	Zendo Glimetso za	Klikor Traditional Area (Klikor, Kpeve, Tsibu, Tsorkor, Klefe)	November (Rotational Every 5 years)		In commemoration of the migration of people of Klikor from Notsie
48.	Somey-tutu za	Somey Traditional Area	September / October		In commemoration of the migration of people of Someyfrom Keta
49.	Zakadza	Nogokpo	March		To sacrifice to the Zakadza god and to ask for protection
	AADA [3] Easter festival	Avoeme, Aflao	Easter saturday		For development of the communities
	Ngoryiyi Za	Denu	Easter		To celebrate local culture and promote development of the community
	Eledzi Health walk	Aflao to Denu communities	December		To promote healthy living

Source: Author's Construct, 2025

2.4.4. Economic Characteristics

The trade and commerce sector are the major economic activity for majority of the population. (24%). This is followed by the agriculture sector (farming and fishing). There are two heavy industries in the Municipality namely Diamond Cement and Seven Seas Co. Ltd. (formerly Kisengton Co. Ltd.) located in Aflao and Adina and deal in cement and salt

[3] Avoeme, Aflao Development Association

respectively. According to the 2021 Population and Housing Census, the manufacturing industry accounts for 25.8%, the wholesale and retail, repairs of motor vehicles and motorcycles is 24.0%, the agriculture sector 17.7% and Construction is 3.3%. This augurs well for investment in trade, commerce and related infrastructure and is supported by the linkages with major marketing centres in neighbouring Municipalities of Ketu North, Akatsi South, Keta, Ho, Accra, Tema Cape Coast, Lomé among others. The various elements under the economic characteristics are detailed below.

2.4.4.1. Internally Generated Fund

Assembly revenue encompasses the income generated by the district assembly, from various sources such as taxes, fees, grants, and other levies. Revenue is crucial for funding the expenditures on various activities of the district assembly which include infrastructure development, social services, administrative costs, and other projects aimed at enhancing the quality of life within the district. Two primary sources of revenue for district assemblies are the District Assembly Common Fund (DACF) and Internally Generated Fund (IGF). The DACF, allocated by the government, supports the development priorities of districts, while IGF consists of revenue generated locally through taxes, fees, and charges. Effectively managing and utilizing these revenue streams are essential for promoting sustainable development and meeting the needs of communities within the district.

Property Rates: It is a rate levied on immovable property at a special rate on a rate-able value of the premises. Determination of the rate-able value of the premises is done by the Land Valuations Board.

Fees & Fines: The Act allows Assemblies to charge fees for any service or facility they provide. These are fees mainly levied on markets, lorry parks, conservancy and burial services, slaughterhouses, etc. These also include fines from tribunals and courts paid to the Assembly.

Licenses: The Local Governance Act 0empowers Assemblies to issue licenses for various activities. The licenses are for control purposes. These include licenses issued to Drinking Bars, Restaurants, Chop Bars and Hotels, among others.

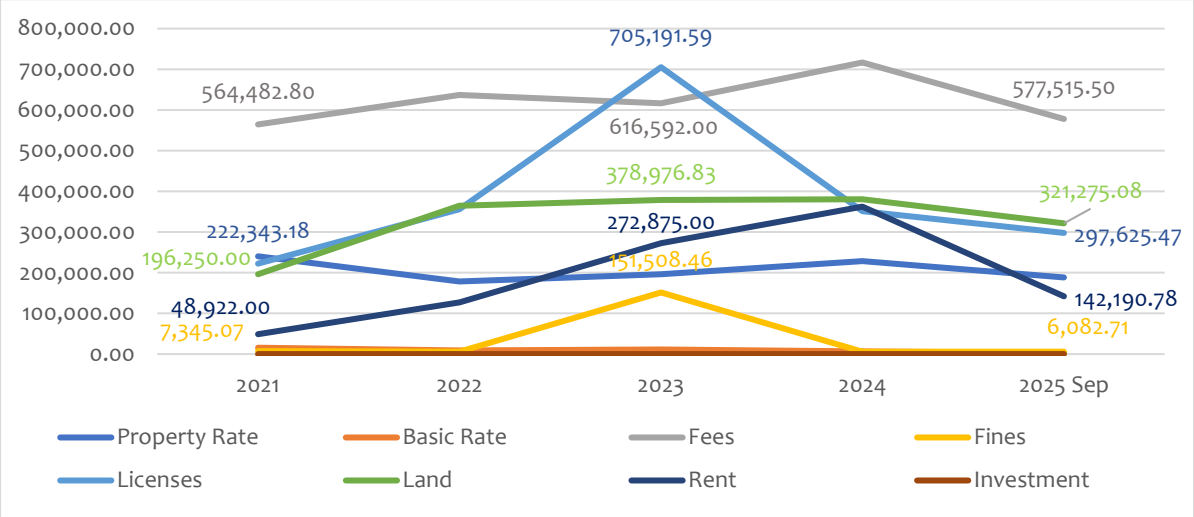
Lands (Royalties): This comprises of levies imposed on Building Plans and Permits as well as Stool Lands payable to the Assembly.

Annual Basic Rates: This are rates payable by all people of eighteen (18) years and above. It is a poll tax and broad based with exemptions given to those who are above the age of seventy years as well as students in educational training institutes without incomes.

Investment Income: The Act permits Assemblies to invest all or any portion of its surplus funds in any interest yielding investment as may be approved by the General Assembly.

Below is the performance of the various internally generated revenue items / sources for the recent years.

Figure 3.14: IGF Revenue trend in KSMA (GHS)



Source: Budget Unit, 2025

The Assembly currently has a RIAP, which seeks to increase revenue from all sources to support the implementation of programmes and projects.

In the medium term, KSMA intends to implement its newly developed Integrated Assembly Financing Framework (KSMA-IDFF-12012021) to minimize weaknesses in the current revenue generation system and explore non-traditional sources of revenue. This will be done in close cooperation with Private Sector, Civil Society, Development Partners, and the Diaspora amongst others.

2.4.4.2. Agriculture

The Agricultural sector employs over 18 per cent of the labour force according to the 2021 Population and Housing Census, the 2021 Population and Housing Census reported a total of 8,353 constituting 21.4 percent of households are engaged in agriculture in Ketu South Municipality, as against 30,766 (78.6%) households not engaged in agriculture. The agricultural sector is divided into three sub-sectors: Crop, Livestock and Fisheries of which the Fisheries sub – sector have become the dominant.

a. Crops Sub-Sector

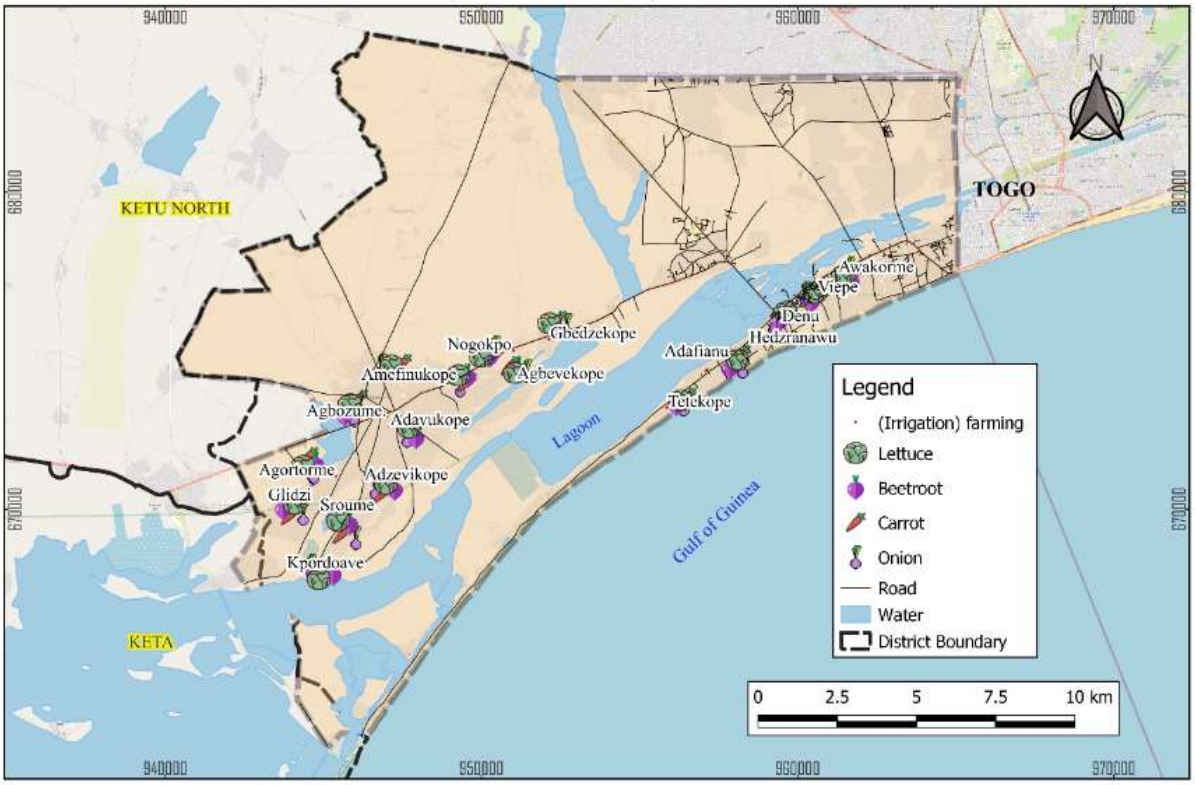
About 98 percent of the total farmlands in the Municipality are under subsistence food crops production involving maize, cassava, and vegetables. The rest of the farmland is devoted for the cultivation of non-traditional cash crops mainly; mango and chili pepper which is for exportation.

b. Food Crop Production

The food crops grown extensively over the entire municipality are cassava and maize. The current average yield of maize is 1.2 tons/ha and that of cassava is 13.8 tons/ha. The average land holding is 0.4 for both crops. The small land holding is due to a high population pressure. The improvement in production of both crops can only come about by increasing yield per hectare through the adoption of good agricultural practices. At current yield and production levels, the Municipality is only capable of meeting 50% of the maize requirement and the difference are met from inflows from other districts and regions. However, the Municipality has about 60% surplus in cassava production which is processed into dough and "gari" for sale.

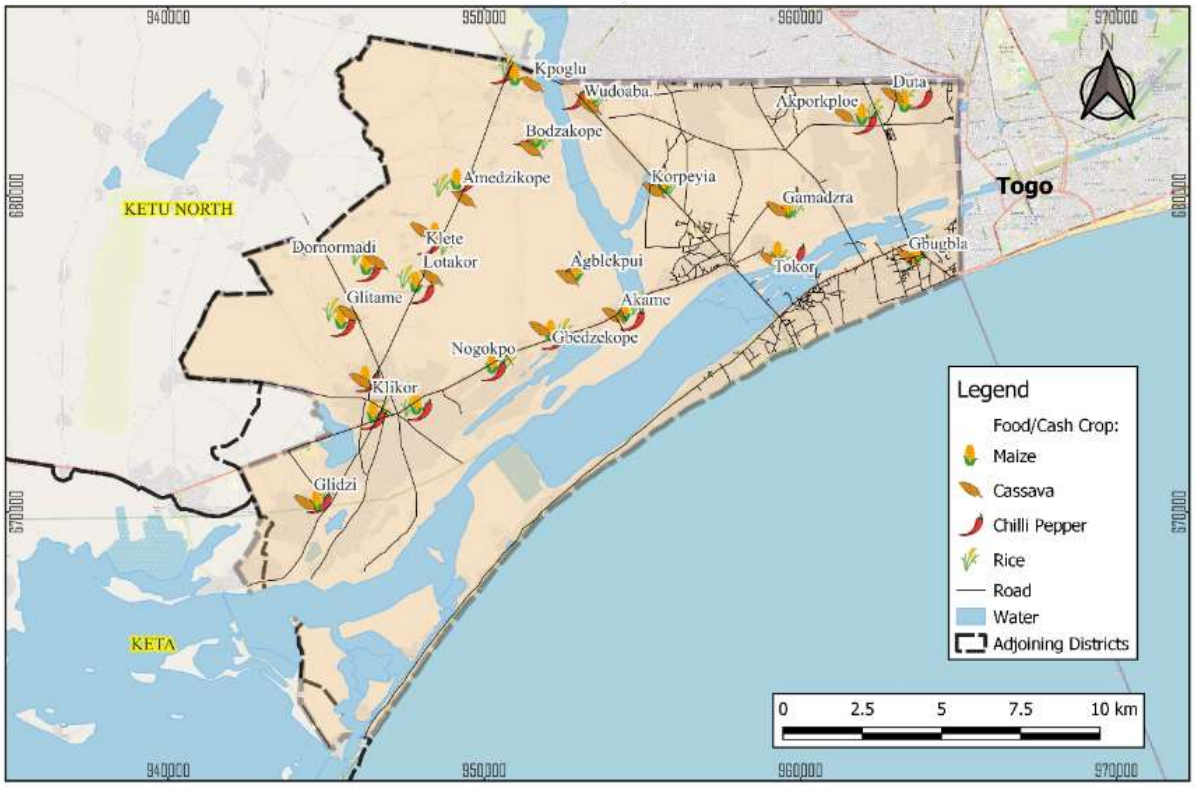
The major challenge to cassava and particularly maize production is crops failure resulting from over reliance on rainfall, low access to mechanized agriculture and credit to support the procurement of farm inputs.

FOOD/CASH CROPS (IRRIGATION) FARMING - KETU SOUTH



Source: Physical Planning Department, 2025

FOOD/CASH CROP (RAINFED) FARMING -KETU SOUTH



Source: Physical Planning Department, 2025

c. Cash and Export Crops Production

The cash and export crop in the municipality is currently mango. The mango production is just emerging and is on a very small scale with less than ten years in existence. The land and the climate of the Municipality are favourable to support investment in the mango cultivation. Currently, there are 70 hectares of land under mango production with average farm size of five hectares. One of the challenges is that expanding the mango production on commercial plantation extending over 40 hectares can only be possible at the expense of food crop production.

The municipality used to produce pepper under rain fed and irrigation for export and local markets. The municipality currently produces pepper under rain fed for internal market only. The municipality no longer produces pepper in commercial quantities under irrigation. This development has greatly affected the livelihood of urban gardeners whose second most important vegetable crop after onion was pepper which they produce for export market.

Table 3.17: Crop Production Figures 2022-2025

Commodity	Cultivated Area (Ha)				Yield (Mt/ha)				Production (Mt)			
	2022	2023	2024	2025	2022	2023	2024	2025	2022	2023	2024	2025
Maize	15,322	10000	10000		2.1	1.6	1.2		32176	16000	12000	
Cassava	12500	10000	10000		13.1	13.7	13.8		163750	137000	138000	
Onion	184	190	170		25.5	26	26		4692	4940	4420	
Pepper	50	50	52		6.0	6.0	5.0		300	300	260	
Okro	85	80	86		10.0	10.0	10.0		850	800	860	
Carrot	40	40.0	44.0		2.0	2.0	2.0		80.0	80.0	88.0	
Mango	100	100	100		-	-	-		-	-	500	

Source: Municipal Department of Agriculture, 2025

d. Plantation Crops

Coconut is the largest plantation crop grown in the municipality. Large contiguous plantations are evident all along the coast. There are mixtures of coconut varieties grown all over. Farmers depend on their trees for their seed source since there are no seed producing centres. The result is poor rate of germination. There had not been any conspicuous pest and disease situations of coconut in the municipality. The coconut fruits are either harvested fresh for eating or as copra for processing into oil.

Figure 16: Coconut plantation along the coast from Aflao to Blekusu



Source: KSMA MPCU, 2025

e. Urban Vegetable Productions

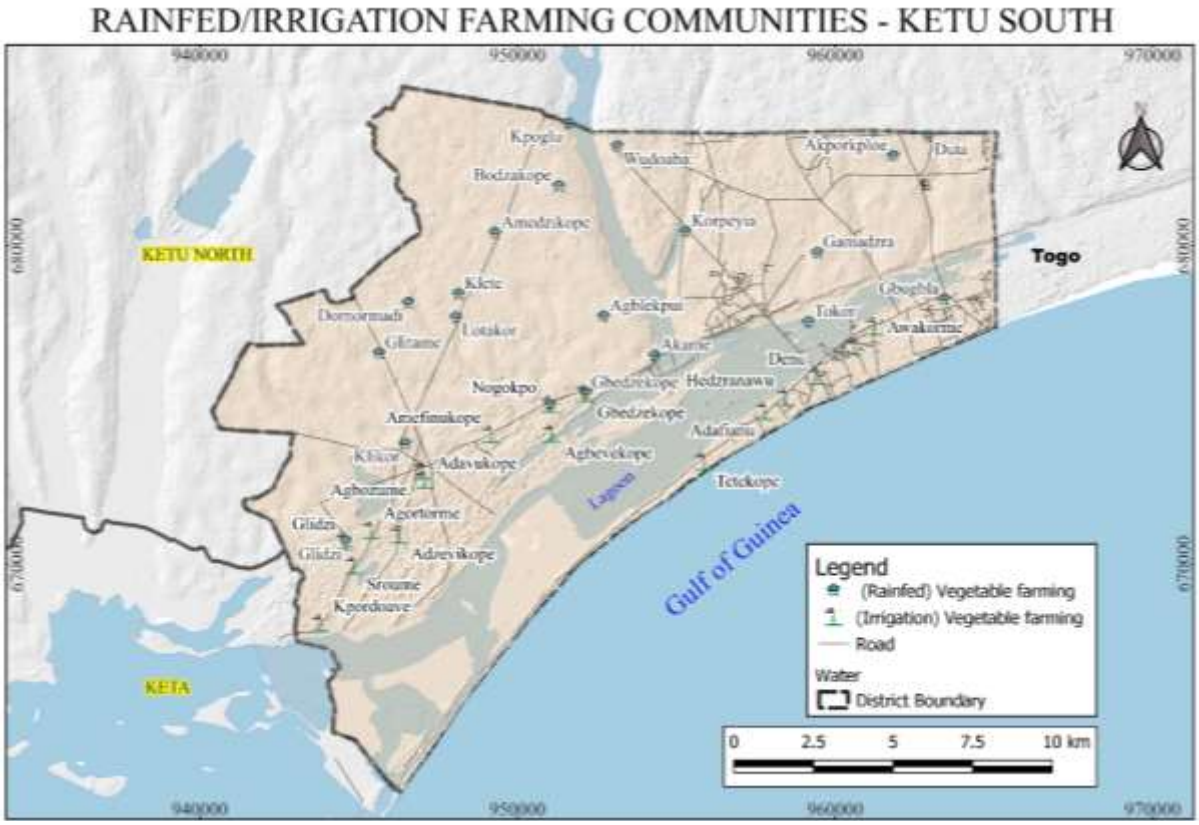
Though there is a general vegetable production throughout the Municipality as a way of life, the actual vegetable production as a business, which is known as Urban Gardening, is concentrated along the coastline. The traditional areas covered include Aflao, Awakorme, Viepe, Denu, Hedzranawo, Adafienu, Wokadedzi, Tetekope and Agorkor.Currently the urban gardening is expanding to Nogokpo and Agbozume areas.
The vegetables produced are onion, chilies, okro, tomatoes, carrot, and leafy vegetables (Gboma) and butter nut. The urban gardening business is an all-year-round activity with water obtained from shallow tube wells mechanized by electrically operated water-pumping machines or petrol operated ones where there is no electricity. The farming practices involve extensive land preparation and application of chemical for pest and disease control. The land is usually obtained through leasehold and the land rent ranges from GH¢50.00 – GH¢100.00 per acre per annum.

Figure 3.15: Urban Vegetables along the Coast – tube well technology



Source: KSMA MPCU, 2025

The cropping calendar for Onion and Chilies is in May through to September, while Tomato is cultivated around June –November. Okro, Carrot and Leafy Vegetables are cultivated all year round. The various vegetables are grown in pure stands. Urban gardening is a labour-intensive business using labour at all phases of production. The enterprise employs about three thousand people. Out of this number about six hundred (600) people are farm owners of which women form about 20 percent. The rest of the number, form the labour force of which 10 percent are permanent. The target market for the chili is the European market, whilst the Onion and Tomatoes are for the domestic market, Togo, Benin, and Nigeria. The leafy vegetables and carrot are mainly for the domestic and the Togo Markets. The main challenge now is with the processing of the crops to improve value chain process and to increase the income of the people involved in the industry.

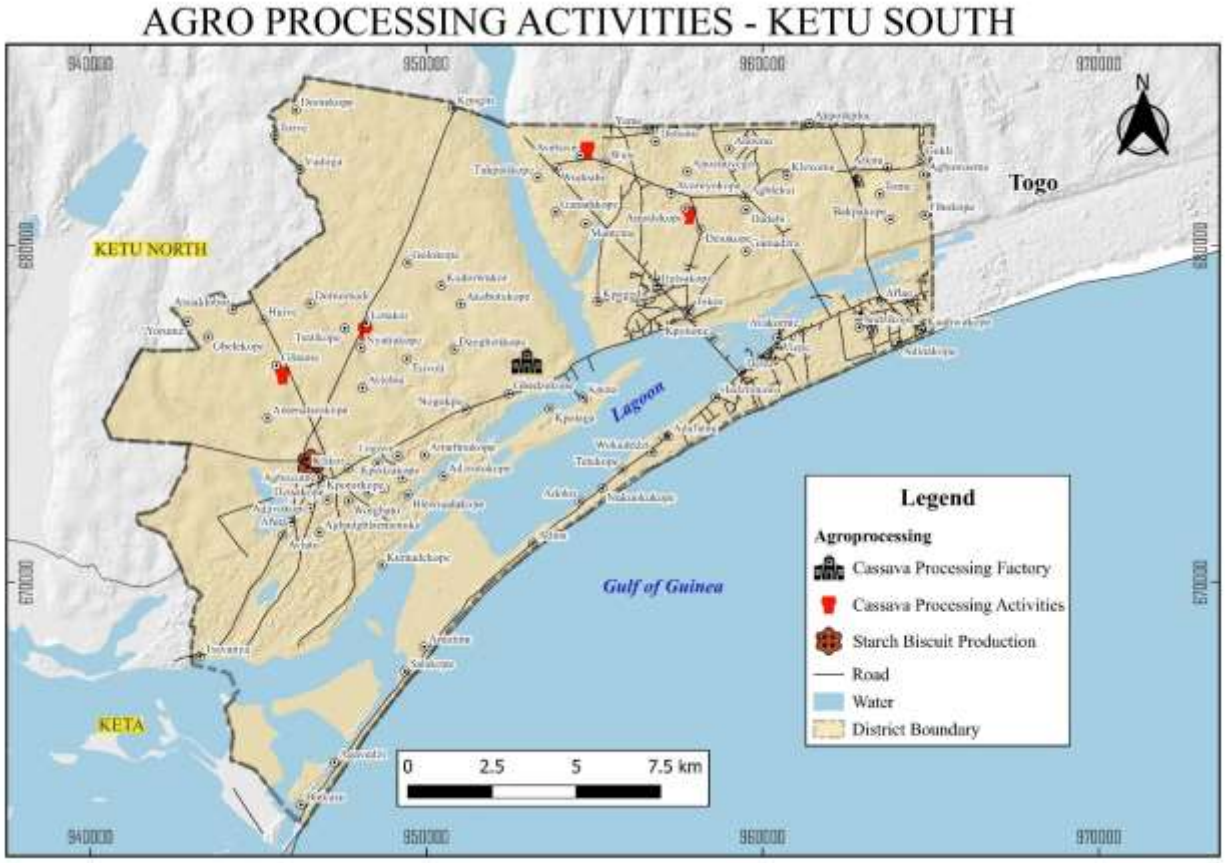


Source: Physical Planning Department, 2025

f. Agro processing

The main raw material for processing is cassava, which is processed into the dough and gari. The average annual production of cassava in the municipality is 120,000 metric tons of fresh cassava. The current municipality requirement is 49,000 metric tons and therefore we have a surplus of 69,000 metric tons for processing annually. The major collection point for gari in the municipality is Wuduoba market, from where trucks loaded with gari leave to other destinations.

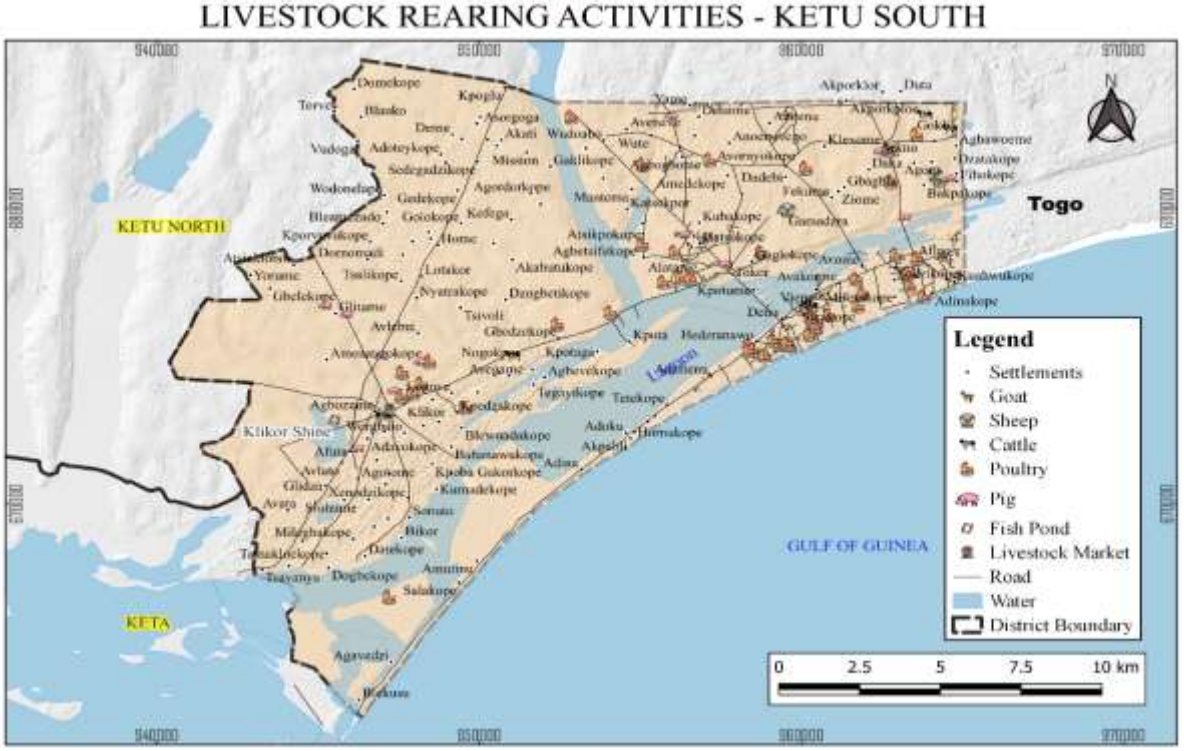
The Municipal Agricultural Development Unit in collaboration with Root and Tuber Improvement and Marketing Programme (RTIMP) is introducing high yielding cassava varieties into the Municipality and we expect yields to increase by 50%. The challenge Farmers will be facing with the increase in production is access to improved processing equipment which could reduce the drudgery of manual processing. The Municipality can produce cassava to meet demand of agro industries that use cassava as raw material.



Source: Physical Planning Department, 2025

g. Livestock Sub-Sector

Livestock sub – sector forms about 10 percent of agricultural activities in the Municipality. Livestock and Poultry are a source of food, income, recreation and an important element in the socio-cultural context. They are also a means of storing wealth in times of agricultural plenty and provide cash reserves for emergencies and guarantees of food security in times of crop failures. The main livestock types reared in the Municipal include cattle, sheep and goats, pig, poultry and quite recently glasscutters.



Source: Physical Planning Department, 2025

Almost every farmer keeps some sort of livestock as a security to fall on during times of crop failure. There are over 17,000 sheep, 16,000 goats, 5,000 pigs (local breed-4,500) and 40,000 poultry (local fowls 32,000) in the municipality (*source: 2005* Livestock Census, MoFA, and Denu). The local poultry are scattered all over the municipality whilst the exotic ones are concentrated around the urban communities like Denu and Aflao. Goats and sheep are predominantly found in the Klikor and Somey Traditional areas (Glitame, Lotakor, Agbozume, Dornamadi and its surrounding villages) Pigs which are predominantly local can be found in Aflao and Akame. The weakness of the livestock sub sector in the municipality includes in breeding of small ruminants (Goats and Sheep) leading to reduction in size of the animals, reluctance of the owners to undertake yearly vaccination against PPR resulting in the loss of large numbers of small ruminants annually.

Table 3.18: Estimated Population of Livestock

Category	2007	2008	2009	2010	2011	2012	2013
Cattle	3504	4157	4476	4678	4689	4702	4909
Sheep	23840	24672	25168	26188	28266	29011	29880
Goat	21470	24784	25271	27020	27782	29901	30421
Swine (IND.)	3732	4193	4276	3187	2868	2047	1899
Swine Exotic	450	376	418	546	554	604	656
Fowl (Local)	46156	47080	47623	50688	50794	51446	51882
Fowl (Exotic)	10,210	9874	10,270	3086	4458	5680	5886
Rabbit	356	376	394	410	458	481	516
Dogs	6527	6474	6849	7956	8146	8046	8401
Cats	5680	4879	5780	6894	5178	6894	6946
Duck	-	-	-	15896	15984	16024	16896
Turkey	-	-	-	3404	3564	3886	3994
Guinea fowl	-	-	-	8740	8857	8910	8994

Source: Municipal Agric Department, 2025

h. Fisheries Sub-Sector

The fisheries sub – sector accounts for about 30 percent of the agricultural activities in the municipality and it is solely marine fisheries. The Municipality's coast extends from Blekusu on the West to Aflao on the East. Marine fishing is intensive from Aflao to Blekusu to Adafienu, where livelihood is dependent on fishing.

Figure 3.16: The coastline of Ketu South Municipality

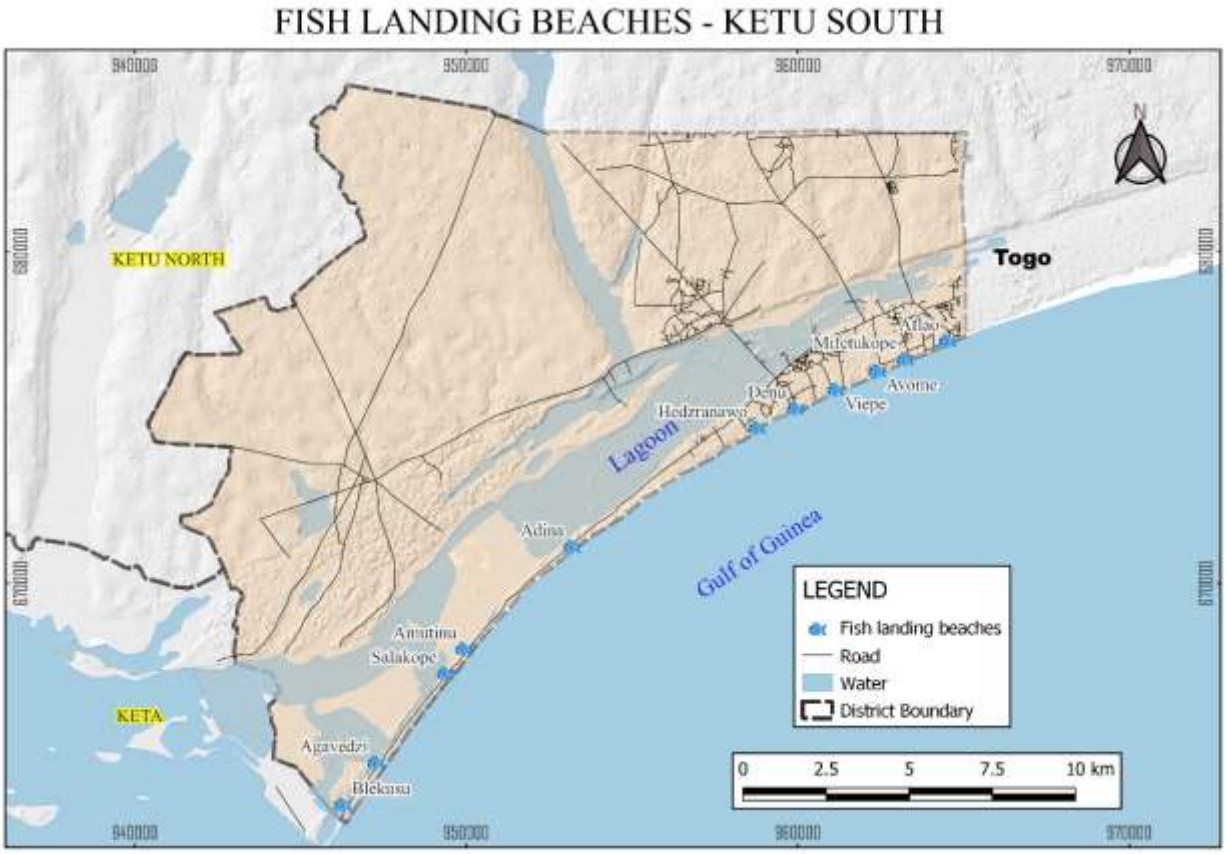


Source: KSMA MPCU, 2021

There are more than 204 canoes in the municipality with 155 being used for beach seine fishing and Forty-nine (49) for Watsa. There are about Seven Thousand Eight Hundred and Eighty-two (7,882) Fishermen in the Municipality. Pelagic fish species such as Anchovy and Sardine are caught throughout the year with the peak season from August to October. The catches have been experiencing decline in over the years due to poor management and over exploitation of the marine resources. There is though the potential for increasing output of the marine water.

The lagoon on the other hand also has the potential to be developed into fishing sites for prawns and shrimps.

The Ministry of Food and Agriculture in collaboration with seven communities, (Blekusu, Agavedzi, Amutinu, Adina, Adafienu, Denu and Aflao) along the coast have put in place the Community Based Fisheries Management Communities (CBFMC) to co-manage the fisheries resources.



Source: Physical Planning Department, 2025

i. Fish Processing

Women are mostly engaged in fish processing in the Municipality. Chorkor Smoker (a fish processing device) has grown even faster than anticipated producing better quality-smoked fish. The constraints being faced by the stakeholders in this enterprise is the inadequacy of firewood which is used as fuel for the smoking of fish. Solar energy is being exploited on clayey patios for the drying of anchovies. Processed fish in the Municipality is sold in neighbouring Togo and other Sahelian countries. The processing reduces postharvest losses in the fisheries sector in the municipality and serve as a source of employment for women folk along the coast.

2.4.4.3. Business / Trade and Commerce

Ketu South municipality has three major market centres that attract sellers and buyers from all parts of Ghana and the Republic of Togo. Trade and commerce in Ketu South are both vibrant and exuberantly hinged on the concept of market rotation.

These market centers are in Denu, Agbozume and Aflao. Market days are held on rotational basis every four (4) days. Other satellite markets are found in Aflao and Wudoaba, which are held mostly on daily basis. The major markets specialize in selling fish especially smoked herrings and agricultural produce. The Border market of Aflao is a commercial distribution centre for agricultural produce from Western, Brong-Ahafo, Eastern and Central regions of Ghana. These goods are subsequently exported to Togo.

Hedzranawo (Denu) market

Denu market is the biggest of all the markets. However, a pictorial view of the Hedzranao market suggests that the infrastructure condition is inadequate and that the market has limited space for expansion. Landowners around the market have taken advantage of the prevailing situation and are engaging in private collection of revenue from the traders thus depriving the assembly of its revenue collection capacity. The major challenge confronting the assembly is that since the Assembly does not hold title to the land, as such, the assembly is compelled to share its revenue collected with the landlords. The implication is that with the increase in the Municipality's population and the expected growth in the commercial activities particularly resulting from the influence of the oil and gas industry in Ghana, it will impact negatively on the assembly to effectively manage revenue collection from the market if the present state is not improved. It follows that there will be the need to strategically relocate the market to be able perform at its maximum level.

Figure 3.17: Aerial view of Hedranawo market



Source: KSMA, 2021

Agbozume market

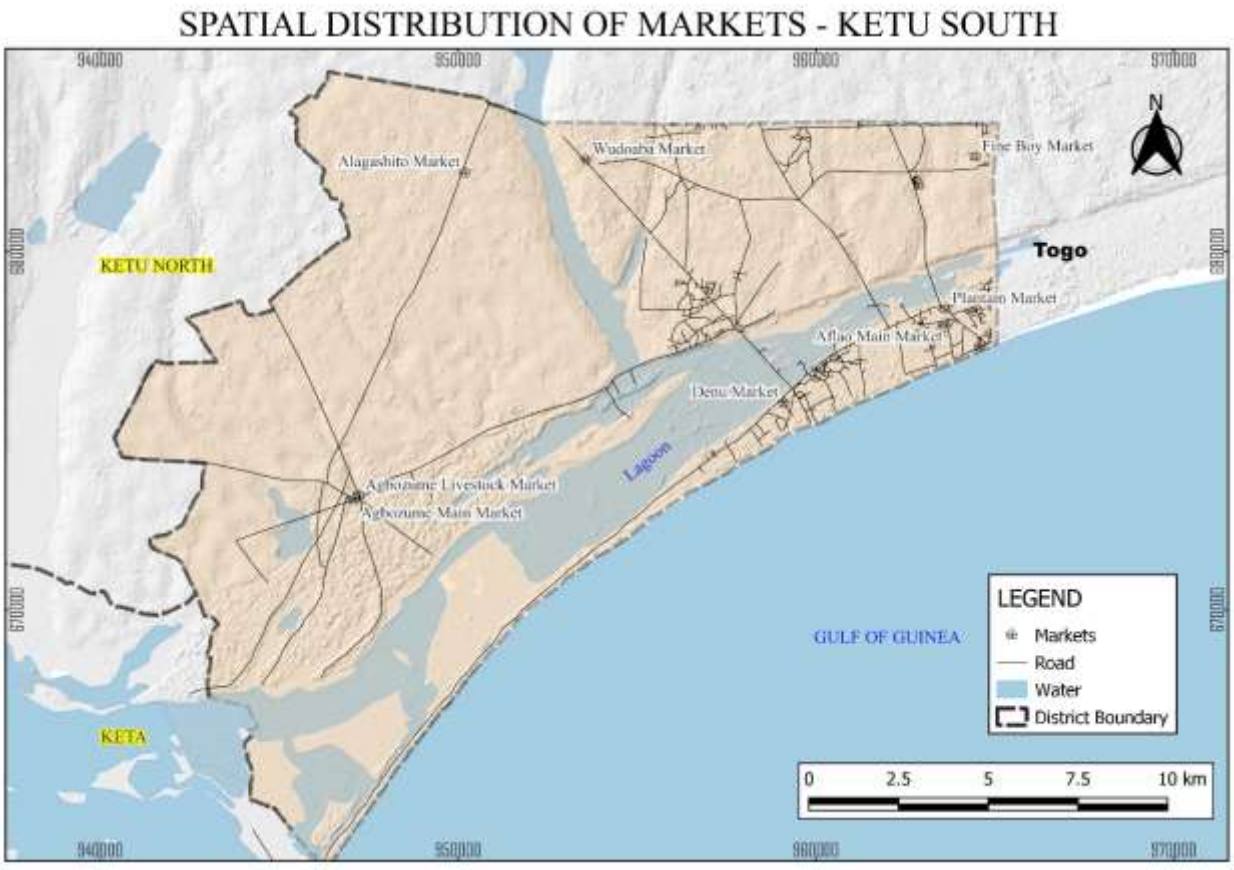
Agbozume market is operational throughout the week dealing mainly in agricultural produce and other commercial and industrial items. The market draws its strength from the Agbozume Kente industry and extraction of starch that was buoyant in the 1990s. However, the creation of market at Afife in the Ketu North and the exit of most of the Kente weavers to Nigeria had affected the capacity of the market to sustain its generation of more revenue though potential still exist.

The lorry park which is also located just outside the market is relatively small compared to the volume of vehicles and traders patronizing the market. As a result, vehicles are often seen parked outside the designated station obstructing free flow of persons and vehicular movement along the main road. The result is that these floating vehicles usually find it very easy to evade payment of lorry park tolls accounting for a loss to the Municipal Assembly's revenue generation capacity. Like other markets Agbozume market is held every four days on rotational basis.

Aflao Market

Aflao characterized by satellite markets. They include the central and the border markets with varied capacity and importance. The Aflao markets are potential revenue sources and have the capacity of generating about 75% of total market revenue. The major concerns in the markets are the infrastructure to support and sustain the needed business and commercial activities. The strategic location of Aflao as border town is an incentive to focus attention in creating the right environment for business to grow.

The 24-Hour economy market and ultra-modern markets at Glidzi and Aflao are expected to bring much revenue to the Assembly and help address the numerous developmental needs of our people. Another dimension of the market is that Aflao attracts a lot of immigrants and paupers to the city, and this comes with pressure which should be managed by the assembly.



Source: Physical Planning Department, 2025

2.4.4.4. Industry

a. Diamond Cement Factory

The Ketu South Municipality has one of the largest cement factories in Ghana. The Diamond Cement Factory was established in the year 2001. The factory has a production capacity of 1.8million tonnes per year. It distributes its products to Ghana, Togo, and Benin. Diamond Cement Factory employs over 600 people majority of who are natives of the Municipality.

Figure 3.18: Diamond Cement Factory at Aflao



Source: KSMA MPCU, 2017

b. Kente Industry

Large scale kente production is a predominant economic activity of most people in the Agbozume-Klikor communities. The artists produce indigenous kente products which are sold mostly in the Agbozume market. The clothes are bought by traders from all parts of Ghana, and other countries such as Nigeria, Togo, and Benin. The Bobbo Ewe-Kente Weaving Institute at Hatsukope and Korpeyia Art Centre train the youth to acquire skills of weaving the traditional cloth and making other art works. These serve as employment opportunities for both men and women in the Municipality.

Figure 3.19: Kente weaving process and equipment.



Source: KSMA MPCU, 2017

c. Salt Mining Industry

Salt mining is one other major economic activity for the people in Tackscorner, Adina, Agavedzi, Blekusu, Amutinu, Dogbekope, Sonuto, Tagbato and Dzaglame. This activity is however undertaken on small scale basis. Mining is usually carried out during the sunny period when the lagoon is drying up. There is a need to iodise the salt mined before it is sent to the market to make it healthy for human consumption. The lagoon serves a multipurpose for its dependents. During the rainy season, fishing is done by men, women, and children. There is therefore the need for the industry to be harnessed in a sustainable manner. The figure 3.20 below shows the salt mined by some individuals during the harvest season.

The Seven Seas Salt limited is the only company which is currently operating within the municipality that takes its raw materials from the Ketu South. Though fraught with operational challenges around their relationship with the communities, the Assembly has managed to step in to resolve the issues as and when it raises its head. The operation of the company in the concession is a source of worry for residents. It is the hope that all stakeholders would continue with engagements to bring lasting peace to the area.

Figure 3.20: Salt from traditional and industrial mining

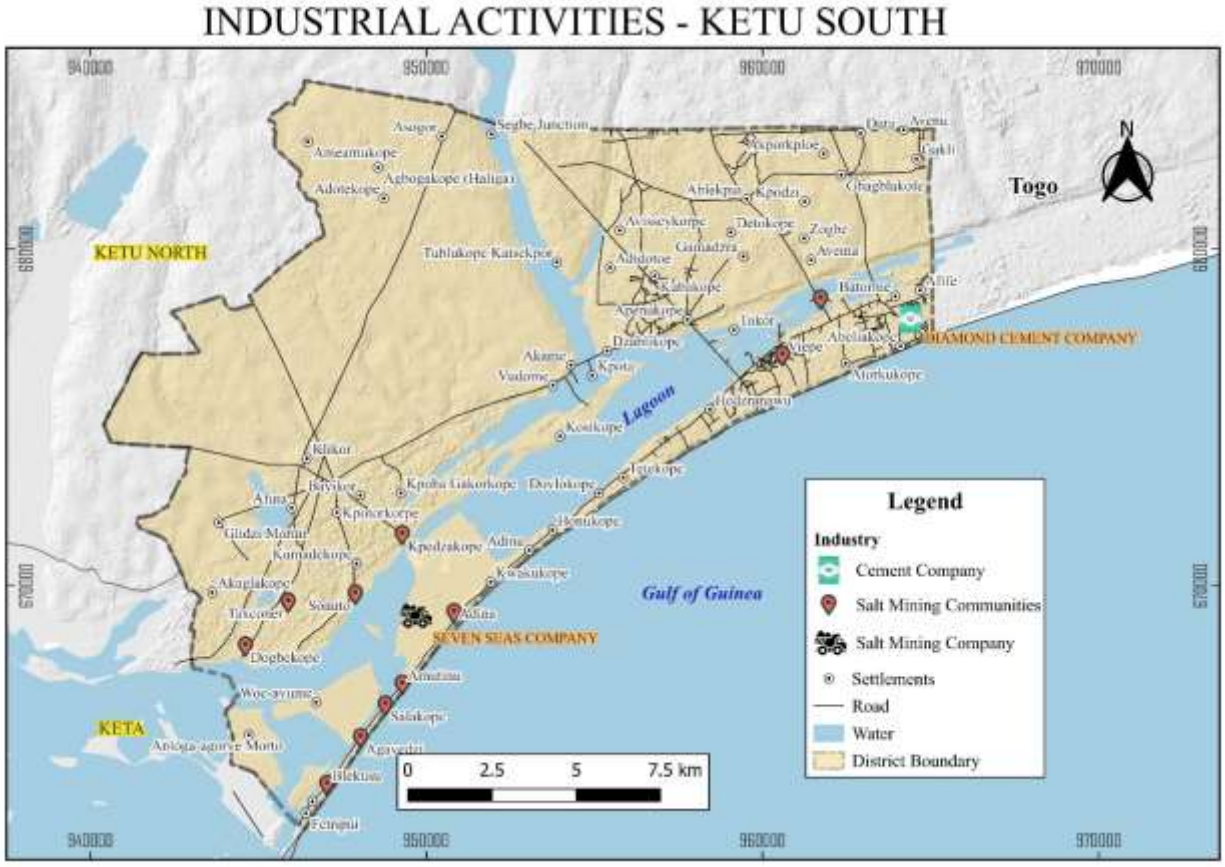


Source: KSMA MPCU, 2017

d. Small Scale Industrial Activities

Citizens also engage in other industrial activities on small scale. These activities are categorized into food processing, alcoholic beverages, manufacturing, and service industries.

Small scale processing comprises converting cassava into cassava dough, gari and starch biscuits (Agbelikpornor). Handicrafts like metal works; clay, fiber and wood dominate the relics and jewellery of the shrines in Ketu South. Ritual wood carvers are found in Klikor, Aflao, Agbozume, Tokor, and in some remotest villages. Artisans in the streets, at marketplaces and in the villages, with simple tools, turn out beautiful products. There are small-scale workshops with basic equipment located in the urban centers to produce metal products such as hand tools for farming and cassava graters. One of the challenges facing the small-scale industry is the continued application of outmoded technology and the lack of capacity to produce competitive products that can compete on the international market. The other challenge is that the linkage between processing and manufacturing on one hand, and the Agriculture Sector on the other hand is however weak and need to be activated.



Source: Physical Planning Department, 2025

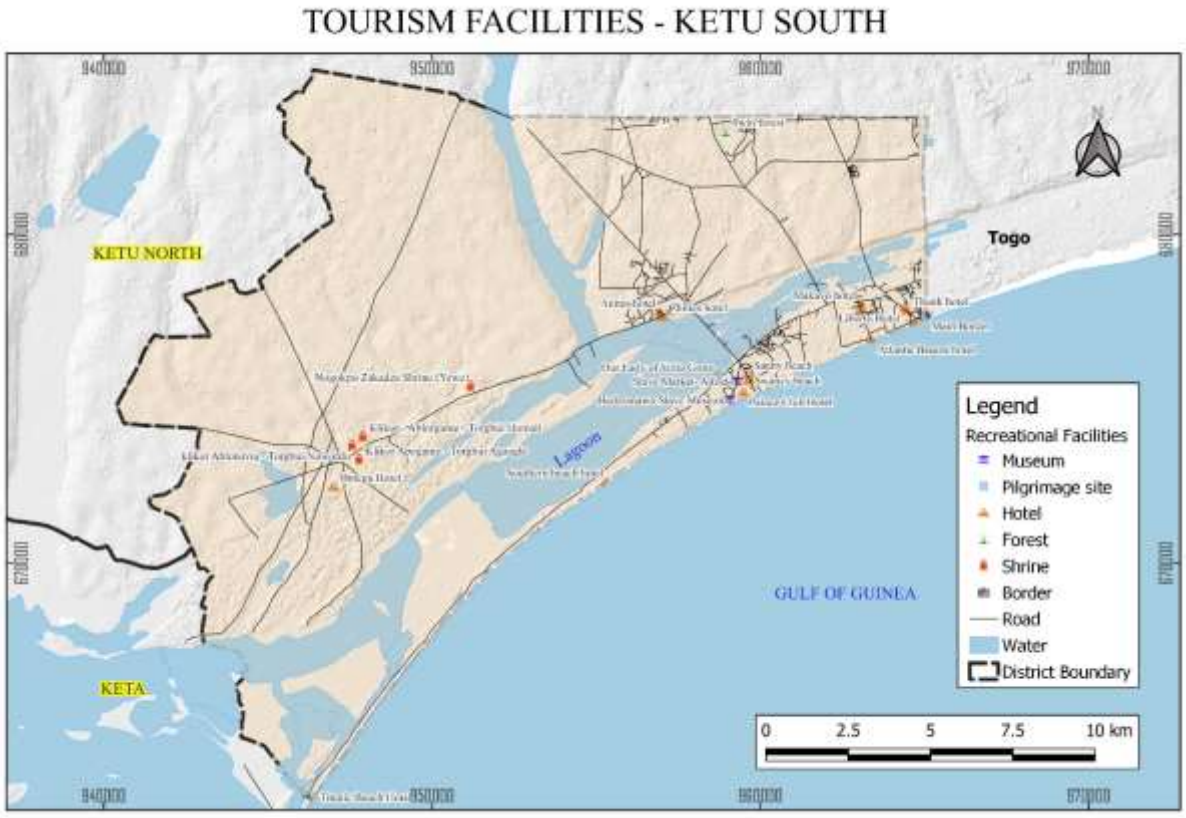
2.4.4.5. Tourism and Hospitality

There are great potentials for the tourism development in the Municipality. The Municipality is strategically situated along an international border and when its tourism sites are developed and marketed properly will be the hub of entertainment and leisure for many tourists across the world. It will also be major source of job creation and revenue generation for many youths in the municipality. Significant tourist sites and potentials identified are as follows:

Table 3.19: Tourism potential in Ketu South Municipality

Tourism Categories	Potentials
Eco-tourism	Keta Lagoon Ramsar Sites
Hospitality	Hotels, Guest house, restaurants, and bars
Cultural Heritage and Festivals	All festivals and Kente Industry
Historical Sites/Landmark	Slave sites, pristine woodlots / forests, Ghana-Togo international border line
Natural Attractions	Beaches, Sea

Source: Author's Construct. 2025



Source: Physical Planning Department, 2025

i. Hospitality

There are over 300 hostels and guest houses providing all kinds of hospitality services in the municipality to tourist and traders crossing the Ghana-Togo border. The economic activities along the border are a major catalyst for the influx of the hospitality industry in the municipality. There are several drinking bars and restaurants scattered all over the municipality which provide sources of entertainment and relaxation for tourists and constituents.

Table 3.20: Hotels and Guest Houses in the Municipality

No.	Name	Physical Location	Phone Number	Grade	No. of Rooms	No. of Beds	Conf. Rm(s)
1.	Anites Hotel	Laklevikope		3-Star			
2.	Chilies Hotel	Laklevikope					
3.	Omega Complex Hotel	Adwukope - Agbozume	0508905337	2-Star	40	41	1
4.	Hotel Liberte	Aflao	0303962575 / 0244182470	1-Star	33	33	
5.	Hotel Vilcabamba	Denu	0362530354 / 0242624823	1-Star	33	35	2
6.	OKJ Hotel	Kpogedi					

No.	Name	Physical Location	Phone Number	Grade	No. of Rooms	No. of Beds	Conf. Rm(s)
7.	Scotland Yard Inn Hotel	Adzidotoe					
8.	South Beach Resort	Denu					
9.	Honolulu Guest House						
10.	Atlantic Breeze Hotel	Aflao	024-4279797	Budget	12	12	1
11.	Fafali Guest House	Denu - Laklevikope	0234416048 / 0246476570 / 0549960146	Budget	19	19	
12.	Hotel Makavo	Aflao	0246288640 / 0243675959	Budget	21	21	
13.	Honolulu Guest House	Denu - Tokor	0267784646	Budget	8	8	
14.	Kplom Dedie Hotel	Aflao	0362530265 / 0244521161	Budget	14	16	
15.	Moline Guest House	Aflao	024540638 / 0244219302	Budget	5	5	
16.	Pax Guest House	Tokor - Denu	0502595052 / 0274573093	Budget	8	8	
17.	Prince Hotel	Aflao	0246059634	Budget	40	40	
18.	Thanks Hotel	Aflao	0362530983 / 0268405698 / 0244860864	Budget	28	28	
19.	Vegas Lodge	Klikor	024-4440548	Budget	14	14	
20.	Lash Lodge	Agbozume	024-2831435	Budget	10	10	
21.	Vision G/H	Laklikope	023-3266367 / 0244084384	Budget	6	6	
22.	ST. Raphael G/H	Agbozume	024-3157196 /0208112632	Budget	5	5	
23.	Bulova G/H	Agbozume	0243838901 /0208158110	Budget	7	7	
24.	Metro Beach Hotel	Aflao	0540177771 /0504171500	Budget			
25.	Sedem Guest house	Agorviame	024 387 4766	Budget	6	6	
26.	South beach Resort		O200229867	Budget			
27.	Hosanna Guest House	Aflao		Budget			
28.	Sadisco Inn	Aflao	024-3210128	Budget	9	9	
29.	Fiadenu M. Lodge	Denu	020-8163034	Budget	10	10	
30.	My Beautiful Village	Aflao-Avakome	0248716708 /0267684764	Budget	6	6	

Source: Author's Construct, 2025

ii. Cultural Heritage and Festivals

The Municipality have a rich cultural heritage, history and shared festivals among tribal groups that unite them. Most festivals in the municipality are associated with the worship of deities which attracts hundreds of people including tourist into the municipality during such festive seasons. Festivals celebrated in the municipality include Godigbeza, Bliza, Adzima, Somey-tutu-za, Zendo Glimetsoza, Zakadza. There is also a vibrant kente cloth industry in the municipality which produce quality Kente for export and domestic use. Table 3.16 details out these festivals and celebration times.

iii. Natural Attractions

At the coastal line of the municipality is the Atlantic Ocean with a beautiful shoreline beach ready for development. The long and wide sandy beach is beautifully arrayed with coconut palm forest fringes stretching from Aflao to Blekusu. Potential activities include swimming, surfing, diving, snorkeling, canoeing, boat rides, sport fishing, sunbathing, beach sports, whale watching, turtle conservation and watching, and visiting fishing villages and surrounding attractions.



Source: KSMA MPCU, 2025

iv. Historical Sites and Landmark

The municipality shares border with the Republic of Togo and is graced with historical landmarks like the Ghana-Togo international Boundary line. There are three abandoned historical slave sites at Denu, Xedzranawo and Adafienu in Ketu South Municipality that are yet to be developed. There are processes underway to construct a Community Slave Museum, Slave Market Visitor Centre and Palace at Xedrzanawo, Adzido and Adafienu.

ii. Coastal Wetlands reserves (Keta Ramsar Site)

Keta Lagoon Complex Ramsar Site covers an area of 530 km² and stretches 40km along the eastern coast of Ghana. Designated as a Ramsar site in 1992, it is the largest Ramsar site in Ghana, and comprises of a large expanse of open lagoon with brackish water, floodplain, marshland, and extensive mangrove swamps. Keta Lagoon Complex Ramsar Site is an internationally important asset due to the large numbers of water birds it supports. It has a high diversity of bird species accounting for about 80% of all wetland bird species listed in Ghana. The bird species include curlew sandpiper (*Numenius arquata*), ringed plover (*Charadius hiaticula*), Greenshank, little stint, spotted redshank, and black winged stilt (*Himantopus himantopus*).

Additionally, the site is home to three species of endangered marine turtles (Leatherback, Green and Olive-ridley); the West African Sitatunga (*Tragelaphus spekei)*, an endangered amphibious antelope; and the West African Manatee (*Trichecus senegalensis*).

Site attraction: research, bird watching, night turtle watch, boating, and kayaking. Keta Lagoon Complex Ramsar Site is managed by the Forestry Commission through its Wildlife Division.



Source: KSMA MPCU, 2025

The tourism sector is bedevilled with numerous challenges such as poor access to tourist site due to bad nature of roads and sometimes nonexistence of roads as well as limited investment by local Authorities and private sector to develop tourism infrastructure and services. Negative attitude, perception, and ignorance of locals towards preservation of tourism sites continue to hamper the development of tourism.

2.4.4.6. Banking Services

There are five (5) Commercial Banks in the Municipality. These are the Ghana Commercial Banks, United Bank of Africa (UBA), ECOBANK and GT Bank located at Aflao, and the Agricultural Development Bank (ADB) at Denu. There are branches of the Avenor Rural Bank located and Unity Rural Banks at Denu, Aflao, Agbozume etc. In addition, other credit and loans schemes are available across the municipality to support economic activities. These financial institutions provide credit to promote agricultural production as well as commercial activities in the municipality. However, large sections of the population lack access to credit because of the strict collateral requirements and most especially weak entrepreneurial acumen.

2.4.4.7. Job Creation

The 2030 Agenda (SDG) acknowledges that promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all, is among the greatest global challenge and an indispensable requirement for sustainable development. To escape from poverty, the poor need productive jobs that lead to higher income. Following the widespread conviction that poverty can only be reduced if people have decent and productive jobs, the first Sustainable Development Goal aims to "End poverty in all its forms everywhere".

The Ketu South Municipal Assembly's Business Advisory Centre (BAC) is among the key stakeholders when it comes to job creation in the municipality. The office through its REP programme has conducted skill training for many youths and supported them with capital to start their own business. Some of the areas of the training include the following.

1. Training in agro processing,
2. Training of artisans in areas such as fabrication, welding, dressmaking, and hair dressing among others.
3. Providing business counselling and support to businesses
4. Providing start-up kits to SMES

2.4.5. Infrastructure

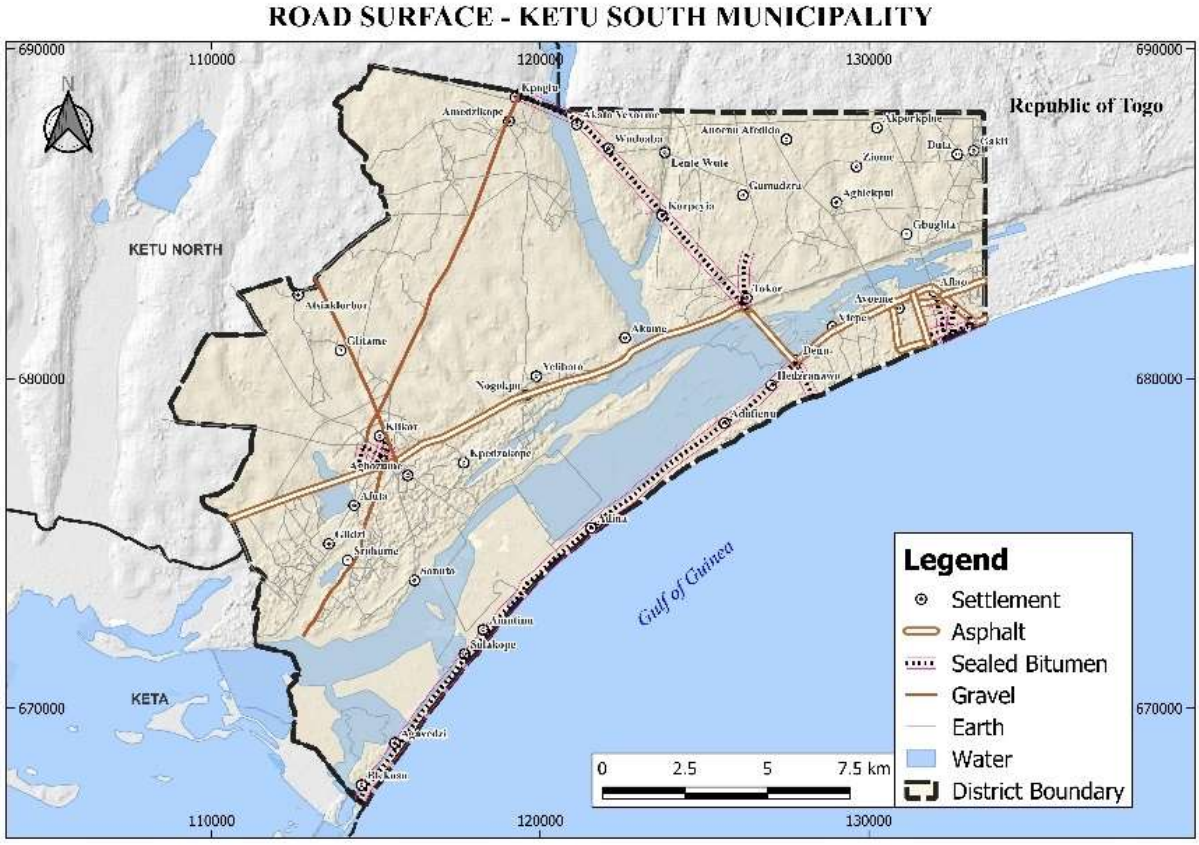
2.4.5.1. Transportation Network

The Municipality has approximately 160km of road network, consisting of highways (27km), urban roads (28km) and feeder roads (103km). Out of these roads, 20km has been asphalted whiles 16km is bitumen surfaced. Also, almost 81km of roads are gravelled/shaped of much concern is the remaining stretch of feeder roads (43km) which are not motorable particularly during rainy season.

Table 3.21: Road Condition in the Municipality

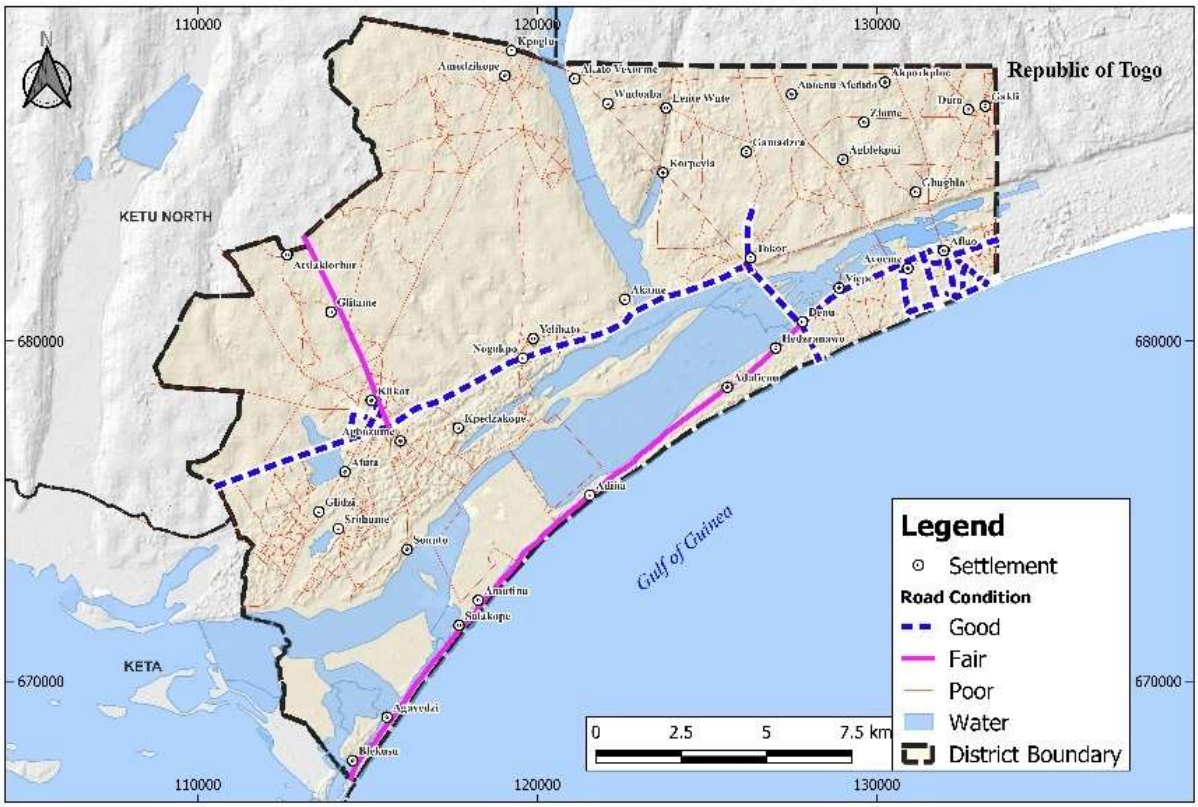
Classification	Distance	Condition
Highways		
Asphalt	12km	Very good, and first class.
Bitumen	16km	Satisfactory, with spot potholes.
Urban Roads		
Asphalt	8km	Good
Earthed/Graveled	20km	Fairly good, and motorable.
Feeder Roads		
Shaped	60.3km	Fairly good, and motorable.
Unshaped	42.7km	Bad, and not motorable.

Source: MPCU, September 2025



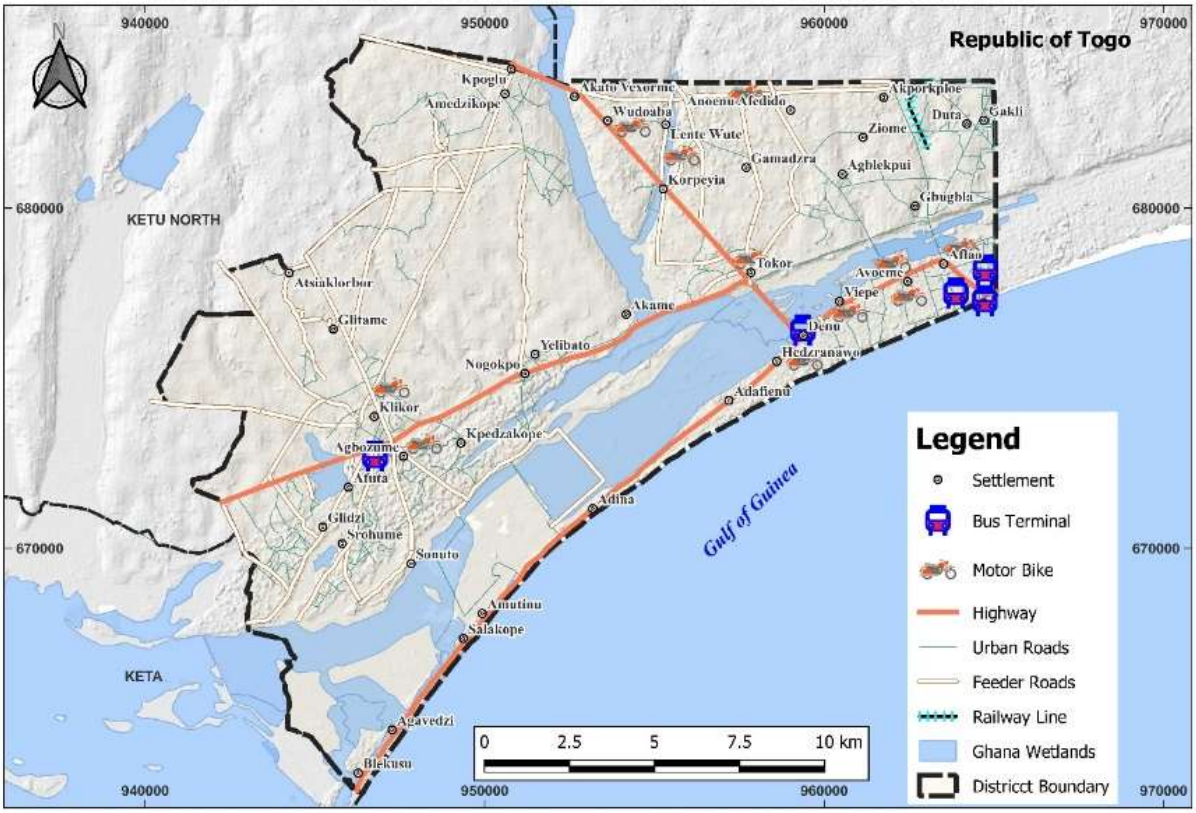
Source: Physical Planning Department, 2025

ROAD CONDITION - KETU SOUTH MUNICIPALITY

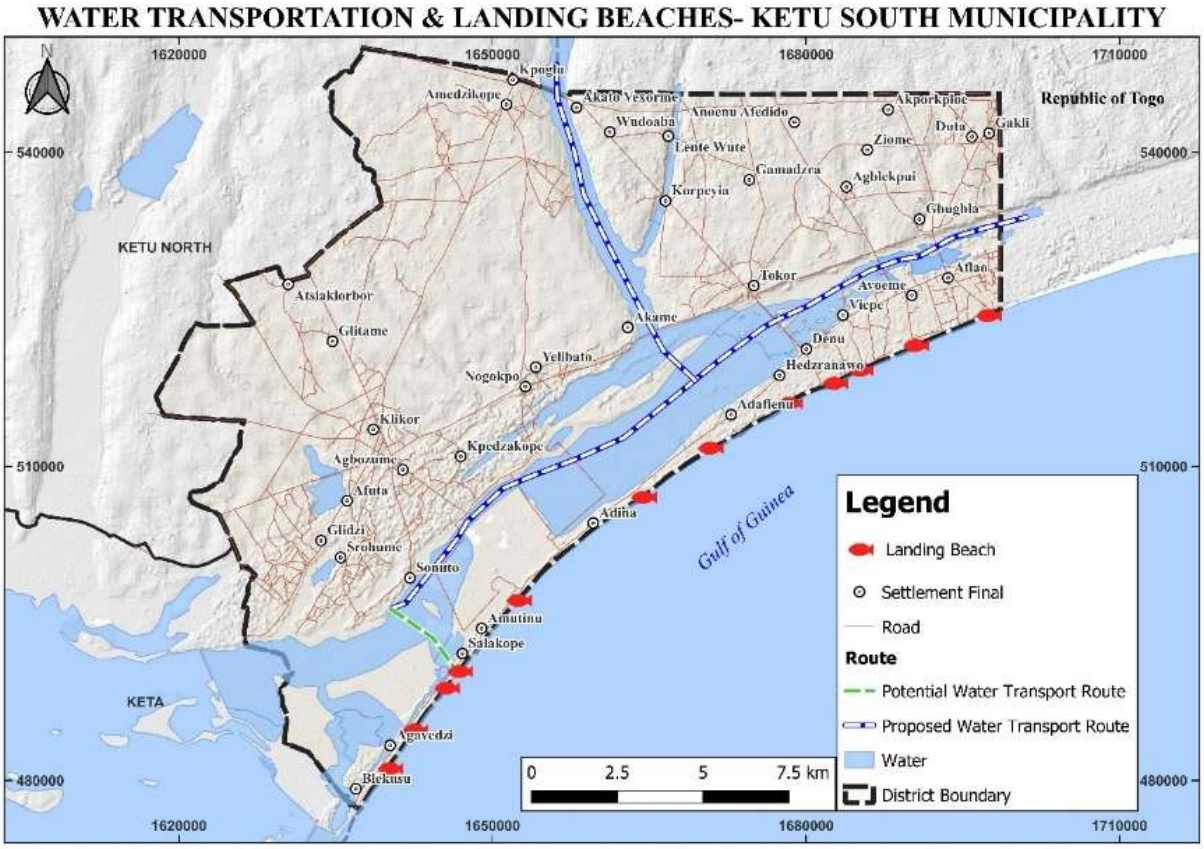


Source: Physical Planning Department, 2025

TRANSPORT INFRASTRUCTURE - KETU SOUTH MUNICIPALITY



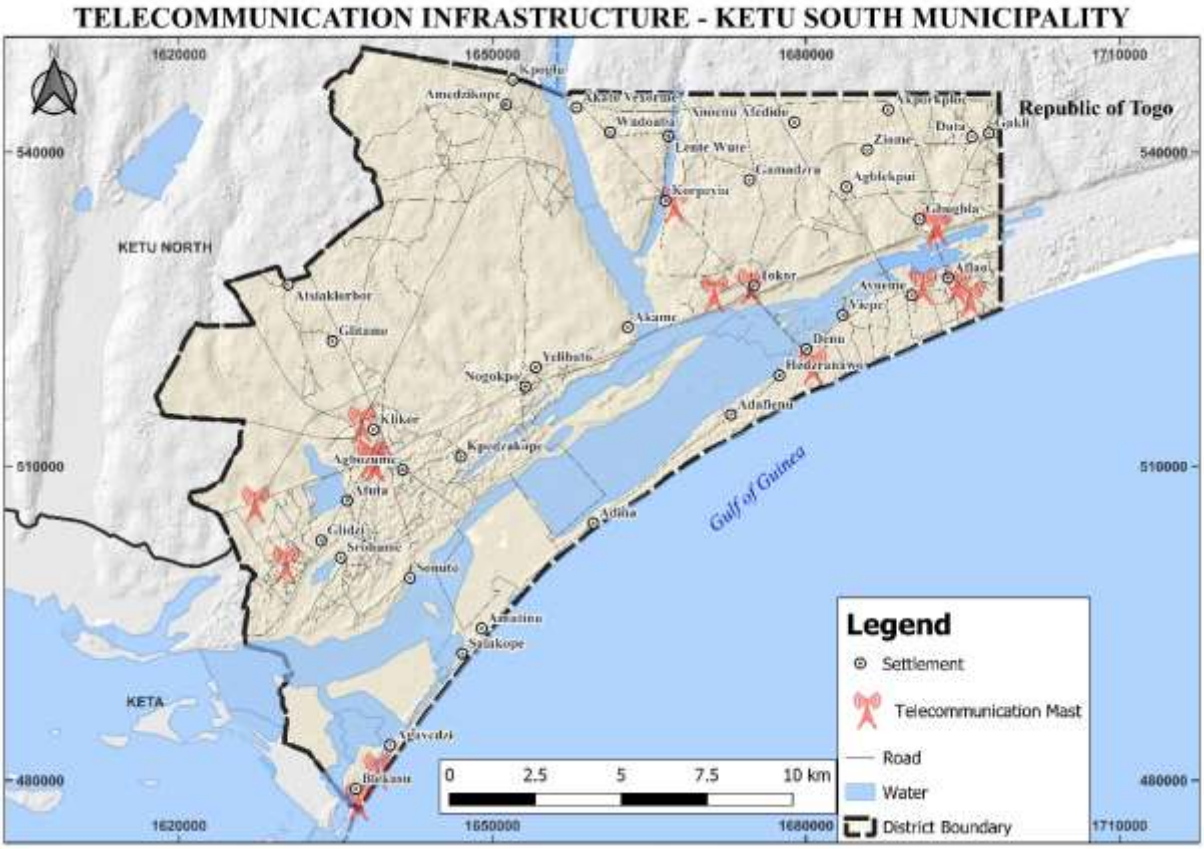
Source: Physical Planning Department, 2025



Source: Physical Planning Department, 2025

2.4.5.2. Information and Communication Technology (ICT)

Information Communications Technology (ICT) is recognized as an important component of socioeconomic development. The government has been implementing policies and programmes to expand access of the population to ICT infrastructure and technology. This section presents information on access of individuals and households to ICT in the Municipality. Today, scientific, and technological innovation requires more complex and interactive processes. This added complexity has led innovators to partner to share costs, find complementary expertise, gain access to different technologies and knowledge quickly, and collaborate as part of an innovative network. This entails a need for individuals and institutions to adopt a more "open" perspective on innovation. The Ketu Municipal Assembly, to promote effective teaching and learning of ICT in the basic schools, the Education Directorate has directed SMCs and PTAs to help the basic schools to create ICT centers in their schools.



Source: Physical Planning Department, 2025

e. Ownership of Mobile Phone

The use of mobile phones has been an important mode of communication for social and business activities for most Ghanaians since 2003 (Ayensu, 2003). Table 3.20 provides information on mobile phone ownership. For the Municipality, there are 110,005persons 12 years and older with mobile phones, representing 45.8 percent of the population. It is evident from the table that more males own mobile phone (51.2%) than females (48.8%).

f. Use of Internet

The growth in information technology has increase the urge for ownership and use of computer in modern business transactions. It is essential to promote easy access to internet, electronic mail (e-mail), and other related services**.** The data in Table 22 shows that there are only 3.9 percent of persons 12 years and older are using internet facility in the Municipality. The use of internet facility by persons 12 years and older, is more for males (70%) than for females (30%). The low usage of the internet could be attributed to the limited coverage of the infrastructure and institutions that supports ICT.

Table 3.22: Persons 12 years and older are using internet facility.

Population 12 years and older	Population having mobile phone	% of Pop. using internet facility
Male	49,932	45.4
Female	60,073	54.6
Total	110,005	100.0

Radio stations / TV stations coverage

Radio Station	Frequency	Location	Contact	Status
Amenuveve FM	105.3MHz	Aflao	0257977510	Active
Holy FM	98.50MHz	Aflao	0245783680	Active

Victory FM	96.1MHz	Avoeme	0245491178	Active
Fafa Radio	100.3MHz	Dzodze		Active
Sand City Radio	88.9MHz	Keta		Active

Source: Author's Construct, 2025

2.4.5.3. Settlement Systems

The municipality exhibits both rural and urban types of settlements and is slightly rural (53.50%). There first seven (7) large settlements are Aflao, Avoeme, Denu, Viepe, Klikor, Hedzranawo, and Agbozume while the remaining numbering about 439 are small communities.

By functionality, Aflao, Denu and Agbozume perform more than 10 functions each. Aflao, Denu and Agbozume qualify as the first order/hierarchy settlements. The situation may be explained by Aflao's strategic location, as a border town and hence its influence to attract immigrants and the polarization of investments and functions. Denu is the capital of the municipality whiles Aflao and Agbozume are commercial towns. Fifteen out of the selected settlements for the scalogram analysis perform less than 50 percent of the selected functions (5-17 functions). The first and second order settlements are functionally inefficient and economic/social linkages are weak. The implications are that there is a serious stress on the few facilities, poor access to services and hence a poor space economy. Details of scalogram analysis is shown in Annex 8.

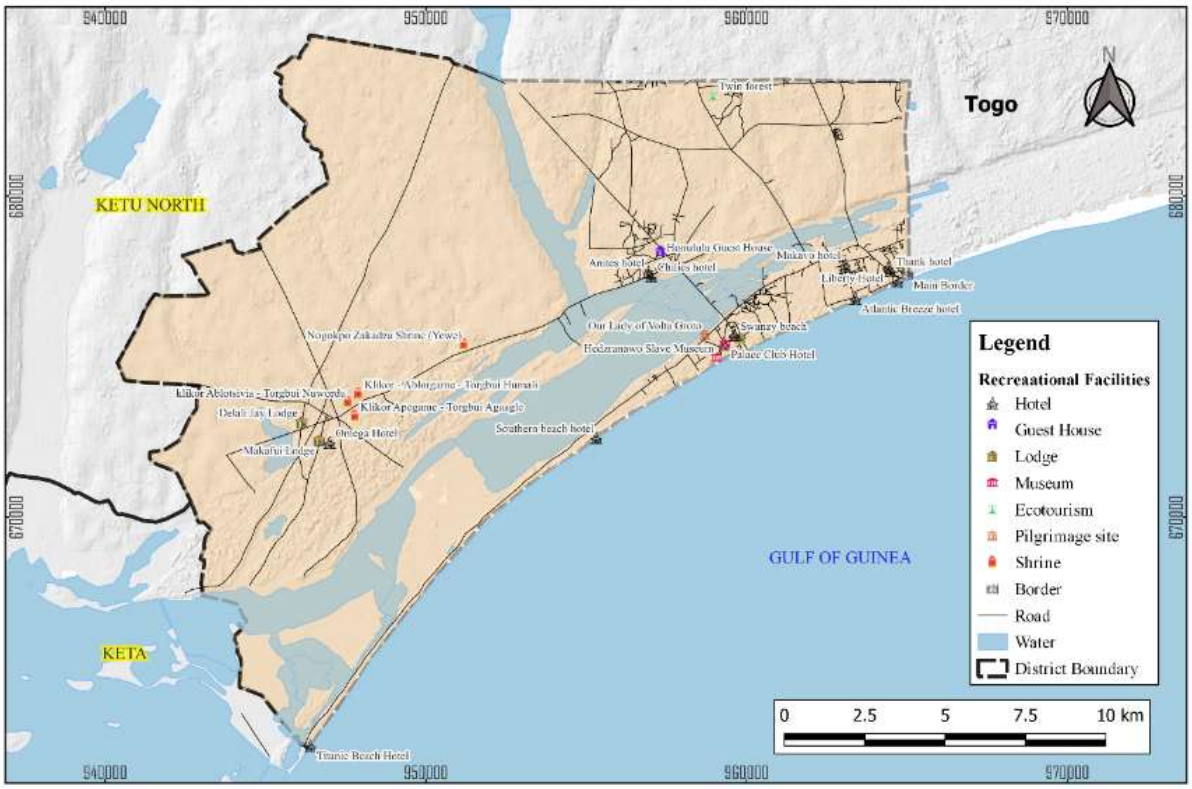
The municipal's spatial development focus should consider an integrated space economy by using the Zonal council centers as growth poles for development. An attempt should be made to spread investments to settlements like Denu, Avoeme and Hedzranawo to offload the pressure in Aflao.

Equally important is the full implementation of the Street Naming and Property Addressing (SNPA) project in the Municipality. Apart from the development of schemes/layouts as one of the project's products, this exercise is expected to eventually lead to the identification, coding, and mapping of rateable properties in the municipality – leading to optimum internal revenue generation.

2.4.5.4. Sports and Recreation Development

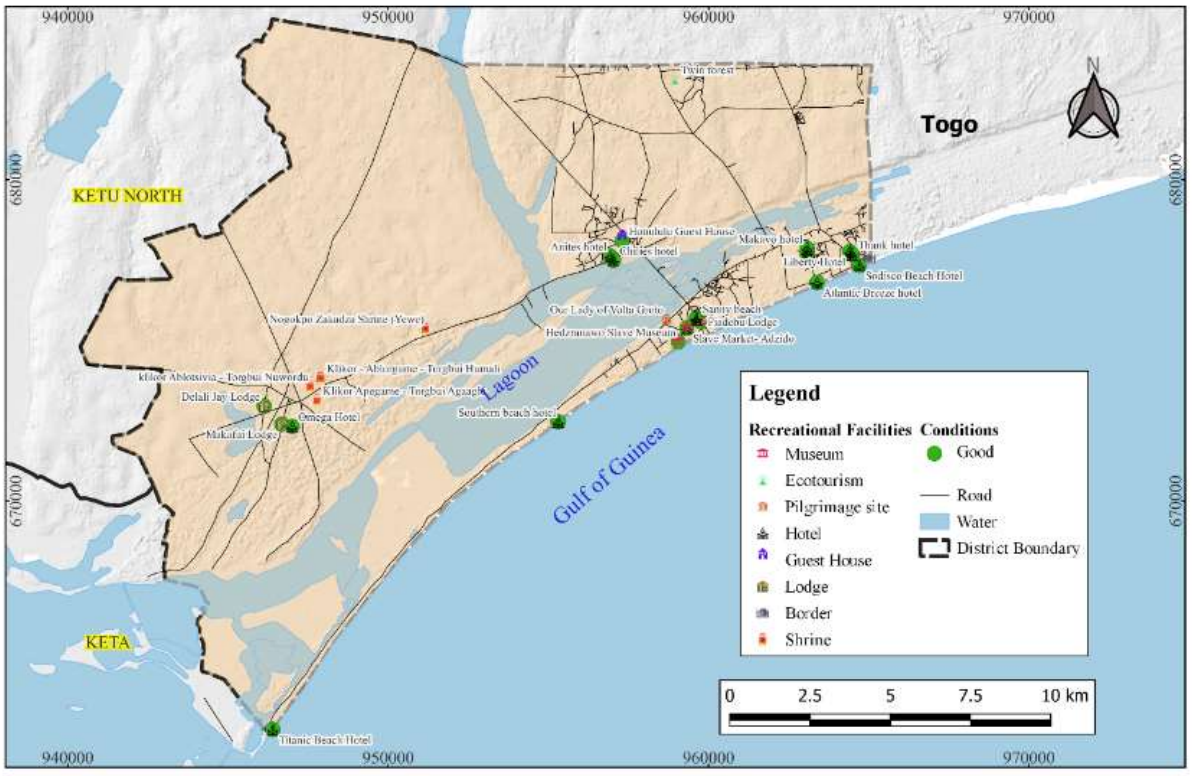
The provision of sports facilities in the municipality is a major constraint in the promotion of sports it has not been given any serious attention except for sporadic and uncoordinated assistance to schools. There are other challenges to sports development including finances. Sports development and promotion is a very expensive venture and the reliance and competing demand on the Assembly's resources is a serious constraint to sports development. Potentials and interest for sports in the Municipality however exist. There are several football clubs formed across the municipality and external support is therefore needed to advance the course of sports promotion.

RECREATIONAL FACILITIES - KETU SOUTH



Source: Physical Planning Department, 2025

CONDITIONS OF RECREATIONAL FACILITIES - KETU SOUTH



Source: Physical Planning Department, 2025

2.4.6. Environment and Biodiversity

2.4.6.1. Natural Environment

In addition to the devastating effect on the natural environment, the humankind search for survival has led to the exploitation of the existing tropical forest through a mix of economic activities such as hunting, gathering, and shifting cultivation of crops. Extensive clearing of land for agriculture and the extraction of lumber for construction and fuel wood had reduced the vegetative cover of the municipality to low savanna. Human search for survival and the need to meet the basic needs of life has led people to engage themselves into several economic activities. In many cases, these human activities have led to the degradation of the environment.

The common anti-environmental activities in the Municipality include uncontrolled sand winning, which is carried out extensively in Aflao, Somey Fugo and Wego zones. Deliberate bush burning for games and cutting down of trees for charcoal burning and fuel wood for economic gains are done in the entire municipality. These activities have inflicted irreparable damage to the natural environment. The natural environment is therefore threatened by loss of soil fertility, land degradation, lower rainfall pattern, high temperature and low humidity.

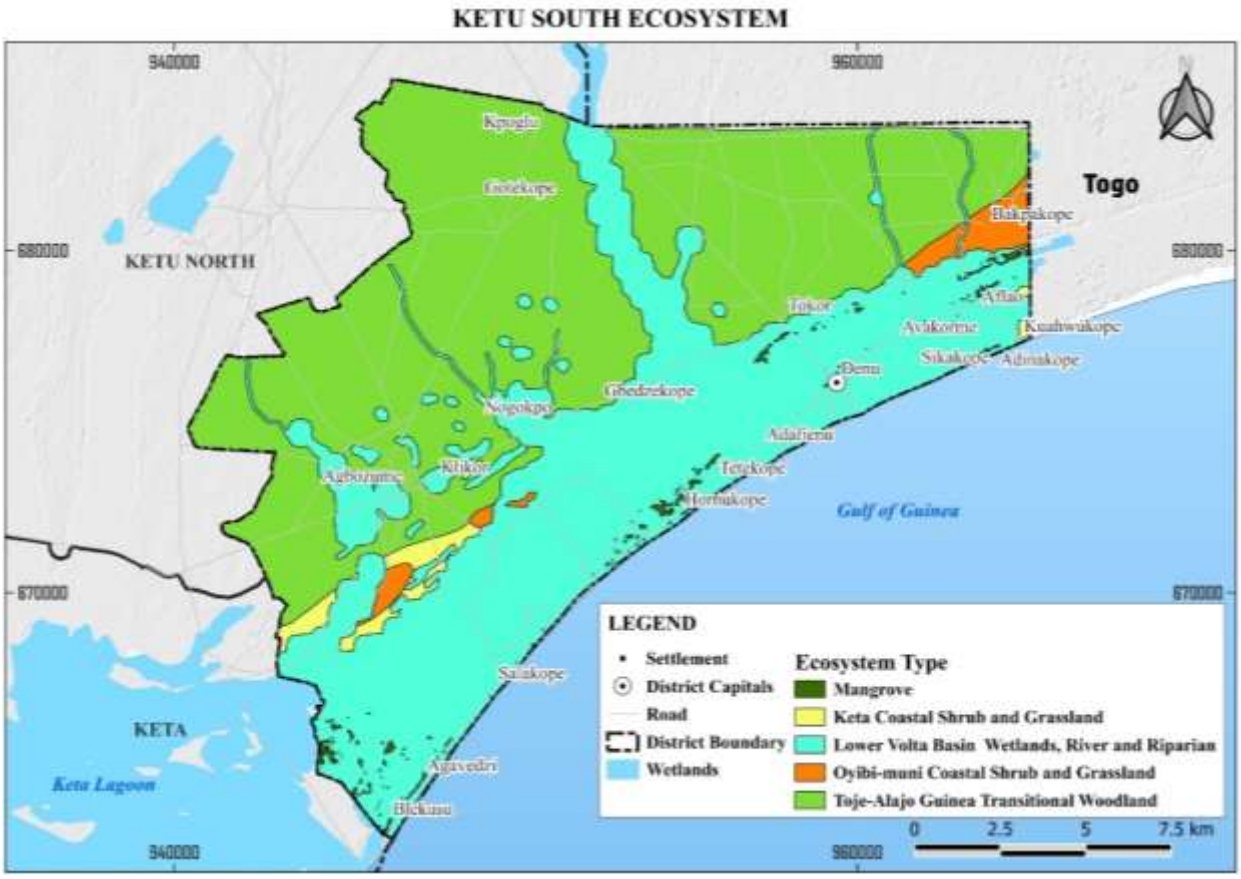
Figure 3.21: Section of the lagoon within the Municipality



To reverse the damage caused to the natural environment, the Forest Services Division has established a forest range at Denu. The range has a total holding capacity of about 120,000 seedlings. The Service is also supporting the establishment of tree nurseries, woodlots and tree planting by individuals and communities. However, the rate of destruction supersedes the intervention for restoration of the natural environment. The underlying issue is for the Municipality to work more in changing the Values, Attitude and Behaviour (VABs) that people have towards the natural environment.

2.4.6.2. Biodiversity and Ecosystems

Keta Lagoon Complex Ramsar Site falls within the municipality and covers an area of 530 km² and stretches 40km along the eastern coast of Ghana stretching from Aflao to Keta which forms part of the biodiversity of the municipality. Designated as a Ramsar site in 1992, it is the largest Ramsar site in Ghana and has been established as a wetland protected area (Ramsar site) with multiple-use management and significant local participation. The Keta Lagoon Complex Ramsar Site is an internationally important asset due to the large numbers of water birds it supports. It has a high diversity of bird species accounting for about 80% of all wetland bird species listed in Ghana. The bird species include curlew sandpiper (*Numenius arquata*), ringed plover (*Charadius hiaticula*), Greenshank, little stint, spotted redshank, and black winged stilt (*Himantopus himantopus*).



Source: Physical Planning Department, 2025

Apart from the conservation objective of protecting thousands of migratory birds, it comprises of a large expanse of open lagoon with brackish water, floodplain, marshland, and extensive mangrove swamps. The mangrove forest and breeding grounds of sea turtle has tourism potentials. The dominant vegetation includes swamps, scrublands, and mangrove forests, which are heavily exploited by resident communities for fuel woods and commercial fishing. The Site provides safe nesting grounds for the threatened olive ridley sea turtle (Lepidochelys olivacea), leatherback turtle (Dermochelys coriacea) and the green turtle (Chelonia mydas), and it is particularly important for the Nile monitor (Varanus niloticus) and the vulnerable West African Manatee (Trichechus senegalensis). It is considered the most important coastal wetland for birds in Ghana and supports over 72 resident and migratory bird species estimated to number over 100,000 individuals. Additionally, the site is home to three species of endangered marine turtles (Leatherback, Green and Olive-ridley); the West African Sitatunga (*Tragelaphus spekei)*, an endangered amphibious antelope; and the West African Manatee (*Trichecus senegalensis*). The site provides grounds for research, bird watching, night turtle watch, boating, and kayaking. Keta Lagoon Complex Ramsar Site is managed by the Forestry Commission through its Wildlife Division

Major threats that are affecting the site are continues conversion of Ramsar site into human settlements, clogging and siltation of streams feeding in lagoon, increased salinity, pollution from domestic and solid waste, Climate change and human induced activities such as overfishing and harvesting of fingerlings, and the cutting of trees and exploitation of fuel wood among others.

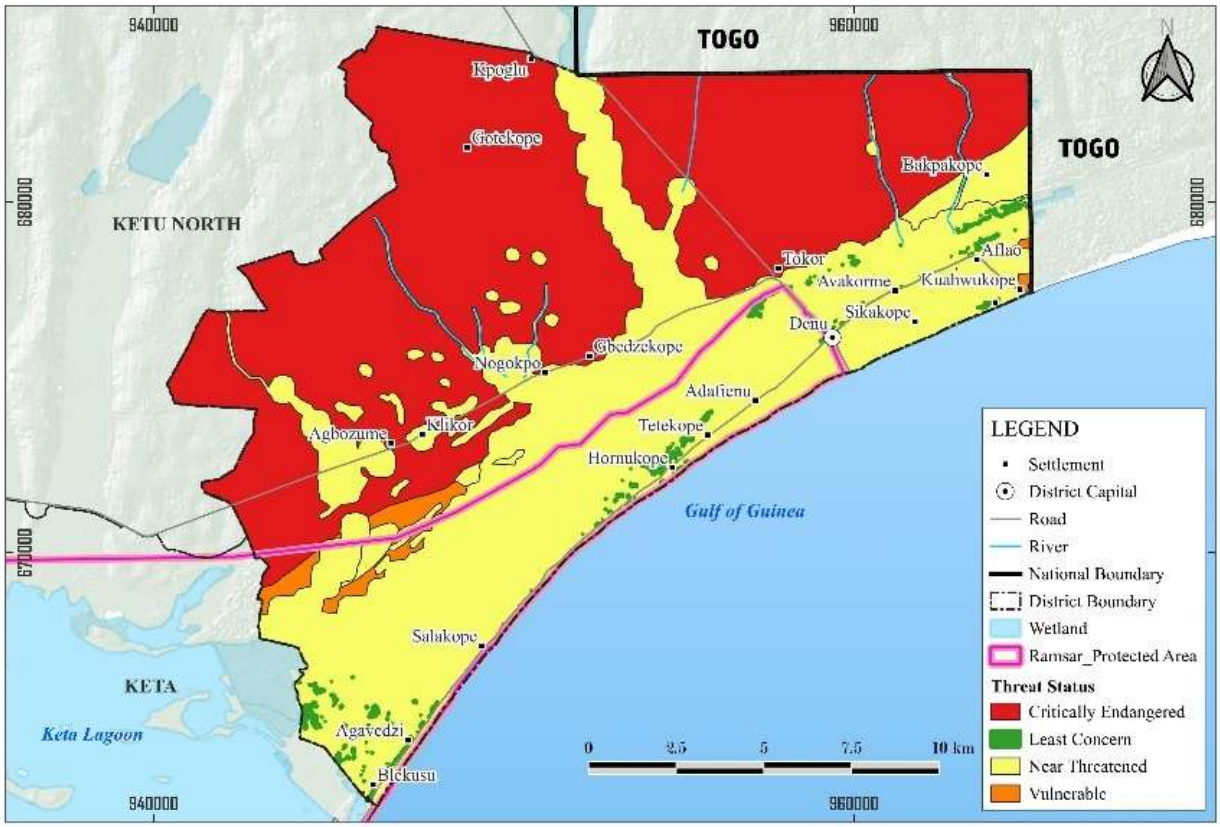
Activities carried out so far to protect and sustain the Ramsar site include Capacity building of Stakeholders, Habitat restoration/rehabilitation, Public Education and Awareness raising, Law Enforcement, Biodiversity Monitoring and Collaborative Resource Management. A summary of this is presented below:

Table 3.23: Bio-diversity Issues in the Municipality

No.	Issues	Communities Affected	Est. Population Affected
A.	Instances of Illegal, unreported, unregulated fishing and fishing practices along lagoon and seacoast including light fishing etc.	Blekusu, Agavedzi, Salakope, Amutinu, Adina, Agorko, Adfienu, Hedranawo, Denu, Viepe, Atoklokope, Aflao	73,363
B.	Low level of awareness and knowledge on the importance of biodiversity and wetland conservation in the Municipality	Municipal wide	265,568
C.	Low level of integration of wildlife Division and Fisheries Department into the workings of the Assembly. Since these are not fully decentralized, their integration with Assembly	Municipal wide	265,568
D.	High iron content and salty water during the long dry season making farming difficult and reducing crop yield. Most farmers complain of high iron content in the surface water being used for farming. Example onion farmers in the Municipality lost their produce to this in 2022 planting season. These affects coconut, onion, and vegetable farms	Adafienu, Davidkorpe, Tetekope, Agorko, Nogokpo, Agbevekorpe, Agbozume, Srohume, Glidzi, Kpedzakope	95,432
E.	Sand and pebble winning along the seacoast and upland areas.	Blekusu, Agavedzi, Salakope, Amutinu, Adina, Agorko, Adafienu, Hedranawo, Denu, Viepe, Atoklokope, Aflao, Kpoglu, Wudoaba, Nogokpo, Kopeyia	76,089
F.	Overgrazing of grassland by cattle and destruction of farmlands	Akame, Gbedzekope, Klikor, Agblekpui, Detokope, Adedzikorpe, Kpoglu, Anoenu, Duta	16,526
G.	Filling of wetlands (land reclamation) for infrastructural development., unauthorized blocking of water channels and damming of water	Along the lagoon: Aflao, Denu, Tokor, Viepe, Avoeme, Adafienu, Hedranawo	107,758
H.	Over exploitation of marine, lagoon, and mangrove resources including marine turtle, waterbirds, mangroves (which are mostly extinct in the Municipality), Hunting of turtle and or migratory birds and collection of turtle/birds along the seacoast etc.	Coastal communities; Blekusu, Agavedzi, Salakope, Amutinu, Adina, Agorko, Adafienu, Hedranawo, Denu, Viepe, Atoklokope, Aflao and surrounding communities	103,363
I.	Indiscriminate use of agrochemicals (weedicides and insecticides by farmers which destroys both beneficial and non-beneficial weeds, insects, and soil organisms in the Farming areas.	Vegetable production areas: Agorko, Adafienu, Tetekope, Hedranawo, Denu, Viepe, Atoklokope, Aflao, Agbozume, Klikor and surrounding communities	112,830
J.	Pollution of the sea, rivers, and lagoons through dumping of both liquid and solid waste into those water bodies by fishers which endangers aquatic life in general. This is manifested in fishermen catching plastic in most areas.	Blekusu, Agavedzi, Salakope, Amutinu, Adina, Agorko, Adafienu, Hedranawo, Denu, Viepe, Atoklokope, Aflao and surrounding communities	103,363
K.	Invasion of leeches on farm and built-up lands. This is a one-off occurrence that was reported in 2022 during the rainy season in a few communities along the border.	Yame, Duta	2,562
L.	Decline in fish stock as manifest in the low catch by fishermen. Night fishing may be a contributory factor	Denu, Hedranawo, Aflao	80,015

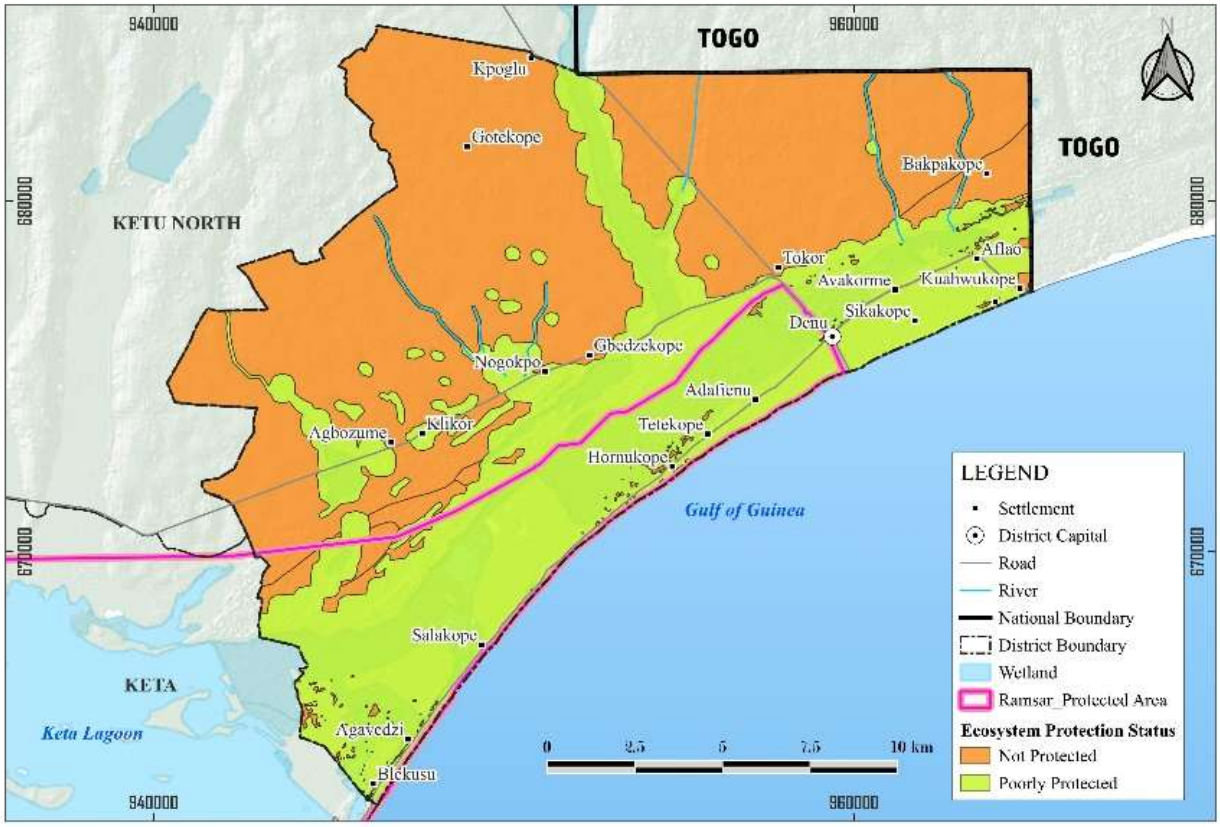
Source: Author's Construct, 2025

KETU SOUTH ECOSYSTEM THREAT



Source: Physical Planning Department, 2025

KETU SOUTH ECOSYSTEM PROTECTION STATUS



Source: Physical Planning Department, 2025

2.4.6.3. Natural Resource Endowment/Utilization

The natural resources available to the Municipality can generally be grouped under mineral resources, arable land and water resources, solar and wind resources. The mineral resources are salt, sand and potential for phosphate. The arable lands utilized for the cultivation of rice, maize, cassava, sweet potatoes among others. Lagoons, sea, and wetlands are underutilized for fishing. On the other hand, there is enough sunshine that can be tapped for solar energy and due to the proximity of the sea, there is enough wind that can be converted into wind energy to serve as alternative clean energy for household use.

2.4.6.4. Air, water, and land pollution

The main source of air pollution is smoke from high vehicular traffic on major highways within the municipality and seasonal bush fires. Volta River is the source of raw water for treatment and distribution to towns and communities within and outside the district. However, sand winning is on-going in some sections of the river and there is a need for relevant institutions like Volta River Authority, Water Resource Commission, and district assemblies to regulate these activities properly to secure the river from excessive pollution. Also, the increasing use of chemical fertilizers for farming especially in the marshy areas is source of both water and land pollution. Sensitization, tree planting and other programmes on environmental degradation need be vigorously carried out in the district to address these issues.

Some Environmental challenges in the municipality includes.

- Mangrove degradation
- Flooding and Coastal erosion
- Soil infertility (salinity)
- Pollution from heat and smoke exposure during fish processing
- Ocean acidification (carbon dioxide concentration in the atmosphere)
- Sand digging
- Indiscriminate domestic liquid and solid waste disposal.
- Water pollution due to seepage of agro-chemicals, household, and human waste into underground water sources.

Other activities carried out over the years to curb and mitigate the environmental challenges include the following.

- Public education on habitat restoration
- Public education on climate change, vulnerability, mitigation, and adaptation
- Tree planting
- Development control
- Bird monitoring
- Control of stray animal
- Enforcement of bye-laws on biodiversity restoration
- Education on agro-chemical application
- Provision of alternative livelihood programmes (poultry)
- Support for disaster victims

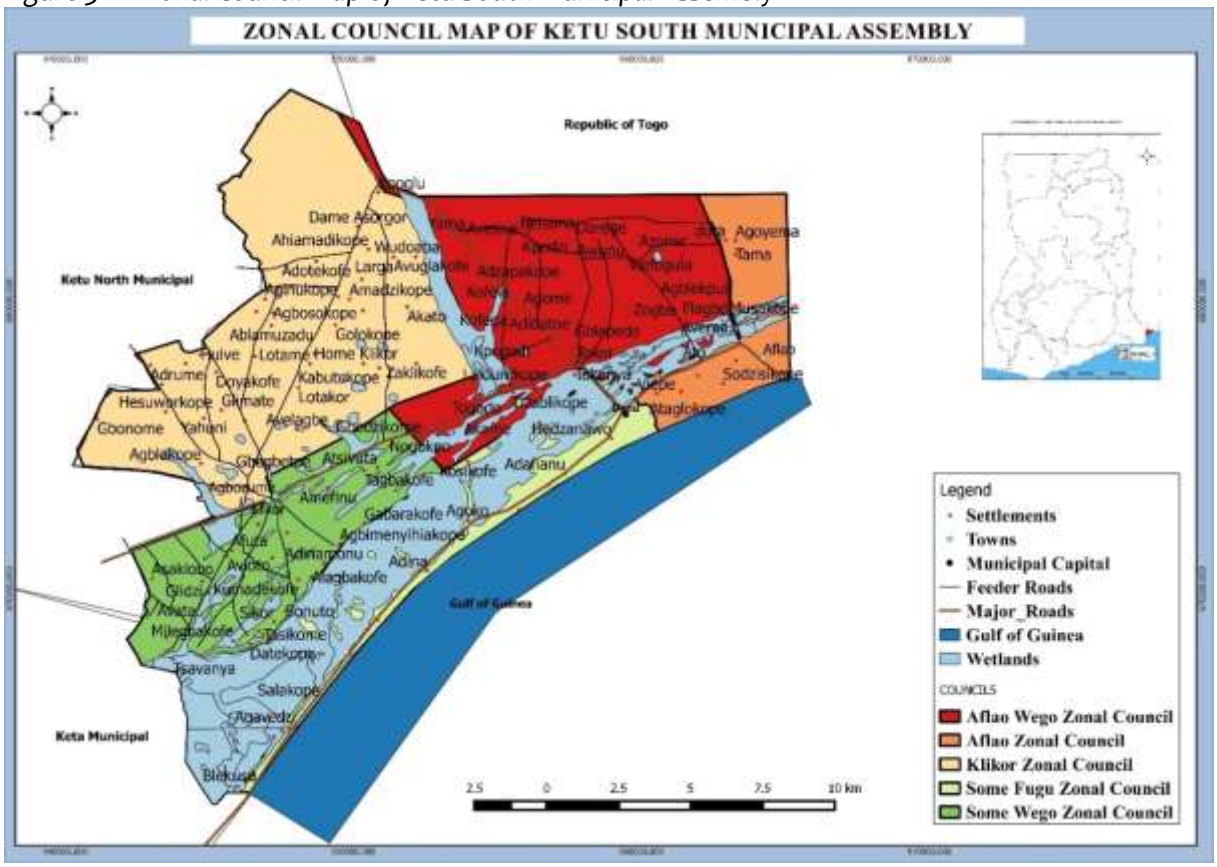
2.4.7. Governance

2.4.7.1. Sub-District Structure

Five Zonal Councils assist in the planning and implementing of projects in the Municipality. The Councils are Somey-Wego (capital Agbozume), Somey-Fugo (capital Denu), Aflao-Wego (capital Wudoaba), Aflao (capital Aflao) and Klikor Zonal Councils

(capital Klikor). All the councils are functioning with secretaries and offices. They organise their meetings regularly and have engaged commission collectors to mobilize revenue. Figure 3.22 shows the span of the zonal councils. Several revenue items have been ceded to the councils for collection.

Figure 3.22: Zonal Council Map of Ketu South Municipal Assembly



Source: Physical Planning Department, 2025

2.4.7.2. Engagements in Decision-making Processes

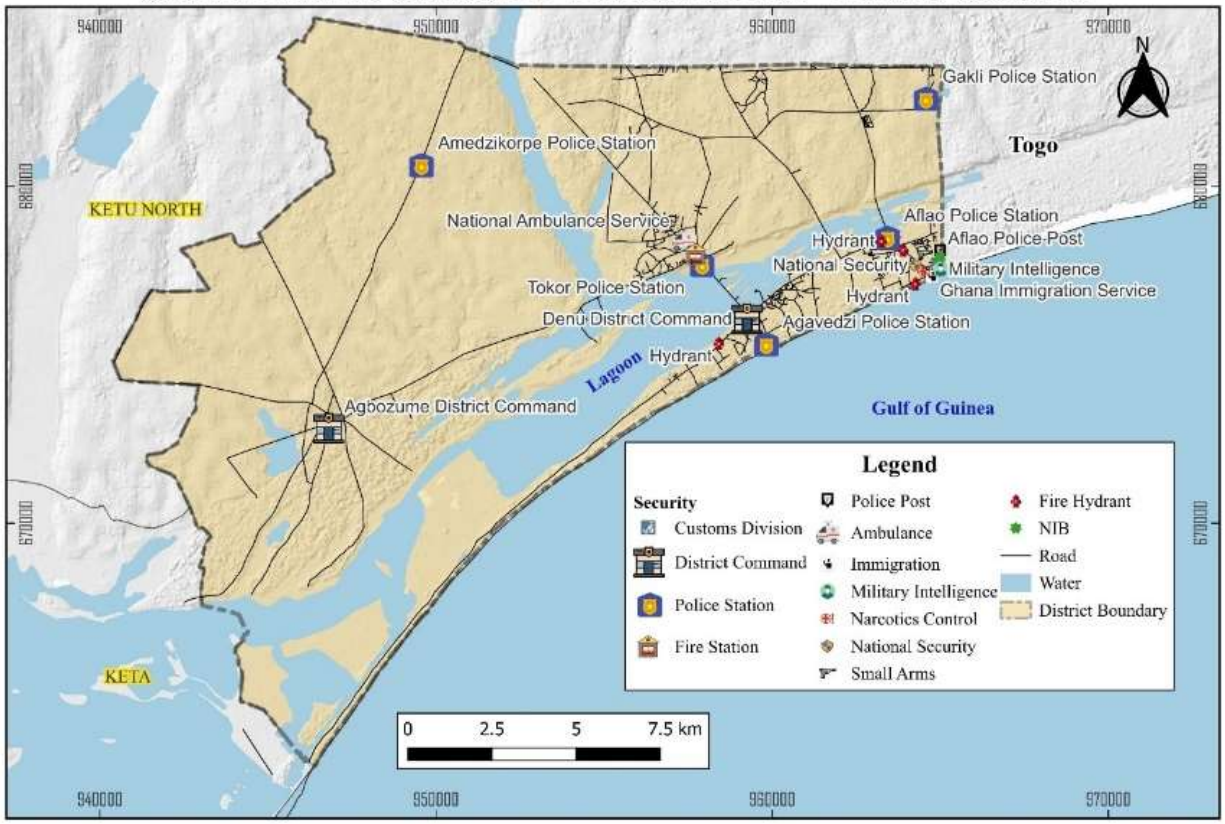
The district assembly meets regularly to deliberate on development matters. Before the meeting, assembly members are expected to liaise with their electorate and stakeholders including vulnerable and marginalised to seek their views on issues to be discussed at the meeting. Five of the district assembly membership are women and are expected to table issues affecting women for deliberations at general assembly meetings. In addition, both men and women mostly have equal access to productive resources and services even though women are not allowed in few cases to participate in certain economic activities such as river fishing and others in some communities. The equal opportunities enjoyed by both men and women have a potential of improving socio-economic well-being of women. The Assembly has also joined the Open Governance Partnership which aims at improving participation of citizens in the work of the Assembly. Details can be assessed here (https://www.opengovpartnership.org/members/ketu-south-ghana/#commitments)

2.4.7.3. Peace and Security

Security in the municipality is one of the major concerns for peaceful coexistence and business development. The contiguous location of the municipality along the Togo national capital has a lot of political ramifications and cost implications. The municipality has a massive inflow of foreigners with diverse character. Security issues in the municipality are varied. These range from pick pocketing, robbery, assaults, mob actions ritual murder among others. In view of the volatile nature of the security situation, the

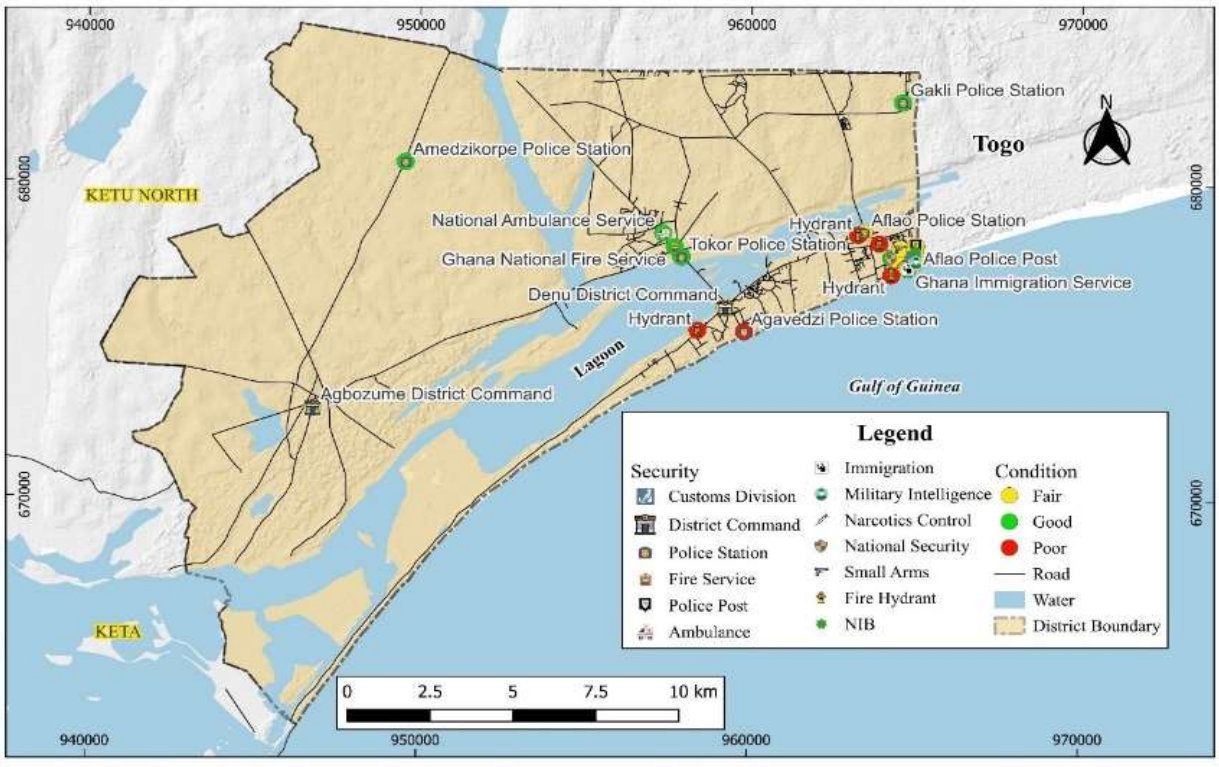
Municipal Assembly depends heavily on the support services of all security agencies for support to maintain law and order and protection of property. The security services include: the Police Service, the Immigration Services, the Fire Services, the Customs Excise Services and the Military.

SAFETY AND SECURITY FACILITIES - KETU SOUTH



Source: Physical Planning Department, 2025

CONDITION OF SAFETY AND SECURITY FACILITIES - KETU SOUTH



Source: Physical Planning Department, 2025

2.4.8. Emergency preparedness and response

2.4.8.1. Disaster, Hazards and Vulnerability

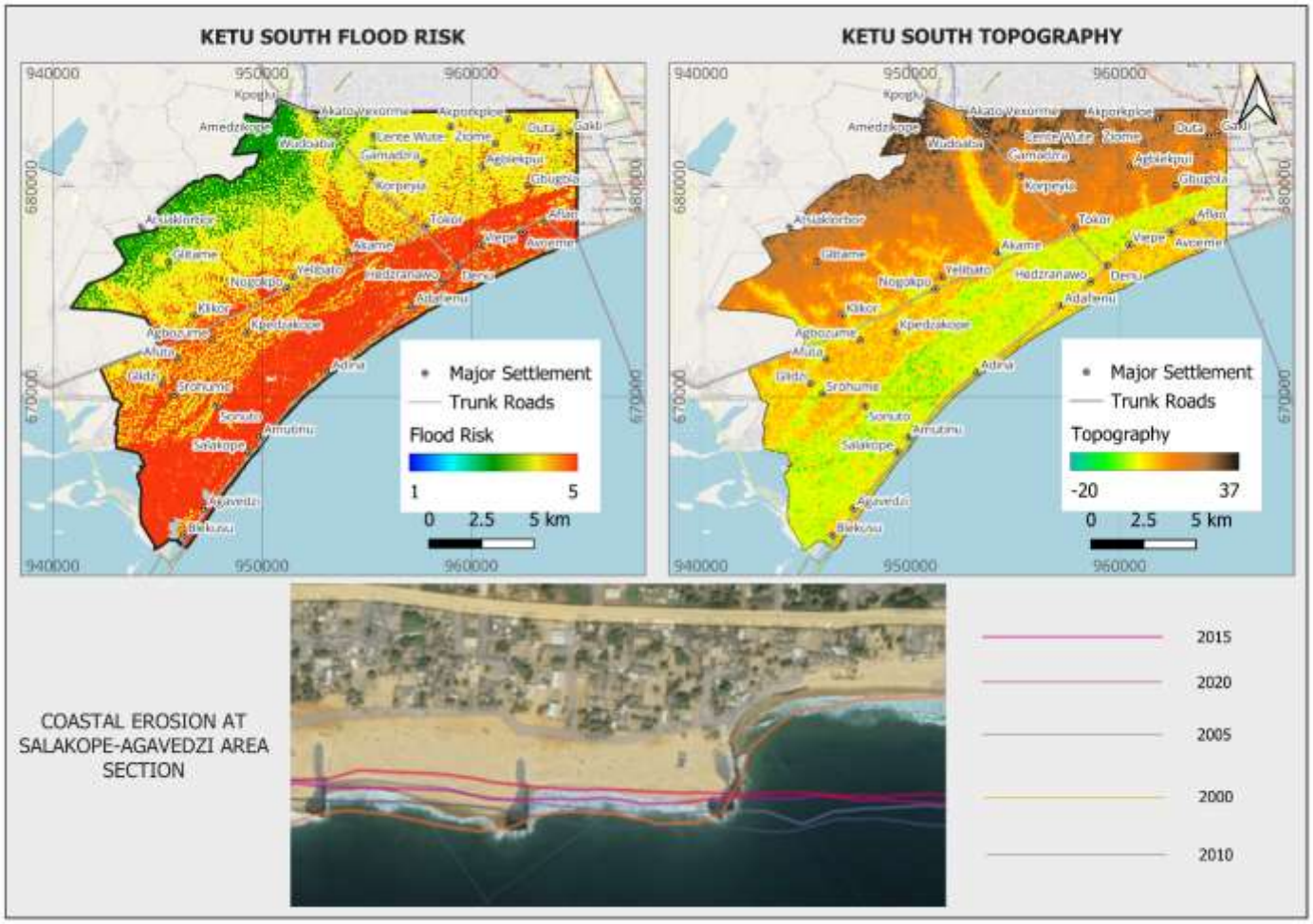
The major hazards in the Municipality are flooding, tidal waves and coastal erosion. Minor hazards include domestic fires, desertification, loss of soil fertility, land degradation, long dry spell (agriculture drought), high temperature and low humidity. During high rainfall seasons, the wetlands and low-lying areas in the municipality occasionally get flooded resulting into destruction of property rending inhabitants homeless. These hazards affect wetlands in the Ramsar areas that fall within the Municipality. The areas that these occur are listed below:

Table 3.24: Disaster, Hazards and Vulnerability Areas

No.	Issues	Communities Affected
1.	Instances of Illegal, unreported, unregulated fishing and fishing practices along lagoon and seacoast including light fishing etc.	Blekusu, Agavedzi, Salakope, Amutinu, Adina, Agorko, Adfienu, Hedranawo, Denu, Viepe, Atoklokope, Aflao
2.	High iron content and salty water during the long dry season making farming difficult and reducing crop yield. Most farmers complain of high iron content in the surface water being used for farming. Example onion farmers in the Municipality lost their produce to this in 2022 planting season. These effects coconut, onion, and vegetable farms	Adafienu, Davidkorpe, Tetekope, Agorko, Nogokpo, Agbevekorpe, Agbozume, Srohume, Glidzi, Kpedzakope
3.	Sand and pebble winning along the seacoast and upland areas.	Blekusu, Agavedzi, Salakope, Amutinu, Adina, Agorko, Adafienu, Hedranawo, Denu, Viepe, Atoklokope, Aflao, Kpoglu, Wudoaba, Nogokpo, Kopeyia
4.	Overgrazing of grassland by cattle and destruction of farmlands	Akame, Gbedzekope, Klikor, Agblekpui, Detokope, Adedzikorpe, Kpoglu, Anoenu, Duta
5.	Filling of wetlands (land reclamation) for infrastructural development., unauthorized blocking of water channels and damming of water	Along the lagoon: Aflao, Denu, Tokor, Viepe, Avoeme, Adafienu, Hedranawo

Source: NADMO, 2025

Figure 3.23: Flooding hazards map of KSMA



Source: Physical Planning Department, 2025

From the figure 3.23, it can be noted that the flood risk in the Municipality largely follows the topography of the Municipality. Low-lying areas are more susceptible to flooding as compared to the higher lands which are further away from the coast. Areas along water bodies have higher risk to flood. In summary, there are three major shades in the topography i.e. below sea level, average elevation and high lands which follows the flood risk map as shown above. It was noted that the Aflao areas (in the south-east) and north-eastern section of the Municipality, though the elevations are relatively high, have higher risk to flood. This is attributable to the high population in these areas especially in the south-east. In the north-east, where the Municipality shares boundary with the Republic of Togo, their flood control structures make it difficult for floods to flow into the naturally lowlands which are in the Togo areas. This makes it difficult for flood waters to move into these lowlands hence tend to flood the areas within the Municipality. Additionally, due to our exposure to the coast, erosion has affected most properties and lives along the area. As shown in the coastal erosion map, the coast has eroded over the years. The most intense area can be seen in the Salakope/Agavedzi communities where the last sea defense structure (groyne) was done. This has contributed to the eastward erosion of lands after this groyne as seen in the map. There has been over 4meters loss in land between 2000s/2010s as compared with 2015s and 2020s. A major intervention is continued coastline protection to reduce the economic and social impact on the lives of the people.

2.4.8.2. Disaster prone areas

The disaster-prone areas in the municipality include Aflao Central, Agorkpanu, Denu, Aflao Wego, Kpoglu, Avoeme-Viepe, Adina-Blekusu, Some Wego, Klikor Central and Klikor West. These areas are considered disaster prone area in view of occurrences of one or more of the following: flood, tidal waves, windstorm and fire, which mostly have adverse effects in the communities that are mostly affected. The NADMO office in collaboration with the Physical Planning Department has commenced the process of mapping out the various disaster zones within the communities in the municipality. This will indicate the various safe havens and areas liable to be affected by incidence of disaster.

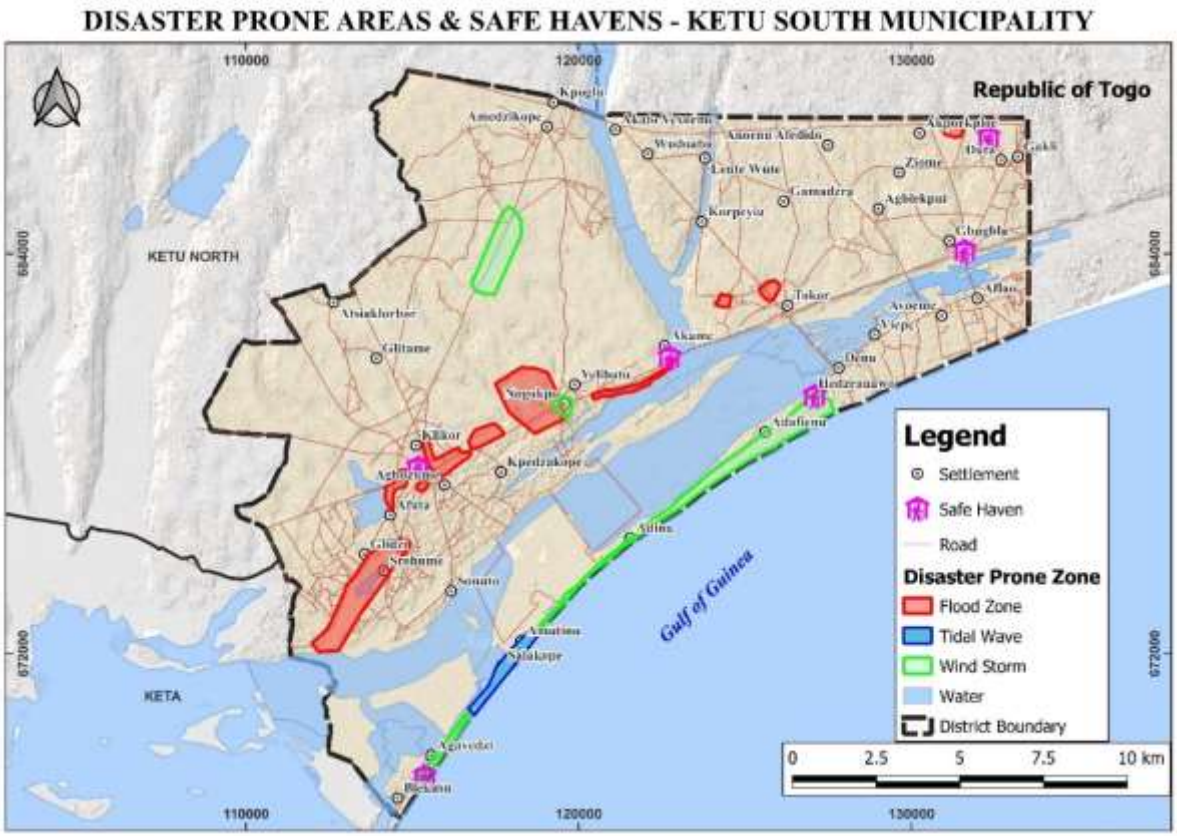
Disaster incidents surged dramatically, rising from 197 in 2023 to 3,301 in 2025. Tidal waves remained the dominant hazard throughout, peaking at 2,044 cases in 2025. Flooding also escalated sharply. Females were more affected in 2025. Fire incidents notably declined. The trend signals a worsening disaster situation requiring urgent intervention.

Table 3.25: Distribution of Natural Disasters in the Municipality

Type of Disaster	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Flooding	7	6	13	5	9	14	421	447	868
Windstorm	5	4	9	4	5	9	168	210	378
Tidal waves	98	37	135	104	122	226	968	1076	2044
Fire	21	19	40	20	23	43	3	8	11
Total	**131**	**66**	**197**	**133**	**159**	**292**	**1560**	**1741**	**3301**

Source: NADMO Annual Reports, 2023-2025

Subsistence food farmers especially the vegetable farmers along the coast are relatively poor and mostly feed on their small produce for the survival of their families. The technical knowhow and the use of some agricultural tools for the farming are not available. Those mostly affected are the women and children in these communities. They also lack adequate access to agric extension services. Indiscriminate dumping of all forms of refuse which litters our surrounding, streets, drainage systems, culverts, waterways and so on breed mosquitoes and diseases such as malaria, cholera, diarrhoea, and other related diseases in the municipality and thereby making residents vulnerable.



Source: Physical Planning Department, 2025

2.4.9. Cross Cutting and Emerging Development Themes

2.4.9.1. AfCFTA

The Africa Continental Free Trade Area is not well developed in the Municipality though we stand the better chance to excel in this area due to location as a border district. The development of the AFCFTA guidelines for local authorities in Ghana also presents an opportunity to actualization the vision of the African Union. Market women, GRA staff, haulage truck / taxi / 'keke' / motor riders and other stakeholders need to develop capacity in the guideline and work together with the NDPC, UNDP and AFCFTA secretariat to achieve this. There are already existing trade between Ghana, Togo, Benin, Nigeria, Cote D'Ivoire in vegetables, coconut products, Kente etc which needs to be developed further.

2.4.9.2. Youth and Green Jobs

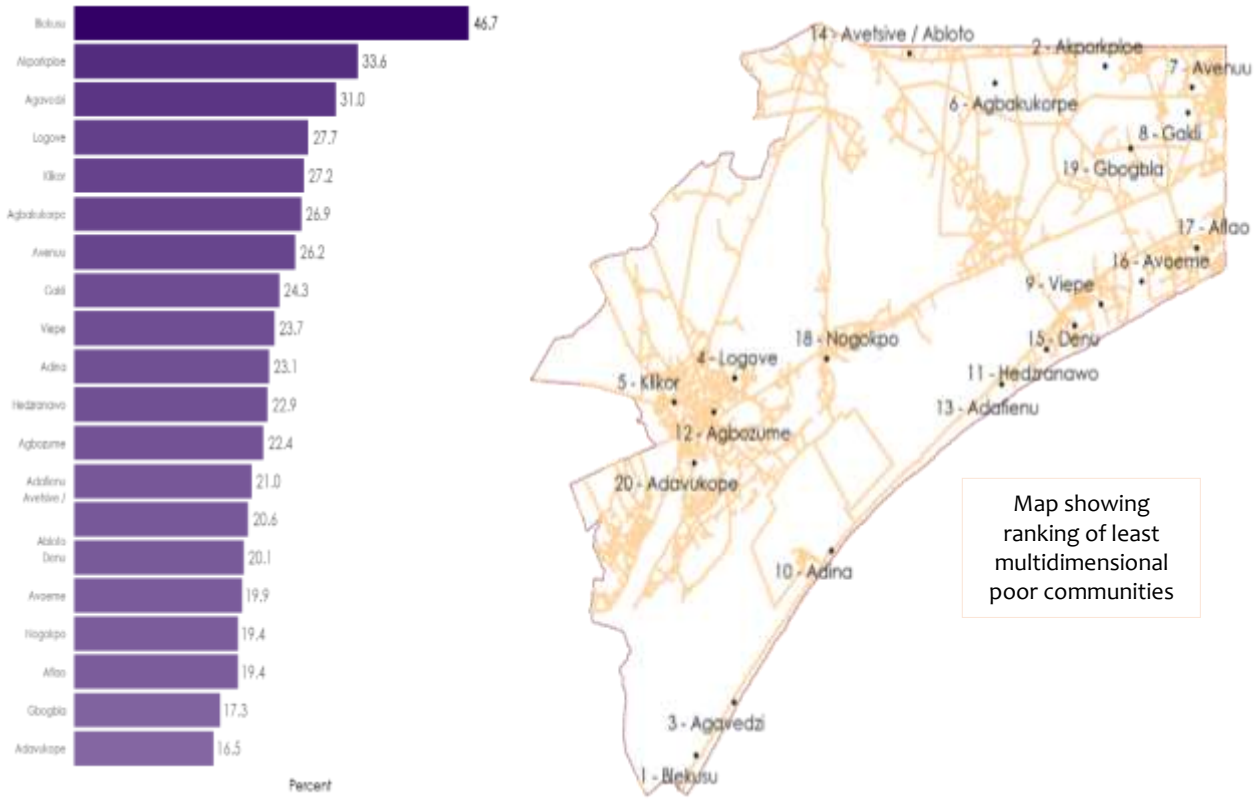
With the coming into force of the National Green Jobs Strategy (2021–2025), the Assembly should partner with the Ministry of Employment and Labour Relations to promote decent job creation through inter-sectoral cooperation, green skills development, and support for green enterprises. Key initiatives include the GrEEn Project (Boosting Green Employment and Enterprise Opportunities) and the Opportunities for Youth Employment (OYE) Programme by SNV Ghana, which focuses on providing practical skills to young people and has conducted multiple job fairs. A few youths are engaged in collection and recycling metals and plastic waste in the Municipality. Thes 'scavengers' should be properly regulated by the BAC department by organizing training, safety measures and others.

2.4.9.3. Poverty

Poverty remains the greatest global challenge. Goal 1 of Agenda 2030 aims to eradicate poverty (in all its forms) everywhere. An assessment of incidence of multi-dimensional poverty in Ketu South by the African Centre for Parliamentary Affairs and the Ghana Statistical Service puts the index at 25.6% out of a household population of 250,398. This

is with an intensity of 45.4% putting the Multidimensional Poverty Index for the municipality at 0.116. The Assembly is ranked 128th out of the 261 Districts in the country and 5th out of 18 Districts in the Volta Region. Deprivation is seen in the areas of lack of improved toilet facilities (80.4%), lack of health insurance coverage (66.7%) and school lag (39.3%).

Figure: Least 10 Multidimensionally Poor Communities

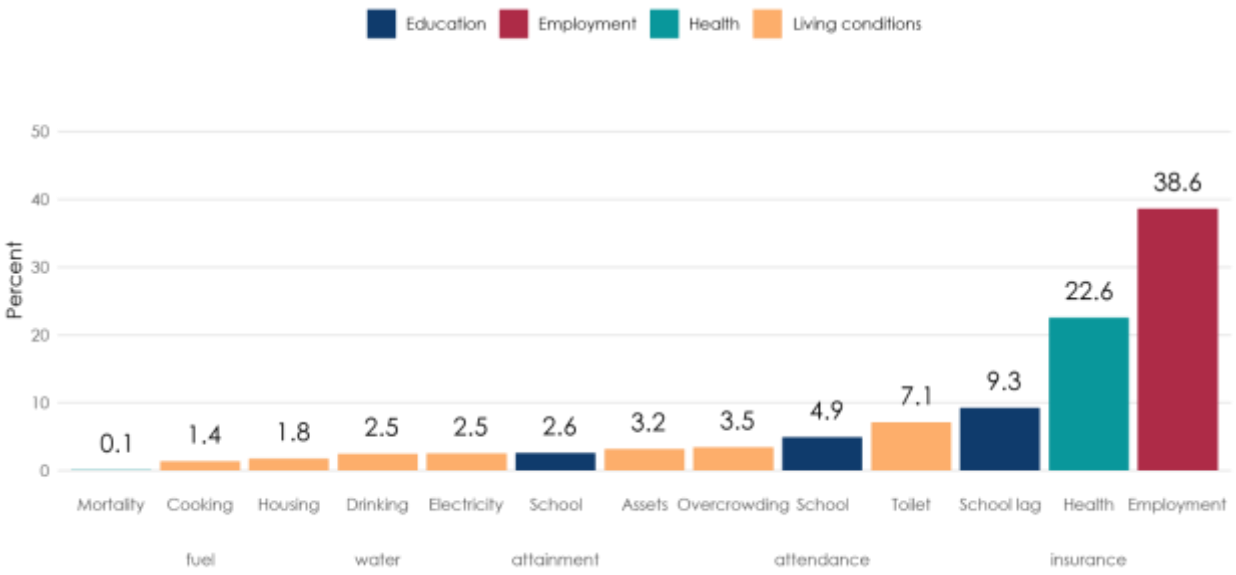


Source: GSS, Multidimensional Poverty Index Report, 2024

2.4.9.3.1. Accessibility to basic services

Figure 2.26 indicates the percentage of household population within the municipality that does not have access to fuel, water, health, basic education, social assistance facilities. Deprivations in employment and health insurance dominates and presents wider variabilities across the 13 indicators in the district. Education and employment characteristics of household heads contribute to the household's multidimensional poverty status. Intra-district disparities in lack of access to basic needs have been established.

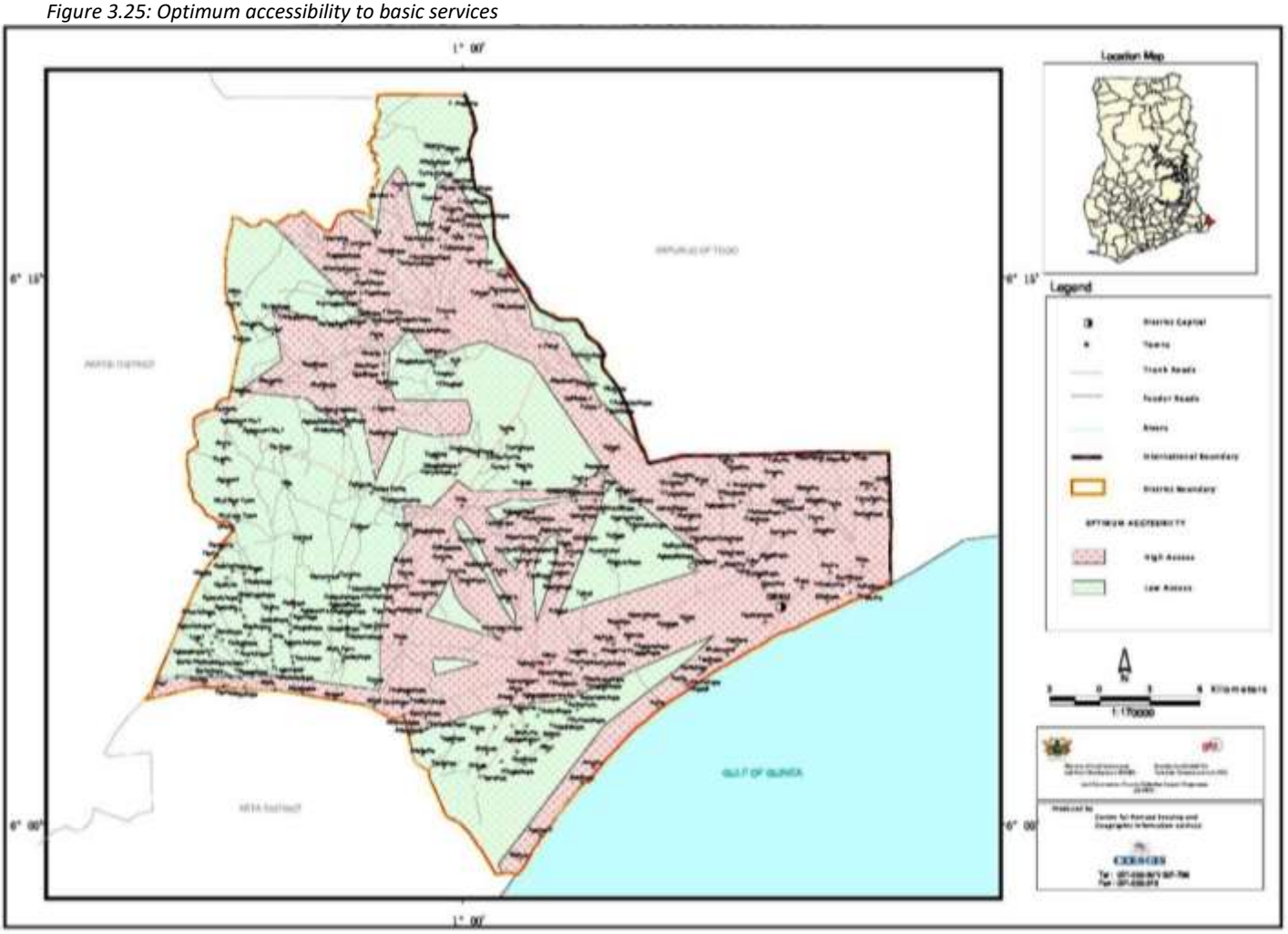
Figure 3.24: Deprivation in 13 Indicators



Source: GSS, Multidimensional Poverty Index Report, 2024

This is culminated in the figure below which gives the optimum accessibility to all services indicated above. The areas not within the accessibility zones are vulnerable and need intervention to bridge the accessibility gap and reduce their incidence of poverty.

Figure 3.25: Optimum accessibility to basic services



Source: CERSGIS, 2000

2.4.9.4. Local Economic Development

Ketu South Municipality operates a diversified economy anchored by a robust services sector and supported by a strong agricultural foundation. The services landscape encompasses retail, manufacturing, textiles, hospitality, transportation, ICT solutions, and traditional healing centers. Local industries demonstrate significant potential, including renowned Kente weaving, artisanal salt mining, cassava processing, and coconut-based product manufacturing.

The agricultural sector showcases innovation through urban vegetable farming with irrigation systems, extensive coconut plantations, integrated crop and livestock production, and active fishing industries. Remarkably, 90% of farmers have embraced climate-smart agricultural practices, including agroforestry, integrated pest management, cover cropping, and livestock management, establishing a foundation for sustainable green economy growth.

Government intervention through the One District One Factory (1D1F) program established a cassava processing facility in Akame, designed to process 20,000 metric

tons annually into gari and starch products. However, full operational capacity remains unrealized, limiting its potential to create thousands of youth employment opportunities when integrated with large-scale cassava farming initiatives.

The Ghana Enterprise Agency (GEA) serves as the primary coordinator for local economic activities, providing comprehensive support including business registration, counselling, training programs, and financial assistance to MSMEs through partnerships with donors like the Mastercard Foundation and UNDP. The Business in a Box (Bizbox) project successfully trained 500 youths during 2022-2025, though impact assessment and monitoring remain inadequate.

Critical challenges

Several structural limitations impede economic growth. The municipality faces acute shortages in human capital and financial resources, lacking skilled personnel for ongoing business mentorship and technical support. Financial constraints are exacerbated by deductions from District Assemblies Common Fund allocations, reducing available resources for planned development activities.

The Municipal Department of Cooperatives, responsible for coordinating local businesses, operates with insufficient funding, limiting effectiveness. Additionally, community-level business participation remains low due to inadequate awareness about local economic development initiatives.

Potentials

The municipality benefits from strategic commercial relationships forming a "Golden Trade Triangle" with Ketu North Municipality and Akatsi South Municipal, creating interconnected market opportunities. UNDP has developed an SDGs investor map showcasing investment opportunities, accessible through their online platform https://sdgprivatefinance.undp.org/leveraging-capital/sdg-investor-platform.

Despite current limitations, Ketu South possesses substantial untapped potential. With strategic financing, improved coordination, and enhanced technical support, the existing economic activities could expand significantly, addressing youth unemployment while diversifying the local economy. The combination of traditional industries, climate-smart agriculture, and emerging manufacturing capabilities positions the municipality for sustainable economic transformation, provided systemic challenges regarding funding, skills development, and institutional capacity are adequately addressed through coordinated medium-term interventions.

2.4.9.5. Blue Economy

The Ketu South municipality possesses exceptional potential for blue economy development leveraging its 25-kilometer Gulf of Guinea coastline, strategic location at the Ghana-Togo border, and existing maritime infrastructure. Strategic blue economy areas that can be developed include sustainable fisheries development, aquaculture and mariculture, marine tourism and recreation, maritime trade and logistics and renewable marine energy.

Ocean Wealth

Currently the municipality has seven established landing beaches from Aflao to Agavedzi supporting artisanal fishing operations but requires modernization and expansion to maximize economic returns while ensuring resource sustainability through improved vessels, cold storage facilities, modern fish processing and value-added processing. Aquaculture development in lagoon systems could produce fish, shellfish, and seaweed for local and export markets. Marine biotechnology opportunities include extracting valuable compounds from marine organisms for pharmaceutical and cosmetic applications. There are opportunities for Maritime Tourism Development and Coastal tourism leveraging on existing infrastructure like seven landing beaches would support recreational fishing, beach tourism, and cultural experiences. Eco-tourism programs showcasing marine conservation efforts would attract environmentally conscious visitors. Cross-border tourism with Togo would expand market reach and revenue streams. Blue Technology Innovation presents the opportunity for renewable marine energy systems including offshore wind and wave energy could reduce electricity costs while creating new industries and employment opportunities.

Ocean Equity

Currently coastal fishing communities are inclusive and participate in ocean governance through the seven landing beaches. However, fishing groups lack the capacity to effectively manage marine resources to improve their livelihoods considering the intensity of poverty across coastal communities in the municipality. There is limited or no opportunities for small-scale fishers and women processors to access resources such as vessel financing, equipment, and microfinancing schemes to enhance equitable distribution of ocean resources.

Ocean Knowledge

There is indigenous fishing knowledge accumulated over generations such as fishing technologies, weather prediction and navigation among others. However, this information can be integrated with modern technology and documented and utilized in formal planning. There is potential for technology transfer and innovation in the mariculture and aquaculture space through capacity building systems and best fishing practices.

Ocean Security

Maritime safety and resource protection is under critical threats. Currently, illegal and unsafe fishing activities persist in the municipality's coastal waters. The current sanitation infrastructure gaps pose risks to marine ecosystems considering the level of solid waste pollution in lagoons, and the sea coupled with the prevalent practice of open defecation along the beaches. There is the need for a comprehensive waste management system to protect biodiversity, marine assets while enhancing surveillance systems and coast guard operations to protect territorial waters from illegal fishing and smuggling through community-based monitoring programs. Again, Early warning systems for extreme weather would protect maritime activities and coastal communities to build climate resilience.

Ocean Finance

The current WACA project being implemented in the municipality seeks to provide funding to address challenges that impede ocean economy however other innovative

funding mechanisms can be initiated to fast track the impact of ocean economy through blue bonds including carbon credit from mangrove restoration, Public-private partnerships (development finance institutions), and community financing systems among others.

2.4.9.6. HIV/AIDS

There is a high prevalence rate of HIV and AIDS in the municipality. It is difficult to assess the exact rate of the disease in the municipality since in-migrants and patients across the Ghana-Togo Border attend hospitals in the municipality for treatment. The table below shows the details of the HIV and AIDS cases in the municipality from the year 2017 to 2021. The existence of commercial sex workers continues to pose a threat and serves as a challenge to the municipality anti-HIV and AIDS programs. The tested and positive ranges from 1.5 %to 2.2% as shown in table 3.26 below.

Table 3.26: Trend of HIV / AIDS and Positive cases (2021-2025)

Year	Tested	Positive			% Positive	Male to Female Ratio
		M	F	T		
2021	20,854	73	246	319	1.5	1:3
2020	21,715	89	326	415	1.9	1:3
2021	15227	45	84	345	2.3	1:2
2022	11561	73	239	302	2.6	1:3
2023	11374	66	189	255	2.2	1:3
2024	7180	80	204	284	3.9	1:39
2025	12067	98	217	315	2.6	1:45

Source: Ketu South Municipal Health Directorate, 2025

The Municipal Assembly is collaborating with NGOs/CBOs in the campaign against HIV and AIDS and efforts are made to support people living with HIV and AIDS (PLWHIV). Some of the programs target institutions, long distance drivers, and commercial sex workers and identified groups like artisans.

HIV/AIDS is also one of the terrible diseases that is destroying and affecting the work force (youth) of every country especially in Africa for that matter Ghana. Based on this it has been included and targeted to be prevented, controlled, and managed in Ghana. Over the years various interventional programme was initiated in Ghana just to cap the situation where it ceases to be a public health issue. Some of these major activities are PMTCT, HTC, the use of ART and health education using various ways of communication at various social gatherings.

The table above shows that the number new HIV cases have reduced during the year under review comparatively with 2020. However, the number of positive results among persons tested has slightly decreased continuously from 1.8% in 2017 to 1.09% in 2021. For 2025, There has also been a reduction in the number of people who volunteered to be tested, and this development is not good for the fight against HIV disease. The Municipal HIV team intends to strictly enforce the testing regime at the OPDs and intensify the HIV awareness campaign within the Ketu South Municipality to ensure that we revert in achieving the gains chalked some years back.

Table 3.27: Trend of HIV/AIDS Cases-PMTCT (2022- 2025)

Year	Tested	Positive	% Positive
2021	5047	89	1.8
2022	5633	86	1.5
2023	474	11	2.3

2024	5869	58	0.9
2025	5582	61	1.09

Source: Ketu South Municipal Health Directorate, 2025

The number of HIV/AIDS among pregnant women has increased in the year under review in the municipality. Contrarily, the HIV positive cases among pregnant women tested continue to reduce consistently for the past four years.

2.4.9.7. Gender and Social Development

The social system of community mobilization has not witnessed any significant shift in women roles and perspective of development in the municipality. The men continue to dominate access to economic resources at the expense of the women. Women voices are still weak in political and social decision making. Demographic Profile: Ketu South Municipality has a slightly higher proportion of females than males, consistent with national and regional trends in Ghana. They also constitute a large share of the economically active population, but many are concentrated in informal and low-income sectors. To highlight and mainstream issues of gender into the Assembly system, a gender desk office who coordinates these gender issues for the attention and action of all stakeholders is in place.

Education: Access and participation: Gender parity in basic education is relatively high, but disparities emerge at secondary and tertiary levels. Teenage pregnancy, early marriage, and household responsibilities reduce retention and transition rates for girls. In the past three academic year, there were more males than females at the basic levels of education. Adult literacy: Women's literacy levels lag compared to men, limiting access to formal employment and decision-making opportunities.

Economic Empowerment and Livelihoods: Women dominate in petty trading, fish processing, salt mining, and small-scale agriculture. Men, however, dominate in fishing, construction, and higher-paying skilled labour. Also, women earn less income due to concentration in informal sectors with limited access to credit, land, and technology. Traditional inheritance systems and land tenure practices often restrict women's ownership of land and productive assets.

Health and Social Well-being: Health facilities are available but sometimes overstretched and limited in the rural parts of the Municipality. Women face risks of maternal mortality, poor nutrition, and limited reproductive health services. Furthermore, cases of domestic violence, and sexual exploitation exist but on limited levels. Women, particularly young women, are more vulnerable to HIV/AIDS due to socio-economic and biological factors.

Governance and Participation: Women are underrepresented in the Ketu South Municipal Assembly seeing that only 2 out of the 39 elected assembly members are women. Overall, there are 5 women in the general assembly of the municipality constituting 8.9 percent of all assembly members. Patriarchal norms often limit women's voices in household and community-level decision-making. Women's groups and NGOs play an important role in advocacy, microfinance, and skills training.

Environment and Climate Change: Women are disproportionately affected by coastal erosion, flooding, and climate change impacts, as they rely heavily on natural resources and activities such as farming and fishing and mongering for livelihoods.

Adaptive capacity: Limited access to financial resources and technology reduces women's ability to adapt to climate risks.

Traditional Norms: Trokosi (ritual servitude) has been outlawed but still occurs in isolated cases. Child marriage persists in some communities, driven by poverty and tradition.
Key gender gaps and issues in the Municipality include persistent economic inequality between men and women, low participation of women in political leadership and governance, limited access to land, credit, and productive resources, unpaid care work by women and vulnerability of women and girls to GBV, and reproductive health challenges. Details of gender analysis is presented in table 3.29.

2.4.9.8. Climate Change and Disaster Risk Reduction

Climate change, especially global warming, rise in tidal waves, coastal erosion, and unreliable rainfall patterns are various forms of climate change experiences in the municipality. The Municipality falls within the dry coastal savanna climatic zones. Average monthly temperatures vary between 24°C and 30°C, which are generally high for plant growth throughout the year. Mean annual rainfall in the municipality is 850mm at the coast increasing to 1,000mm inland. It experiences double maxima of rainfall occurring from April to July and September to October. The dry season, which is dominated by the dry harmattan winds, extends from December to February. Generally, rainfall in the Municipality is considered low and erratic particularly along the coastal strip between Agbozume and Aflao during the minor season. The low rainfalls couple with the soil type found in the Municipality account for the low agricultural productivity and interest. This phenomenon makes the municipality dependent on other districts for food supply. It places a lot of limitations on the capacity to develop dams to support agriculture development. In the lean season the Municipality depends on food importation from the republic of Togo to supplement food supply from other parts of Ghana.

The Municipal Assembly is divided into thirty-nine (39) disaster zones in line with the political electoral areas. These are Flagatime, Teshi Avedzi, Huike Agordome, Agorkpanu, Gbugbla, Avoeme East, Avoeme West, Viepe, Apekotuime, Duta, Akporkploe, Yame, Kpodzi Agbogbome, Viepe Tokor, Akame, Blekusu, Agavedzi, Amutinu, Adina, Adafienu, Hedranawo, Denu, Nogokpo/Ativuta, Logove, Kpedzakope, Ahorkpe, Sonuto/Kumadekope, Dzaglame, Srohume, Nyekornakpoe, Agbozume South, Agbozume North, Lotakor, Kpoglu, Klikor, Dordorkope, Afuta Glidzi, Tackscorner and Tagbato. These zones have Disaster Volunteer groups that help in disaster prevention and management which are being managed by ten (10) Zonal Directors. Issues of coastal flooding and erosion affect the coastline in the Municipality.

The municipality suffers the impact of Climate change, especially the surge of recorded incidence of tidal waves along the coastal areas, coastal erosion and flooding, windstorm and erratic rainfall patterns that affects agricultural systems and economic stability. Changes in the climatic conditions of the municipality is evidence of climate change impacts which has made it difficult to predict rainfall, tidal waves and other climate change related event. The municipality contributes to greenhouse gas emissions considering the prevalence of poor waste management, air pollution through burning of plastics and fuelwood, carbon emission vehicles and motorbikes, some agricultural practices such as slash and burning, chemical application to land, fish smoking and processing, mangrove harvesting for household fuel among other. The municipality's resident's knowledge about climate change is very low and will take a lot of efforts to

change the narrative. The Assembly though has integrated climate change projects in its plans is challenged with implementation especially environmental pollution management. Tree planting activities has been successful over the years, however the monitoring of the trees planted is a problem. Again, the Assembly build partnership with German municipal authorities called the Municipal Climate Change Partnership and has established and co-designed concrete joint programmes for climate change adaptation and mitigation.

The municipality is at risk of rise in high temperatures, low and unpredictable rainfall among other threats. Presently, mitigation and adaptation mechanisms remain unrealistic due to systemic challenges including the persistent contributors of greenhouse gasses because there is no strategic roadmap or plan by the Assembly to mitigate climate change impacts in the municipality. Despite the activities of minor plastic waste collection by a very few individual, and smart agriculture practices by farmers, circular economy and green economy initiatives and interventions have not seen full take off.

Capacity, funding, and institutional collaboration are needed to address the systemic challenges to make progress in building resilience, adaptation and mitigation. Ketu South Municipality's climate future depends on accelerating integrated responses across adaptation, mitigation, and sustainable development. Priority actions include expanding nature-based coastal protection, implementing comprehensive waste-to-resource systems, developing climate-resilient agricultural value chains, and establishing the municipality as a regional hub for green economy innovation along the Ghana-Togo corridor.

Success requires continued international cooperation, particularly with Togo for transboundary climate management, sustained investment in climate-smart infrastructure, and community-centered approaches ensuring vulnerable populations benefit from green transition opportunities.

2.4.9.9. Vulnerability and Marginalization

The vulnerability analysis of Ketu south municipality takes into cognizance the people living with Disability, subsistence farmers, Aged, children and women. A matrix used for the analysis considered the location, range, extent, and other dimensions of the vulnerability within the municipality. Details of the various vulnerabilities, affected population, age group, recommended actions to be taken are presented in table 3.29.

2.4.9.9.1. People living with Disabilities.

In the 2021 Population and Housing Census, Ketu South Municipality recorded a total of 5,820 persons with disability representing 3.6 percent of the population of the Municipality. Table 3.25 provides information on the distribution of persons with disability in Ketu South. It shows that the population with disability is 3.6 percent. Generally, the proportion of persons with disability is higher among females (3.7%) than among males (3.5%). With regards to locality distribution on disability in the Municipality, urban disability population stands at 2,428 and rural disability is 3,392. This implies that there is more disability in rural areas (58.5%) than in urban areas (41.7%).

- **Type of Disability**

A person may be disabled if he or she has a physical or mental condition that substantially limits a major life activity (such as walking, talking, seeing, hearing, or learning). Table 27 also presents data on the type of disability in Ketu South Municipality.

The Table indicates that sight is the highest form of disability in the Municipality (48.0%) followed by physical (31.9%) and intellectual disability (27.2%). For both sexes, apart from speech disability (19.2%) where the rate in female is lower than that of male counterpart (23.1%), all other forms of disability are higher for females than for males. this means that more females are disabled than males.

- **Disability by Type of Locality**

Table 3.25 again provides data on disability by type of locality. It could be observed that rural disability rate is slightly higher (3.9%) than urban disability rate (3.2%). In both Rural and Urban locality, sight disability appears to be the highest form of disability accounting for 41.1 percent in rural and urban (57.6%). Intellectual disability on the other hand is the least form of disability (32.4%) in urban locality whereas in the rural locality speech disability forms the least (11.4%). In the case of sex, sight remains the highest form of disability for both males and females for urban and rural localities.

Table 3.28: Population by Type of Locality, Disability Status and Sex

Disability status	Both sexes		Male	Female
	Count	%	%	%
Total	253,211	100.0	100.0	100.0
Without disability	154,936	96.4	96.5	96.3
With disability	5,820	3.6	3.5	3.7
Sight	2,793	48.0	45.8	49.8
Hearing	1,353	23.2	21.6	24.6
Speech	1,217	20.9	23.0	19.2
Physical	1,855	31.9	31.4	32.2
Intellectual	1,585	27.2	27.2	27.3
Emotional	1,506	25.9	25.2	26.4
More than one form of disability	713	12.3	12.5	12.0
Urban Total	74,834	100.0	100.0	100.0
Without disability	72,406	96.8	96.8	96.7
With disability	2,428	3.2	3.2	3.3
Rural Total	85,922	100.0	100.0	100.0
Without disability	82,530	96.1	96.2	95.9
With disability	3,392	3.9	3.8	4.1

Source: Ghana Statistical Service, 2021 Population and Housing Census.

Table 3.29:Vulnerability matrix

Vulnerability Categories	Vulnerability	Predominant Geographical Location	Estimated Population Affected	Predominant Sex adversely affected	Predominant Age adversely affected [0-5] [5-12] [12-18] [18-25] [25-50] [50-80]	Vision: ideal scenario for 2050 (long term)	What can be done to reduce their vulnerability in the short-medium term? (2026-2029)	What is the likely impact of the short-medium term intervention on their vulnerability?
Nutrition vulnerability (Food doesn't have enough nutrients)	50. Food doesn't have enough nutrients	Coastal areas	Use population of these towns	Both	All	Nutiritous food served in all homes	Sensitize farmers and households on correct mix of food crops to achieve balanced diet Education to households on home gardening Establish state farms	Achieve food security Increase food production
Home-related vulnerabilities	51. Lack of water and sanitation at home	Municipal wide	more than 270,000	Both	All	Universal water coverage for all in the municipality	Extend urban water supply systems from Adutor treatment plans to all urban centres (surface tratemnt plant) Estabalish town water systems for smaller areas Ensure efficiency of existing water boards	Increase municipal water coverage to 80%
	52. Homeless people	Segbe Junction, Aflao border	less than 10,000	Males	[12-18] [18-25] [25-50]	Adequate Shelter for all homeless people and gainful employment for them		
Neighborhood-related / environmental vulnerabilities	53. Pest infestation in the area (mosquitoes, food flies)	Municipal wide	More than 270,000	Both	[0-5] [5-12] [12-18] [18-25] [25-50] [50-80]	Municipality free of mosquitoes and food flies	Regular disinfection and disinfestation Desilting of drains, waterlogged areas Environmental cleanliness	Reduced malaria mortality and morbitity Clean towns and communities Healthy population
	54. Pest infestation in the area (rats)	Predominant areas unknown however it is municipal wide	More than 270,001	Both	[0-5] [5-12] [12-18] [18-25] [25-50] [50-80]	Municipality free of rats	Regular disinfection and disinfestation Desilting of drains, public markets and cemeteries Environmental cleanliness	Reduced farm, market and home infestation. Clean towns and communities Healthy population
	55. Pest infestation in the area (bed bugs)	All boarding students (St. Pauls SHS, 3-Town, Klistech, SOSEC	less than 3,000	Both	[12-18]	Bed bugs free communities	Regular disinfection and disinfestation Environmental cleanliness Special cleaning of attention to beds	Conducive environemnt for learning Reduced infestation. Clean towns and communities Healthy population
	56. Pest infestation in the area (fall army worm)	All crops areas Municipal wide	Less than 34,000	Male	[18-25] [25-50] [50-80]	Farms free of fall army worms	Education on early detection and action Spraying with recommended insecticides	Increased crop yield Increased revenue for farmers Reduced food inflation
	57. Domestic fires	Urban areas; Aflao, Agbozume, Border	use NADMO annual report figures	Both	All ages	Minimize the incidence of domestic fires to the barest	Sensitization of citizens on early fire detection and prevention Encourage citizens ot embrace governement policy on gas cylinder recirculation	Reduced cases of domestic fires Save lives and properties

Vulnerability Categories	Vulnerability	Predominant Geographical Location	Estimated Population Affected	Predominant Sex adversely affected	Predominant Age adversely affected [0-5] [5-12] [12-18] [18-25] [25-50] [50-80]	Vision: ideal scenario for 2050 (long term)	What can be done to reduce their vulnerability in the short-medium term? (2026-2029)	What is the likely impact of the short-medium term intervention on their vulnerability?
	58. Floods	*Amutinu, Salakope, Agavedzi, Blekusu, Adina, Abeliakope, Hatsukope, Aletame, Kopeyia, Agbogbome, Lente Wute, Agabawoeme, Gakli, Dzatakope, Fihokope, Sukladzi, Huime-Agordome, Glidzi, Adzadzikope, Kpotorkope, Dadohokope, Shrohume, Dogbekope, Nyormikorpe, Adediakorpe, Agbodzedekope, Agboyikope, Gbegbevia, Amevorkope, Adzikorme, Dzaglame, Ahorkpoe, Akame, Kpota, Nogokpo,Viepe-Martinkope, Ativuta, Akporkploe*	*More than 100,000*	Both	All	Build resilient communities	Open / create natural waterways Construct adequate drainage systems Establish and use early warning systems Reduce waste disposal into wetlands Protecting the wetlands Effective development control Relocation of people to better placed	Reduced impact of disaster incident Protect lives and propeties Enhance environmental sustainability Conserve biodiversity
	59. Windstorm	Blekusu, Agavedzi, Salakope, Amutinu, Adina, Adafienu, Hedranawo, Denu, Lotakor, Dzikorme, Abeliakope, Sepenukope	*More than 60,000*	Both	All	Build resilient communities	Early warning systems, improve on building construction quality, plant more windbreaks. Prune old trees	Reduced impact of disaster incident Protect lives and propeties Enhance environmental sustainability Conserve biodiversity
	60. Coastal erosion / tidal waves	Blekusu, Agavedzi, Salakope, Amutinu, Adina, Adafienu, Hedranawo, Denu, Abeliakope, Sepenukope	*More than 50,000*	Both	All	Build resilient communities	Open / create natural waterways Construct adequate drainage systems Establish and use early warning systems Reduce waste disposal into wetlands Protecting the wetlands Effective development control Relocation of people to better placed	Reduced impact of disaster incident Protect lives and propeties Enhance environmental sustainability Conserve biodiversity
Economic vulnerability	61. Lack of employable skills	Municipal wide	get later from Rey	Both	[18-25] [25-50]	Achieve equitable economic empowerment opportunities	Undertake Skills transfer training Equip existing vocational institutions and build new ones Provide sustainable start-up capital Establish / partner with private sector to establish factories	Reduce economic inequality Increase household income Reduce unemployment
Health-related vulnerabilities	62. People Living with Physical Disability including Albinos	Aflao and Agbozume	868	Femalef	[18-25] [25-50]		All PWDs in the municipality registered and supported through the disability fund. Financial and educational support, skill training.	By supporting them financially and also give them skill training
	63. HIV/AIDS	Aflao east, west sub-districts, boarder area *(people in transit)*	10,720	Both	[18-25] [25-50]			
Cultural-Based Practices	64. Cultural-Based Practices (Trokosi)	Klikor, Nogokpo	Less than 2,000	F	[5-12] [12-18] [18-25] [25-50] [50-80]	Eliminate the practice	Enforce laws against the practice Educate key practitioners on abolishing it	Promote child right and dignity Protect female from child

Vulnerability Categories	Vulnerability	Predominant Geographical Location	Estimated Population Affected	Predominant Sex adversely affected	Predominant Age adversely affected [0-5] [5-12] [12-18] [18-25] [25-50] [50-80]	Vision: ideal scenario for 2050 (long term)	What can be done to reduce their vulnerability in the short-medium term? (2026-2029)	What is the likely impact of the short-medium term intervention on their vulnerability?
								marriage / abuse Encourage parenting
Gender and Child protection	65. Children under 5years	Along all the beats, Pillars, Aflao main lorry station	Both	NA	[0-5]	Eliminate all factors that make children under 5 vulnerable	Sensitize parents on effects of drug abuse Enforce drug use laws and regulations Encorage acquision of vocational skills Malnutrition: Economic empowerment for parents Advocate for more balance diet for children Support agric production and mordernisation / CSA Enforce child maintenece laws Construct enough shelters for vulnerable kids. Improve existing child care programmes (Child neglect) Encourage foster parenting and family planning Improve coverage of non-formal education for uneducated parents Encorage adult education sensitization of citizens through religious institutions	Improve the overall wellbeing and safety of children under 5 Improve socio-economic lives of the parents
	66. Children out of school	Along the coast (Adina to Blekusu), upland farming areas (Atsiaklorbor, Dodorkorpe, Dornormadi, Tsivoli - Klikor areas,	GES to provide	Male	[12-18]	Reduce drop-out rate by 80%	Improve support system for the children Reduce poverty incidence in these areas Encourage responsble parenting Encourage teenage mothers to attend school	Improved enrolment and completion rate Increase literacy Reduced drop-out rate
	67. Children living with abusive caretakers	Aflao and Agbozume	2	Both			Emergency shelter and safety planning, protection orders and legal assistance, counseling and support for children	Legal permanency planning, such as adoption or guardianship
	68. Child Marriage	Gakli	Less than 15	Female	5-12	10yr-14yr	Access to education and support services, safe housing and living arrangement, healthcare and medical support.	Strengthening laws and policies to prevent child marriage, community awareness and social norm change programs
	69. Child Labour	Aflao	Less than 35	Female	10-14yr		Immediate removal of children from hazardous work environment,,support for families to meet basic needs [food, shelter,etc.],raising awareness about the risks of child labor	Strengthening education systems to ensure access to quality education for all children, community awareness and social norm change programs to eliminate child labor
	70. Children in conflict with the law	Aflao, Agbozume and Denu	6	5	1	10yr-14yr	Protection from abuse and exploitation, access to education and vocational training	Family support and reunification services, mental health and

Vulnerability Categories	Vulnerability	Predominant Geographical Location	Estimated Population Affected	Predominant Sex adversely affected	Predominant Age adversely affected [0-5] [5-12] [12-18] [18-25] [25-50] [50-80]	Vision: ideal scenario for 2050 (long term)	What can be done to reduce their vulnerability in the short-medium term? (2026-2029)	What is the likely impact of the short-medium term intervention on their vulnerability?
								counseling services
	71. Gender-Based Violence	Aflao, Agbozume	7	Female	50-80	Municipal free of Gender Base Violence by 2029	Community awareness campaigns to prevent further violence, provision of basic needs [food, clothing, shelter]	Providing economic empowerment and support for survivors, fostering a culture of consent and respect.
	72. Teenage Pregnancy	Agbozume and Aflao	13	0	13	10yr-14yr	Medical and health needs, educational and social needs	Policy and advocacy, access to healthcare and contraception, education and skill training
	73. Drug Abuse	Aflao, Agbozume	More than 20	Male	12-25	10yr-14yr	Medical and therapeutic support, education and awareness, support system	Policy and law enforcement, prevention, education and awareness,

Source: Author's construct, 2025

2.5. IDENTIFICATION OF STRENGTH, WEAKNESSES, OPPORTUNITIES & THREATS

Table3.1: Strength, Opportunities, weakness and Threats (SWOT) analysis

Issue to be addressed	Strength	Opportunities	Weakness	Threats
Economic development				
1. Inadequate support for agriculture inputs	Existence of farmer-based organisations Existence of high demand for input due to all year-round farming High knowledge base of farmers on inputs and application Availability of Agro-input dealers	Government agricultural policy (Feed Ghana) supports this issue. Availability of Buffer stock company	Limited input producers / manufacturers Inadequate credit facilities for farmers Difficulty of farmers to repay the facilities	Monopoly by input producers Global shocks could affect price of inputs Reduced government subsidy Smuggling of inputs
Conclusion: The issue can be addressed as enough strengths and opportunities exist to deal with it. We need to build the capacity of the local and national economy to withstand these external shocks				
2. Inadequate financial support for MSMEs / Limited access to credit for MSMEs	Availability of banks and other Financial Institution willing to offer credit for business development. Availability of training programmes under Ghana Enterprise Agency to upgrade businesses and increase their capacity to attract credit	Existence of Government policies on SMEs development will encourage more Institutions to give out credit to support the Sector. Existence of donor support for capacity building and grants in the sector	Weak capacity of SMEs to attract existing credit facilities. High cost of credit Reliance on financing from friends and family Unwillingness of financial institution to provide credit to SMEs. Limited funding from Assembly to GEA/BAC activities	Unstable macroeconomic environment reduces the ability of Financial Institutions to give enough credit. Over-reliance on trade with Togo reduces capacity of local SMEs
Conclusion: Limited access to credit for MSMEs can be effectively addressed by using the opportunities and strengths to reduce the weakness while consistent improvement in the macroeconomic environment will gradually eliminate the current challenge.				
3. Limited jobs (especially among youth, women) / unemployment	Large youthful population exists Existing youth employment programme by BAC, YEA, MP, Available opportunities in Agric value chain Available resources for job creation exist e.g. Land, lagoon, sea, beach, salt mining, recreational site, waste, tourist site Available local enterprise Cassava processing factory available (1D1F) Consumption demand is high Support of MP in job creation initiatives	Favourable government policies e.g. 1MCodders, Adwumawura, Feed Ghana etc. Existing Donor support e.g. Green Jobs by ILO, MasterCard Foundation, UNDP	Large informal sector Lack of employable skills Low interest in learning & acquisition of skills by the youth. High interest in quick return businesses. Low private sector investment Low access to start-up capital Teenage pregnancy Low entrepreneurial Limited job opportunities	Economic breakdown High social vices Climate variability reducing access to jobs Rising cost in standard of living
Conclusion: enough strengths and opportunities exist to address the weaknesses and threats identified.				
4. Low investment in Kente weaving industry	Available workforce Available markets for Kente products Available financial institutions	Government policies on tourism promotion Available National Entrepreneurial programmes	Lack of financial education and discipline High informal business development efforts	High cost of doing business Taxation High interest rates
5. Low investment in fish farming	Available water sources for fish farming Available market for fish	Government policies on tourism promotion Available National Entrepreneurial programmes	Lack of financial education and discipline High informal business development efforts	High cost of doing business Taxation High interest rates

Issue to be addressed	Strength	Opportunities	Weakness	Threats
6. Inadequate industries / factories	Available workforce Available markets for products Available financial institutions	Government policies Available National Entrepreneurial programmes	Lack of financial education and discipline High informal business development efforts	High cost of doing business Taxation High interest rates
7. Low investment in tourism facilities (Sacred grooves etc.	Existence of DACF to support participants at Volta Fair and other tourism related events	Existence of Ghana Tourism Authority. Availability of development partners to support tourism. E.g. Bui Power Authority. Existence of Volta Trade, Tourism and Investment Fair Favourable placement in the tourism ministry	Inadequate funds for investment in tourism infrastructure Expensive nature of tourism facilities	Poor maintenance infrastructure culture
Conclusion: The issue of poor tourism infrastructure can be resolved when the potential and opportunities identified are utilized and constraints and challenges are addressed				
8. Inadequate market centres	Land availability High market patronage	Government policy on the development of a 24-hour economy model markets Designated financing of market infrastructure under DACF	Inadequate financing for market infrastructure Poor Asset management practices Land disputes	Timely and sustained release of funds Unstable business environment
9. Inadequate premix supply to fishermen	Availability of landing beach committees Vibrant fishing industry and demand for catch	Government subsidy on premix	Politicisation of landing beach committees	Severe and uncontrolled coastal erosion that deprives the shoreline from fishermen and fishmongers
Conclusion: Challenges and threats can be addressed by leveraging on the strengths and opportunities. Central government and international support is needed to address the threat				
10. Inadequate market shed / infrastructure / facilities / centres (including fish markets)	Existence of DACF High patronage of market centres / infrastructure	Availability of development partner funds e.g. Secondary Cities, DACF-RFG, SOCO	Insufficient funds for investment in market infrastructure Poor maintenance culture of market facilities Land availability and disputes	
11. Lack of agriculture warehouse	Availability of land Availability of agriculture produce for storage in the warehouses. Availability of human and technical expertise Existence of ADB in the Municipality	Availability of international / donor funds for Agric infrastructure Availability of PPP laws and arrangements	Limited funds Limited capacity of ADB to finance Agric infrastructure Limited capacity of investors to access facilities for Agric infrastructure. Land acquisition challenges	High initial capital required.
Conclusion: the issue can be addressed by pursuing the opportunities available. We need to identify and build capacity of stakeholders in sourcing funding for establishment of warehouses in the municipality				
12. Revenue underperformance	Availability of potential revenue sources in the district e.g. property rate, diaspora funding. Existence of fee-fixing resolution Existence of business register Existence of zonal councils and task force to collect revenue Existence of building inspectorate	Existence of Government laws on financial management e.g. PFM Existence of revenue mobilization consultants Existence of Donor Agencies for building the capacities of revenue collectors and development of revenue data systems	Inadequate revenue collectors Poorly motivated revenue staff Inadequate logistics for revenue collection Weak capacity of Assembly to prosecute offenders Leakages Underutilization of technology Limited information to public on	Very slow legal system to prosecute offenders Inadequate mechanized revenue collectors in the Local Government Service Political interference in prosecuting defaulters

Issue to be addressed	Strength	Opportunities	Weakness	Threats
			revenue and expenditure	
The issue of revenue underperformance can be effectively addressed by leveraging on the vast opportunities that exist and exploring new ways of harnessing the existing Strengths. The current threats can be addressed by adopting pragmatic procedures that will enhance collection system and block leakages. The threats can also be removed by increasing Assembly collaboration with the Courts to Fast-track cases and with the Office of the Head of Local Government to increase the number of revenue official. The Assembly will also explore the option of private collection to address this challenge.				
Social Development				
13. Inadequate toilet facilities (household and institutional)				
14. Lack of metal skips	Existence of an environmental health unit Existence of small to large scale private sector waste management companies Existence of local fabricators Growing demand for waste collection bins Ongoing public sensitization on sanitation	Favourable government policy on sanitation Existence of PPP arrangements Availability of donor funding for	Negative attitude towards waste disposal Limited investment by Assembly in procuring skips Limited funds Delay in the collection by waste collectors Poor maintenance culture	Corrosive effect of salty nature of the environment on the metal skips Non-collection of
Conclusion: Existing strengths and opportunities can provide enough means to address the weaknesses and threats. Increased monitoring and commitment on the overseeing authority will go a long way to address these weaknesses.				
15. Poor sanitation	Existence of an environmental health unit Existence of small to large scale private sector waste management companies Existence of local fabricators Growing demand for waste collection bins Ongoing public sensitization on sanitation	Favourable government policy on sanitation Existence of PPP arrangements Availability of donor funding for	Negative attitude towards waste disposal Limited investment by Assembly in procuring skips. Limited funds Delay in the collection by waste collectors Poor maintenance culture	Corrosive effect of salty nature of the environment on the metal skips Non-collection of
16. Open defecation	Insistence on inclusion of toilet facility on every development permit application before it is approved. Existence of environmental health unit Existing legal framework and enforcement. Support from traditional authorities and community leaders.	Availability of donor funding for WASH. Favourable government policy (funding) on open defecation. Existing health education, behavioural change and media support.	Limited capacity of Assembly to prosecute offenders. Limited WASH facilities. Environmental pollution.	Resistance to behavioural change.
17. Limited water coverage	Availability of water sources (surface and underground) Existence of Ghana Water Company and other related institutions Availability of spare parts Availability of trained mechanics Existing small water systems	Availability of donors funds Availability of modern technology in potable water provision Existing government policy on water provision using DACF High demand for water Proximity of large-scale water supply systems to the Assembly	Inadequate funds from the Assembly Poor management systems Illegal connections on supply lines Inadequate distribution lines to homes Nonpayment for water use (bills) Limited capacity of water management companies & boards	Salinity of surface water hinders local boreholes. Decreasing donor support Reduction in water facility yields due climate change. Population growth puts pressure on existing facilities
Conclusion: The opportunities can help reduce the weaknesses and threats. Intensive focus on the strength will also provide the solutions we need to provide adequate water coerage to the people of Ketu South Municipal				
18. Lack of TVET facilities /	Availability of land for construction of such	Favourable government policy exists	Weak infrastructure in existing	Dwindling TVET skills labour due to influence of

Issue to be addressed	Strength	Opportunities	Weakness	Threats
institution	institutions Existing private facility Existing demand for TVET institutions Existing traditional support for TVET institutions	NGOs and donor funding exist	facilities Challenging land acquisition Low priority attached to TVET	Togo. High Ghanaian preference for artisans from neighbouring country Togo is a huge demotivation for citizens in the municipality to take up TVET
Conclusion: The issue of lack of TVET institution can be addressed if the existing strengths and opportunities are used and coordinated with political and social pressure				
Environment and Human Settlement Development				
19. Poor road condition and network	Availability of DRIP machines. Government flagship programme (the big push). Existing open feeder roads linked to communities. Community support for road improvement.	Existing government policies (Sino-hydro). World bank funding projects. Urban and feeder roads improvement projects.	Unauthorized raising of speed ramps. Inability of the Assembly to fill potholes on time. Poor quality of materials used for road construction.	Delay in the payment of contractors. Hight cost of quality road construction. Heavy rainfall and flooding on roads.
20. Inadequate staff bungalows (including health, education workers)	Strong community support for education/health staff housing Availability of land for construction	Government policy support for teachers'/nurses' bungalows Potential PPPs/NGOs for housing support	Limited staff retention due to poor accommodation Overcrowding in existing facilities	Teacher/nurse attrition to urban areas Rising cost of building materials
21. Improper community layouts	Some town layouts exist (less than 20) Traditional authorities supportive of planning	National Spatial Planning and GIS use (LUSPA) Support for land use planning from NDPC	Incomplete layouts and uncontrolled development Encroachment and poor housing standards Weak capacity in enforcing development control laws Inadequate logistics for site visits	Land disputes are delaying development Environmental degradation from uncontrolled settlements
Conclusion: Addressing the issue of improper community layouts can be done through the tackling of the challenges. They present a lot of opportunity to address the issue				
Governance and Institutional Development				
22. Inadequate logistics across all sectors	Functional Assembly structures exist (GA, DPCU, Sub-committees) Availability of shops and suppliers	DACF-RFG and donor support for logistics Government digitalisation drive (DDDP, GIFMIS, SmartWorkPlace)	Failure to pay suppliers Limited vehicles, ICT equipment, and office space Poor records and data storage Low IGF to be used to procure such items Poor maintenance culture by staff Unavailability of comprehensive maintenance plan and its implementation	Delays in fund releases Rising ICT and equipment costs
23. Limited spending on productive programmes	The introduction of GIFMIS and GHANEPS Existence of qualified administration staffs Existence of qualified Internal Auditors	Existence of govt laws on public expenditure management Existence of CSOs to ensure transparency and accountability Right to information Law Existence of Africa Peer Review Mechanism	Inadequate logistics Poor internet connectivity to enhance usage of GIFMIX Delay in full implementation of GHANEPS	Low enforcement of rules on financial management
Conclusion: The problem of weak expenditure management and budgetary controls can be positively by effectively harnessing the existing Strengths and opportunities to strengthen the administrative systems				

Issue to be addressed	Strength	Opportunities	Weakness	Threats
in the district. The weakness can be addressed by procuring enough logistic to augment the existing ones while the main Threats are gradually being addressed nationally.				
24. Porous nature of the Ghana-Togo borders used for drug trafficking and smuggling activities.				

Source: Author's Construct, 2025

2.6. DEVELOPMENT PROJECTIONS FOR THE MEDIUM-TERM

This section provides the medium-term needs of KSMA across all sectors and focus areas identified under the existing condition. Also, the future needs for the periods of 2026-2029 are identified and analysed.

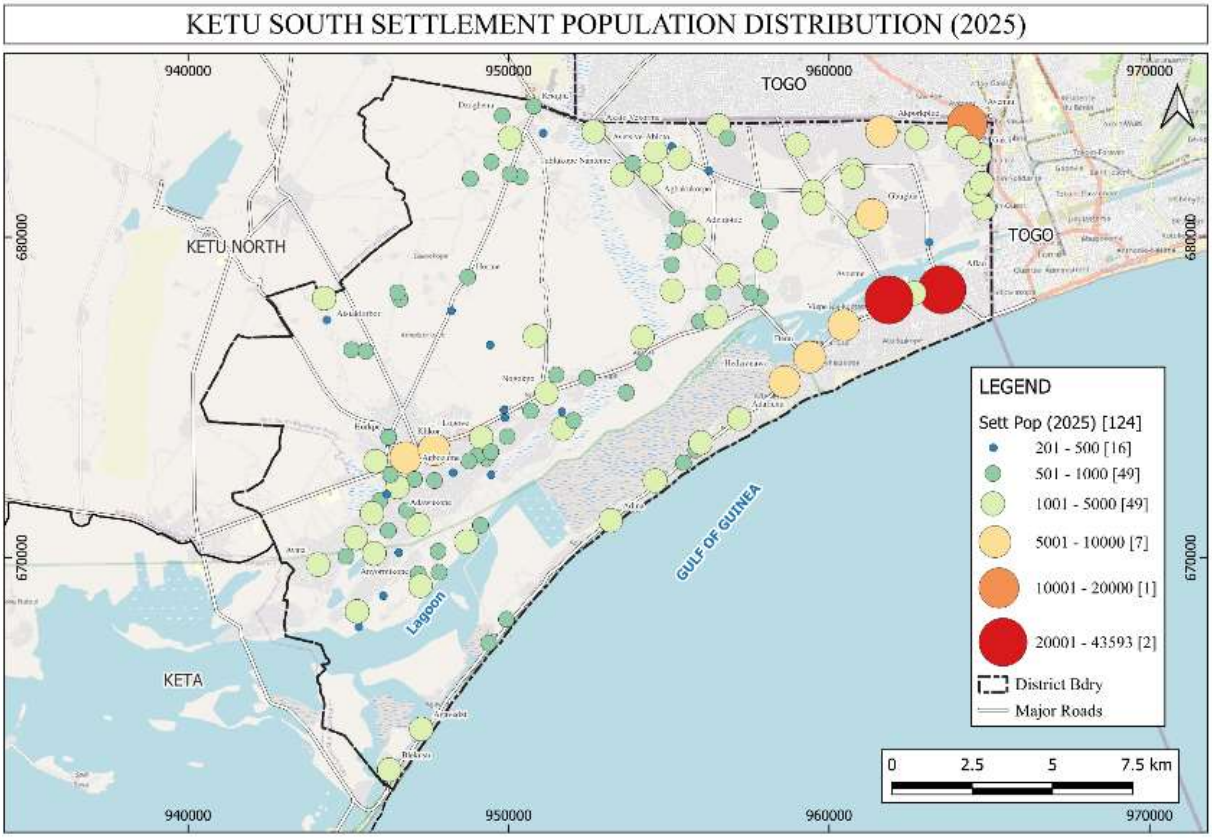
2.6.1.Population Projection

The population of KSMA is projected to reach 281,250 by the end of 2030. ultimate beneficiaries of all development interventions are the people. The people also provide human resources for realizing development interventions. The development implications of future increases in population are the increasing demand for social services, facilities, food security and many others. The district population, social services and facilities have been projected for the planning horizon especially for health and education services. The projected population for Ketu South between 2020 and 2025 are shown in the maps and table below. These form the basis for the projections.

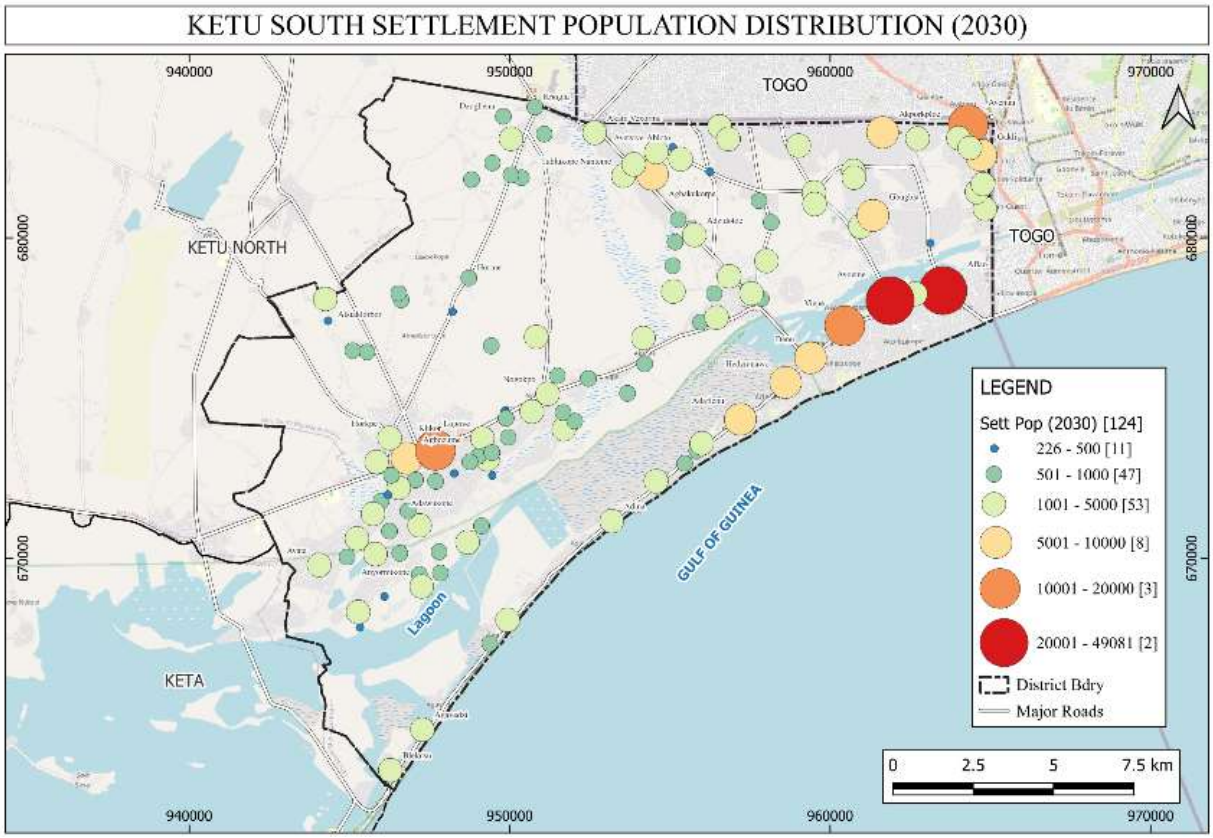
Population is a prerequisite to all planning exercises. This is because it is both a consequence and determinant of development. Human resources and needs vary according to the size, composition, and distribution of the population. It is for these reasons that the population projections for the planned period have been made to facilitate the calculation of services and facilities needed for the period. Using a growth rate of 2.4% and 2021 base year's population of 253,211, the projected populations were used to project the facility needs of the Municipality for the plan period as shown in the table below.

YEAR	TOTAL	FEMALE	MALE	REMARKS
2025	265,902	139,188	126,714	Projected
2026	268,697	140,670	128,027	Projected
2027	271,820	142,327	129,493	Projected
2028	274,957	143,996	130,961	Projected
2029	278,102	145,672	132,430	Projected
2030	281,250	147,352	133,898	Projected

Source: GSS, MSD: PHC Physical Planning Department, 2025



Source: Physical Planning Department, 2025



Source: Physical Planning Department, 2025

The map above shows a projection of the municipality's population in the next 5 years. Using the current regional growth rate of 2.4% and the 2021 municipality population of 253,122, by 2030, the population of Ketu South will reach 281,250 inhabitants. Currently,

there are nine (9) urban settlements in the municipality; it is projected that an additional eighteen (18) peri-urban settlements will be urbanized by 2045. Some of these communities include Agbozume Adafianu, Agbakukorpe, Gakli, Adina, Blekusu, Aveshive, Logove Agavedzi, etc.

2.6.2. Projections for Education

In the education sector, projection was made for number of teachers, classrooms facilities for nursery, primary and junior high schools which is required to improve on the quality of teaching and learning in basic schools in the Municipality. The following standards were taken into consideration during the projection.

Status (Facility)	Pop. to be Served		Enrolment	Catchment Area
	Min.	Max.		
Nursery / KG	1,000	5,000	35 - 40	Walking distance
Primary	1,500	6,000	35 - 40	0.40km-8.05km
Junior High School	5,000	10,000	30 - 35	3.22km-8.05km
Senior High School	10,000	20,000	25 - 35	4.02km-8.05km
Training School (TVET)	10,000	20,000	20 - 40	Whole district
Others	-	50,000	30 - 100	-

- Teacher-Pupil Ratio 1:35
- Classroom-Pupil Ratio 1:35
- Kindergarten school-Population Ratio 1:1000 people
- Primary school-Population Ratio 1:1500 | JHS-Population Ratio 1:5,000

Based on the projected populations for the various years within the medium term, the projections for the sector are shown in tables 3.30 and 3.31. Also, there is the need for the retooling and renovation of the vocational / technical school in the municipality to make it more functional. This could improve on the employable skills of the students that will attend the school hence improve on general standard of living in the municipality as well as contribute towards reducing crime. *(Basic Facilities that should be provided in an education facility: A: Playing field; B:Gardens; C: Toilet; D: Electricity; E: Water; F: Science laboratories; G: Offices and Classrooms; H:Staff Common Room; I: Dormitory Block; J:Workshop; K: Staff accommodation; L: Library; M; Telephone)*

Table 3.30: Projected demand for classrooms

Year	Enrolment			Primary School			JHS			SHS			TVET			Tertiary		
	Primary	JHS	SHS	Existing	Required	Backlog	Exist.	Req.	Back.	Exist.	Req.	Back.	Exist.	Req.	Back.	Exist.	Req.	Back.
2026	57895	15431	6287	1581	1654	73	421	440	19	171	179	8	1	13	12	0	1	1
2027	61798	16471	6711	1654	1765	111	440	470	30	179	191	12	4	8	4	0	1	1
2028	76552	20404	8314	1765	2187	422	470	582	112	191	237	46	8	0	0	1	0	0
2029	85097	22682	9242	2187	2431	244	582	648	66	237	264	27	12	0	0	1	0	0

Source: Author's Construct, 2025

Table 3.31: Projected demand for teachers

Year	Population	Enrolment	Existing	Required	Backlog	Surplus
2026	259,270	33,733	1,134	-	170	-
2027	265,568	84,982	2,694	-	266	-
2028	272,019	105,271	2,694	314	-	314
2029	278,626	117,022	3,008	335	-	335

Source: Author's Construct, 2025

Level of Education	Furniture Available	2029 projected Furniture Need	Gap/Surplus	Furniture Type
KG	621	427	194	Hexagonal desk
Primary	2,324	3779	-1455	Dual Desk
JHS	1298	3505	2207	Mono Desk

Source: Author's Construct, 2025

2.6.3. Projections for Potable Water

The demand for potable water provision (boreholes/Mechanized boreholes) was established using the Community Water and Sanitation standards of 300 people per borehole (largely for rural residents) and 5,000 people per mechanized borehole (for urban residents). Also, a population of 35,000 is to be served by an urban water system that has capacity to provide 2,000m^3 for seven 175,000-gallon water reservoirs. With potable water coverage for urban residents of the Municipality at 35% while 60% of rural population are served, the projection for this sector is presented in table below.

Table 3.32: Projected demand for potable water sources

Year	Population		Served Population		Unserved & under		Water Systems Required		
	Urban	Rural	Urban	Rural	Urban	Rural	Urban Water Systems	Small water systems	Surface water treatment Plant
2026	124,944	143,753	87789	76506	32,772	62,203	1	12	1
2027	126,396	145,424	89922	78364	33,567	63,715	1	13	1
2028	127,855	147,102	92106	80268	34,383	65,262	1	13	1
2029	129,317	148,785	94343	82218	35,218	66,847	1	13	1

Source: Author's Construct, 2025

The proximity of the Municipality to the sea and lagoon has affected the salinity of most normal boreholes (less than 70m) dug for domestic use rendering them unwholesome for most domestic use and drinking. The small water systems being run by the water boards have also not been very effective in delivering water services to the communities. This calls for a bigger water supply system managed by GCWL who are expects in this area hence the projection for the extension of surface water treated from Keta to the Ketu South Municipality.

2.6.4. Projections for Health

Projection was made for hospital, doctors, midwives, and nurses as well as the health facilities required during the plan period according to the following Ghana Health Service and World Health Organization standards:

- Polyclinic population to be served = 1:60,000
- Hospital population to be served = 1:200,000
- CHPS Compound population to be served = 1:5,000
- Doctor-Population Ratio =1:600
- Nurses-Population Ratio =1:1000

Status (Facility)	Population to be Served		Catchment Area
	Min.	Max.	
District Hospital	80,000	200,000	Whole district
Urban Health Centre (polyclinic)	30,000	50,000	Urban neighbourhood
Health Centre	5,000	25,000	8km-16km radius from sub-district
Health Post	-	5,000	Village
Clinic	-	5,000	In urban and rural neighbourhood
CHPS Compound	-	5,000	-

Tables 3.33 and 3.34 show the estimate health facilities and staffing needed during the plan period.

Table 3.33: Projected demand for doctors and nurses

Year	Population	Existing		Required		Backlog	
		Doctors	Nurses	Doctors	Nurses	Doctors	Nurses
2026	268,697	12	337	448	269	436	68
2027	271,820	259	337	266	272	7	65
2028	274,957	266	437	272	275	6	162
2029	278,102	272	660	279	278	7	382

Source: Author's Construct, 2025

Table 3.34: Projected demand for health facilities

Year	Population	Urban Health Centre / Polyclinic			District Hospital			Health Centre			CHPS Compound		
		Existing	Required	Backlog	Exist.	Req.	Back.	Exist.	Req.	Back.	Exist.	Req.	Back.
2026	259,270	0	1	1	1	2	1	8	10	2	17	39	22
2027	265,568	0	1	1	1	1	0	10	11	1	39	53	14
2028	272,019	0	1	1	1	1	0	11	11	0	53	54	1
2029	278,626	0	1	1	1	1	0	11	11	0	54	56	2

Source: Author's Construct, 2025

2.6.1.Projections for Sanitation

The following assumptions were made in projecting future requirements for toilet facilities.

- Minimum number of people per squatting hole is 50.
- Twenty squatting holes per public toilet facility

Only institutional toilets were considered in the calculation and on the assumptions of one KVIP to 1000 population. According to the 2021 PHC, 55.6 per cent of the population do not have access to toilet facilities.

Table 3.5: Projections for Sanitation facilities needs.

Year	Total Population	Population served	Population Un-served	Institutional Toilets (WC)	Required (HH/drop holes)	Waste Disposal Site / Household Bins	Metal Skips	Environ Staff	Engineered landfill site
2026	268,697	44,726	56,008	102	18,669	7,250	52	34	1
2027	271,820	100,734	1,171	78	390	500	56	34	1
2028	274,957	101,905	1,176	67	392	1,000	64	34	2
2029	278,102	103,081	1,179	42	393	1,700	78	34	2

Source: DPCU Construct, 2025

2.6.1.Projections on Biodiversity

In projecting for future changes in biodiversity, some assumptions were made -

- There would be changes in human behaviour (e.g. promoting water-saving practices, avoiding hunting of endangered species, reduced consumption of bush meat/endangered species, reduced cutting of trees/mangroves etc.)
- The Assembly/communities would institute sound environmental polices (e.g., increasing protected areas, setting land aside for nature reserves etc.)
- The Assembly/communities adopt inclusive and gender responsive nature-based solutions to climate change (e.g., tree planting, setting land aside for nature reserves etc.)
- The Assembly would enact and enforce byelaws on biodiversity restoration (e.g. use of approved fishing nets, observation of close seasons, prohibition of sand winning particularly at the beaches, hunting, capturing, harming, or deliberately disturbing any wild animals including roosting, breeding and nesting birds, fledglings, marine turtles and their eggs, manatees, sitatunga, among others.

Climate change will continue to pose significant threats to biodiversity and some ecosystem services. Yet, the magnitude of biodiversity loss can be reduced, and the provisioning of ecosystem services enhanced by addressing climate change, reducing the pressure on the food system (e.g., through dietary change, sustainable technological improvements) and through nature conservation measures (e.g., protected areas, land for nature reserves). Based on the above assumptions, it was therefore projected that at the end of the planned period.

- Over 150,000 pieces of trees will be planted.
- Close to ten (10) hectares of degraded/bare areas will be restored through afforestation programmes.
- Population of mangroves will double.
- Water bodies maintaining their natural character, quality and quantity.
- Flooding cases will be reduced to the barest minimum.
- Zero cases of flood related disasters among others.

2.6.1.Projections for Housing

Housing is another important consideration as far as the projections of the social needs of the district is concerned. As the population of the Municipality grows, there is the need to make allocations for accommodation that will house this increasing populace. The housing need was projected based on the assumption that the existing average number of people in a house will remain at 3.5. The result is shown in table 3.35 below.

Table 3.35: Housing projection

Year	Total Population	Total No. of Houses	Total	Backlog

			Required	
2026	268,697	90,160	89,566	-
2027	271,820	90,160	90,606	446
2028	274,957	90,160	91,652	1,492
2029	278,102	90,160	92,700	2,540

Source: DPCU, 2025

The district will require a total of 2,540 affordable houses to accommodate a population of 278,102 people by 2029. The Assembly will liaise with the private sector to provide affordable housing to the people.

2.6.1.Projections for Assembly financing

Addressing the issues identified and prioritized requires financing. In the light of the above, financial projections to ascertain the financial position of the Assembly in the medium term is necessary. Table 3.36 below presents the financial position and projections of the Assembly for the planned period.

Table 3.36: Revenue projections

Item	2023		2024		2025			2026	2027	2028	2029
	Budget	Actual	Budget	Actual	Budget	Actual Jan-Sep)	% Perf	Budget	Budget	Budget	Budget
IGF	2,815,000.00	2,332,596.25	2,650,000.00	2,052,937.82	2,700,000.00	1,535,874.39	57%	3,000,000.00	3,300,000.00	3,630,000.00	3,993,000.00
Compensation[4]	4,919,847.76	4,774,454.41	5,796,355.55	5,998,328.82	7,787,399.40	5,700,825.04	73%	9,748,882.00	10,723,771.00	11,796,148.00	12,975,762.00
G&S Transfer	89,000.00	44,071.38	113,000.00	0.00	450,000.00	0.00	0%	111,640.00	122,804.00	135,085.00	148,593.00
Assets Transfer	142,966.96	0.00	145,000.00	0.00	145,000.00	0.00	0%	145,000.00	159,500.00	175,450.00	192,995.00
DACF-Assembly	5,212,615.18	1,215,159.73	5,150,000.00	1,816,515.70	36,427,178.47	11,957,761.73	33%	44,217,287.00	48,639,016.00	53,502,918.00	58,853,209.00
DACF-MP	1,600,000.00	439,657.72	1,580,000.00	649,214.41	1,855,000.00	810,723.58	44%	2,230,000.00	2,453,000.00	2,698,300.00	2,968,130.00
DACF-PWD	400,000.00	193,622.94	400,000.00	293,903.01	1,200,000.00	379,967.25	32%	860,000.00	946,000.00	1,040,600.00	1,144,660.00
DACF-RFG	2,193,007.80	0.00	2,515,000.00	1,837,631.00	550,000.00	0.00	0%	1,450,000.00	1,595,000.00	1,754,500.00	1,929,950.00
DP-UNICEF	70,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00	0%	25,000.00	27,500.00	30,250.00	33,275,00
DP-GIZ	10,000.00	6,704.60	50,000.00	0.00	0.00	0.00	0%				
DP-MAG (CIDA)	59,020.00	59,098.63	0.00	0.00	0.00	0.00	0%				
Total	17,511,457.70	9,090,365.66	18,424,355.55	12,673,530.76	51,139,577.87	20,385,151.99	40%	61,787,809.00	67,966,590.00	74,763,249.00	82,239,574.00

Source: Budget Unit, 2025

2.7. SUMMARY OF KEY DEVELOPMENT ISSUES

The situational analysis, performance review and community engagements carried out in previous chapters revealed several development issues that would be addressed in the next four years. These are summarized below under the various development dimensions. Details of these issues are highlighted in Annex 2.

Economic Development

1. Inadequate premix supply to fishermen
2. Lack of agriculture warehouse
3. Inadequate support for agriculture inputs
4. Inadequate financial support for MSMEs
5. Limited jobs (especially among youth, women) / unemployment
6. Inadequate market shed / infrastructure / facilities

[4] Compensation of employees

7. Lack of market centres (including fish markets)
8. Low investment in Kente weaving industry
9. Lack of landing beach infrastructure
10. Low investment in fish farming
11. Lack of industries / factories
12. Low investment in tourism facilities (Sacred grooves etc.
13. Inadequate investment in coconut products, production
14. Inadequate support for artisanal salt mining
15. Inadequate storage facilities
16. Limited access to credit for MSMEs
17. Revenue underperformance
18. Rejection of 20p coin
19. Over utilization of chemicals for crop production especially fruits and vegetables
20. High inflation rate and fuel cost throwing planned expenditure out of line.
21. Erratic weather patterns (Poor rainfall during the minor season).
22. Insufficient investment in local economic growth
23. Low levels of agriculture modernization
24. Poor soil health

Social Development

1. Inadequate toilet facilities (household and institutional)
2. Lack of metal skips
3. Poor sanitation
4. Open defecation
5. Lack of public cemetery / burial sites
6. Inadequate health waste management facilities
7. Limited water coverage
8. Inadequate school infrastructure
9. Inadequate school logistics (computers, TLM etc)
10. Poor school infrastructure
11. Inadequate professional teachers
12. Lack of examination centre
13. Increasing cases of school dropout
14. Lack of school feeding in schools
15. Lack of library
16. Lack of TVET facilities / institution
17. Increasing drug abuse among the youth
18. Lack of health facilities
19. Poor health facilities
20. Inadequate health logistics
21. Inadequate health workers (including orderlies)
22. Increasing teenage pregnancy
23. Increasing child labour (esp. in fishing areas)
24. Inadequate job opportunities for PWDs
25. Lack of changing rooms (in markets, other public places etc)
26. Increasing gap between completion rates and pass rates
27. Increasing refusal / resistance to vaccination by the population
28. Ineffectiveness of WATSAN committees
29. Ineffectiveness of sanitation service providers

Environment and Human Settlement Development

1. Poor road condition
2. Poor road network
3. Improper community layouts
4. Poor drainage facilities (including in markets)
5. Over speeding by motor riders and other motorists
6. Overcrowding on road pavement by shop owners
7. Unregulated / reckless motor riding
8. Inadequate streetlights
9. Poor electricity coverage
10. Inadequate electricity meters / poles
11. Limited telecommunication network coverage
12. Unstable power supply
13. High tension poles on properties
14. Flooding due to non-maintenance of wetlands (dredging)
15. Increasing unregulated sand winning activities
16. Coastal erosion
17. Limited sporting and recreational facilities
18. Inadequate staff bungalows (including health, education workers)
19. Increased illegal connections and usage of fake meters.
20. Difficulty satisfying meter demand from the public.
21. Uncontrolled development and encroachment on road pavements
22. Delay in the supply of relief items.
23. Inadequate road signs, markings and furniture
24. Delay in execution of contracts due to delay in payment of certificates
25. Limited documented land for execution of projects
26. Poor water resource management especially Ramsar sites and wetlands
27. Weak institutional capacity to enforce and prosecute encroachment on wetlands
28. Limited funds and capacity to implement climate change activities

Governance and Institutional Development

1. Division of electoral area
2. Limited access to district court
3. Lack of financial support to unit committee members and retired AM (allowance)
4. Inadequate security facilities
5. Poor police visibility
6. Inadequate logistics and furniture for security agencies
7. High incidence of theft, robberies (security challenges)
8. Inefficient public service delivery
9. High staff attrition across sectors
10. Inadequate logistics across all sectors
11. Inadequate / untimely release of Central Government funds
12. Lack of cooperation and interruption from community members to effect arrest.
13. Limited spending on productive programmes
14. Ineffective sub-district structures especially in revenue mobilization.
15. Reporting, data gaps and weak institutional memories
16. Low interest in public accountability and community engagements
17. Unreported cases of theft
18. Negative influence of authority figures on justice administration

19. Porous nature of the Ghana-Togo borders used for drug trafficking and smuggling activities.
20. Expenditure patterns do not align with development priorities
21. Weak coordination of programme and project implementation
22. Inadequate support for M&E activities
23. Poor implementation of communication plan
24. Harassment by security agencies at border crossing

CHAPTER THREE:
KEY DEVELOPMENT PRIORITIES

3.1. INTRODUCTION

This chapter presents the key development issues identified from the performance review/situational analysis harmonised with the community needs and aspirations. The harmonised development issues with implications for 2022-2025 DMTDP have been linked to relevant development issues of 2026-2029 National Medium-term Development Policy Framework (NMTDF). The relevant development issues were prioritized using the SWOT analysis, per wise ranking and prioritization matrix. Below is a cross-section of attendees during the community engagements.

Figure 4.1: Community Needs Assessment at Zonal Councils



Somey Wego Zonal Council (Agbozume)



Somey Fugo Zonal Council (Denu)



Aflao Wego Zonal Council (Wudoaba)



Aflao Fugo Zonal Council (Aflao)





Klikor Zonal Council (Klikor)

3.2. PRIORITISATION OF DEVELOPMENT ISSUES

Following the identification, harmonisation and subjection of the key development issues in the previous chapter to SWOT analysis, the prioritisation matrix with a set of 12 agreed criteria were used to prioritise these issues. The Matrix (detailed in Annex 7) ensured that the planning team establish**ed** a scientific hierarchy of all the development issues and provided the team the opportunity to pay attention to the most pressing issues. The criteria used are as follows:

1. Severity and diversity of the problem and intended benefits (social, economic, environmental, etc.) of addressing it.
2. Significant multiplier effect on economic efficiency, e.g., attraction of investors, job creation, increases in incomes and growth.
3. Significant linkage to meeting basic human needs and rights.
4. Significant multiplier effects in the sustainable spatial development of designated spaces or places.
5. Opportunities for addressing key cross-cutting development themes such as; marginalised and vulnerable groups (PWDs and Children), gender equality and equity concerning practical and strategic needs and interests, and environmental concerns, including climate, biodiversity, disaster risk reduction, etc.
6. Cost-effectiveness as to whether solving the problem will deliver good returns for investment?
7. Quality Education - SDG Target 4.1: By 2030, ensure that all girls and boys complete free, equitable, and quality basic and secondary education leading to relevant and effective learning outcomes.
8. Clean Water and Sanitation - SDG Target 6.2: By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
9. Affordable and Clean Energy - SDG Target 7.3: By 2030, double the global rate of improvement in energy efficiency.
10. Decent Work and Economic Growth - SDG Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
11. Peace, Justice and Strong Institutions - SDG Target 16.6: Develop effective, accountable and transparent institutions at all levels.
12. Impact / alignment to key government priorities such as 24-hour economy market, environmental sanitation management, provision of water, school furniture, classroom blocks and health infrastructure

The Prioritisation process followed the steps below:

1. Development issues identified during community engagements were ranked using the per wise ranking
2. Together with identified issues from the performance review and collated issues from radio stations within the municipality and other interest groups, these were tabulated
3. A set of twelve (12) criteria was established and weighted to evaluate and prioritise the issues. (Annex 7)
4. A Likert scale of 1 to 4 was adopted and assigned to each issue based on the criteria identified with zero (0) having the least impact and 4 being the highest impact

hence highest prioritized.

5. Totals weighted scores were aggregated to come out with the prioritised issues. The higher the weighted score, the higher the rank of the issue. Also, issues with weighted scores equal and above the median mark (250) were considered high priority hence considered for this planning period. However, issues with less weighted scores less than the median / 50% mark were considered low priority hence were not carried forward into further analysis with regards to POCC, Goals, objectives, strategies as well as programming and action planning stages. The 50% mark was agreed on by the MPCU. This selection was based on the availability of resources to adequately address these challenges.

Hence the prioritized key development issues to be addressed in the MTDP period are as follows:

1. Limited water coverage
2. Inadequate metal skips
3. Lack of TVET facilities / institution
4. Limited jobs (especially among youth, women) /
5. Open defecation
6. Poor sanitation
7. Limited access to credit for MSMEs
8. Inadequate job opportunities for PWDs
9. Poor road condition
10. Insufficient investment in local economic growth
11. Increasing drug abuse among the youth
12. High incidence of theft, robberies (security challenges)
13. Limited sporting and recreational facilities
14. Lack of industries / factories
15. Lack of health facilities
16. Inadequate funds / untimely release of Central Government funds
17. Inadequate security facilities
18. Ineffectiveness of sanitation service providers
19. Inadequate school infrastructure
20. Inadequate logistics across all sectors
21. Over utilization of chemicals for crop production, especially fruits and vegetables
22. Low investment in tourism facilities (Sacred grooves etc.
23. Weak institutional capacity to enforce and prosecute encroachment on wetlands
24. Inadequate road signs, markings and furniture
25. Limited spending on productive programmes
26. Inadequate school logistics (computers, TLM etc)
27. Limited telecommunication network coverage
28. Increasing teenage pregnancy
29. Inadequate staff bungalows (including health, education workers)
30. Lack of market centres (including fish markets)
31. Poor electricity coverage
32. Low investment in Kente weaving industry
33. Limited funds and capacity to implement climate change activities
34. Inadequate support for artisanal salt mining
35. Coastal erosion
36. Inadequate streetlights
37. Porous nature of the Ghana-Togo borders used for drug trafficking and smuggling activities.
38. Limited access to district court
39. Poor water resource management, especially Ramsar sites and wetlands
40. Inadequate health workers (including orderlies)
41. Inadequate professional teachers
42. Inadequate support for agriculture inputs
43. Inadequate toilet facilities (household and institutional)
44. Inadequate financial support for MSMEs
45. Ineffectiveness of WATSAN committees
46. Unregulated / reckless motor riding

47. Inadequate health waste management facilities
48. Low investment in fish farming
49. Inadequate electricity meters / poles
50. Poor health facilities
51. Poor soil health
52. Improper community layouts

CHAPTER FOUR:
DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1. INTRODUCTION

This chapter presents the desired outlook for the Assembly in the next four years. The development goals, objectives and strategies to address development issues, challenges and gaps identified are outlined. The goals, issues, policy objectives and strategies outlined to achieve the development agenda of the Municipal Assembly, and the country are summarized in table 5.1. Ultimately, the plan is aimed at creating jobs and opportunity for all within the municipality.

4.1.1. Overall Municipal Development Goal

The overall goal of the Municipality is to achieve sustainable and inclusive socio-economic development through concerted effort of all stakeholders to create an enabling environment for the growth and development of the municipality.

Table 5.1: Municipal Medium-term Development Framework (Issues, Goals, Strategies)

Prioritised Development Issues	Goal	Objective	National Aligned objective	Strategies	Programme
Development Dimension: Economic Development					
1. Limited access to credit for MSMEs 2. Inadequate financial support for MSMEs 3. Inadequate support for artisanal salt mining	Strengthen the internal financial capacity of the Assembly	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	1.3.1 Enhance business enabling environment	1.3.1.1 Ensure continuous updates to the electronic register for business. 1.3.1.6 Implement business regulatory reforms to improve the business enabling environment	Private sector development programme
4. Low investment in tourism facilities (Sacred grooves etc.) 5. Low investment in Kente weaving industry	Raise national and global awareness on tourism opportunities in the Municipality	Increase tourist arrivals yearly by 10 percent	1.5.1 Diversify and expand the tourism industry	1.5.1.5 Encourage community initiatives in tourism development and partner with chiefs and other traditional authorities to promote the commercialization of heritage festivals.	Trade, Tourism and Investment Promotion (TTIP) Programme
6. Inadequate market facilities	Modernize commercial infrastructure to stimulate trade and enhance revenue	Increase market infrastructure capacity and accessibility facilities by 30% at the end of 2029	1.4.2 Enhance Domestic Trade	1.4.2.3 Develop modern markets and retail infrastructure in every district to enhance domestic trade	
7. Over utilization of chemicals for crop production, especially fruits and vegetables 8. Inadequate support for agriculture inputs 9. Poor soil health	Expand and improve agricultural services and food security	Increase agricultural productivity by 70% in 2029	1.6.1 Create an enabling agribusiness environment	1.6.1.9 Promote development of improved crop varieties, pest control, and soil management strategies 1.6.1.10 Increase storage facilities for Agro produce including warehouse, silos, cold storage facilities to improve marketing of agriculture produce 1.6.5.3 Promote the adoption of climate-smart agriculture practices	Agriculture and agribusiness development programme
		Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029		1.6.1.2 Build the capacity of farmer-based organizations and other actors along the value chain in marketing, standards, and other skills development.	
		Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	1.6.6 Improve post-harvest management	1.6.6.1 Enhance post-harvest infrastructure and management protocols on storage, transportation, processing, packaging, and distribution of agricultural produce at all levels.	
10. Low investment in fish farming	Expand and improve	Increase agricultural productivity by 70% in 2029	1.7.1 Ensure sustainable development and	1.7.1.1 Provide adequate economic incentives to stimulate private sector investment in aquaculture	Fisheries and

Prioritised Development Issues	Goal	Objective	National Aligned objective	Strategies	Programme
	agricultural services and food security		management of aquaculture	development 1.7.1.4 Develop aquaculture parks and promote the construction of culturing facilities (hatcheries, laboratories, and fish feed mills)	aquaculture development programme
Development Dimension: Social Development					
11. Poor health facilities 12. Lack of health facilities 13. Inadequate health workers (including orderlies) 14. Inadequate health waste management facilities	Improve data-for-development systems for decision making	Reduce data gaps in Annual Progress Reports by 80% at the end of 2029	2.1.1 Improve coordination of population governance	2.1.1.1 Promote the production, dissemination, and use of vital statistics from civil registration processes (SDG Target 16.9)	Good Governance, Security, and Data Management Programme
	Improve healthcare delivery, logistics and human resources	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	2.3.1 Ensure equitable, affordable and quality Universal Health Coverage (UHC)	2.3.1.1 Strengthen district and sub-district health systems as the bedrock of the national primary healthcare strategy (SDG Targets 3.8, 16.6) 2.3.1.6 Enhance disability-friendliness of health care services	Health and Health Services Programme
		Increase proportion of functional health facilities from 83% to 100%			
15. Limited water coverage 16. Ineffectiveness of WATSAN committees	Expand access to safe water, sanitation, and hygiene.	Increase proportion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	2.5.1 Improve access to safe, reliable and sustainable water supply services for all	2.5.1.1 Accelerate the implementation of the Water for All Programme (SDG Target 6.1) 2.5.1.4 Ensure routine maintenance of water infrastructure	WASH (Water, Environmental Sanitation and Hygiene) Programme
17. Inadequate metal skips 18. Open defecation 19. Poor sanitation 20. Inadequate toilet facilities (household and institutional) 21. Ineffectiveness of sanitation service providers		Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	2.5.3 Promote efficient and sustainable waste management	2.5.3.2 Improve liquid waste management (SDG Targets 6.3, 6.a, 6.b) 2.5.3.5 Promote the use of efficient waste management technologies (SDG Targets 6.3,7.1, 12.5)	
			2.5.2 Enhance access to improved and sustainable environmental sanitation services	2.5.2 Enhance access to improved and sustainable environmental sanitation services	
22. Lack of TVET facilities / institution	Improve access to quality education for both boys and girls at all levels	Increase enrolment in TVET institutions by 30% by the end of 2029	2.6.1 Enhance equitable access to, and participation in quality education at all levels	2.6.1.5 Enhance quality of teaching and learning environment at all levels (SDG Targets 4.1, 4.6, 4.c) 2.6.1.8 Promote teaching and learning of science, technology, engineering, and mathematics (STEM) and ICT education among girls in basic and secondary education (SDG Target 4.1, 4.b)	Education and sports development programme

Prioritised Development Issues	Goal	Objective	National Aligned objective	Strategies	Programme
23. Inadequate school infrastructure 24. Inadequate logistics across all sectors 25. Inadequate school logistics (computers, TLM etc) 26. Inadequate professional teachers	Improve access to quality education for both boys and girls at all levels	Increase BECE and WASSCE pass rate by 8% and 10% annually	2.6.1 Enhance equitable access to, and participation in quality education at all levels	2.6.1.7 Expand infrastructure and facilities at all levels (SDG Target 4.a, 4.c)	Education and sports development programme
		Increase completion rate at JHS 3 from 90% to 100% at the end of 2029		2.6.1.5 Enhance quality of teaching and learning environment at all levels (SDG Targets 4.1, 4.6, 4.c) 2.6.1.8 Promote teaching and learning of science, technology, engineering, and mathematics (STEM) and ICT education among girls in basic and secondary education (SDG Target 4.1, 4.b)	
27. Limited sporting and recreational facilities	Develop sporting and recreational grounds for relaxation and exercising	Build at least 3 sporting areas and 2 parks by the end of 2028	2.7.1 Enhance sports and recreational infrastructure for all	2.7.1.2 Support the development of infrastructure and spaces such as community parks to facilitate physical activities and foster a fitness culture. 2.7.1.4 Establish and restore designated sports and recreational land use in all communities through effective governance and sustainable infrastructure (SDG Targets 16.6, 9.1)	
28. Increasing teenage pregnancy	Strengthen social protection for vulnerable groups	Reduce incidence of abuse, defilement, violence and exploitation against vulnerable groups by 60 percent by 2032	2.9.3 Strengthen social protection for the vulnerable	2.9.3.2 Implement viable and sustainable economic livelihood schemes for vulnerable people (SDG Targets 1.4, 2.3, 14.b). 2.9.3.5 Strengthen and expand the coverage and implementation of social protection programmes to include all vulnerable people (SDG Target 1.3, 5.4, 10.4)	Social Protection programme
29. Inadequate job opportunities for PWDs 30. Porous nature of the Ghana-Togo borders used for drug trafficking and smuggling activities.	Promote inclusion of PWDAs at all workplaces	Improve vocational and technical skills and access to social services for at least 300 PWDAs	2.11.1 Promote the active participation and equal inclusion of PWDs in all dimensions of social and economic development	2.11.1.2 Promote effective implementation, monitoring and evaluation of the disbursement of 3% District Assemblies Common Fund to PWDs	Disability-Inclusive programme
Development Dimension: Environment and Human Settlement Development					
31. Poor water resource management, especially Ramsar sites and wetlands	Promote afforestation, woodlot development and nature based coastal protection	By 2029, plant 1500,000 trees and mangroves to recover lost vegetation and protect the environment	3.1.1 Safeguard forest and protected areas	3.1.1.5 Map and assign conservation status through bye-laws to mangrove forests, wetlands and sensitive marine areas (SDG Target 14.1, 14.2,14.3, 14.5, 15.9) (AU Target A1 G7 P1 T2)	Coastal, Marine, Water, Protected Areas and Environmental

Prioritised Development Issues	Goal	Objective	National Aligned objective	Strategies	Programme
	solutions				Management Programme
32. Poor road condition 33. Inadequate road signs, markings and furniture 34. Inadequate streetlights 35. Inadequate electricity meters / poles 36. Poor electricity coverage	Upgrade and expand urban and rural road infrastructure and safety	Increase percentage of road network in good condition from 30% to 70% by 2029	3.8.1 Improve efficiency and effectiveness of road transport infrastructure and services	3.8.1.1 Expand and maintain road transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Transport Improvement programme (TIP)
			3.8.2 Enhance safety and security for all categories of road users	3.8.2.5 Improve Road furniture (street lighting, road markings and road signage etc.) (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	
37. Unregulated / reckless motor riding		Reduce reported cases of road accidents by 50% at end of 2029	3.8.2 Enhance safety and security for all categories of road users	3.8.2.9 Step up public education for all categories of road users	
38. Limited telecommunication network coverage	Improve telecommunication quality of experience for all users in the municipality	Improve data and voice coverage to all communities by 2029	3.9.1 Enhance application of ICT in national development	3.9.1.5 Collaborate with the private sector to increase the broadband, bandwidth and speed of connections nationwide (SDG Target 17.17) (AU Target A2 G10 P1 T5)	Resilient Human Settlements Development programme
39. Improper community layouts 40. Weak institutional capacity to enforce and prosecute encroachment on wetlands 41. Coastal erosion	Develop resilient communities by improving land-use planning, disaster risk reduction, and environmental protection	Reduce the number of communities affected by disaster by 80% by 2029	3.12.1 Promote sustainable spatially integrated development of human settlements	3.12.1.6 Enforce building codes and standards at all levels (SDG Targets 11.3, 11.a, 11.b) (AU Target A1 G1 P4 T1)	
	Improve institutional capacity for quality service delivery	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	3.16.1 Promote effective maintenance culture	3.16.1.1 Institute a robust maintenance scheme including financing for critical infrastructure. (SDG Targets 9.a, 11.2) (AU Target A1 G4 P2&3 T3)	Infrastructure Maintenance programme
Development Dimension: Governance and Institutional Development					
42. Inadequate funds / untimely release of Central Government funds	Strengthen the internal financial capacity of the Assembly	Double IGF by end of 2029 through automation and high staff and rate payer skills	4.2.1 Deepen political and administrative decentralization	4.2.3.2 Enhance revenue mobilisation capacity of MMDAs	Good Governance, Security, and Data Management Programme
43.	Improve institutional	Increase citizen participation in public engagements by 20% annually		4.2.1.2 Enhance the capacity and effectiveness of assembly members at the local level	

Prioritised Development Issues	Goal	Objective	National Aligned objective	Strategies	Programme
	capacity for quality service delivery				
44. Limited spending on productive programmes	Strengthen decentralized governance, accountability, and participation	Increase citizen participation in public engagements by 20% annually	4.3.1 Deepen transparency and public accountability	4.3.1.4 Promote public interest in performance monitoring reports of public institutions through targeted campaigns	
45. Limited access to district court 46. Inadequate staff bungalows (including health, education workers)	Strengthen decentralized governance, accountability, and participation	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	4.8.1 Enhance public safety and security	4.8.1.8 Increase investment in Security Infrastructure	
	Improve institutional capacity for quality service delivery	Increase citizen participation in public engagements by 20% annually	4.2.1 Deepen political and administrative decentralization	4.2.1.4 Revamp and adequately resource sub-district structures (Town, Area, and Unit Committees) to perform statutory functions effectively.	
		By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators		4.2.1.9 Improve efficiency in service delivery	
		Increase citizen participation in public engagements by 20% annually		4.13.1.1 Strengthen communication strategies to enhance public understanding of government initiatives	
47. Limited funds and capacity to implement climate change activities	Strengthen decentralized governance, accountability, and participation	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	4.2.1 Deepen political and administrative decentralization	4.2.3.2 Enhance revenue mobilisation capacity of MMDAs	Good Governance, Security, and Data Management Programme
			4.3.1 Deepen transparency and public accountability	4.3.1.4 Promote public interest in performance monitoring reports of public institutions through targeted campaigns	360 MEAL Programme

Source: Author's Construct. 2025

4.1. GOAL COMPATIBILITY

The goals were formulated to address the identified and prioritised development issues from chapter three which were formulated taking into consideration cross cutting and emerging development themes. The formulated goals for the 4-year period are listed below:

1. Strengthen the internal financial capacity of the Assembly
2. Modernize commercial infrastructure to stimulate trade and enhance revenue
3. Raise national and global awareness on tourism opportunities in the Municipality
4. Expand and improve agricultural services and food security
5. Improve on data-for-development systems for decision making
6. Improve healthcare delivery, logistics and human resources
7. Expand access to safe water, sanitation, and hygiene.
8. Improve access to quality education for both boys and girls at all levels
9. Strengthen social protection for vulnerable groups
10. Reduce all forms of discrimination against women and girls
11. Promote inclusion of PWDAs at all work places
12. Promote afforestation, woodlot development and nature based coastal protection solutions
13. Promote partnerships for the global, national and local goals
14. Upgrade and expand urban and rural road infrastructure and safety
15. Improve telecommunication quality of experience for all users in the municipality
16. Develop resilient communities by improving land-use planning, disaster risk reduction, and environmental protection
17. Strengthen decentralized governance, accountability, and participation
18. Improve institutional capacity for quality service delivery
19. Develop sporting and recreational grounds for relaxation and exercising
20. Develop resilient roads, drainage, housing, and landing sites

The compatibility matrix tool was used to check internal consistency or compatibility of the goals against each other to avoid conflicts. The evaluation indicated that there was a strong relationship between most of the development goals, as most of them fell within the green and yellow indicators. The rating was determined by evaluating the goals against each other to indicate the level of consistency using a rating system below:

Green (1)	**= High Compatibility / Complimentary**	**Yellow (0)**	**= Medium Compatibility**	**Red (-1)**	**= Low Compatibility / Conflict area**

In the formulation of the Objectives and Strategies to guide the implementation of the issues, the objectives of the Municipality were aligned with those of the National objectives. The strategies were also largely adopted from the national objectives to ensure synergy. The matrix on the development goals, objectives and strategies and programmes is depicted in the tables below.

Table 5.2:Goal Compatibility Matrix

Goal	1. Strengthen the internal financial capacity of the Assembly	2. Modernize commercial infrastructure to stimulate trade and enhance revenue	3. Raise national and global awareness on tourism opportunities in the Municipality	4. Expand and improve agricultural services and food security	5. Improve on data-for-development systems for decision making	6. Improve healthcare delivery, logistics and human resources	7. Expand access to safe water, sanitation, and hygiene.	8. Improve access to quality education for both boys and girls at all levels	9. Strengthen social protection for vulnerable groups	10. Reduce all forms of discrimination against women and girls	11. Promote inclusion of PWDAs at all workplaces	12. Promote afforestation, woodlot development and nature based coastal protection solutions	13. Promote partnerships for the global, national and local goals	14. Upgrade and expand urban and rural road infrastructure and safety	15. Improve telecommunication quality of experience for all users in the municipality	16. Develop resilient communities by improving land-use planning, disaster risk reduction, and environmental protection	17. Strengthen decentralized governance, accountability, and participation	18. Improve institutional capacity for quality service delivery	19. Develop sporting and recreational grounds for relaxation and exercising	20. Develop resilient roads, drainage, housing, and landing sites
1. Strengthen the internal financial capacity of the Assembly																				
2. Modernize commercial infrastructure to stimulate trade and enhance revenue																				
3. Raise national and global awareness on tourism opportunities in the Mun.																				
4. Expand and improve agricultural services and food security																				
5. Improve on data-for-development systems for decision making																				
6. Improve healthcare delivery, logistics and human resources																				
7. Expand access to safe water, sanitation, and hygiene.																				
8. Improve access to quality education for both boys and girls at all levels																				
9. Strengthen social protection for vulnerable groups																				
10. Reduce all forms of discrimination against women and girls																				
11. Promote inclusion of PWDAs at all workplaces																				
12. Promote afforestation, woodlot deve. and nature based coastal protection sol.																				
13. Promote partnerships for the global, national and local goals																				
14. Upgrade and expand urban and rural road infrastructure and safety																				
15. Improve telecommunication quality of experience for all users in the Mun.																				
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17. Strengthen decentralized governance, accountability, and participation																				
18. Improve institutional capacity for quality service delivery																				
19. Develop sporting and recreational grounds for relaxation and exercising																				
20. Develop resilient roads, drainage, housing, and landing sites																				

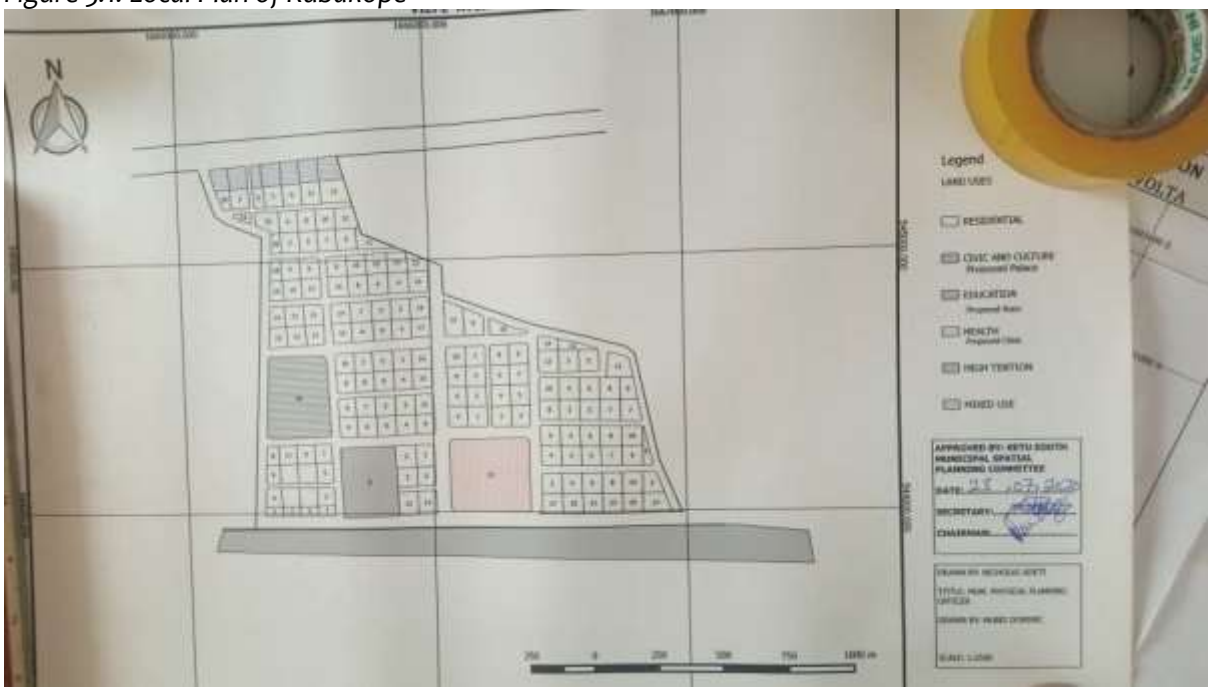
Source: Author's Construct, 2025

4.2. SPATIAL AND STRUCTUR PLAN

4.2 Integration of Development Proposals into Spatial Plans

The Municipal Assembly has started work on a spatial development framework covering the district and structure plans for towns and communities. With support of the Land Use and Spatial Planning Authority head office (LUSPA) and MESTI under the West African Coastal Areas Resilience Investment Project Ph. II (WACA ReSIP II), the inception reports have been done. Work is ongoing on the update of the situational analysis. Due to some delays for the year 2025, the project which was expected to deliver four outputs by the end of August 2025, will be delayed. It is hoped that challenges will be resolved for the project to continue and deliver on the remaining three outputs by the middle of 2026. This is being focused on for implementation during the plan period. Local plans exist for communities like Adafienu, Denu, Hedranawo, Avoeme, Anoenu, Gbugbla, Agblekpui, Huime, Apedido Hatsukope, Adzidotoe and Kubakope to control development of lands and buildings in the district. Figure 6.1 shows local plan for Kubakope near Tokor detailing the land uses for transportation, water, sewerage, electricity, market, recreation, school, clinic and other institutional infrastructure. Other local plans in preparation include Tsivolime, Blekusu and parts of Klikor.

Figure 5.1: Local Plan of Kubakope



Source: Physical Planning Department, February 2021

It is the hope that some structural plans will be prepared for sensitive and interesting areas within the municipality. Currently, the proposals in the MTDP conform only to existing local plans and broad policy documents guiding the preparation of this plan. It is expected that upon completion of the SDF and Structure plans flooding and boundary disputes will be minimalized and development will be logical. Figure 5.1 shows the map of proposed interventions for the plan period.

Figure 5.2: Desired Future Map



Source: Physical Planning Department, 2024

CHAPTER FIVE:
COMPOSITE DEVELOPMENT PROGRAMMES

5.1. INTRODUCTION

This chapter highlights the various development programmes developed from the previous chapter which are a set of related projects intended to achieve a particular objective. The costing of these programmes, implementing institutions, timeframe, progamme status and various assumptions that informed the costing are also discussed. The chapter also presents the application of Strategic Environmental Assessment carried out to ensure compatibility, consistency and minimize environmental impact of the programmes and projects proposed in the plan.

5.2. DEVELOPMENT PROGRAMMES

The following development programmes were formulated to aid in organizing the various proposed projects / interventions that will help achieve the goals of the Assembly in the medium-term:

1. 360 MEAL Programme
2. Agriculture and agribusiness development programme
3. Child to Youth (C2Y) Development Programme
4. Climate Variability and Partnerships for development Programme
5. Coastal, Marine, Water, Protected Areas and Environmental Management Programme
6. Disability-Inclusive programme
7. Education and sports development programme
8. Fisheries and aquaculture development programme
9. Gender inclusion programme
10. Good Governance, Security, and Data Management Programme
11. Health and Health Services Programme
12. Hydrological (water related) Threats Management Programme
13. Infrastructure Maintenance programme
14. Private sector development programme
15. Resilient Human Settlements Development programme
16. Social Protection programme
17. Trade, Tourism and Investment Promotion (TTIP) Programme
18. Transport Improvement programme (TIP)
19. WASH (Water, Environmental Sanitation and Hygiene) Programme

Table 6.1 shows programme of action outlined for execution during the plan period.

Table 6.1: Programme of Action Matrix

No.	Development Programme	Time Frame				Cost (GHC)				Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029	GoG	DACF	IGF	Others (DPs)	New	Ongoing	Lead	Collaborating
Development Dimension: Economic Development													
1.	Private sector development programme	√	√	√	√	182,000	158,000	1,985,000	659,000	√		BAC/GEA, Central Admin.	Central Admin., BAC/GEA, REP/PFIs, Office of the MP, Office of the DACF Admin, Trade Associations, Banks & Financial Institutions,
2.	Agriculture and agribusiness development programme	√	√	√	√	84,598	845,100	1,142,800	112,800	√		MDA, Central Admin.	CSIR Crop Research, Office of the MP, MPCU, Farmers, RAD, Subject Matter Specialist, RAD, MWD, Cassava processing groups, Central Admin., Office of the DACF Admin, Gender Desk Officer, FBOs, Input dealers, Radio stations, Community centres, BAC, International Labour Organization (ILO), Market women, Stats Dept., LGS, VRCC, NGOs, Research Institutions, CSIR Crop Research, Input Dealers, Assemblymen
3.	Fisheries and aquaculture development programme			√	√		55,400	100,000	50,000	√		MDA Central Admin.	Central Admin, WRC, MOFAC Landing Beach Committee, MOFAD
4.	Trade, Tourism and Investment Promotion (TTIP) Programme	√	√	√	√		660,000	16,427,796	9,000,000	√		Central Admin., Somè Traditional Council, BAC/GEA	MWD, Market Associations, Central Admin., Office of the DACF Admin, PPD, VRCC, Lands Commission, Vanuatu Trade Commission, TAs, Office of the MP, UNDP, Kente Weavers Association, GTA, Assembly members, GRA, ZC, EPA, MESTI, WRC, India, Togo Embassies /Foreign Missions, BAC/GEA, Ghana National Association of Garages, CNC, MOT
Development Dimension: Social Development													
5.	Child to Youth (C2Y) Development Programme	√	√				35,000			√		Central Admin., NCCE	EHSU, NCCE, GES ISD, Central Admin
6.	Disability-Inclusive programme	√	√			25,000	70,000	522,000	5,000,000	√		DSWCD	DFMC, GFD, NBSSI, NGOs, GES, Central Admin, GFD, Academia, MoGCSP, MOE, Office of the MP
7.	Education and sports development programme	√	√	√	√		115,000	80,485,474	11,000,000	√		Central Admin., MWD	GES, Office of the MP, MWD, Office of the DACF Admin, GSA, PPD, GIFEC, GETFund Admin., VRCC, DPs, TVET Commission,
8.	Gender inclusion programme	√	√				20,500		10,000	√		Central Admin (Gender	Gender Committees, CSO, Assembly members, NCCE, Other Stakeholders, Central Admin.

No.	Development Programme	Time Frame				Cost (GHC)				Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029	GoG	DACF	IGF	Others (DPs)	New	Ongoing	Lead	Collaborating
												Desk Officer)	
9.	Health and Health Services Programme	√	√	√	√		180,000	27,400,000	3,200,000	√		Central Admin., EHSU, MWD	GHS, MWD, HIV/AIDs Focal person, CSOs, Office of the DACF Admin., Media, GES, Business Community, Office of the MP, Central Admin., Private sector, Community CHMC, Central Admin.
10.	Social Protection programme	√	√	√	√	132,992	260,000	40,000	355,000	√		DSWCD, GES	DFMC, GFD, NBSSI, NGOs, GES, Central Admin., NCCE, ISD, Religious Organizations, CNC, TAs, Assembly members, Youth Groups
11.	WASH (Water, Environmental Sanitation and Hygiene) Programme	√	√	√	√	580,000	515,000	37,811,000	7,215,000	√		Statistics Dept, Central Admin., MWD, EHSU, GWCL	Central Admin, MWD, CWSA, MWD, Waterboards, MWMT, DSWCD, EHSU, Stats Dept., PPD, LVD, ZCs, Assembly members, Office of the DACF Admin, EHSU, Ketu North MA, Waste management companies, Private Partners, CSOs, Office of the MP, Traditional authorities, communities, HRD, VRCC, Planning Unit, GES, NADMO, Media, Religious organisations, NGOs, Ghana Tourism Authority, MOTCCA
Development Dimension: Environment and Human Settlement Development													
12.	Climate Variability and Partnerships for development Programme	√	√	√	√		50,000	100,000	50,000	√		Central Admin.	EHSU, MWD, Zoomlion Gh. Ltd., Kalletal Municipality (Germany)
13.	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	√	√	√	√	2,500	112,000	20,000	6,000	√		Central Admin., FSD	Central Admin, NADMO, GNFS, Assembly members, Wildlife Division, GES, TAs, Forestry Commission, Media, ISD, NCCE, PPD, ZCs
14.	Hydrological (water related) Threats Management Programme	√	√					1,000,000	80,000	√		MWD	NADMO, GOG, EHSU, Central Admin, DPs, Central Admin.CF Admin
15.	Infrastructure Maintenance programme	√	√	√	√		2,100,000	1,890,000	4,200,000	√		Central Admin.	MWD, Office of the MP, Central Admin., Office of the DACF Admin, MLGDRD, Assembly Members, Zonal Councils,
16.	Resilient Human Settlements Development programme	√	√	√	√	10,000	181,500	490,000	280,000	√		PPD, Central Admin., NADMO, MWD	MWD, PPD, NCA, Central Admin, SPC, TPC, LUSPA, VRCC, MESTI, EHSU, ISD, Media, Chiefs and opinion leaders, GNFS, Youth Groups, NADMO, MDMC, , ISD, Media Houses, GPS, GNFS, Ghana Red Cross Society, Central Admin.CF Admin

No.	Development Programme	Time Frame				Cost (GHC)				Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029	GoG	DACF	IGF	Others (DPs)	New	Ongoing	Lead	Collaborating
													MEHO, YEA, Media, Assembly members GNFS, MEHO, Physical Planning, Municipal Works Dept., GPS MWD, Central Admin, Inspectorate Unit MWD, Central Admin, Inspectorate Unit
17.	Transport Improvement programme (TIP)	√	√	√	√	2,000	1,266,000	2,350,000	4,096,000	√		Central Admin., MWD, DUR, Road Safety Focal Person	GPRTU, TSW, Ghana Road Safety Commission, GPS, GHS, GRSA, MWD, Media, DVLA, Central Admin, DUR, DRIP Secretariat, Office of the DACF Admin, Private sector, GHA, PPD, Office of the MP, MLGDRD, MoEn, ECG, Assembly Members, Zonal Councils, TA, TUs
Development Dimension: Governance and Institutional Development													
18.	360 MEAL Programme	√	√	√	√	177,600	1,203,700	684,000	8,000	√		Central Admin., HRD, MDA	All Departments, Units, Desks, Focal Persons, RAD, VRCC
19.	Good Governance, Security, and Data Management Programme	√	√	√	√	108,812	5,751,000	6,632,000		√		All Depts, Units, Desks	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers, GSS, Central Admin., Zonal Councils, Assembly members, All Departments, Units, Desk, Focal Persons, All Services, TAs, MUSEC, Security Services, Office of the MP, Office of the DACF Admin., CSOs, TAs, Private Sector, GIZ, CDD, Research Institutions, NCCE, Regional Gender Office, MFD, Revenue Unit, Service Providers, ISD, GPS, MPCU, VRCC, GIZ, Private Sector, GRSA, Media, DVLA
	Total					**1,305,502**	**13,578,200**	**179,080,070**	**45,321,800**				

Source: Author's Construct, 2025

5.3 PROGRAMME COSTING, ASSUMPTIONS AND METHODOLOGIES USED

The price list published on website of the Public Procurement Authority was the main reference used for costing the development plan. The Public Procurement Authority quoted prices were adjusted to reflect local market prices, after which it was used to cost the programmes and projects. To avoid cost overruns during implementation of projects in the medium term, an upward adjustment was done to the current costs using the annual inflation rate (Inflation rate for June 2025 is 13.7% according to Ghana Statistical Service). It is assumed that prices of works, goods and services will remain restively stable within the medium term as forecasted in the inflation rates.

It is also assumed that the Assembly and community members will remain committed to improving revenue mobilization, Funds, logistics and human capacity will be developed and mobilised and in time, Natural disasters will be minimal, there will be political stability within the municipality and country at large. This will ensure successful implementation of the development plan.

In terms of revenue projections, funding projections were informed by historical trends in Internally Generated Funds (IGF), Central Government transfers (including DACF, DACF-RFG and other statutory funds), development partners and private sector contributions.

A projected average inflation rate of 15 - 20% annually was used to adjust for cost changes, based on forecasts from the Ministry of Finance and Ghana Statistical Service (Inflation rate for June 2025 is 13.7% according to Ghana Statistical Service)

Lastly, demographic assumptions from the 2021 Population and Housing Census informed service coverage projections and demand analysis

5.4 PROGRAMME FINANCING

The various sources of fund for implementation of programmes and projects in the district are from Government of Ghana (GoG), Internally Generated Fund (IGF), District Assemblies Common Fund (DACF), District Assemblies Common Fund Responsive Factor Grant (DACF-RFG), Development Partners (DPs) and other miscellaneous sources. The GoG comes in the form of transfers for decentralised departments to procure goods and services in running their offices. In sum, the plan is estimated at GHS239,285,572. Table 6.2 indicates the amount each of the sources contributes to execution of each programme.

Financing the Gap

Public Private Partnership (PPP), philanthropic funding, Global Climate Financing, among others. Also, the availability of an Integrated Assembly Financing Framework (IAFF) developed with support from UNDP and NDPC, the Assembly is in the process of establishing and operationalizing a diaspora funding facility. This will provide some additional funds to fill the gap estimated at GHS75,265,586.00 which will be able to bridge the gap of GHC-52,250,876. There are plans to improve existing revenue sources using ICT. E-billing, bulk messaging, QR code and mobile money for traditional internally generated revenue and the involvement of private sector in the collection of property rates and billboards will be employed.

There is database for revenue sources, collectors and businesses that pay any rates, fees, levies to the Assembly. This was an update of the Ghana Statistical Service reports on registered businesses in the Municipality. With the help of GIZ, the revenue software has been deployed since 2020 for use in the collection of property rate. It builds on the work done on the street naming and property addressing system which has maps of the municipality digitized and loaded into the system. Currently, Denu, Hedzranawo, Adafienu and most parts of Aflao has been digitized and loaded onto the DLREV software. Bills have also been printed and distributed from the software with collection also going on.

Also, with support from GIZ, Lands Valuation Division and the MLGDRD, a new valuation list has been made for the entire municipality. This is intended to be used for the rates payable in 2023 following a stakeholder meeting on the fee fixing resolution. Attempt is underway to extend the use of the DLRev software to the entire municipality by acquiring drone image for the Klikor and Agbozume areas. This will ensure that digitization is done as well as ground trothing for some areas before loading into the DLRev system.

Stakeholders meeting with rate payers is also to be done before approval by the General Assembly. Such stakeholders include; Food vendors, Chop bar operators, Bakers, Artisans, Lotto operators, Herbalist, Hotels and Guest house operators. The gazette of the fee – fixing resolution and byelaws

Billing System
This is fully automated for property rate for residential and commercial facilities using the DLRev software. Attempt is underway to automate the demand notice for other revenue items. Once the fee – fixing is passed, the rates are inputted into the DLRev system by the budget unit and used to print the bills for all rate payers identified. This is followed by sorting to ensure that there is continuity in the distribution process. During distribution and collection errors identified are recorded on a form which is brought back for Physical Planning Unit to make the necessary corrections. It is envisaged that the system would be rolled on to the sub-structures and newly recruited collectors, if need be, especially when the entire municipality is covered by the DLRev software. Therefore, there will be periodic training of the staff on the use of the software and rules governing revenue collection.

Tracking Revenue Collection
After the printing and sorting of bills, there are two ways of tracking the collecting. Technologically, the DLRev has a mobile version for the collectors to use while distributing and imputing when monies are paid to them. This can be viewed by any other person in the office when access is granted. It will be done by the budget unit. This makes the system give real time update on the collection of revenue (property rate) once collectors input monies collected into the system.

Once the GCR receipts issued to the payers are indicated on the duplicate of the printed bill (demand notice), the payers and revenue collector can be tracked. Also, the financial accounting laws that stipulate that revenue should be banked within 48hrs is also being followed hence the tracking is comparatively manageable.

Internal Audit unit also audits the books of the collectors every now and then hence accountability is assured.

Enforcement

Enforcement starts with numerous sensitizations on radio, information van, community centres as well as the collectors themselves as they go round. When it is observed by September, October, that some rate payers are reluctant, a task force is deployed to ensure that collection is done. Also, the use of the law courts will be used to ensure that hard-to-reach ratepayers are made to pay their revenue to the Assembly.

Service Delivery

In recent times, the IGF has been applied to the construction of a 10-Seater WC at Wudoaba as a maximum sized Market Shed at Aflao Border Market. Proposals have also been made to use especially the property rate for streetlight installation and maintenance as well as other physical infrastructure projects. Details of the indicative cost for the programmes are shown in table 6.2 below.

Table 6.2: Programme Financing

No.	Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding							Total(B)	GAP (C)=B-A
			GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
1.	360 MEAL Programme	2,073,300	100,000	1,000,000	600,000	0	0	8,000	0	1,708,000	-365,300
2.	Agriculture and agribusiness development programme	2,185,298	80,000	400,000	100,000	350,000	0	0	0	930,000	-1,255,298
3.	Child to Youth (C2Y) Development Programme	35,000	0	35,000	0	0	0	0	0	35,000	0
4.	Climate Variability and Partnerships for development Programme	200,000	0	50,000	100,000	0	0	50,000	0	200,000	0
5.	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	140,500	2,500	112,000	20,000	0	0	6,000	0	140,500	0
6.	Disability-Inclusive programme	5,617,000	25,000	70,000	600,000	0	0	5,000,000	0	5,695,000	78,000
7.	Education and sports development programme	91,600,474	0	115,000	20,000,000	29,000,000	0	11,000,000	0	60,115,000	-31,485,474
8.	Fisheries and aquaculture development programme	205,400	0	55,400	0	100,000	0	50,000	0	205,400	0
9.	Gender inclusion programme	30,500	0	20,500	0		0	10,000	0	30,500	0
10.	Good Governance, Security, and Data Management Programme	12,491,812	109,000	5,800,000	6,100,000	490,000	0	0	0	12,499,000	7,188
11.	Health and Health Services Programme	30,780,000	0	180,000	20,550,000	850,000	0	3,200,000	0	24,780,000	-6,000,000
12.	Hydrological (water related) Threats Management Programme	1,080,000	0	0	1,000,000	0	0	80,000	0	1,080,000	0
13.	Infrastructure Maintenance programme	8,190,000	0	2,100,000	1,890,000	0	0	4,200,000	0	8,190,000	0
14.	Private sector development programme	2,984,000	182,000	158,000	185,000	1,800,000	0	600,000	0	2,925,000	-59,000
15.	Resilient Human Settlements Development programme	961,500	10,000	181,500	490,000	0	0	280,000	0	961,500	0
16.	Social Protection programme	787,992	100,000	260,000	40,000	0	0	355,000	0	755,000	-32,992
17.	Trade, Tourism and Investment Promotion (TTIP) Programme	26,087,796	0	660,000	2,850,000	4,577,796	0	9,000,000	0	17,087,796	-9,000,000
18.	Transport Improvement programme (TIP)	7,714,000	2,000	1,250,000	2,350,000		0	4,00,000	0	3,602,000	-4,112,000
19.	WASH (Water, Environmental Sanitation and Hygiene) Programme	46,121,000	580,000	515,000	35,700,000	2,100,000	0	7,200,000	0	46,095,000	-26,000
	Grand Total	**239,285,572**	**1,190,500**	**12,962,400**	**92,575,000**	**39,267,796**	**0**	**41,039,000**	**0**	**187,034,696**	**-52,250,876**

Source: Author's Construct, 2025

5.5 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Strategic Environmental Assessment (SEA) refers to a process of identifying, evaluating, and addressing the potential environmental and sustainability impacts of proposed policies, plans, and programmes at early stages of decision-making. SEA seeks to integrate environmental and sustainability factors into the development of policies, plans, and programmes. It helps to identify potential environmental problems early in the planning process, allowing for mitigation or avoidance before they become significant issues.

The plan preparation team used the Strategic Environmental Assessment (SEA) tool issued by the Environmental Protection Authority to screen the programmes and projects earmarked for execution, goals, and objectives to ensure sustainability, consistency and compatibility with the environment. Some of the projects earmarked for execution include road improvement works, construction of small water systems, extension of surface water systems, classroom blocks, CHPS Compounds, community centers, teachers and nurses quarters. Based on the application of the SEA tool, the following potential impacts were identified.

a. Vibration and noise nuisance
b. Air quality deterioration
c. Destruction of utility service lines
d. Occupational health and safety
e. Local employment creation and opportunities
f. Technology transfer and capacity building

The following proposed mitigation measures and interventions are to avoid, minimize and reduce negative environmental and social impacts. This is to ensure smooth and sustainable implementation of programmes and projects and minimize conflicts or disputes.

a. Use of good quality fuel and lubricants in vehicles, equipment and machinery.
b. Regular maintenance and servicing of all vehicles and equipment to minimize exhaust emissions.
c. Construction equipment and machinery will be regularly maintained and serviced to reduce noise generation when in use.
d. Contractor to collaborate with the District Managers of the GWCL and ECG to prevent any potential disruption of water supply and electricity transmission lines and provide supervision of excavation works to ensure the pipelines are protected during any excavation.
e. Provision and use of appropriate Personal Protective Equipment (PPE) such as safety boots, reflective jackets, hard hats, hand gloves, earplugs, nose masks, etc.

The SEA concludes that the 2026 – 2029 development programmes of the Assembly present balance framework for sustainable development. While potential negative impacts exist with regards to natural resources, these can be managed through proactive environmental management and community engagement. The overall environmental performance of the Plan is considered favourable with emphasis on sustainability safeguards embedded in the implementation process. Details of the SEA analysis is presented in Annex 6.

CHAPTER SIX:
ANNUAL ACTION PLANS

6.1 INTRODUCTION

This Chapter serializes the projects in the Programme of Action in an annual format for implementation. These yearly plans form the basis upon which activities in the plan will be carried out and is the base document for preparation of Annual Composite Budgets of the Assembly. Details of the location, start and end time, indicative cost, status of the project (i.e. either new or ongoing) and the lead and collaborative implementing partners. The annual action plans for years 2026, 2027, 2028 and 2029 are presented in the pages that follow.

6.2 ANNUAL ACTION PLAN 2026

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Development Dimension: Economic Development																
1.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Undertake business counselling for 50 clients, strengthen 5 LBAs/ASSI	Municipal wide	✓	✓	✓	✓				11,000		✓	BAC / GEA	Central Admin., BAC
2.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Facilitate participation of 50 youth in apprenticeship program	Municipal wide	✓	✓						30,000		✓	BAC / GEA	Central Admin., BAC, REP
3.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Facilitate basic management and marketing training for 20 MCPs and 20 business owners	Municipal wide	✓		✓					16,000		✓	BAC / GEA	Central Admin, REP/PFIs
4.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Train 100 youth in vocational skills, aquaculture development and provide training tools / start-up kits for trained youth	Municipal wide	✓	✓	✓	✓		450,000		150,000		✓	Central Admin.	GEA/BAC, Office of the MP, Central Admin., Office of the DACF Admin, Trade Associations
5.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize bi-annual business stakeholder's forum and quarterly medium, small & micro enterprises (MSME) sub-committee meeting	Municipal wide	✓	✓	✓	✓		20,000	10,000			✓	BAC / GEA	Central Admin., GEA, REP
6.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Improve MSMEs access to finance	Municipal wide	✓	✓	✓	✓				2,000		✓	BAC / GEA	Central Admin, Banks & Financial Institutions

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
7.	Increase market infrastructure capacity and accessibility facilities by 30% at the end of 2029	Trade, Tourism and Investment Promotion (TTIP) Programme	Construction 1No. 20-unit lockable stores at Hedzranawo market with 12No. washrooms, 1No. borehole and 25,000 cubic metric water storage tanks (first floor)	Hedzranawo	✓	✓	✓	✓		500,000	200,000			✓	Central Admin.	MWD
8.	Increase market infrastructure capacity and accessibility facilities by 30% at the end of 2029	Trade, Tourism and Investment Promotion (TTIP) Programme	Green' pavement and drainage works at Agbozume, Hedranawo, Aflao and other markets	Agbozume, Hedranawo, Aflao, Wudoaba, Border market, Municipal wide	✓	✓	✓	✓		3,677,796		3,000,000	✓		Central Admin.	MWD, Market Associations, Central Admin.CF Admin
9.	Increase market infrastructure capacity and accessibility facilities by 30% at the end of 2029	Trade, Tourism and Investment Promotion (TTIP) Programme	Construction of 14No. Lockable stores with washrooms at Aflao Border market (first floor)	Aflao Border	✓	✓				900,000			✓		Central Admin.	MWD, Central Admin.CF Admin
10.	Increase market infrastructure capacity and accessibility facilities by 30% at the end of 2029	Trade, Tourism and Investment Promotion (TTIP) Programme	Upgrade Agbozume market and Ghana National School facilities	Agbozume	✓	✓	✓	✓			20,000	1,000,000		✓	Somè Traditional Council	Central Admin., PPD, MWD, VRCC, Lands Commission, Vanuatu Trade Commission,
11.	Increase market infrastructure capacity and accessibility facilities by 30% at the end of 2029	Trade, Tourism and Investment Promotion (TTIP) Programme	Design, procurement and construction of 24-hour economic model market	Glidzi	✓	✓	✓	✓		9,050,000			✓		Central Admin.	MWD
12.	Increase tourist arrivals yearly by 10 percent	Trade, Tourism and Investment Promotion (TTIP) Programme	Support tourism activities, promotions, traditional authorities and participation in fairs	Municipal wide	✓	✓	✓	✓		50,000	100,000			✓	Central Admin.	TAs, Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
13.	Increase tourist arrivals yearly by 10 percent	Trade, Tourism and Investment Promotion (TTIP) Programme	Operationalize and promote the Kente Weaving and Marketing centre	Ativuta	✓	✓					20,000			✓	BAC/GEA	UNDP, Kente Weavers Association, GTA, Central Admin, Assembly members
14.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out 30 yield studies on major crops on at least 15 women fields	Aflao / Denu, Amedzikorpe / Kpoglu, Agbozume/Klikor and Yame operational zones			✓		500	2,400	6,800	5,000	✓		MDA	Research Institutions /RADU
15.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Conduct monthly market enumeration and analysis	All market centres	✓	✓	✓	✓		2,000	6,000			✓	MDA	Market women, Stats Dept.
16.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Establish 20 demonstrations in grains, cereals and vegetable production using Climate Smart Agricultural varieties	All operational zones		✓			1,200	10,000	8,200	3,500		✓	MDA	CSIR Crop Research
17.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Establish 20acre Assembly farm (Undertake land development & preparation, planting, pest & weed control, install irrigation equipment, harvesting, storage and post harvest activities)	Akame, Xeti, Klikor	✓	✓	✓	✓		150,000	50,000		✓		MDA	Central Admin, FBOs, Central Admin.CF Admin
18.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out home and farm visits to educate farmers on Climate Smart and Good Agricultural practices in crop and livestock production	All operational zones	✓	✓	✓	✓	1,000	3,000	25,000	15,000	✓		MDA	CSIR Crop Research, Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
19.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Facilitate the supply of coconut seedlings and inputs to farmers	Yame, Amedzikorpe, Klikor/Agbozume operational zones.		✓	✓		500	7,000	15,000			✓	MDA	MPCU, farmers.
20.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of 20 technical staff and 600 farmers in post harvest management in rice and maize production	Yame, Amedzikorpe, Klikor/Agbozume operational zones.		✓	✓		1,000		17,000	4,000	✓		MDA	RAD, Subject Matter Specialist.
21.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Construct 2No. smokeless stoves, 1No. solar dryer for cassava, grains and cereal processing groups	Lotakor, Glitame; Klikor / Agbozume operational area	✓	✓				200,000		5,000		✓	MDA	RAD, Mun. Works Dept, Cassava processing groups, Central Admin., Office of the DACF Admin
22.	Reduce postharvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of 200 women cassava processors on value addition, packaging and branding, etc .	Yame, Amedzikorpe, Klikor/Agbozume operational zones.			✓		1,000	3,000	8,000	5,000		✓	MDA	RAD, Cassava processing groups, Gender Desk Officer
23.	Increase agricultural productivity by 80% in 2029	Agriculture and agribusiness development programme	Organise two food demonstrations/cook fairs for 2 women Farmer Based Organisations	Yame, Amedzikorpe, Klikor / Agbozume operational zones.			✓		800	2,000	5,000	800		✓	MDA	RAD, FBOs, Gender desk of Municipal assembly.
24.	Increase agricultural productivity by 80% in 2029	Agriculture and agribusiness development programme	Organize stakeholder meetings and Agric Input fairs with value chain actors	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓				1,200	3,500	6,500	2,500		✓	MDA	Input dealers, Farmers, Municipal Assembly.

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
25.	Increase agricultural productivity by 80% in 2029	Agriculture and agribusiness development programme	Sensitize populace on Feed Ghana program and other Agric related government policies on Radio and at Community fora	Holy FM, Amenuveve FM, Selected communities	✓	✓	✓	✓	1,000	3,500	3,000		✓		MDA	Farmers, Radio stations and community centres.
26.	Increase agricultural productivity by 80% in 2029	Agriculture and agribusiness development programme	Register farmer based organizations under Feed Ghana program	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	1,000	1,000	4,500		✓		MDA	FM Stations/FBOs
27.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Agriculture and agribusiness development programme	Organize training on alternate livelihood enhancement for 2 women groups including Liquid soap making, soya khebab etc.	All operational zones			✓		800	2,400	5,400		✓		MDA	ILO, BAC
28.	Increase agricultural productivity by 80% in 2030	Agriculture and agribusiness development programme	Train 1,500 farmers on soil health management and the use of biochar to improve soil health and facilitate the supply of biochar to farmers	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	798	10,000	8,000	72,000	✓		MDA	International Labour Organization (ILO), Farmer based organizations
Development Dimension: Social Development																
29.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2029	Good Governance, Security, and Data Management Programme	Train 40 community volunteers and education of 20 communities on births and deaths registration	Agozume Zongo, Denu Zongo, Aflao Zongo, Gakli, Duta; Municipal wide	✓	✓	✓	✓		2,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers
30.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2030	Good Governance, Security, and Data Management Programme	Public sensitization on importance of births and deaths registration	Agbozume, Nogokpo, Denu, Adafianu, Duta, Gakli		✓		✓		6,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
31.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2031	Good Governance, Security, and Data Management Programme	Collect price data on goods and Services to compute National CPI and Inflation	Agbozume Market	✓	✓	✓	✓	2,000	15,000	10,000			✓	Statistics Dept	GSS
32.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2032	Good Governance, Security, and Data Management Programme	Collect and update administrative data from departments, units, desks and other institutions	Municipal wide	✓	✓	✓	✓	2,000	10,000	10,000			✓	Statistics Dept	GSS, Central Admin
33.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2033	Good Governance, Security, and Data Management Programme	Supervise field data colletion and disseminate statistical information	Municipal wide	✓	✓	✓	✓	703	10,000				✓	Statistics Dept	Central Admin
34.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of 1No. CHPS compound with semi-detached chamber and hall self-contained nurses' quarters, local borehole with water harvest system and furniture for wards and solar system	Dogbekope	✓	✓	✓	✓		1,420,000				✓	Central Admin.	GHS, MWD
35.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of 1No. CHPS compound with semi-detached chamber and hall self-contained nurses' quarters, local borehole with water harvest system, lying-in ward and furniture for wards	Dodorkope	✓	✓	✓	✓		1,770,000			✓		Central Admin.	GHS, MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
36.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of CHPS compounds and nurses' accommodation	Wudoaba	✓	✓	✓	✓		285,000				✓	Central Admin.	GHS, MWD
37.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of 1No. Semi-detached self-contained nurses' accommodation	Nogokpo	✓	✓	✓	✓		423,000			✓		Central Admin.	GHS, MWD
38.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of 1No. CHPS compound with 2-bedroom semi-detached bungalow Atoklokope	Atoklokope	✓	✓	✓	✓		200,000			✓		Central Admin.	GHS, MWD
39.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of 1No. CHPS compound (with bedroom semi-detached) at Glidzi	Glidzi	✓	✓	✓	✓		500,000			✓		Central Admin.	GHS, MWD
40.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of CHPS compound and nurses' bungalow at Zuime	Zuime	✓	✓	✓	✓		601,000			✓		Central Admin.	GHS, MWD
41.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of CHPS compound with Nurses bungalow at Tackscorner	Tackscorner EA	✓	✓	✓	✓		601,000			✓		Central Admin.	GHS, MWD
42.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of CHPS compound at Fihokope	Fihokope	✓	✓	✓	✓		1,200,000			✓		Central Admin.	GHS, MWD
43.	Increase proportion of functional health facilities from 83% to 100%	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of CHPS compound at Dzaglame	Dzaglame			✓	✓		1,200,000			✓		Central Admin.	GHS, MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
44.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	WASH (Water, Environmental Sanitation and Hygiene) Programme	Support to immunization / vaccination, malaria control, stakeholders' meeting, public health outreach, screening, district and emergency response initiative on HIV / AIDS and other health services	Municipal wide	✓	✓	✓	✓		100,000	20,000	50,000		✓	Central Admin.	GHS, HIV/AIDs Focal person, CSOs
45.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procure basic equipment and emergency drugs for various health facilities	Municipal wide; Agbevekope CHPS, Blekusu, Agbozume HC	✓	✓				250,000			✓		Central Admin.	GHS, Office of the DACF Admin
46.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Collect and map data on boreholes and water sources in the Municipality	Municipal wide	✓						15,000		✓		Statistics Dept	Central Admin, MWD
47.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Consultancy services for feasibility studies, design, tendering, evaluation, construction, supervision and post construction management of Tokor, Dodorkope water supply systems	Tokor, Dodorkope and surrounding communities	✓	✓	✓	✓		3,000,000			✓		Central Admin.	CWSA, MWD
48.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evaluation and maintenance of 3 water systems and extension of water to unserved / underserved areas	Nogokpo, Satsimadza, Coastal belt, Akame, Tackscorner EA and surrounding communities	✓	✓	✓	✓	145,000	900,000			✓		Central Admin.	CWSA, MWD, Waterboards

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
49.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Conduct training for water boards and WATSAN committees	Nogokpo, Satsimadza, Coastal belt, Akame, Tackscorner and surrounding communities	✓	✓	✓	✓			20,000			✓	MWD	Central Admin. MWMT, DSWCD
50.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Collect data on small public and private water systems	Municipal wide				✓		10,000			✓		MWD	EHSU, Stats, Central Admin
51.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Build liquid waste treatment pond and engineer liquid and solid waste management site	Xeti, Xeti Dome	✓	✓	✓	✓		2,457,000			✓		EHSU	Central Admin. MWD, PPD, MWD, LVD, ZCs, Assembly members, Office of the DACF Admin
52.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate solid waste skip metal containers to final disposal site (Sanitation Improvement Package)	Municipal Wide	✓	✓	✓	✓		300,000			✓		EHSU	Central Admin, Private waste companies
53.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement and installation of (15) 6tonnes metal skip bins, (40) 240litre domestic and office dustbins, and procurement of sanitary tools	Avoeme, Yorkoe, Huime, Agbozume, Animal market, Denu old slaughterhouse, Hatsukope, Klikor, Teshie, Gbugbla, Huime, Agorkpanu, Aflagatigorme, Duta, Apekotuime, Viepe; selected institutions	✓	✓				950,000			✓		EHSU	Central Admin. MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
54.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Build partnership with neighbouring Assemblies to establish a waste management plant	Municipal wide	✓	✓	✓				20,000	625,000	✓		Central Admin.	EHSU, Ketu North MA, Waste management companies
55.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement of 1No Cesspool emptier and maitain / dispose off old emptier	Tokor	✓	✓	✓	✓				1,000,000	✓		Central Admin.	EHSU, Private Partner
56.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate solid waste skips to final disposal site (SIP), disinfection and managemnt of waste landfills activities	Municipal wide	✓	✓	✓	✓		1,170,000				✓	EHSU	Central Admin, Zoomlion Ghana
57.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Hold stakeholder engagement on regularisation of scrap and electronic waster dealers / collectors	Municipal wide	✓	✓					10,000		✓		Central Admin.	MCentral Admin., EHSU, CSOs
58.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake water, sanitation, hygeine (WASH) and Municipal water and sanitation team (MWST) activities, disinfect wells & water sources with aqua tablets	Municipal wide	✓	✓	✓	✓		375,000			✓		EHSU	Central Admin, Waste management companies
59.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement of logistics (4No. motorbikes), sanitary tools, material for burial of paupers and routine cleaning / cleansing, 30 branded jacket, 1 printer and 6 tablets	Municipal wide	✓	✓	✓			47,500			✓		EHSU	Central Admin, Traditional authorities, Zonal Councils, communities

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
60.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of animal pound for stray animals	Tokor	✓	✓				50,000			✓		EHSU	Central Admin
61.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Train environmental health and other staff on court prosecution procedure	Tokor	✓					7,500	2,500		✓		Central Admin.	HRD, VRCC, Assembly members, Communities, Traditional Audthorities
62.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Map water, air pollution & noise nuisance points for public health education and procure 1 sound level monitoring meter	Municipal wide	✓	✓				50,000			✓		EHSU	Planning Unit, statistics, Central Admin
63.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake school health promotion, conduct inspection of domiciliary, eating and drinking places	Municipal wide	✓	✓	✓			25,000			✓		EHSU	Central Admin, GES, Ketu South MA
64.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	WASH (Water, Environmental Sanitation and Hygiene) Programme	Organise sanitation day exercises and desilt public drains and water-logged areas	Municipal wide	✓	✓	✓	✓		112,500	60,000			✓	EHSU	Central Admin, NADMO, Office of the MP, Communities, Assembly members, Zonal councils, Traditional authorities, waste management companies, Media

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
65.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate 5 unauthorized dumping sites	Municipal wide	✓	✓	✓	✓		200,000				✓	Central Admin.	EHSU, MWD, PPD
66.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake partial evacuation of Dekeme unauthorized solid waste disposal site	Dekeme	✓	✓				800,000			✓		EHSU	Central Admin, MWD, Traditional authorities Assembly members, Zonal councils
67.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Complete and operationalise slaughter house at Aflao	Aflao	✓	✓				512,000			✓		Central Admin.	EHSU, MWD, PPD
68.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Start Community-led Total Sanitation (CLTS) innitiative to achieve open deafeacation free status in 5 communities	Selected communities in all Zonal Councils	✓	✓	✓			417,500			✓		EHSU	Central Admin, Traditional authorities, religious leaders, Zonal Councils, communities, Media, NGOs, MWD,
69.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake public awareness campaigns, nutrition & hygiene promotion, screening of food vendors and school caterers	Municipal wide	✓	✓	✓			37,500				✓	EHSU	Media, GHS, GES, Business community
70.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Recruit 20 street & market sweepers, and implement coastal cleaning & cleansing activities	Municipal wide	✓	✓	✓			500,000	40,000		✓		EHSU	Central Admin, communities

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
71.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Conduct monitoring and inspection of tourist sites, screen and register food vendors and tourism facilities	Municipal wide	✓	✓	✓			37,500	10,000	10,000		✓	EHSU	Ghana Tourism Authority, Central Admin
72.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Demolish & backfill (11) dilapidated KVIP public toilets	Municipal wide	✓	✓	✓			75,000			✓		EHSU	NADMO, PPD, MWD, Central Admin, Assembly members, communities
73.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of 1No. 8-Seater WC Toilet at Dzaglame	Dzaglame	✓	✓	✓	✓		400,000			✓		Central Admin.	EHSU, MWD
74.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of 2No. institutional (14-seater with 2-bathrooms, 10 washing basins) toilet at Aflaoga Basic School, Klikor SHTS	Aflao, Klikor	✓	✓	✓	✓		900,000			✓		Central Admin.	EHSU, MWD
75.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of 3No. 20-seater WC toilets at Aflao, Hedranawo and Agavedzi beaches	Aflao, Hedranawo, Agavedzi			✓	✓				550,000	✓		Central Admin.	EHSU, MWD, MOTCCA
76.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Completion of slaughterhouse at Aflao-Tokor, Denu, Agbozume	Aflao-Tokor, Denu, Agbozume			✓	✓		512,000			✓		Central Admin.	EHSU, MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
77.	Increase completion rate at JHS 3 from 90% to 100% at the end of 2029	Education and sports development programme	Support STME clinics, scholarship, My-First-Day-at-School, girl child education, needy student, award schemes, sports, community-engaged teachers, cultural activities and other education services	Municipal wide	✓	✓	✓	✓		130,000	20,000			✓	Central Admin.	GES, Office of the MP
78.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 250 No. octagonal tables and chairs for KG schools	Municipal Wide			✓	✓		875,000			✓		Central Admin.	GES, Office of the MP
79.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 1,500 No. dual desks for public primary schools	Municipal Wide			✓	✓		900,000			✓		Central Admin.	GES, Office of the MP
80.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 800 No. Mono Desks for JHS	Municipal Wide			✓	✓		360,000			✓		Central Admin.	GES, Office of the MP
81.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 800 No. Mono Desks for SHS	Municipal Wide			✓	✓		360,000			✓		Central Admin.	GES, Office of the MP
82.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 450 No. tables and chairs for basic school teachers	Municipal Wide			✓	✓		1,148,000			✓		Central Admin.	GES, Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
83.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 2unit KG Block, 6-unit Primary Block with WC, changing room, furniture, staff common room, local borehole, water harvest and storage system, library/ICT room and 1No. bedroom self-contained bungalow for head teacher	Akaglakope	✓	✓	✓	✓		2,200,000			✓		Central Admin.	GES, MWD
84.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 3-unit JHS block with WC, changing room, furniture, staff common room, local borehole, library/ICT room	Aflao Agblekpui	✓	✓	✓	✓		782,474			✓		Central Admin.	GES, MWD
85.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 2unit KG Block with WC, changing room, furniture, staff common room, local borehole, water harvest and storage system	Glidzi	✓	✓	✓	✓		656,000			✓		Central Admin.	GES, MWD
86.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Completion of 1No. 2-unit early childhood block	Akporkploe	✓	✓	✓	✓		437,000			✓		Central Admin.	GES, MWD
87.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Completion of 1No. 3-unit Classroom Block with ancillary facilities at Adafienu EP Basic School	Adafienu	✓	✓	✓	✓		250,000			✓		Central Admin.	GES, MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
88.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 2unit KG Block with Kitchen, WC, changing room, furniture, staff common room, local borehole, water harvest and storage system	Hatsukope	✓	✓	✓	✓		656,000			✓		Central Admin.	MWD
89.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1 No. 6-unit, Primary Block WC, Changing room, furniture, staff Common room, local borehole, water harvest and storage system, library/ICT room and 1No. Bedroom self-contained bungalow for the headteacher at Klikor Unity Basic School	Klikor	✓	✓	✓	✓		1,500,000			✓		Central Admin.	GES, MWD
90.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1 No. 3-Unit JHS block with WC,changing room, furniture , staff common room, local borehole, library/ICT system room at Kpedzakope M/A Basic School	Kpedzakope	✓	✓	✓	✓		1,500,000			✓		Central Admin.	GES, MWD
91.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 6-unit classroom block and furniture at Awakorme	Awakorme	✓	✓	✓	✓		1,480,000			✓		Central Admin.	GES, Office of the MP, MWD
92.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Completion of 6-unit Classroom Block (first floor) with furniture	Avoeme	✓	✓	✓	✓		1,480,000				✓	Central Admin.	GES, Office of the MP, MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
93.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Completion of renovation and maintenance works at Sepenukope Basic School and Klikor Unity School	Klikor, Sepenukorpe	✓	✓				1,400,000				✓	Central Admin.	GES, MWD, Central Admin.CF Admin
94.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Completion of 1No. 2 Unit early childhood block at Agblekpui	Agblekpui	✓					100,000				✓	Central Admin.	GES, MWD
95.	Increase completion rate at JHS 3 from 90% to 100% at the end of 2029	Child to Youth (C2Y) Development Programme	Enact bye-law and sensitize public on night time movement restriction for juveniles	Municipal wide	✓	✓	✓	✓			30,000		✓		Central Admin.	EHSU, NCCE, ISD, GES
96.	Reduce incidence of abuse, difilement, violence and exploitation against vulnerable groups by 60 percent by 2029	Social Protection programme	Provide case management services to abused and vulnerable children	Municipal wide	✓	✓	✓	✓	20,000			20,000		✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES,
97.	Reduce incidence of abuse, difilement, violence and exploitation against vulnerable groups by 60 percent by 2030	Social Protection programme	Monitor and supervise the operation of Early Childhood Institutions and Residential Home for Children	Municipal wide	✓	✓	✓	✓	10,900					✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES,
98.	Increase the total number of LEAP household members on NHIS from 1,657 to 3314 by 2029	Social Protection programme	Payment of LEAP cash transfer to LEAP beneficiaries and capacity building on the use of the money	Municipal wide	✓	✓	✓	✓	30,000					✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES,
99.	Reduce incidence of abuse, difilement, violence and exploitation against vulnerable groups by 60 percent by 2032	Social Protection programme	Engage students, parents and school management on youth development and disorderly living	Municipal wide	✓	✓	✓	✓			20,000		✓		GES	Central Admin., NCCE, ISD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
100.	Reduce incidence of abuse, difilement, violence and exploitation against vulnerable groups by 60 percent by 2033	DisabilityInclusive programme	Empower PWDs through economic support and capacity building	Municipal wide	✓	✓	✓	✓		500,000				✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES,
101.	By 2029, substantially increase women's participation in local economic development by providing 1,500 women with access to skills training, financial support and productive resources	Gender inclusion programme	Organize biannual sensitization meetings with key stakeholders on gender issues	Klikor, Aflao, Abgozume, Denu		✓		✓			20,000	10,000		✓	Central Admin (Gender Desk Officer)	Gender Committees, CSO, Assembly members, NCCE, other stakeholders
102.	By 2029, substantially increase women's participation in local economic development by providing 1,500 women with access to skills training, financial support and productive resources	Gender inclusion programme	Carry out monitoring of gender related activities	Municipal wide				✓			500			✓	Central Admin (Gender Desk Officer)	Central Admin.
103.	Improve vocational and technical skills and access to social services for at least 300 PWDAs	Disability Inclusive programme	Train sign language interpretors for health, education, banking and other sectors	Tokor	✓	✓	✓	✓			30,000		✓		DSWCD	Central Admin, GFD, Academia
104.	Improve vocational and technical skills and access to social services for at least 300 PWDAs	Disability Inclusive programme	Collect data on PWDs and other vulnerable groups and link them with other social protection programmes such as NHIS	Municipal wide	✓	✓	✓	✓	25,000					✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES, Stats Dept.
105.	Improve vocational and technical skills and access to social services for at least 300 PWDAs	Disability-Inclusive programme	Supervise and monitor beneficiaries of DACF for Persons with Disabilities	Municipal wide	✓	✓	✓	✓		22,000				✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES,

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
106.	Reduce incidence of abuse, difilement, violence and exploitation against vulnerable groups by 60 percent by 2029	Child to Youth (C2Y) Development Programme	Organise radio and community engagement for parents on education support for their children	Selected communities in all Zonal Councils	✓	✓	✓	✓			5,000		✓		NCCE	ISD, Central Admin
107.	Reduce incidence of abuse, difilement, violence and exploitation against vulnerable groups by 60 percent by 2029	Social Protection programme	Training of stakeholders on child protection programmes	Municipal wide	✓		✓		7,092			18,000		✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES,
108.	Reduce incidence of abuse, difilement, violence and exploitation against vulnerable groups by 60 percent by 2029	Social Protection programme	Engage 20 communities on child protection programmes	Municipal wide	✓	✓	✓	✓	25,000			17,000		✓	DSWCD	DFMC, GFD, NBSSI, NGOs, GES,
Development Dimension: Environment and Human Settlement Development																
109.	By 2029, plant 1500,000 trees and mangroves to recover lost vegetation and protect the environment	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	Raise and distribute 25,000 seedlings to individuals, institutions, organisations and the public	FSD Nursery Denu, Tokor	✓	✓	✓	✓			7,000	6,000		✓	FSD	Central Admin, NADMO, GNFS, Assembly members
110.	By 2029, plant 1500,000 trees and mangroves to recover lost vegetation and protect the environment	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	Nurse and plant 1 acre mangrove trees in wetlands to recover vegetation and rejuvenate ecosystem	Selected communities along the lagoon	✓	✓	✓	✓			30,000			✓	FSD	Central Admin, Wildlife Division
111.	By 2029, plant 1500,000 trees and mangroves to recover lost vegetation and protect the environment	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	Undertake national tree for life planting exercise to protect the environment, prevent encroaching on government lands/roads and other climate-related activities	Municipal wide, 'No man's land', selected zones	✓	✓	✓	✓	2,500	20,000	53,000			✓	FSD	Central Admin, Assembly Members, GES, TAs, Forestry Commission, Media, ISD, NCCE, GES

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
112.	Reduce the number of communities affected by disaster by 80% by 2029	Climate Variability and Partnerships for development Programme	Implement waste management, energy, education and climate adaptation activities under Municipal Climate Partnership	Municipal wide	✓	✓	✓	✓		100,000	50,000	50,000		✓	Central Admin.	EHSU, MWD, Zoomlion Gh. Ltd., Kalletal Municipality
113.	Create 10,000 decent jobs with equal opportunities for women and men by the end of 2029	Trade, Tourism and Investment Promotion (TTIP) Programme	Develop parking lot with gravelled filling, 20-seater WC and 10-unit Washroom at Segbe border crossing post	Segbe Border	✓	✓	✓	✓		1,100,000			✓		Central Admin.	MWD, GRA, ZC, Assembly members
114.	Reduce reported cases of road accidents by 30% at end of 2029	Resilient Human Settlements Development programme	Procurement and installation of 20 street signages	Municipal wide	✓	✓	✓	✓		50,000				✓	PPD	Works Dept
115.	Reduce reported cases of road accidents by 30% at end of 2029	Transport Improvement programme (TIP)	Launch awareness creation campaign on road safety issues	KSMA Assembly Hall	✓						25,000		✓		Central Admin.	GPRTU, TSW, Road Safety Commission
116.	Reduce reported cases of road accidents by 30% at end of 2029	Transport Improvement programme (TIP)	Conduct school education on pedestrian safety, form road safety clubs in trained schools and conduct driver, rider & pedestrian sensitization on road safety at bus / motor terminals	Aflao, Somey Klikor TAs		✓	✓	✓			40,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
117.	Reduce reported cases of road accidents by 30% at end of 2029	Transport Improvement programme (TIP)	Organize 2 monthly media and shop owners' engagement on general road safety, parking on roads	Holy FM		✓	✓	✓			2,000	24,000		✓	Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
118.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Update municipal inventory on roads & culverts	Municipal wide	✓		✓		2,000	20,000				✓	MWD	Central Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
119.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Opening of feeder (10km) and urban roads (25km), maintenance works (25km) and construction of 4No. culverts with gravel approaches on selected roads in the municipality	Municipal wide and Zuime, Agblekpui, Akame-Avetekope, Klikor	✓	✓	✓	✓		500,000	50,000	800,000		✓	MWD	Central Admin, DUR, DRIP Secretariat, Office of the DACF Admin, Private sector
120.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Undertake road markings, procure and install road furniture on selected roads and traffic points	Municipal wide	✓	✓	✓	✓			10,000	60,000		✓	DUR	GHA, MWD, Central Admin.
121.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Procurement, installation and maintenance of streetlights, electricity poles, metes, markets, sanitation, education, health and public infrastructure	Municipal wide	✓	✓	✓	✓			220,000	140,000		✓	Central Admin.	MWD, PPD, Office of the MP, MLGDRD, MoEn, ECG, Ass. Members, Zonal Councils
122.	Improve data and voice coverage to all communitiies by 2029	Resilient Human Settlements Development programme	Engage telcos, NCA and national security on improving telecomunication network and quality of service / expirience	Municipal wide	✓	✓	✓	✓			20,000		✓		Central Admin.	NCA
123.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Prepare and review local plans for three communities	Klikor, Aflao, Agbozume TAs	✓	✓	✓			50,000			✓		PPD	Central Admin
124.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Prepare structure plan	Klikor, Agbozume township	✓	✓	✓	✓		120,000				✓	PPD	LUSPA
125.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Continue and complete spatial development framework	Tokor	✓	✓	✓	✓		150,000				✓	PPD	LUSPA, MESTI

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
126.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Undertake hazard mapping and identification of disaster prone areas and erect warning signs at identified areas	Municipal wide	✓	✓	✓	✓			4,000	6,000		✓	NADMO	MEHO, Physical Planning, Works, ISD, the media, Chiefs and opinion leaders
127.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Weekly inspection of unauthorized structures and land use	Municipal wide	✓	✓	✓	✓	10,000		20,000		✓		PPD	Central Admin
128.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Form Disaster Volunteer Groups (DVGs) to promote community-based volunteerism	Municipal wide	✓	✓						6,500	✓		NADMO	GNFS, MEHO, Youth, Opinion leader
129.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Supervise all going physical projects by the Assembly and undertake development control inspections and exercises in the Municipality	Municipal wide	✓	✓	✓	✓			60,000			✓	MWD	Central Admin, PPD
130.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Enforce development control laws and prosecute rate defaulters	Municipal Wide	✓	✓	✓	✓			5,000			✓	PPD	Central Admin, Works
131.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Support for disaster management and provision of relief items	Municipal wide	✓	✓	✓	✓		120,000	50,000	260,000		✓	Central Admin.	NADMO, MDMC, SPC, ISD, Media Houses, GPS, GNFS, Ghana Red Cross Society, Central Admin.CF Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
132.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Community engagement to rid the environment of filth, diseases and prevent flood and other related incidents	Municipal wide	✓	✓	✓	✓		-	2,500	2,500		✓	NADMO	MEHO, YEA, Media, Assembly members
133.	Reduce the number of communities affected by disaster by 80% by 2029	Hydrological (water related) Threats Management Programme	Dredge strategic ponds and swampy areas	Aletame, Hatsukope, Sukladzi, Ahorkpoe, Agbawoeme, Lente-Wute	✓	✓	✓	✓		1,000,000		80,000	✓		MWD	NADMO, GOG, EHSU, Central Admin, DPs, Central Admin.CF Admin
Development Dimension: Governance and Institutional Development																
134.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Organize outreach and sensitization programmes on domestic fires, building codes and indiscriminate sand winning	Municipal wide	✓	✓	✓	✓			5,000	5,000		✓	NADMO	GNFS, MEHO, Physical Planning, Municipal Works Dept., GPS
135.	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	Good Governance, Security, and Data Management Programme	Support sub-district structures and community-initiated / Self-Help projects	Municipal wide	✓	✓	✓	✓		200,000	100,000			✓	Central Admin.	Zonal Councils, Assembly members, MWD
136.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Celebration of national / international events and contribution to NALAG, VRCC etc.	Municipal wide	✓	✓	✓	✓		120,000	285,000			✓	Admin Unit	All Departments, Services, TAs,
137.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Maintenance of law, order and security	Municipal wide	✓	✓	✓	✓		100,000	65,000			✓	Central Admin.	MUSEC, Security Services, Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
138.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Procure 2No. core i7 desktop, 7No. laptop computers, external harddrive, 4No. black and white A4 printers, 1No. industrial photocopier, maintain 2No. photocopiers, hi-speed internet receivers, 2No. 4-in1, 1No. 2-in-1 workstation and other office and field equipment, tools, stationery, value books, sanitary, general office goods, services and utilities.	Tokor	✓	✓	✓	✓	50,000	290,000	180,000			✓	Central Admin.	All Departments, Units, Zonal Councils, Office of the MP, Central Admin.CF Admin
139.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Organize regular statutory, administrative, technical meetings, stakeholder consulataion, social accountability fora, staff durbar and MCEs engagement with communities / stakeholders	Municipal wide	✓	✓	✓	✓		100,000	100,000			✓	Central Admin.	All Departments/ Units, CSOs, TAs, Private Sector, GIZ, CDD, Research Institutions
140.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Evaluate office intranet and network remaining Assembly offices, redesign website and organise training for staff on management of website	Tokor	✓	✓				100,000	100,000			✓	Central Admin.	

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
141.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Infrastructure Maintenance programme	Maintenance, refurbishment, rehabilitation and electrical audit of offices, staff accommodation, education, health, market, sanitary buildings and equipment	Municipal wide, GES & KSMA office blocks	`	✓	✓	✓		330,000	200,000			✓	Central Admin.	MWD, Office of the MP, Central Admin.CF Admin
142.	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	Good Governance, Security, and Data Management Programme	Completion of 2No. 3-bedroom staff bungalow at Tokor	Tokor			✓	✓		680,000				✓	Central Admin.	MWD
143.	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	Good Governance, Security, and Data Management Programme	Completion of 6-unit 1-bedroom semi-detached flat barracks at Tokor	Tokor	✓	✓	✓	✓		1,000,000				✓	Central Admin.	MWD
144.	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	Good Governance, Security, and Data Management Programme	Renovation of GES Directors' bungalow at 1st Lowcost	Aflao		✓	✓				500,000			✓	Central Admin.	GES
145.	Increase citizen participation in public engagements by 20% annually	360 MEAL Programme	Organise orientation workshop for unit committee members and admin staff	Tokor	✓	✓	✓	✓		8,000	5,000			✓	Central Admin.	HR

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
146.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Facilitate trainning of elected Assembly members in public speech, communication skills, Assembly proceedings and build capacity of female assembly members on effective participation in decision making	Tokor	✓	✓					5,000			✓	Central Admin (Gender Desk Officer)	NCCE / Regional Gender Office
147.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Support for staff during promotion, bereavement, marriage, outdooring, health, school fees and emergencies	Tokor	✓	✓	✓	✓			40,000			✓	HRD	Central Admin.
148.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Procure and install 60KVA soundproof power plant for the Municipal Assembly office	Tokor	✓	✓					110,000		✓		MWD	Central Admin, Central Admin., DACF Admin
149.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Collect price data on goods and services at the Agbozume market to compute National CPI and Inflation	Agbozume	✓	✓	✓	✓			9,000			✓	Statistics Dept	GSS, Central Admin.
150.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Collect administrative and primary data, supervise field data collection and disseminate statistical information	Municipal Wide	✓	✓	✓	✓		20,000	7,000			✓	Statistics Dept	GSS, Central Admin, All Departments
151.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Hire prosecutor, 2 female case management officers, 2 security men, 2 librarians, PA, cook, steward and driver	Tokor	✓	✓					20,000		✓		HRD	Central Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
152.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Facilitate the performance appraisal of staff using the performance appraisal tool and award best performing staff	Tokor	✓		✓				12,000			✓	HRD	Central Admin.
153.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct tailored and general training / development for staff and technical commmittees on training gaps identified in performance appraisal and needs assessment	Tokor		✓		✓		20,000	60,000			✓	HRD	Central Admin, All Departments / Units
154.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct capacity needs assessment of all Departments	Tokor	✓	✓	✓	✓			5,000			✓	HRD	Central Admin.
155.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct post capacity needs assessment of staff on training(s) undertaken in the year and prepare 2025 retirement analysis, leave roaster and promotion register	Tokor	✓	✓	✓	✓			5,000			✓	HRD	Central Admin.
156.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Undertake annual capacity building needs assessment	Tokor	✓						4,000			✓	HRD	Central Admin
157.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Undertake peformance appraisal and monitoring of all staff	Tokor	✓	✓	✓	✓	4,000		10,000			✓	HRD	Central Admin
158.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Undertake biannual occupational health and safety training and capacity building activities	Tokor	✓	✓	✓	✓		160,000	160,000			✓	HRD	Central Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
159.	Increase citizen participation in public engagements by 20% annually	360 MEAL Programme	Conduct needs & post training impact assessment and organise capacity building of staff, assembly members, zonal councils and others on local governance protocols, PFM,	Tokor	✓	✓	✓	✓		30,000	50,000			✓	HRD	Central Admin
160.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Maintain and update DLRev database, print and distrtibute BOP and property rate bills	Tokor	✓	✓	✓	✓			100,000			✓	Budget Unit	MFD, Revenue Unit
161.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Gazzette Assembly and Fee Fixing resolution and rate impost bye-laws	Tokor	✓						200,000			✓	Budget Unit	Central Admin
162.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Regular renewal of internet, website, dlRev, bulk messaging, call credit and other ICT subsciption services	Tokor	✓	✓	✓	✓	10,000		30,000			✓	Central Admin.	Service Providers
163.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct monitoring, evaluation, inspection, audit, development control of development projects, programmes, performance, revenue points, sanitation service providers, surveys and censuses at Municipal and sub-structures levels	Municipal wide	✓	✓	✓	✓	40,000	100,000	120,000	2,000		✓	Central Admin.	All departments, Units, Desks, Focal persons, Internal Audit Unit

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
164.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Hold bi-weekly 'You-and-Your-Assembly' radio show for assembly engagement with the public	Holy FM, Amenuveve, Victory Fm	✓	✓	✓	✓			100,000			✓	Admin Unit	NCCE, ISD, All department
165.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Conduct audit assignments and follow-ups	Municipal wide	✓	✓	✓	✓			72,000			✓	Internal Audit Unit	All Dept. & Units, ZCs
166.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Community sensitization / engagement on corruption and NACAP	Municipal wide	✓	✓	✓	✓			60,000			✓	Internal Audit Unit	NCCE
167.	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	Good Governance, Security, and Data Management Programme	Procurement of furniture for Police stations and decentralized departments	Gakli, Agbozume, Tokor, Denu, Amedzikorpe	✓	✓				400,000				✓	Central Admin.	GPS, All Departments, Central Admin., Office of the DACF Admin
168.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Preparation, review and submission of plans, budgets, reports, registers and other statutory / requested documents to VRCC, other stakeholders and support MPCU activities	Municipal wide	✓	✓	✓	✓		360,000	120,000	30,000		✓	Central Admin.	All Departments, Units, Desks, ZCs, MPCU, VRCC, GIZ, Internal Audit Unit
			Total Cost						396,993	61,471,070	4,348,900	8,063,800				

Source: Author's Construct, 2025

6.3 ANNUAL ACTION PLAN 2027

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Development Dimension: Economic Development																
1.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize bi-annual business stakeholder's forum and quarterly medium, small & micro enterprises (MSME) sub-committee meeting	Municipal wide	✓	✓	✓	✓		20,000	10,000			✓	BAC/GEA	Central Admin., GEA, REP
2.	Increase tourist arrivals yearly by 10 percent	Trade, Tourism and Investment Promotion (TTIP) Programme	Support tourism activities, promotions, traditional authorities and participation in fairs	Municipal wide	✓	✓	✓	✓		50,000	100,000			✓	Central Admin.	TAs, Office of the MP
3.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Conduct monthly market enumeration and analysis	All market centres	✓	✓	✓	✓		2,000	6,000			✓	MDA	Market women, Stats Dept.
4.	Increase agricultural productivity by 70% in 2030	Agriculture and agribusiness development programme	Support staff capacity building at local, regional and national levels(trainings, seminars and workshops)	At National, Regional and Local levels.	✓	✓	✓	✓	2,400	1,000	6,200			✓	MDA	RAD,LGS,VRCC ,NGOs
5.	Increase agricultural productivity by 70% in 2031	Agriculture and agribusiness development programme	Monthly Technical review meetings / trainings	Municipal Agric office	✓	✓	✓	✓	1,600	6,000	6,700			✓	MDA	RAD,VRCC
6.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Organize four Zonal and one Municipal RELC planning sessions	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓				500	-	8,200			✓	MDA	Research Institutions /RADU
7.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out 30 yield studies on major crops on at least 15 women fields	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓				800	5,000	6,800			✓	MDA	Farmers

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
8.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Establish 20 demonstrations in grains, cereals and vegetable production using Climate Smart Agricultural varieties	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	1,600	3,500	8,200			✓	MDA	CSIR Crop Research
9.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out home and farm visits by 12 Technical staff to educate farmers on Climate Smart and Good Agricultural practices in crop and livestock production	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	2,000	10,000	11,000			✓	MDA	Farmers
10.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Field monitoring visits by Agric Director	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓		1,200	8,000			✓	MDA	MCentral Admin.
11.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	MCE, MCD, other selected heads of department carry out monitoring visits of Departments activities	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓		6,000	6,000			✓	MDA	MPCU
12.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Facilitate the supply of coconut seedlings and agric inputs to farmers	Yame, Amedzikorpe, Klikor/Agbozume operational zones.	✓	✓	✓	✓	3,000	-	15,000			✓	MDA	
13.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of Twelve (12) Technical Staff and 600 farmers in post harvest management in rice and maize production	Yame, Amedzikorpe, Klikor/Agbozume operational zones.	✓	✓	✓	✓	800	4,000	12,000			✓	MDA	RAD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
14.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of 200 women cassava processors on value addition, packaging and branding, etc .	Yame, Amedzikorpe, Klikor/Agbozume operational zones.	✓	✓	✓	✓	1,000	5,000	8,000			✓	MDA	RAD
15.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Construct two (2) smokeless stove for two (2) cassava processing group	Lotakor, Glitame		✓			2,000	5,000	10,000			✓	MDA	WORKS DEPT, RADU
16.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Construct a solar dryer for the drying of grains and cereals.	Klikor operational area.		✓			1,000	-	12,000			✓	MDA	Central Admin, VRCC
17.	Increase agricultural productivity by 80% in 2029	Agriculture and agribusiness development programme	Organise two food demonstrations/cook fairs for 2 women Farmer Based Organisations	Yame, Amedzikorpe, Klikor/Agbozume operational zones.		✓		✓	1,000	800	5,000			✓	MDA	RAD
18.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Organize stakeholder meetings and Agric Input fairs with value chain actors	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	2,000	2,500	6,500			✓	MDA	INPUT DEALERS, FARMERS ETC
19.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Sensitize populace on Feed Ghana program and other Agric related government policies on Radio and at Community fora	Holy FM, Amenuveve FM	✓	✓	✓	✓	2,000	-	7,000			✓	MDA	FM Stations

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
20.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Register farmer-based organizations under Feed Ghana program	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓			1,500	-	4,500			✓	MDA	ASSEMBLYMEN
21.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Agriculture and agribusiness development programme	Organize training on alternate livelihood enhancement for 2 women groups including liquid soap making, soya khebab etc.	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓			2,000	-	5,400			✓	MDA	RAD
22.	Increase agricultural productivity by 70% in 2029	Fisheries and aquaculture development programme	Establish fish farms in open ponds	Agbozume, Hatsukope, Aletame, Ahorkpoe, Sukladzi	✓	✓	✓	✓		-	50,000			✓	MDA	Central Admin, WRC, MOFAC
23.	Improve vocational and technical skills and access to social services for at least 300 PWDAs	Disability-Inclusive programme	Celebrate national disability day	Selected location				✓		-	40,000		✓		DSWCD	GFD, Central Admin
24.	Increase tourist arrivals yearly by 10 percent	Trade, Tourism and Investment Promotion (TTIP) Programme	Dredge lagoon and develop eco-tourism sector along the lagoon and wetlands	Municipal wide	✓	✓	✓	✓		-		3,000,000	✓		Central Admin.	MWD, EPA, MESTI, WRC, CICentral Admin., India, Togo Embassies
25.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Undertke business counselling for 50 clients	Municipal wide	✓	✓	✓	✓	6,000	-				✓	BAC/GEA	Central Admin
26.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Engage 50 youth in apprenticeship program	Municipal wide; Atsiaklobor, Dodorkope	✓	✓			30,000	-			✓		BAC/GEA	Central Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
27.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Strengthening at least 5 LBAs/ASSI within the district	Municipal wide	✓	✓	✓	✓	5,000	-			✓		BAC/GEA	Central Admin
28.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Basic management training for twenty (20) MCPs who has not undergone training	Municipal wide	✓				6,000	-			✓		BAC/GEA	Central Admin
29.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Train 100 youth in vocational skills, aquaculture development and provide training tools / start-up kits for trained youth	Municipal wide	✓	✓	✓	✓		485,000		150,000		✓	Central Admin.	GEA/BAC, Office of the MP, Central Admin., Office of the DACF Admin, Trade Associations
30.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Basic marketing training for 20 business owners	Municipal wide			✓		10,000	-				✓	BAC/GEA	Central Admin
31.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize stakeholder Forum on business promotion and development	Tokor			✓		4,000	-				✓	BAC/GEA	Central Admin
32.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Improve MSMEs access to finance	Municipal wide	✓	✓	✓	✓	2,000	-				✓	BAC/GEA	Central Admin
33.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize bi-annual business stakeholder's forum and quarterly medium, small & micro enterprises (MSME) sub-committee meeting	Tokor	✓	✓	✓	✓		-	20,000			✓	BAC/GEA	Central Admin, Trade Associations

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
34.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Trade, Tourism and Investment Promotion (TTIP) Programme	Facilitate the creation and development of light industrial area at Akame	Akame	✓	✓	✓	✓		1,000,000	20,000		✓		Central Admin.	MWD, BAC/GEA,PPD, Ghana National Association of Garages
35.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Support to agricultural improvement	Municipal wide	✓	✓	✓	✓		-	100,000			✓	Central Admin.	Office of the MP
36.	Increase tourist arrivals yearly by 10 percent	Trade, Tourism and Investment Promotion (TTIP) Programme	Refurbishment of Centre for National Culture complex	Denu	✓	✓	✓	✓		-		2,000,000	✓		Central Admin.	MWD, CNC,Assembly member, ZC, Office of the MP, MOT
37.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2030	Good Governance, Security, and Data Management Programme	Train 40 community volunteers and education of 20 communities on births and deaths registration	Agozume Zongo, Denu Zongo, Aflao Zongo, Gakli, Duta; Municipal wide	✓	✓	✓	✓		2,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers
Development Dimension: Social Development																
38.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2030	Good Governance, Security, and Data Management Programme	Public sensitization on importance of births and deaths registration	Agbozume, Nogokpo, Denu, Adafianu, Duta, Gakli		✓		✓		6,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers
39.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2031	Good Governance, Security, and Data Management Programme	Collect price data on goods and Services to compute National CPI and Inflation	Agbozume Market	✓	✓	✓	✓	2,000	15,000	10,000			✓	Statistics Dept	GSS
40.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2032	Good Governance, Security, and Data Management Programme	Collect and update administrative data from departments, units, desks and other institutions	Municipal wide	✓	✓	✓	✓	2,000	10,000	10,000			✓	Statistics Dept	GSS, Central Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
41.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2033	Good Governance, Security, and Data Management Programme	Supervise field data colletion and disseminate statistical information	Municipal wide	✓	✓	✓	✓	703	10,000				✓	Statistics Dept	Central Admin
42.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	Health and Health Services Programme	Support to immunization / vaccination, malaria control, stakeholders' meeting, public health outreach, screening, district and emergency response initiative on HIV / AIDS and other health services	Municipal wide	✓	✓	✓	✓		100,000	20,000	50,000		✓	Central Admin.	GHS, HIV/AIDs Focal person, CSOs
43.	Improve vocational and technical skills and access to social services for at least 300 PWDAs	Disability-Inclusive programme	Facilitate the establish special school for the disabled in the Municipality	Selected location	✓	✓	✓	✓		-		5,000,000	✓		Central Admin.	GFD, MoGCSP, MOE, Office of the MP
44.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	Health and Health Services Programme	Undertake community health outreach	Municipal wide	✓	✓	✓	✓		-	100,000		✓		Central Admin.	Office of the MP
45.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Extension of water from Keta headworks to major towns in the Municipality	Municipal wide; Aflao, Agbozume, Klikor	✓	✓	✓	✓		5,000,000		5,000,000	✓		GWCL	MWD, Central Admin, CWSA, Water Boards

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
46.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement and installation of (15) 6tonnes metal skip bins, (40) 240litre domestic and office dustbins, and procurement of sanitary tools	Avoeme, Yorkoe, Huime, Agbozume, Animal market, Denu old slaughterhouse, Hatsukope, Klikor, Teshie, Gbugbla, Huime, Agorkpanu, Aflagatigorme, Duta, Apekotuime, Viepe; selected institutions	✓	✓				950,000			✓		EHSU	Central Admin. MWD
47.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate solid waste skips to final disposal site (SIP), disinfection and management of waste landfills activities	Municipal wide	✓	✓	✓	✓		1,170,000				✓	EHSU	Central Admin, Zoomlion Ghana
48.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake water, sanitation, hygeine and Municipal water and sanitation team activities, disinfect wells & water sources with aqua tablets and support other sanitation activities	Municipal wide	✓	✓	✓	✓		475,000			✓		EHSU	Central Admin, Waste management companies, Office of the MP
49.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement of logistics (4No. motorbikes), sanitary tools, material for burial of paupers and routine cleaning / cleansing, 30 branded jacket, 1 printer and 6 tablets	Municipal wide	✓	✓	✓			47,500			✓		EHSU	Central Admin, Traditional authorities, Zonal Councils, communities

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
50.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Train environmental health and other staff on court prosecution procedure	Tokor	✓					7,500	2,500		✓		Central Admin.	HRD, VRCC, Assembly members, Communities, Traditional Audthorities
51.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Update map on water, air pollution & noise nuisance points for public health education and procure 1 sound level monitoring meter	Municipal wide	✓	✓				50,000			✓		EHSU	Planning Unit, statistics, Central Admin
52.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake school health promotion, conduct inspection of domiciliary, eating and drinking places	Municipal wide	✓	✓	✓			25,000			✓		EHSU	Central Admin, GES, Ketu South MA
53.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	WASH (Water, Environmental Sanitation and Hygiene) Programme	Organise sanitation day exercises and desilt public drains and water-logged areas	Municipal wide	✓	✓	✓	✓		112,500	60,000			✓	EHSU	Central Admin, NADMO, Office of the MP, Assembly members, ZCs, TAs, waste management companies, Media
54.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate 5 unauthorized dumping sites	Municipal wide	✓	✓	✓	✓		200,000				✓	Central Admin.	EHSU, MWD, PPD
55.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake partial evacuation of Dekeme unauthorized solid waste disposal site	Dekeme	✓	✓				800,000			✓		EHSU	Central Admin, MWD, Traditional authorities Assembly members, Zonal councils

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
56.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Continue Community-led Total Sanitation (CLTS) initiative to achieve open defaecation free status in 5 communities	Selected communities in all Zonal Councils	✓	✓	✓			417,500			✓		EHSU	Central Admin, Traditional authorities, religious leaders, Zonal Councils, communities, Media, NGOs, MWD,
57.	Increase proportion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	Health and Health Services Programme	Undertake public awareness campaigns, nutrition & hygiene promotion, screening of food vendors and school caterers	Municipal wide	✓	✓	✓			37,500				✓	EHSU	Media, GHS, GES, Business community
58.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Implement coastal cleaning & cleansing activities	Municipal wide	✓	✓	✓			500,000	40,000		✓		EHSU	Central Admin, communities
59.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Conduct monitoring and inspection of tourist sites, screen and register food vendors and tourism facilities	Municipal wide	✓	✓	✓			37,500	10,000	10,000		✓	EHSU	Ghana Tourism Authority, Central Admin
60.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Demolish & backfill (11) dilapidated KVIP public toilets	Municipal wide	✓	✓	✓			75,000			✓		EHSU	NADMO, PPD, MWD, Central Admin, Assembly members, communities
61.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Engineering of liquid waste disposal site	Glitame			✓	✓		1,300,000				✓	EHSU	Central Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
62.	Build at least 3 sporting areas and 2 parks by the end of 2029	Education and sports development programme	Develop / renovate one sports, recreational centre and parks	Municipal wide	✓	✓	✓	✓		500,000		1,000,000	✓		Central Admin.	GES, GSA, PPD, Office of the DACF Admin
63.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Contruction of 1No. 2-unit KG Block with WC, changing room, furniture, staff common room, local borehole, water harvest and storage system at Aflao Lowcost Primary	Aflao Lowcost	✓	✓	✓	✓		1,500,000			✓		Central Admin.	GES
64.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Complete and construct 3No. 6-unit Classroom block (first floor) at Aflao St. Peter & Paul Basic, Aflao Preventive and Aflao Border Schools	Aflao	✓	✓	✓	✓		1,800,000			✓		Central Admin.	GES, MWD, Office of the Central Admin.CF Admin
65.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construct 6-unit classroom block for Sonuto AME Zion Basic School	Sonuto	✓	✓	✓	✓		2,000,000			✓		Central Admin.	GES, MWD
66.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1 No.2 unit KG Block, 1 No. 6-unit, Primary Block WC, Changing room, furniture, staff Common room, local borehole, water harvest and storage system, library/ICT room	Sepenukope R.C. Basic	✓	✓	✓	✓		1,500,000			✓		Central Admin.	GES, MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
67.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1 No. 3-Unit JHS block with WC, changing room, furniture, staff common room, local borehole, library/ICT system room with community information centre	Anoenu M/A Basic Sch.	✓	✓	✓	✓		800,000			✓		Central Admin.	GES
68.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 2-unit KG Block with WC, changing room, furniture, staff common room, local borehole, water harvest and storage system.	Aflao Lowcost Prim.	✓	✓	✓	✓		800,000			✓		Central Admin.	GES
69.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 250 No. octagonal tables and chairs for KG schools	Municipal Wide	✓	✓				875,000				✓	Central Admin.	GES, Office of the MP
70.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 1,500 No. dual desks for public primary schools	Municipal Wide	✓	✓				900,000				✓	Central Admin.	GES, Office of the MP
71.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 800 No. Mono Desks for JHS	Municipal Wide	✓	✓				360,000				✓	Central Admin.	GES, Office of the MP
72.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 800 No. Mono Desks for SHS	Municipal Wide	✓	✓				360,000				✓	Central Admin.	GES, Office of the MP
73.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 450 No. tables and chairs for basic school teachers	Municipal Wide	✓	✓				1,148,000				✓	Central Admin.	GES, Office of the MP
74.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 6-Unit Classroom block at Viepe	Viepe	✓	✓	✓	✓		1,000,000			✓		Central Admin.	GES, MWD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
75.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Completion of 3-unit Classroom blocks	Ziorme	✓	✓	✓	✓		250,000			✓		Central Admin.	GES, Office of the MP
76.	Increase completion rate at JHS 3 from 90% to 100% at the end of 2029	Education and sports development programme	Support to education activities including STME clinics, sponsorship, Girl Child Education, my first day at school, sports, reading festival, quiz competition, mock exams, teacher motivation, cultural activities and other education activities.	Municipal wide	✓	✓	✓	✓		130,000	12,500			✓	Central Admin.	GES, Office of the MP
77.	Reduce incidence of abuse, defilement, violence and exploitation against vulnerable groups by 60 percent by 2029	Social Protection programme	Organise a one-day training-of-trainers sensitization workshop on child rights and adolescent sexual reproductive health issues	Tokor	✓	✓	✓	✓	40,000	40,000			✓		GES	Central Admin.
78.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction and furnishing of model-municipal ICT centre at GES Office	Tokor	✓	✓	✓	✓		-		5,000,000	✓		Central Admin.	GES, MWD, GIFEC
79.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construct 2No. 3-unit classroom block at Yelibato Basic School & Aflao Lowcost Basic	Yelibato, Aflao Lowcost	✓	✓	✓	✓		800,000			✓		Central Admin.	MWD, GES
80.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Facilitate the completion of Classroom Blocks and other GETFund projects	Municipal wide; Avata, Hatsukope, Akatsavakpor, Adina, Tokor (GES Office)	✓	✓	✓	✓		-	20,000			✓	Central Admin.	GETFUnd Admin., VRCC

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
81.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Support to teaching and learning delivery (Schools and Teachers award scheme, educational financial support)	Municipal wide	✓	✓	✓	✓		75,000				✓	Central Admin.	Office of the MP
82.	Increase proportion of functional health facilities from 83% to 100%	Health and Health Services Programme	Construction of 3No. CHPS compound with Nurses' bungalow and solar lighting system for clinical block	Atsiaklobor, Kpedzakope, Lagashito	✓	✓	✓	✓		6,000,000			✓		MWD	Central Admin., GHS, Private sector
83.	Increase proportion of functional health facilities from 83% to 100%	Health and Health Services Programme	Completion of Akporkploe health cetre accommodation	Akporkploe	✓	✓	✓	✓		600,000				✓	MWD	Community CHMC, Central Admin.CF Admin
84.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	Health and Health Services Programme	Purchase of Health Equipment for facilities	Municipal wide	✓	✓				400,000				✓	Central Admin.	GHS
85.	Reduce incidence of abuse, difilemet, violence and exploitation against vulnerable groups by 60 percent by 2032	Social Protection programme	Organize regular youth camp to bring up youth in proper manner and reduce youth deliquency	Municipal wide	✓	✓	✓	✓		-	80,000	100,000		✓	GES	Central Admin, NCCE, ISD, Religious Organizations, CNC, TAs, Assembly members, Youth Groups
86.	Increase proportion of functional health facilities from 83% to 100%	Health and Health Services Programme	Construction of 2No. CHPS compound at Anoenu, Kpedzakope	Anoenu, Kpedzakope	✓	✓	✓	✓		3,000,000			✓		Central Admin.	Office of the MP, MWD
87.	Increase proportion of functional health facilities from 83% to 100%	Health and Health Services Programme	Construction of 1No. Nurses accommodation at Lente/Wute CHPS compound	Lente Wute	✓	✓	✓	✓		500,000			✓		Central Admin.	Office of the MP, MWD
Development Dimension: Development Environment and Human Settlement Development																

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
88.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct end of year review meeting of 2026 road safety activities	KSMA conference Hall	✓					-	3,000		✓		Central Admin.	DVLA, GRSC, GPS, TA, MWD, TUs
89.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Undertake decongestion exercise on major road pavement and shoulders	Major streets in Aflao, Somey, Klikor	✓					10,000	10,000		✓		Central Admin.	GPS, GPRTU, TSW, Road Safety Commission
90.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct road safety walks on awareness creation	Major streets in Aflao, Somey, Klikor		✓				-	6,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
91.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Engage community and trade groups / associations on road safety	Selected communities and Trade Groups Meeting Places, Aflao, Klikor, Somey Tas			✓	✓		-	10,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
92.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Organize 2 monthly media and shop owners' engagement on general road safety, parking on roads	Holy FM	✓	✓	✓	✓		-		24,000		✓	Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
93.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of pump houses and extension of 3 water systems to 20 unserved / underserved areas	Sonuto, Kumadekope, Yame (Schools), Agbakukope and surrounding communities	✓	✓	✓	✓	145,000	900,000			✓		Central Admin.	CWSA, MWD, Waterboards
94.	By 2029, plant 1500,000 trees and mangrooves to recover lost vegetation and protect the environment	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	Nurse and plant 1 acre mangroove trees in wetlands to recover vegetation and rejuvenate ecosystem	Selected communities along the lagoon	✓	✓	✓	✓		-	10,000			✓	FSD	Central Admin, PPD, ZCs, Assembly members

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
95.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Opening and surfacing of feeder (20km), urban roads (25km), maintenance, drains (25km) and construction of 4No. culverts with gravel approaches on selected roads in the municipality	Municipal wide and Zuime, Agblekpui, Akame-Avetekope, Klikor	✓	✓	✓	✓		800,000	50,000	800,000		✓	MWD	Central Admin, DUR, DRIP Secretariat, Office of the DACF Admin, Private sector
96.			Undertake road markings, procure and install road furniture on selected roads and traffic points	Municipal wide	✓	✓	✓	✓		-	10,000	60,000		✓	DUR	GHA, MWD, Central Admin.
Development Dimension: Governance and Institutional Development																
97.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Organize capacity building workshop for all Assembly, Unit Committee Members and Zonal Council staff	Tokor	✓	✓	✓	✓		30,000	20,000			✓	Central Admin.	HRD
98.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Hold bi-weekly 'You-and-Your-Assembly' radio show for assembly engagement with the public	Holy FM, Amenuveve, Victory Fm	✓	✓	✓	✓		-	100,000			✓	Admin Unit	NCCE, ISD, All department
99.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Conduct audit assignments, submission of reports and follow-ups	Municipal wide	✓	✓	✓	✓		-	72,000			✓	Internal Audit Unit	
100.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Sensitization and community engagement on NACAP	Municipal wide	✓	✓	✓	✓		-	60,000			✓	Internal Audit Unit	NCCE

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
101.	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	Good Governance, Security, and Data Management Programme	Completion of judge's bungalow at Agbozume - Davidkope	Agbozume	✓	✓				200,000				✓	MWD	Central Admin.
102.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Procurement, installation and maintenance of streetlights, electricity poles, metes and support rural electricifation	Municipal wide; Gbugbla, Agblezume, Tokor (electrification)	✓	✓	✓	✓		-	220,000	140,000		✓	Central Admin.	MWD, PPD, Office of the MP, MLGDRD, MoEn, ECG, Ass. Members, Zonal Councils
103.	Increase expenditure on public infrastructure maintenance by 60 percent at the end of 2029	Good Governance, Security, and Data Management Programme	Support sub-district structures and community-initiated / Self-Help projects	Municipal wide	✓	✓	✓	✓		200,000	100,000			✓	Central Admin.	Zonal Councils, Assembly members, MWD
104.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Celebration of national / international events, contribution to NALAG, VRCC and payment for land etc.	Municipal wide	✓	✓	✓	✓		120,000	285,000			✓	Admin Unit	All Departments, Services, TAs,
105.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Maintenance of law, order and security	Municipal wide	✓	✓	✓	✓		200,000	65,000			✓	Central Admin.	MUSEC, Security Services, Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
106.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Organize regular statutory, administrative, technical meetings, stakeholder consulataion, social accountability fora, staff durbar and MCEs engagement with communities / stakeholders	Municipal wide	✓	✓	✓	✓		100,000	100,000			✓	Central Admin.	All Departments/ Units, CSOs, TAs, Private Sector, GIZ, CDD, Research Institutions, GPS, GRSA, Media, DVLA
107.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Infrastructure Maintenance programme	Maintain public infrastructure including markets, sanitation, education, health with gender responsive facilities using climate-resilient materials using climate-resilient materials	Municipal wide; Aflao border, Denu, Agbozume markets; Avoeme Basic School, Atsiaklorbor MA Basic, Yame CHPS Compound,Gamadzra Basic Sch.	✓	✓	✓	✓		300,000	500,000	1,400,000		✓	Central Admin.	MWD, Office of the MP, MLGDRD, Ass. Members, Zonal Councils
108.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Infrastructure Maintenance programme	Maintenance, refurbishment, rehabilitation and electrical audit of offices, staff accommodation and equipment	Municipal wide	`	✓	✓	✓		330,000	200,000			✓	Central Admin.	MWD, Office of the MP, Central Admin.CF Admin
109.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Preparation, review and submission of plans, budgets, reports, registers and other statutory / requested documents to VRCC, other stakeholders and support MPCU activities	Municipal wide	✓	✓	✓	✓		360,000	120,000	30,000		✓	Central Admin.	All Departments, Units, Desks, ZCs, MPCU, VRCC, GIZ, Internal Audit Unit

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
110.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct monitoring, evaluation / review, inspection, audit, development control of development projects, programmes, performance, revenue points, sanitation service providers, surveys and censuses at Municipal and sub-structures levels	Municipal wide	✓	✓	✓	✓	40,000	100,000	120,000	2,000		✓	Central Admin.	All departments, Units, Desks, Focal persons, Internal Audit Unit
111.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Facilitate the performance appraisal of staff using the performance appraisal tool and award best performing staff	Tokor	✓		✓			-	12,000			✓	HRD	Central Admin.
112.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct tailored and general training / development for staff and technical commmittees on training gaps identified in performance appraisal and needs assessment	Tokor		✓		✓		20,000	60,000			✓	HRD	Central Admin, All Departments / Units
113.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct capacity needs assessment of all Departments	Tokor	✓	✓	✓	✓		-	5,000			✓	HRD	Central Admin.
114.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct post capacity needs assessment of staff on training(s) undertaken in the year and prepare 2025 retirement analysis, leave roaster and promotion register	Tokor	✓	✓	✓	✓		-	5,000			✓	HRD	Central Admin.

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
115.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Support for staff during promotion, bereavement, marriage, outdooring, health, school fees and emergencies	Tokor	✓	✓	✓	✓		-	40,000			✓	HRD	Central Admin.
116.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Collect administrative and primary data, supervise field data collection and disseminate statistical information	Municipal Wide	✓	✓	✓	✓		20,000	7,000			✓	Statistics Dept	GSS, Central Admin, All Departments
117.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Enforce development control laws and prosecute rate defaulters	Municipal Wide	✓	✓	✓	✓		-	5,000			✓	PPD	MWD, Central Admin, Inspectorate Unit
118.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Maintain and update DLRev database, print and distrtibute BOP and property rate bills	Tokor	✓	✓	✓	✓		-	100,000			✓	Budget Unit	MFD, Revenue Unit
119.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Gazzette Assembly Fee Fixing resolution and rate impost bye-laws and enforce all by- laws	Tokor	✓	✓	✓	✓		-	100,000			✓	Budget Unit	Central Admin
120.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Undertake annual capacity building needs assessment	Tokor	✓					-	2,000			✓	HRD	Central Admin
121.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Undertake peformance appraisal and monitoring of all staff	Tokor	✓	✓	✓	✓	4,000	-	10,000			✓	HRD	Central Admin

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
122.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Regular renewal of internet, website, dlRev, bulk messaging, call credit and other ICT subsciption services	Tokor	✓	✓	✓	✓	10,000	-	30,000			✓	Central Admin.	Service Providers
			Total						**331,903**	**41,983,000**	**3,294,500**	**23,736,000**				

Source: Author's Construct, 2025

6.4 ANNUAL ACTION PLAN 2028

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Development Dimension: Economic Development																
1.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Business Counselling for 50 clients	Municipal wide	✓	✓	✓	✓		-	7,000			✓	BAC/GEA	Central Admin.
2.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Technology improvement and packaging in Cassava Processing for 20 clients and 20 Vegetable Sellers	Municipal wide			✓			-	15,000			✓	BAC/GEA	Central Admin.
3.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize bi-annual business stakeholder's forum and quarterly medium, small & micro enterprises (MSME) sub-committee meeting	Tokor	✓			✓		-	15,000			✓	BAC/GEA	Central Admin.
4.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize stakeholder Forum on business promotion and development	Municipal wide			✓			-	4,000			✓	BAC/GEA	Central Admin.
5.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Business formalization	Municipal wide		✓	✓			-	15,000			✓	BAC/GEA	Central Admin.
6.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Engage 50 youth in apprenticeship program	Municipal wide		✓				-	25,000			✓	BAC/GEA	Central Admin., Trade Associations - GNAG
7.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Improve MSMEs access to finance	Municipal wide	✓	✓	✓	✓		-	2,000			✓	BAC/GEA	Central Admin.

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
8.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Train 100 youth in vocational skills, aquaculture development and provide training tools / start-up kits for trained youth	Municipal wide	✓	✓	✓	✓		485,000		150,000		✓	Central Admin.	GEA/BAC, Office of the MP, Central Admin., Office of the DACF Admin, Trade Associations
9.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Monthly Technical review meetings / trainings	Municipal Agric office	✓	✓	✓	✓	1,600	6,000	6,700			✓	MDA	RAD,VRCC
10.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Organize four Zonal and one Municipal RELC planning sessions	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone			✓		500	-	8,200		✓		MDA	Research Institutions /RADU
11.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out 30 yield studies on major crops on at least 15 women fields	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone			✓		800	5,000	7,800			✓	MDA	Farmers
12.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Conduct monthly market enumeration and analysis	All market centres	✓	✓	✓	✓		2,000	6,000			✓	MDA	Market women, Stats Dept.
13.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Establish 20 demonstrations in grains, cereals and vegetable production using Climate Smart Agricultural varieties	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone		✓			1,600	3,500	9,200		✓		MDA	CSIR Crop Research
14.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out home and farm visits by 12 Technical staff to educate farmers on Climate Smart and Good Agricultural practices in crop and livestock production	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	2,000	10,000	12,000			✓	MDA	Farmers

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
15.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Conduct field monitoring visits by Agric Director	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓		1,200	8,000			✓	MDA	MCentral Admin.
16.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	MCE, MCD, other selected heads of department carry out monitoring visits of Departments activities	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone		✓	✓			6,000	6,000			✓	MDA	MPCU
17.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Facilitate the supply of coconut seedlings and agric inputs to farmers	Yame, Amedzikorpe, Klikor/Agbozume operational zones.			✓		3,000	-	20,000		✓		MDA	
18.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of Twelve (12) Technical Staff and 600 farmers in post harvest management in rice and maize production	Yame, Amedzikorpe, Klikor/Agbozume operational zones.		✓	✓		800	4,000	12,000			✓	MDA	RAD
19.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of 200 women cassava processors on value addition, packaging and branding, etc .	Yame, Amedzikorpe, Klikor/Agbozume operational zones.			✓		1,000	5,000	9,000			✓	MDA	RAD
20.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Construct two (2) smokeless stove for two (2) cassava processing group	Amedzikorpe, Aveshive			✓		2,000	5,000	12,000			✓	MDA	WORKS DEPT, RADU

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
21.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Construct a solar dryer for the drying of grains and cereals.	Lotakor operational area.			✓		1,000	-	14,000			✓	MDA	MWD, VRCC (RAD)
22.	Increase agricultural productivity by 80% in 2029	Agriculture and agribusiness development programme	Organise two food demonstrations/cook fairs for 2 women Farmer Based Organisations	Yame, Amedzikorpe, Klikor/Agbozume operational zones.			✓		1,500	800	5,000			✓	MDA	RAD
23.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Organize stakeholder meetings and Agric Input fairs with value chain actors	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓				2,000	2,500	6,500		✓		MDA	INPUT DEALERS, FARMERS ETC
24.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Sensitize populace on Feed Ghana program and other Agric related government policies on Radio and at Community fora	Holy FM, Amenuveve FM	✓	✓	✓	✓	2,000	-	7,000			✓	MDA	FM Stations
25.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Register farmer based organizations under Feed Ghana program	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	1,500	-	4,500			✓	MDA	ASSEMBLYMEN
26.	Increase agricultural productivity by 70% in 2030	Agriculture and agribusiness development programme	Organize training on alternate livelihood enhancement for 2 women groups including liquid soap making, soya khebab etc.	Aflao/Denu zone, Amedzikorpe / Kpoglu zone, Agbozume / Klikor zone and Yame zone			✓		2,000	-	5,400		✓		MDA	RAD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
27.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Support to agricultural improvement	Municipal wide	✓	✓	✓	✓		-	100,000			✓	Central Admin.	Office of the MP
28.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Maintain and update DLRev database, print and distrtibute BOP and property rate bills	Tokor	✓	✓	✓	✓		-	100,000			✓	Budget Unit	MFD, Revenue Unit
29.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Gazzette Assembly Fee Fixing resolution and rate impost bye-laws and enforce all by- laws	Tokor	✓	✓	✓	✓		-	100,000			✓	Budget Unit	Central Admin
30.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize bi-annual business stakeholder's forum and quarterly medium, small & micro enterprises (MSME) sub-committee meeting	Municipal wide	✓	✓	✓	✓		20,000	10,000			✓	BAC/GEA	Central Admin., GEA, REP
31.	Increase tourist arrivals yearly by 10 percent	Trade, Tourism and Investment Promotion (TTIP) Programme	Support tourism activities, promotions, traditional authorities and participation in fairs	Municipal wide; Avoeme	✓	✓	✓	✓		50,000	100,000			✓	Central Admin.	TAs, Office of the MP
Development Dimension: Social Development																
32.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	Health and Health Services Programme	Community Health Outreach	Municipal wide	✓	✓	✓	✓		100,000				✓	Central Admin.	Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
33.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1 No.2 unit KG Block, 1 No. 6-unit, Primary Block WC, Changing room, furniture, staff Common room, local borehole, water harvest and storage system, library/ICT room and 1No. Bedroom self-contained bungalow for the headteacher.	Agbozume Aglican Basic Sch.	✓	✓	✓	✓		1,500,000			✓		Central Admin.	GES, MWD
34.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Contruction of 1No. 2-unit KG Block with WC, changing room, furnitutre, staff common room, local borehole, water harvest and storage system.	Agavedzi	✓	✓	✓	✓		2,000,000			✓		Central Admin.	GES
35.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 3-Unit JHS block with WC,changing room, furniture , staff common room, local borehole, library/ICT system room	Denu Chicago M/A Basic Sch.	✓	✓	✓	✓		4,500,000			✓		Central Admin.	GES, MWD, Office of the DACF Admin
36.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 2No. 6-unit, Primary Block WC, Changing room, furniture, staff Common room, local borehole, water harvest and storage system, library/ICT room	Nyormikope, Amutinu / Salakope	✓	✓	✓	✓		3,000,000				✓	Central Admin.	GES, Office of the DACF Admin
37.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 250 No. octagonal tables and chairs for KG schools	Municipal Wide	✓	✓				875,000				✓	Central Admin.	GES, Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
38.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 1,500 No. dual desks for public primary schools	Municipal Wide	✓	✓				900,000				✓	Central Admin.	GES, Office of the MP
39.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 800 No. Mono Desks for JHS	Municipal Wide	✓	✓				360,000				✓	Central Admin.	GES, Office of the MP
40.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 800 No. Mono Desks for SHS	Municipal Wide	✓	✓				360,000				✓	Central Admin.	GES, Office of the MP
41.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Procurement of 450 No. tables and chairs for basic school teachers and GES office	Municipal Wide	✓	✓				1,148,000				✓	Central Admin.	GES, Office of the MP
42.	Increase completion rate at JHS 3 from 90% to 100% at the end of 2029	Education and sports development programme	Support to education activities including STME clinics, sponsorship, Girl Child Education, my first day at school, sports, reading festival, quiz competition, mock exams, teacher motivation, cultural activities and other education activities.	Municipal Wide	✓	✓	✓	✓		150,000	50,000			✓	Central Admin.	GES, Office of the MP
43.	Reduce incidence of abuse, difilemet, violence and exploitation against vulnerable groups by 60 percent by 2032	Social Protection programme	Organize regular youth camp to bring up youth in proper manner and reduce youth deliquency	Selected communities	✓	✓	✓	✓		-	80,000	100,000	✓		GES	Central Admin, NCCE, ISD, Religious Organizations, CNC, TAs, Assembly members, Youth Groups

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
44.	Increase proportion of functional health facilities from 83% to 100%	Health and Health Services Programme	Construction of 4No. CHPS compound with nurses' bungalow at Awakorme, Pokuime, Dornomadi, Huime	Awakorme, Pokuime, Dornomadi, Huime	✓	✓	✓	✓		3,000,000		3,000,000	✓		MWD	Central Admin., GHS
45.	Increase enrollemnt in TVET institutions by 30% by the end of 2029	Education and sports development programme	Retool and facilitate partnership for TVET Institutions equipment, tools and suitable infrastucture KLISTECH and AMEZVOTECH	Klikor	✓	✓	✓	✓		2,000,000		5,000,000	✓		Central Admin.	DP, Office of the MP, TVET Commission
46.	Increase completion rate at JHS 3 from 90% to 100% at the end of 2029	Education and sports development programme	Support to teaching and learning delivery (Schools and Teachers award scheme, educational financial support)	Municipal wide	✓	✓	✓	✓		75,000				✓	Central Admin.	Office of the MP
47.	Build at least 3 sporting areas and 2 parks by the end of 2029	Education and sports development programme	Develop / renovate one sports, recreational centre and parks	Municipal wide	✓	✓	✓	✓		12,000,000			✓		Central Admin.	GES, GSA, PPD, Office of the DACF Admin
48.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2030	Good Governance, Security, and Data Management Programme	Train 40 community volunteers and education of 20 communities on births and deaths registration	Agozume Zongo, Denu Zongo, Aflao Zongo, Gakli, Duta; Municipal wide	✓	✓	✓	✓		2,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers
49.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2030	Good Governance, Security, and Data Management Programme	Public sensitization on importance of births and deaths registration	Agbozume, Nogokpo, Denu, Adafianu, Duta, Gakli		✓		✓		6,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers
50.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2031	Good Governance, Security, and Data Management Programme	Collect price data on goods and Services to compute National CPI and Inflation	Agbozume Market	✓	✓	✓	✓	2,000	15,000	10,000			✓	Statistics Dept	GSS

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
51.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2032	Good Governance, Security, and Data Management Programme	Collect and update administrative data from departments, units, desks and other institutions	Municipal wide	✓	✓	✓	✓	2,000	10,000	10,000			✓	Statistics Dept	GSS, Central Admin
52.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2033	Good Governance, Security, and Data Management Programme	Supervise field data colletion and disseminate statistical information	Municipal wide	✓	✓	✓	✓	703	10,000				✓	Statistics Dept	Central Admin
53.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	Health and Health Services Programme	Support to immunization / vaccination, malaria control, stakeholders' meeting, public health outreach, screening, district and emergency response initiative on HIV / AIDS and other health services	Municipal wide	✓	✓	✓	✓		100,000	20,000	50,000		✓	Central Admin.	GHS, HIV/AIDs Focal person, CSOs
54.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of pump houses and extension of 3 water systems to 20 unserved / underserved areas	Selected communities	✓	✓	✓	✓	145,000	900,000			✓		Central Admin.	CWSA, MWD, Waterboards

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
55.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement and installation of (15) 6tonnes metal skip bins, (40) 240litre domestic and office dustbins, and procurement of sanitary tools	Avoeme, Yorkoe, Huime, Agbozume, Animal market, Denu old slaughterhouse, Hatsukope, Klikor, Teshie, Gbugbla, Huime, Agorkpanu, Aflagatigorme, Duta, Apekotuime, Viepe; selected institutions	✓	✓				950,000			✓		EHSU	Central Admin. MWD
56.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate solid waste skips to final disposal site (SIP), disinfection and management of waste landfills activities	Municipal wide	✓	✓	✓	✓		1,170,000				✓	EHSU	Central Admin, Zoomlion Ghana
57.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake water, sanitation, hygeine and Municipal water and sanitation team activities, disinfect wells & water sources with aqua tablets and support other sanitation activities	Municipal wide	✓	✓	✓	✓		475,000			✓		EHSU	Central Admin, Waste management companies, Office of the MP
58.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement of logistics (4No. motorbikes), sanitary tools, material for burial of paupers and routine cleaning / cleansing, 30 branded jacket, 1 printer and 6 tablets	Municipal wide	✓	✓	✓			47,500			✓		EHSU	Central Admin, Traditional authorities, Zonal Councils, communities

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
59.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Train environmental health and other staff on court prosecution procedure	Tokor	✓					7,500	2,500		✓		Central Admin.	HRD, VRCC, Assembly members, Communities, Traditional Audthorities
60.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Update map on water, air pollution & noise nuisance points for public health education and procure 1 sound level monitoring meter	Municipal wide	✓	✓				50,000			✓		EHSU	Planning Unit, statistics, Central Admin
61.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake school health promotion, conduct inspection of domiciliary, eating and drinking places	Municipal wide	✓	✓	✓			25,000			✓		EHSU	Central Admin, GES, Ketu South MA
62.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	WASH (Water, Environmental Sanitation and Hygiene) Programme	Organise sanitation day exercises and desilt public drains and water-logged areas	Municipal wide	✓	✓	✓	✓		112,500	60,000			✓	EHSU	Central Admin, NADMO, Office of the MP, Communities, Assembly members, Zonal councils, Traditional authorities, waste management companies, Media

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
63.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate 5 unauthorized dumping sites	Municipal wide	✓	✓	✓	✓		200,000				✓	Central Admin.	EHSU, MWD, PPD
64.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake partial evacuation of Dekeme unauthorized solid waste disposal site	Dekeme	✓	✓				800,000			✓		EHSU	Central Admin, MWD, Traditional authorities Assembly members, Zonal councils
65.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Continue Community-led Total Sanitation (CLTS) innitiative to achieve open deafeacation free status in 5 communities	Selected communities in all Zonal Councils	✓	✓	✓			417,500			✓		EHSU	Central Admin, Traditional authorities, religious leaders, Zonal Councils, communities, Media, NGOs, MWD,
66.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	Health and Health Services Programme	Undertake public awareness campaigns, nutrition & hygiene promotion, screening of food vendors and school caterers	Municipal wide	✓	✓	✓			37,500				✓	EHSU	Media, GHS, GES, Business community
67.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Implement coastal cleaning & cleansing activities	Municipal wide	✓	✓	✓			500,000	40,000		✓		EHSU	Central Admin, communities

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
68.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Conduct monitoring and inspection of tourist sites, screen and register food vendors and tourism facilities	Municipal wide	✓	✓	✓			37,500	10,000	10,000		✓	EHSU	Ghana Tourism Authority, Central Admin
69.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Demolish & backfill (11) dilapidated KVIP public toilets	Municipal wide	✓	✓	✓			75,000			✓		EHSU	NADMO, PPD, MWD, Central Admin, Assembly members, communities
Development Dimension: Environment and Human Settlement Development																
70.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct end of year review meeting of 2027 road safety activities	KSMA conference Hall	✓					10,000	10,000			✓	Central Admin.	GPRTU, TSW, Road Safety Commission
71.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct school education on pedestrian safety and form road safety clubs in trained schools	Aflao		✓				-	5,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
72.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct school education on pedestrian safety and form road safety clubs in trained schools	Agbozume, Klikor and sorrounding communities			✓	✓		-	5,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
73.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct driver, rider and pedestrian sensitization on road safety at bus & motor terminals	Aflao, Somey,Klikor		✓	✓	✓		-	5,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
74.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Organize 2 monthly media and shop owners' engagement on general road safety, parking on roads	Holy FM		✓	✓	✓		-		24,000	✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
75.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Opening and surfacing of feeder (20km), urban roads (25km), maintenance, drains (25km) and construction of 2No. culverts with gravel approaches on selected roads in the municipality	Municipal wide	✓	✓	✓	✓		500,000	50,000	800,000		✓	MWD	Central Admin, DUR, DRIP Secretariat, Office of the DACF Admin, Private sector
76.	By 2029, increase number of landing site facilities including meeting area, fish drying area and cold storefacilities by 2	Fisheries and aquaculture development programme	Development of landing beach facilities at Shikakope landing beach	Shikakorpe			✓			100,000	5,400	50,000	✓		Central Admin.	Landing Beach Committee, MOFAD
77.			Undertake road markings, procure and install road furniture on selected roads and traffic points	Municipal wide	✓	✓	✓	✓		-	10,000	60,000		✓	DUR	GHA, MWD, Central Admin.
78.	By 2029, plant 1500,000 trees and mangrooves to recover lost vegetation and protect the environment	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	Nurse and plant 1 acre mangroove trees in wetlands to recover vegetation and rejuvenate ecosystem	Selected communities along the lagoon	✓	✓	✓	✓		-	6,000			✓	FSD	Central Admin, PPD, ZCs, Assembly members
Development Dimension: Governance and Institutional Development																
79.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Conduct audit assignments, submission of reports and follow-ups	Municipal wide	✓	✓	✓	✓		-	72,000			✓	Internal Audit Unit	
80.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Sensitization and community engagement on NACAP	Municipal wide	✓	✓	✓	✓		-	60,000			✓	Internal Audit Unit	NCCE

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
81.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Organize capacity building workshop for all Assembly, Unit Committee Members and Zonal Council staff	Municipal wide			✓			30,000	20,000			✓	Central Admin.	HRD
82.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Procurement, installation and maintenance of streetlights, electricity poles, metes and support rural electricifation	Municipal wide	✓	✓	✓	✓		-	220,000	140,000		✓	Central Admin.	MWD, PPD, Office of the MP, MLGDRD, MoEn, ECG, Ass. Members, Zonal Councils
83.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Infrastructure Maintenance programme	Maintain public infrastructure including markets, sanitation, education, health with gender responsive facilities using climate-resilient materials using climate-resilient materials	Municipal wide; Tukpuikope, Hatsukope, Atsapui (Toilet)	✓	✓	✓	✓		300,000	500,000	1,400,000		✓	Central Admin.	MWD, Office of the MP, MLGDRD, Ass. Members, Zonal Councils
84.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Support sub-district structures and community-initiated / Self-Help projects	Municipal wide	✓	✓	✓	✓		-	100,000			✓	Central Admin.	Zonal Councils, Assembly members, MWD
85.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Celebration of national / international events, contribution to NALAG, VRCC and payment for land etc.	Municipal wide	✓	✓	✓	✓		120,000	285,000			✓	Admin Unit	All Departments, Services, TAs,

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
86.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Hold bi-weekly 'You-and-Your-Assembly' radio show for assembly engagement with the public	Holy FM, Amenuveve, Victory Fm	✓	✓	✓	✓		-	100,000			✓	Admin Unit	NCCE, ISD, All department
87.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Maintenance of law, order and security	Municipal wide	✓	✓	✓	✓		200,000	65,000			✓	Central Admin.	MUSEC, Security Services, Office of the MP
88.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Organize regular statutory, administrative, technical meetings, stakeholder consulataion, social accountability fora, staff durbar and MCEs engagement with communities / stakeholders	Municipal wide	✓	✓	✓	✓		100,000	100,000			✓	Central Admin.	All Departments/ Units, CSOs, TAs, Private Sector, GIZ, CDD, Research Institutions
89.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Infrastructure Maintenance programme	Maintenance, refurbishment, rehabilitation and electrical audit of offices, staff accommodation and equipment	Municipal wide	`	✓	✓	✓		330,000	200,000			✓	Central Admin.	MWD, Office of the MP, Central Admin.CF Admin
90.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Preparation, review and submission of plans, budgets, reports, registers and other statutory / requested documents to VRCC, other stakeholders and support MPCU activities	Municipal wide	✓	✓	✓	✓		360,000	120,000	30,000		✓	Central Admin.	All Departments, Units, Desks, ZCs, MPCU, VRCC, GIZ, Internal Audit Unit

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
91.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct monitoring, evaluation / review, inspection, audit, development control of development projects, programmes, performance, revenue points, sanitation service providers, surveys and censuses at Municipal and sub-structures levels	Municipal wide	✓	✓	✓	✓	40,000	100,000	120,000	2,000		✓	Central Admin.	All departments, Units, Desks, Focal persons, Internal Audit Unit
92.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Facilitate the performance appraisal of staff using the performance appraisal tool and award best performing staff	Tokor	✓		✓			-	12,000			✓	HRD	Central Admin.
93.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct tailored and general training / development for staff and technical commmittees on training gaps identified in performance appraisal and needs assessment	Tokor		✓		✓		20,000	60,000			✓	HRD	Central Admin, All Departments / Units
94.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct capacity needs assessment of all Departments	Tokor	✓	✓	✓	✓		-	5,000			✓	HRD	Central Admin.
95.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	360 MEAL Programme	Conduct post capacity needs assessment of staff on training(s) undertaken in the year and prepare 2025 retirement analysis, leave roaster and promotion register	Tokor	✓	✓	✓	✓		-	5,000			✓	HRD	Central Admin.

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
96.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	361 MEAL Programme	Support for staff during promotion, bereavement, marriage, outdooring, health, school fees and emergencies	Tokor	✓	✓	✓	✓		-	40,000			✓	HRD	Central Admin.
97.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Collect administrative and primary data, supervise field data collection and disseminate statistical information	Municipal Wide	✓	✓	✓	✓		20,000	7,000			✓	Statistics Dept	GSS, Central Admin, All Departments
98.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Enforce development control laws and prosecute rate defaulters	Municipal Wide	✓	✓	✓	✓		-	5,000			✓	PPD	MWD, Central Admin, Inspectorate Unit
99.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	361 MEAL Programme	Undertake annual capacity building needs assessment	Tokor	✓					-	6,000			✓	HRD	Central Admin
100.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	362 MEAL Programme	Undertake performance appraisal and monitoring of all staff	Tokor	✓	✓	✓	✓	4,000	-	10,000			✓	HRD	Central Admin
101.	By 2029, achieve 80% rating with DPAT assessment and pass compliance indicators	Good Governance, Security, and Data Management Programme	Regular renewal of internet, website, dlRev, bulk messaging, call credit and other ICT subscription services	Tokor	✓	✓	✓	✓	10,000	-	30,000			✓	Central Admin.	Service Providers
			Total						**227,003**	**40,712,000**	**3,173,200**	**10,786,000**				

Source: Author's Construct, 2025

6.5 ANNUAL ACTION PLAN 2029

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Development Dimension: Economic Development																
1.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Train 100 youth in technical, vocational, other skills, aquaculture development and provide training tools / start-up kits for trained youth	Municipal wide	✓	✓	✓	✓		485,000		150,000		✓	Central Admin.	GEA/BAC, Office of the MP, Central Admin., Office of the DACF Admin, Trade Associations
2.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Business Counselling	Municipal wide	✓	✓	✓	✓	8,000	-				✓	BAC/GEA	
3.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Facilitate NVTI certificates for 50 graduate apprentices	Municipal wide			✓		10,000	-				✓	BAC/GEA	
4.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Participate in Volta Trade Fair at Ho	Ho				✓	50,000	-				✓	BAC/GEA	
5.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize stakeholder Forum on business promotion and development	Municipal wide			✓		4,000	-				✓	BAC/GEA	
6.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize bi-annual business stakeholder's forum and quarterly medium, small & micro enterprises (MSME) sub-committee meeting	Municipal wide	✓			✓		-	15,000			✓	BAC/GEA	

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
7.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Improve MSMEs access to finance	Municipal wide	✓	✓	✓	✓	2,000	-				✓	BAC/GEA	
8.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Train 25 youth in Cereal processing	Municipal wide		✓			20,000	-				✓	BAC/GEA	
9.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Facilitate formalization of 50 businesses	Municipal wide	✓		✓		25,000	-				✓	BAC/GEA	
10.	Increase agricultural productivity by 70% in 2028	Agriculture and agribusiness development programme	Support staff capacity building at local, regional and national levels(trainings, seminars and workshops)	At National, Regional and Local levels.	✓	✓	✓	✓	3,000	1,000	8,000			✓	MDA	RAD,LGS,VRCC ,NGOs
11.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Organize four Zonal and one Municipal RELC planning sessions	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone			✓		500	-	8,200		✓		MDA	Research Institutions /RADU
12.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out 30 yield studies on major crops on at least 15 women fields	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone			✓		800	5,000	7,800			✓	MDA	Farmers
13.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Establish 20 demonstrations in grains, cereals and vegetable production using Climate Smart Agricultural varieties	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone		✓			1,600	3,500	9,200		✓		MDA	CSIR Crop Research

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
14.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Carry out home and farm visits by 15 Technical staff to educate farmers on Climate Smart and Good Agricultural practices in crop and livestock production	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	2,000	10,000	13,000			✓	MDA	Farmers
15.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Field monitoring visits by Agric Director	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓		1,200	8,000			✓	MDA	MCentral Admin.
16.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	MCE, MCD, other selected heads of department carry out monitoring visits of Departments activities	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone		✓	✓			6,000	6,000			✓	MDA	MPCU
17.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Facilitate the supply of coconut seedlings and agric inputs to farmers	Yame, Amedzikorpe, Klikor/Agbozume operational zones.			✓		3,000	-	20,000		✓		MDA	
18.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of 15 Technical Staff and 600 farmers in post harvest management in rice and maize production	Yame, Amedzikorpe, Klikor/Agbozume operational zones.		✓	✓		1,000	4,000	16,000			✓	MDA	RAD
19.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Build capacity of 200 women cassava processors on value addition, packaging and branding, etc .	Yame, Amedzikorpe, Klikor/Agbozume operational zones.			✓		1,000	5,000	9,000			✓	MDA	RAD

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
20.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Construct 2 smokeless stove for cassava processing groups, 1 solar dryer for grains, cereals and 1 warehouse	Agblekpui, Detokorpe, Adawukope			✓		2,000	605,000	14,000			✓	MDA	WORKS DEPT, RADU, Central Admin.CF Admin
21.	Reduce post-harvest losses by 50% in 2029 through improved storage, processing and handling facilities ensuring women farmers and traders benefit equitably	Agriculture and agribusiness development programme	Construct a solar dryer for the drying of grains and cereals.	Yame operational area.			✓		3,000	-	14,000			✓	MDA	MWD, VRCC (RAD)
22.	Increase agricultural productivity by 80% in 2029	Agriculture and agribusiness development programme	Organise two food demonstrations/cook fairs for 2 women Farmer Based Organisations	Yame, Amedzikorpe, Klikor/Agbozume operational zones.			✓		1,500	800	6,000			✓	MDA	RAD
23.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Organize stakeholder meetings and Agric Input fairs with value chain actors	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓				2,000	2,500	7,500		✓		MDA	INPUT DEALERS, FARMERS ETC
24.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Sensitize populace on Feed Ghana program and other Agric related government policies on Radio and at Community fora	Holy FM, Amenuveve FM	✓	✓	✓	✓	2,000	-	7,000	✓		✓	MDA	FM Stations
25.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Register farmer based organizations under Feed Ghana program	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone	✓	✓	✓	✓	1,500	-	4,500			✓	MDA	ASSEMBLYMEN

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
26.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Agriculture and agribusiness development programme	Organize training on alternate livelihood enhancement for 2 women groups including liquid soap making, soya khebab etc.	Aflao/Denu zone, Amedzikorpe/Kpoglu zone, Agbozume/Klikor zone and Yame zone			✓		2,000	-	5,400		✓		MDA	RAD
27.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Support to agricultural improvement	Municipal wide	✓	✓	✓	✓		-	2,000			✓	Central Admin.	Office of the MP
28.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Maintain and update DLRev database, print and distrtibute BOP and property rate bills	Tokor	✓	✓	✓	✓		-	100,000			✓	Budget Unit	MFD, Revenue Unit
29.	Create 50,000 decent jobs with equal opportunities for women and men by the end of 2029	Private sector development programme	Organize bi-annual business stakeholder's forum and quarterly medium, small & micro enterprises (MSME) sub-committee meeting	Municipal wide	✓	✓	✓	✓		20,000	10,000			✓	BAC/GEA	Central Admin., GEA, REP
30.	Increase tourist arrivals yearly by 10 percent	Trade, Tourism and Investment Promotion (TTIP) Programme	Support tourism activities, promotions, traditional authorities and participation in fairs	Municipal wide	✓	✓	✓	✓		50,000	100,000			✓	Central Admin.	TAs, Office of the MP
31.	Increase agricultural productivity by 70% in 2029	Agriculture and agribusiness development programme	Conduct monthly market enumeration and analysis	All Market centres.	✓	✓	✓	✓		2,000	6,000			✓	MDA	Market women, Stats Dept.
Development Dimension: Social Development																
32.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2030	Good Governance, Security, and Data Management Programme	Train 40 community volunteers and education of 20 communities on births and deaths registration	Agozume Zongo, Denu Zongo, Aflao Zongo, Gakli, Duta; Municipal wide	✓	✓	✓	✓		2,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
33.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2030	Good Governance, Security, and Data Management Programme	Public sensitization on importance of births and deaths registration	Agbozume, Nogokpo, Denu, Adafianu, Duta, Gakli		✓		✓		6,000				✓	Birth & Death Dept.	Central Admin., GHS, Assembly members, Chiefs, Queen Mothers
34.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2031	Good Governance, Security, and Data Management Programme	Collect price data on goods and Services to compute National CPI and Inflation	Agbozume Market	✓	✓	✓	✓	2,000	15,000	10,000			✓	Statistics Dept	GSS
35.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2032	Good Governance, Security, and Data Management Programme	Collect and update administrative data from departments, units, desks and other institutions	Municipal wide	✓	✓	✓	✓	2,000	10,000	10,000			✓	Statistics Dept	GSS, Central Admin
36.	Reduce data gaps in Annual Progress Reports by 80% at the end of 2033	Good Governance, Security, and Data Management Programme	Supervise field data colletion and disseminate statistical information	Municipal wide	✓	✓	✓	✓	703	10,000				✓	Statistics Dept	Central Admin
37.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	Health and Health Services Programme	Support to immunization / vaccination, malaria control, stakeholders' meeting, public health outreach, screening, district and emergency response initiative on HIV / AIDS and other health services	Municipal wide	✓	✓	✓	✓		100,000	20,000	50,000		✓	Central Admin.	GHS, HIV/AIDs Focal person, CSOs
38.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	Health and Health Services Programme	Community Health Outreach	Municipal wide	✓	✓	✓	✓		100,000				✓	Central Admin.	Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
39.	Increase proportion of functional health facilities from 83% to 100%	Health and Health Services Programme	Contruction of 1No. 2-unit KG Block with WC, changing room, furnitutre, staff common room, local borehole, water harvest and storage system.	Kpodzi	✓	✓	✓	✓		1,000,000			✓		Central Admin.	GES, MWD
40.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement and installation of (15) 6tonnes metal skip bins, (40) 240litre domestic and office dustbins, and procurement of sanitary tools	Avoeme, Yorkoe, Huime, Agbozume, Animal market, Denu old slaughterhouse, Hatsukope, Klikor, Teshie, Gbugbla, Huime, Agorkpanu, Aflagatigorme, Duta, Apekotuime, Viepe; selected institutions	✓	✓				950,000			✓		EHSU	Central Admin. MWD
41.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate solid waste skips to final disposal site (SIP), disinfection and management of waste landfills activities	Municipal wide	✓	✓	✓	✓		1,170,000				✓	EHSU	Central Admin, Zoomlion Ghana
42.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake water, sanitation, hygeine and Municipal water and sanitation team activities, disinfect wells & water sources with aqua tablets and support other sanitation activities	Municipal wide	✓	✓	✓	✓		475,000			✓		EHSU	Central Admin, Waste management companies, Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
43.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Procurement of logistics (4No. motorbikes), sanitary tools, material for burial of paupers and routine cleaning / cleansing, 30 branded jacket, 1 printer and 6 tablets	Municipal wide	✓	✓	✓			47,500			✓		EHSU	Central Admin, Traditional authorities, Zonal Councils, communities
44.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Train environmental health and other staff on court prosecution procedure	Tokor	✓					7,500	2,500		✓		Central Admin.	HRD, VRCC, Assembly members, Communities, Traditional Audthorities
45.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Update map on water, air pollution & noise nuisance points for public health education and procure 1 sound level monitoring meter	Municipal wide	✓	✓				50,000			✓		EHSU	Planning Unit, statistics, Central Admin
46.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake school health promotion, conduct inspection of domiciliary, eating and drinking places	Municipal wide	✓	✓	✓			25,000			✓		EHSU	Central Admin, GES, Ketu South MA

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
47.	Achieve an annual 10% reduction in prevalence of all top 10 diseases (including malaria and HIV/AIDS)	WASH (Water, Environmental Sanitation and Hygiene) Programme	Organise sanitation day exercises and desilt public drains and water-logged areas	Municipal wide	✓	✓	✓	✓		112,500	60,000			✓	EHSU	Central Admin, NADMO, Office of the MP, Communities, Assembly members, Zonal councils, Traditional authorities, waste management companies, Media
48.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Evacuate 5 unauthorized dumping sites	Municipal wide	✓	✓	✓	✓		200,000				✓	Central Admin.	EHSU, MWD, PPD
49.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Undertake partial evacuation of Dekeme unauthorized solid waste disposal site	Dekeme	✓	✓				800,000			✓		EHSU	Central Admin, MWD, Traditional authorities Assembly members, Zonal councils
50.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Continue Community-led Total Sanitation (CLTS) initiative to achieve open defaecation free status in 5 communities	Selected communities in all Zonal Councils	✓	✓	✓			417,500			✓		EHSU	Central Admin, Traditional authorities, religious leaders, Zonal Councils, communities, Media, NGOs, MWD,

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
51.	Increase propotion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	Health and Health Services Programme	Undertake public awareness campaigns, nutrition & hygiene promotion, screening of food vendors and school caterers	Municipal wide	✓	✓	✓			37,500				✓	EHSU	Media, GHS, GES, Business community
52.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Implement coastal cleaning & cleansing activities	Municipal wide	✓	✓	✓			500,000	40,000		✓		EHSU	Central Admin, communities
53.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Conduct monitoring and inspection of tourist sites, screen and register food vendors and tourism facilities	Municipal wide	✓	✓	✓			37,500	10,000	10,000		✓	EHSU	Ghana Tourism Authority, Central Admin
54.	Increase proportion of population with access to improved sanitation services from 29.8% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Demolish & backfill (11) dilapidated KVIP public toilets	Municipal wide	✓	✓	✓			75,000			✓		EHSU	NADMO, PPD, MWD, Central Admin, Assembly members, communities
55.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1 No. 6-unit, Primary Block WC, Changing room, furniture, staff Common room, local borehole, water harvest and storage system, library/ICT room	Huime Agordome M/A Basic Sch.	✓	✓	✓	✓		1,500,000			✓		Central Admin.	GES, MWD
56.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 1No. 3-Unit JHS block with WC, changing room, furniture , staff common room, local borehole, library/ICT system room	Aflao EP Basic School	✓	✓	✓	✓		2,000,000			✓		MWD	Central Admin, GES

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
57.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Construction of 2No. 2 unit KG Block with WC, changing room, furniture, staff common room, local borehole, water harvest and storage system.	Aflao Lowcost Prim, Yame	✓	✓	✓	✓		1,500,000			✓		MWD	Central Admin, GES
58.	Increase BECE and WASSCE pass rate by 8% and 10% annually	Education and sports development programme	Renovation of Classroom blocks	Municipal wide	✓	✓	✓			375,000			✓		Central Admin.	GES
59.	Increase completion rate at JHS 3 from 90% to 100% at the end of 2029	Education and sports development programme	Support to education activities including STME clinics, sponsorship, Girl Child Education, my first day at school, sports, reading festival, quiz competition, mock exams, teacher motivation, cultural activities and other education activities.	Municipal wide	✓	✓	✓	✓		130,000	12,500			✓	Central Admin.	GES, Office of the MP
60.	Increase proportion of functional health facilities from 83% to 100%		Construction of 2No. CHPS compound	Huime, Tsivolime	✓	✓	✓	✓		3,000,000			✓		MWD	GHS, Central Admin.
61.	Increase proportion of functional health facilities from 83% to 100%	Health and Health Services Programme	Construct 1No. Accommodation for Kpoglu CHPS compound	Kpoglu	✓	✓	✓	✓		700,000			✓		MWD	GHS, Central Admin.
62.	Build at least 3 sporting areas and 2 parks by the end of 2028	Education and sports development programme	Support to teaching and learning delivery (Schools and Teachers award scheme, educational financial support)	Municipal wide	✓	✓	✓	✓		75,000				✓	Central Admin.	Office of the MP

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
63.	Build at least 3 sporting areas and 2 parks by the end of 2029	Education and sports development programme	Support to Youth Development, sports, culture and religious activities	Municipal wide	✓	✓	✓	✓		100,000				✓	Central Admin.	Office of the MP
64.	Build at least 3 sporting areas and 2 parks by the end of 2029	Education and sports development programme	Develop / renovate one sports, recreational centre and parks	Municipal wide	✓	✓	✓	✓		15,000,000			✓		Central Admin.	GES, GSA, Office of the DACF Admin
65.	Reduce incidence of abuse, defilement, violence and exploitation against vulnerable groups by 60 percent by 2032	Social Protection programme	Organize regular youth camp to bring up youth in proper manner and reduce youth delinquency	Municipal wide; Avoeme,	✓	✓	✓	✓		-	80,000	100,000		✓	GES	Central Admin, NCCE, ISD, Religious Organizations, CNC, TAs, Assembly members, Youth Groups
66.	Increase proportion of population with sustainable access to safe drinking water sources from 27.3% to 60% by the end of 2029	WASH (Water, Environmental Sanitation and Hygiene) Programme	Construction of pump houses and extension of 3 water systems to 20 unserved / underserved areas	Selected communities	✓	✓	✓	✓	145,000	900,000			✓		Central Admin.	CWSA, MWD, Waterboards
Development Dimension: Environment and Human Settlement Development																
67.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct end of year review meeting of 2028 road safety activities	KSMA conference Hall	✓					-	5,000		✓		Central Admin (Road Safety Focal Person)	DVLA, Media, GRSA
68.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Undertake decongestion exercise on major road pavement and shoulders	Major streets in Aflao, Somey, Klikor	✓					10,000	10,000		✓		Central Admin.	GPS, GPRTU, TSW, Road Safety Commission
69.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct road safety walks on awareness creation	Major streets in Aflao, Somey, Klikor		✓				-	5,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
70.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Conduct community and trade groups / associations engagement on road safety	Selected communities and Trade Groups Meeting Places, Aflao, Klikor & Somey			✓	✓		-	5,000		✓		Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
71.	Reduce reported cases of road accidents by 50% at end of 2029	Transport Improvement programme (TIP)	Organize 2 monthly media and shop owners' engagement on general road safety, parking on roads	Holy FM	✓	✓	✓	✓		-		24,000		✓	Central Admin.	GPS, GHS, GRSA, MWD, Media, DVLA
72.	By 2029, plant 1500,000 trees and mangrooves to recover lost vegetation and protect the environment	Coastal, Marine, Water, Protected Areas and Environmental Management Programme	Nurse and plant 1 acre mangroove trees in wetlands to recover vegetation and rejuvenate ecosystem	Selected communities along the lagoon	✓	✓	✓	✓		-	6,000			✓	FSD	Central Admin, PPD, ZCs, Assembly members
73.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Opening and surfacing of feeder (20km), urban roads (25km), maintenance, drains (25km) and construction of 2No. culverts with gravel approaches on selected roads in the municipality	Municipal wide	✓	✓	✓	✓		500,000	50,000	800,000		✓	MWD	Central Admin, DUR, DRIP Secretariat
74.			Undertake road markings, procure and install road furniture on selected roads and traffic points	Municipal wide	✓	✓	✓	✓		-	10,000	60,000		✓	DUR	GHA, MWD, Central Admin.
Development Dimension: Governance and Institutional Development																
75.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Conduct audit assignments, submission of reports and follow-ups	Municipal wide	✓	✓	✓	✓		-	72,000			✓	Internal Audit Unit	

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
76.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Sensitization and community engagement on NACAP	Municipal wide	✓	✓	✓	✓		-	60,000			✓	Internal Audit Unit	NCCE
77.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Organize capacity building workshop for all Assembly, Unit Committee Members and Zonal Council staff	Municipal wide			✓			30,000	20,000			✓	Central Admin.	HRD
78.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Hold bi-weekly 'You-and-Your-Assembly' radio show for assembly engagement with the public	Holy FM, Amenuveve, Victory Fm	✓	✓	✓	✓		-	100,000			✓	Admin Unit	NCCE, ISD, All department
79.	Increase percentage of road network in good condition from 30% to 70% by 2029	Transport Improvement programme (TIP)	Procurement, installation and maintenance of streetlights, electricity poles, metes and support rural electricifation	Municipal wide	✓	✓	✓	✓		-	220,000	140,000		✓	Central Admin.	MWD, PPD, Office of the MP, MLGDRD, MoEn, ECG, Ass. Members, Zonal Councils
80.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	Infrastructure Maintenance programme	Maintain public infrastructure including markets, sanitation, education, health with gender responsive facilities using climate-resilient materials using climate-resilient materials	Municipal wide; Nanteme (Education), Kopeyia Basic School Wall & Park, Afornyokope School Block	✓	✓	✓	✓		300,000	500,000	1,400,000		✓	Central Admin.	MWD, Office of the MP, MLGDRD, Ass. Members, Zonal Councils

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
81.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Support sub-district structures and community-initiated / Self-Help projects	Municipal wide	✓	✓	✓	✓		200,000	100,000			✓	Central Admin.	Zonal Councils, Assembly members, MWD
82.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Celebration of national / international events, contribution to NALAG, VRCC and payment for land etc.	Municipal wide	✓	✓	✓	✓		120,000	285,000			✓	Admin Unit	All Departments, Services, TAs,
83.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Maintenance of law, order and security	Municipal wide	✓	✓	✓	✓		100,000	65,000			✓	Central Admin.	MUSEC, Security Services, Office of the MP
84.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	Good Governance, Security, and Data Management Programme	Organize regular statutory, administrative, technical meetings, stakeholder consulataion, social accountability fora, staff durbar and MCEs engagement with communities / stakeholders	Municipal wide	✓	✓	✓	✓		100,000	100,000			✓	Central Admin.	All Departments/ Units, CSOs, TAs, Private Sector, GIZ, CDD, Research Institutions
85.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Preparation, review and submission of plans, budgets, reports, registers and other statutory / requested documents to VRCC, other stakeholders and support MPCU activities	Municipal wide	✓	✓	✓	✓		360,000	120,000	30,000		✓	Central Admin.	All Departments, Units, Desks, ZCs, MPCU, VRCC, GIZ, Internal Audit Unit

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
86.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Conduct monitoring, evaluation / review, inspection, audit, development control of development projects, programmes, performance, revenue points, sanitation service providers, surveys and censuses at Municipal and sub-structures levels	Municipal wide	✓	✓	✓	✓	40,000	100,000	120,000	2,000		✓	Central Admin.	All departments, Units, Desks, Focal persons, Internal Audit Unit
87.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Facilitate the performance appraisal of staff using the performance appraisal tool and award best performing staff	Tokor	✓		✓			-	12,000			✓	HRD	Central Admin.
88.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Conduct tailored and general training / development for staff and technical commmittees on training gaps identified in performance appraisal and needs assessment	Tokor		✓		✓		20,000	60,000			✓	HRD	Central Admin, All Departments / Units
89.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Conduct capacity needs assessment of all Departments	Tokor	✓	✓	✓	✓		-	5,000			✓	HRD	Central Admin.
90.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Conduct post capacity needs assessment of staff on training(s) undertaken in the year and prepare 2025 retirement analysis, leave roaster and promotion register	Tokor	✓	✓	✓	✓		-	5,000			✓	HRD	Central Admin.

No.	Objective	Programme	Project / Activity	Location	Time frame				Cost (GHS)				Programme Status		Implementing Institution / Dept.	
					Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
91.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Support for staff during promotion, bereavement, marriage, outdooring, health, school fees and emergencies	Tokor	✓	✓	✓	✓		-	40,000			✓	HRD	Central Admin.
92.	Increase citizen participation in public engagements by 20% annually	Good Governance, Security, and Data Management Programme	Collect administrative and primary data, supervise field data collection and disseminate statistical information	Municipal Wide	✓	✓	✓	✓		20,000	7,000			✓	Statistics Dept	GSS, Central Admin, All Departments
93.	Reduce the number of communities affected by disaster by 80% by 2029	Resilient Human Settlements Development programme	Enforce development control laws and prosecute rate defaulters	Municipal Wide	✓	✓	✓	✓		-	5,000			✓	PPD	MWD, Central Admin, Inspectorate Unit
94.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Undertake annual capacity building needs assessement	Tokor	✓					-	2,000			✓	HRD	Central Admin
95.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	360 MEAL Programme	Undertake peformance appraisal and monitoring of all staff	Tokor	✓	✓	✓	✓	4,000	-	10,000			✓	HRD	Central Admin
96.	By 2029, achieve 80% rating with DPAT assessement and pass compliance indicators	Good Governance, Security, and Data Management Programme	Regular renewal of internet, website, dlRev, bulk messaging, call credit and other ICT subsciption services	Tokor	✓	✓	✓	✓	10,000	-	30,000			✓	Central Admin.	Service Providers
97.	Double IGF by end of 2029 through automation and high staff and rate payer skills	Good Governance, Security, and Data Management Programme	Gazzette Assembly Fee Fixing resolution and rate impost bye-laws and enforce all by- laws	Tokor	✓	✓	✓	✓		-	100,000			✓	Budget Unit	Central Admin
98.									349,603	34,489,000	2,770,600	2,736,000				

Source: Author's Construct, 2025

CHAPTER SEVEN:
MONITORING AND EVALUATION ARRANGEMENTS

7.1 INTRODUCTION

Indicators are needed for measuring progress of the Plan. These measurements lead to assessing the achievement or otherwise of stated goals and objectives indicated in the Programme of Action and subsequent Annual and local Action Plans. National level core indicators and district specific indicators will be to be monitored while also conducting pre, midterm and post-term evaluations throughout the plan period. The framework in table 8.1 below provides details of how the progress of implementation of the plan will be tracked.

The chapter also touches on evaluations and participatory monitoring and evaluation (PM&E) that will be conducted during the plan period. The stakeholders that will be involved in the monitoring and evaluation processes are also highlighted.

7.2 STAKEHOLDER ANALYSIS

This section identifies the relevant stakeholders connected with plan implementation, monitoring, and evaluation to see to the successful implementation of the Plan. The various stakeholders are identified and analysed in the matrix below showing the information needs and responsibilities.

Table 8.1: Stakeholder Analysis

No.	Stakeholder	Type	Roles/Interest	Level and Areas of Involvement in Popular Participation
1.	Ketu South Municipal Assembly	Internal	▪ Co-ordinates the activities of Decentralized Departments, Development Partners, NGOs, CSOs, CBOs, FBOs and the private sector. ▪ Provide opportunity for participation of community members, CSOs, traditional authorities & private sector. ▪ Create enabling environment for the private sector to support local economic development. ▪ Put in mechanisms to increase IGF and encourage community contribution in cash and in-kind. ▪ Develop system to track the use of resources and output targets. ▪ Prepare and submit quarterly and annual reports to the RCC, NDPC, MLGRD, DACF Administrator and OHLGS and organize fora to discuss findings of M&E.	▪ Meetings, Advocacy, Reporting and Dissemination, Facilitation, Project Implementation, Monitoring and Evaluation ▪ Facilitations, Consultation Meetings ▪ Capacity Building, Advocacy, Meetings, Bye-law's enactment, Infrastructure Provision ▪ Tax Education, Advocacy, Meetings ▪ Capacity Building, Meetings, M&E, Dissemination ▪ Capacity Building, Meetings, M&E, Dissemination
2.	Local NGOs, CBOs, CSOs, FBOs and Radio Stations	Internal	▪ Work for the inclusion of social priorities in the development plans and annual budgets of the Assembly. ▪ Monitor implementation of projects and programmes and use of resources by the Assembly and its departments. ▪ Serve as a means of getting information on various frameworks to the public and also obtaining ideas and feedback from the public. ▪ Provide financial and technical support to relevant projects and programmes implementation.	▪ Advocacy, Seminars and Consultative Meetings ▪ Project Inspections, M&E, Report Preparations and Dissemination ▪ Capacity Building, Consultative Meetings ▪ Funds, M&E, Reporting, Dissemination ▪ Consultative Meetings, Capacity Building, M&E, Reporting, Advocacy and Dissemination

No.	Stakeholder	Type	Roles/Interest	Level and Areas of Involvement in Popular Participation
			▪ Review the effects of development policy implementation on the welfare of children, women, the vulnerable as well as the protection of the environment.	
3.	Private Sector	Internal	▪ Ensure that the District Assembly's policies and priorities promote the private sector and local economic development. ▪ Invest resources in the key development priority areas and/or enter partnership arrangements with public sector institutions. ▪ Provide social services to needy communities and vulnerable groups as part of their social responsibilities. ▪ Monitor and evaluate the effects of private sector activities. ▪ Hold discussions with Assembly and government on effects of the policy framework on the private sector. ▪ Participate and demand reports of the Assembly's performance.	▪ Consultative Meetings, M&E, Advocacy ▪ Infrastructure Development, Funding, Consultative Meetings ▪ Consultative Meetings, Advocacy, Funding ▪ Supervision, M&E, Reporting, Dissemination ▪ Consultative Meetings, Advocacy ▪ Consultative Meetings, Advocacy
4.	Traditional Authorities and Community Members	Internal	▪ Participate and demand reports of the Assembly's performance. ▪ Monitor implementation of plans and programmes and use of resources by the Assembly. ▪ Work for the inclusion of social and economic priorities in the development plans and the annual budgets of the District Assembly.	▪ Consultative Meetings. Advocacy ▪ Capacity Building, M&E, ▪ Reporting and Dissemination ▪ Capacity Building, M&E, ▪ Reporting and Dissemination
5.	Parliament and Cabinet	External	▪ Review and approve policy framework. ▪ Approve guidelines and formula for allocating resources including the District Assembly Common Fund (DACF). ▪ Oversee policy planning and implementation.	▪ Advocacy, M&E
6.	Ministries Departments and Agencies (MDAs)	External	▪ Act as lead and or collaborating agencies for implementation of policy frameworks. ▪ Determine programmes and projects in line with the policy framework and annual budget guidelines. ▪ Realign on-going projects in favour of promoting growth and poverty reduction activities. ▪ Monitor and evaluate output targets and programmes outcomes. ▪ Assist to seek financial support for implementation of the Plan	▪ Capacity Building, Advocacy, M&E, Reporting
7.	Volta Regional Co-ordinating Council	External	▪ Co-ordinate preparation of developments plans and budgets. ▪ Monitor the implementation of development plans, programmes, and budgets. ▪ Co-ordinate the activities of decentralized departments, development partners, NGOs, CBOs, and CSOs and the private sector	▪ Consultative Meetings, Advocacy, Reporting and Dissemination, Facilitation, Project Implementation, Monitoring and Evaluation ▪ Capacity Building, M&E and Consultative Meetings ▪ Capacity Building, Consultative Meetings
8.	Development Partners	External	▪ Take part in the identification of local goals and priorities. ▪ Development of new programmes and projects in support of the Assembly's priority areas.	▪ Consultative Meetings ▪ Capacity Building, Consultative Meetings ▪ Consultative Meetings

No.	Stakeholder	Type	Roles/Interest	Level and Areas of Involvement in Popular Participation
			▪ Re-shape existing programmes to support priority areas of the Assembly. ▪ Provide financial and technical support to projects and programmes of the Assembly. ▪ Take active part in reviewing and discussions of findings from monitoring and evaluation. ▪ Support independent evaluation of plan and programme implementation.	▪ Funding, Capacity Building, M&E ▪ Consultative Meetings, M&E, Reporting, Dissemination ▪ Funding, Supervision
9.	Training and research organizations	External	▪ Participate in policy reviews and framework for allocation of resources. ▪ Support training and research. ▪ Participate in monitoring and evaluation of performance of the District Assembly and achievement of planned targets and participate in review fora.	▪ Capacity Building & M&E ▪ Capacity Building, Consultative Meetings, Funding ▪ M&E, Consultative Meetings, Reporting and Dissemination

Source: Author's Construct, 2025

7.3 DATA COLLECTION, COLLATION, ANALYSIS, REPORTING AND USE OF RESULTS

The monitoring team led by the Statistician and Planning Officer will collect primary data during the monitoring visits to project sites through observations and interviews of service providers, community members and other key stakeholders. Financial and other relevant reports will be sourced from the various departments and reviewed to collect the required secondary data for tracking the execution of the plan. Data collected will be analysed and presented in tables, charts and graphs and report prepared for discussion among the monitoring team. Results and lessons learnt will be shared with all stakeholders to ensure successful implementation of the Plan. Table 8.2 shows the indicators, period, and method of data collection.

Table 8.2: Monitoring Matrix

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
Development Dimension: Economic Development															
NDCI .001	Total output of agricultural production	Total quantity of selected crops, livestock and poultry and fisheries produced in the district in a given year (mt)	Output	28,250	28,996		29,993		30,990		31,987		Maize	Annually / Quarterly	MDA
				200,000	117,506		118,000		120,000		122,000		Cassava		
				3,000	1,497		2,000		2,500		2,700		Rice		
				1,420	1,645		1,726		1,806		1,887		Cattle		
				25,000	22,496		21,464		20,432		19,400		Sheep		
				175,000	17,8712		18,000		18,200		18,500		Goat		
				1,000	540		1,100		1,320		2,000		Pig		
				25,000	19,043		16,904		14,765		12,626		Poultry		
				1,600	1,004		1,178		1,352		1,527		Fisheries		
				800	1,200		15,000		27,700		34,800		Mango		
				25,000	28,996		29993.2		30,990		31,987		Coconut		
DPCI .002	Total arable / agriculture land (ha) under cultivation	Area of land (ha) put under agricultural production	Input	7,578	10,000		11,500		13,225		15,208		Maize	Annually / Quarterly	MDA
				6,570	8,000		9,200		10,580		11,638		Cassava		
				355	750		840		932		1,062		Rice		
				18	18		18		19		19		Mango		
				94	100		100		102		102		Coconut		
NDCI .003	Average productivity of selected crop (mt/ha):	Output per hectare of selected crops (mt/ha)	Output	3	4		4		4		5		Maize	Annually / Quarterly	MDA
				32	33		33		33		34		Cassava		
				6	7		7		7		8		Rice		
				43	44		44		44		44		Mango		
				160	160		160		160		160		Coconut		
NDCI .004	Percentage of arable land under cultivation	Area of land (in hectares) put under agricultural production expressed as a percentage of total arable land within the district	Outcome	93.57%	94%		96%		98%		100%		All crops	Annually / Quarterly	MDA
DSCI .005	Change in yield of agric production (major crops and livestock)	Measurement of the change in total quantity produced of selected crops in the Municipality each year divided by the total cultivated area of same crop compared to the previous year	Outcome	2	10		10		10		10		Maize	Annually / Quarterly	MDA
				28	30		30		30		30		Cassava		
				4	8		8		8		8		Rice		
				35	35		35		35		35		Mango		
				155	160		160		160		160		Coconut		
DSCI .006	Adoption rate of climate smart agriculture (Proportion of farmers trained in CSA practices adopting them)	The indicator is a measure of the number of farmers trained in CSA practices adopting them expressed as a percentage of the total number of farmers who *underwent* the training.	Outcome	90%	96%		98%		98%		99%		Municipal	Quarterly, annually	MDA
DPCI .007	Number of demonstration farms development	Count of demonstration farms development	Output	0	4		4		4		4		Total	Quarterly, annually	MDA
DPCI .008	Number of AEA visits to farms	Count of AEA visits to farms	Output	5	5		5		5		5		Total	Quarterly, annually	MDA

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
DPCI .009	Number of farmers trained in improved technologies and fertilizer application	Count of farmers trained in in improved technologies and fertilizer application	Output	3525	3600		3600		3625		3625		Total	Quarterly, annually	MDA
NDCI .010	Number of new industries established	Count of new establishments within the district for purposes of producing goods and services. The scope covers all sectors of the economy.	Output	1	5		12		20		30		Agriculture	Annually / Quarterly	MDA, BAC, HRD, NABCO, NYA
				0	10		20		30		40		SMEs		
				56	58		50		50		50		Service		
NDCI .011	Number of new jobs created	Count of formal sector jobs created per annum with aggregation at sectoral level.	Output	19	50		3,050		3,100		3.800		Agriculture	Annually / Quarterly	MDA, BAC, HRD, NABCO, NYA
				10	50		5,000		5,000		4,950		SMEs		
				112	200		8,000		8,500		9,300		Service		
NDCI .012	Percentage change in IGF Growth	The difference of current year IGF over the previous year expressed as a percentage.	Outcome	2%	10%		50%		150%		200%		Total	Annually / Quarterly	MFD / Budget Unit
DSCI .013	Number of days for business operating permit	The indicator measures the number of days required for a business to be given an operating permit to make it legal for the business to operate in the district	Output	8	6		4		2		1		Municipal	Quarterly, annually	Finance Dept. / Revenue Unit
DSCI.014	Number of tourism arrivals	The count of tourist visits to all tourist attractions in the municipality in a year	Output	2,231	2,454		2,699		2,969		3,266		Municipal	Quarterly, annually	Stats Dept.
DPCI .015	Number of tourist enterprises inspected	Count of tourist enterprises inspected	Output	57	100		150		200		250		Municipal	Quarterly, annually	EHSU, GTA
DSCI.16	Proportion of businesses who accessed credit facilities through the BAC	The indicator measures the proportion of businesses who accessed credit facilities through the BAC expressed as a percentage of the total number of trained business owners by BAC	Outcome		25%		30%		32%		40%		Municipal	Annually	BAC
				10%	30%		30%		30%		30%		Male		
				10%	30%		30%		30%		30%		Female		
				5%	25%		25%		25%		25%		18-34		
				15%	20%		20%		20%		20%		35-59		
				0	10%		10%		10%		10%		Above 60		
				0	50%		50%		50%		50%		Sole proprietorship		
				0	20%		40%		40%		40%		Partnership		
				-	20%		40%						Limited Liability		
DSCo.019	Number of investment promotion activities held	Count of total trade and investment promotion carried out by the Assembly	Output	0	7		8		11		14		Total	Annually, quarterly	BAC, MDA, MPCU
				0	300		350		400		500		Female participants		
				0	300		300		3500		400		Male participants		
				0	7		8		11		14		Total Investment		
DSCo.020	Proportion of trained youth and graduate apprentices with established businesses	Proportion of trained youth and graduate apprentices with established businesses expressed as a percentage of total trained youth.	Outcome	2%	30%		30%		40%		50%		Municipal	Annually, quarterly	BAC
				1.5%	10%		10%		20%		25%		Male		
				-0.5%	20%		20%		20%		25%		Female		
DSCo.0	Number of	Count of consultative meetings	Output	20	25		30		36		40		Municipal	Annually,	BAC, MDA, GHS,

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
21	consultative meetings conducted	conducted with stakeholders		210	300		340		380		420		Male	quarterly	GES, Central Admin., MPCU, All Depts.
				352	380		420		560		704		Female		
				5	6		8		9		10		Agric		
				11	15		18		20		22		Services & Trade		
				4	4		4		7		8		Industry		
DPCI .022	Number of MSMEs counselled	Count of MSMEs counselled	Output	310	405		500		550		620		Total	Quarterly, annually	BAC
Development Dimension: Social Development															
DSCI .023	Proportion of educational institutions with functional ICT labs (70% equipment working at all times)	The indicator measures the proportion of educational institutions with functional ICT laboratories (labs). The measure for the functionality of institutional ICT labs is that about 70% of all ICT equipment in the lab are working at all times.	Outcome	0%	20%		25%		30%		40%		Municipal	Quarterly, annually	GES
NDCI .024	Net enrolment ratio	Net enrolment ratio is the number of boys and girls of the school age of a particular level of education (KG/Primary/JHS) that are enrolled in that level of education, expressed as a percentage of the Total population in that age group.	Outcome	62.10%	65%		70%		72%		76%		Kindergarten	Annually	GES
				104%	106%		104%		102%		100%		Primary		
				57.20%	60%		65%		70%		75%		JHS		
				19.40%	22%		25%		30%		35%		SHS		
NDCI .025	Gender parity	Total number of girls at all levels as a ratio of total number of boys at all levels (KG, Primary, JHS, SHS).	Outcome	1.05%	1.07%		1.08%		1.09%		1.10%		Kindergarten	Annually	GES
				1.09%	1.15%		1.15%		1.16%		1.17%		Primary		
				1.16%	1.20%		1.21%		1.19%		1.20%		JHS		
				0.96%	0.90%		0.92%		0.94%		0.94%		SHS		
NDCI .026	Completion rate	Ratio of the total number of pupils/students (girls and boys) enrolled in the last grade of a given level of education (Primary 6, JHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education.	Outcome	112.00%	113.50%		112%		114%		115%		KG Total	Annually	GES
				105%	109%		107%		108%		108%		KG M		
				119%	120%		118%		119%		120%		KG F		
				136.40%	139%		136.80%		136.50%		136.50%		Primary		
				130%	133%		133%		133%		133%		Primary M		
				142.80%	145%		140%		140%		140%		Primary F		
				107.00%	107.50%		107.70%		108%		108.30%		JHS Total		
				99.30%	100%		99.40%		99.60%		99.80%		JHS M		
				114.70%	115%		116%		116.40%		116.80%		JHS F		
				50.30%	52%		55%		57%		60%		SHS Total		
				53.20%	54%		56%		58%		64%		SHS M		
				47%	50%		54%		56%		58%		SHS F		
NDCI .027	Pass rate	Count of final exams takers (girls and boys) who passed a particular exam over a total count of final exam takers in that same exam expressed as a percentage	Outcome	47%	50%		60%		65%		70%		JHS	Annually	GES
			Outcome	45%	50%		60%		65%		70%		SHS		

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
NDCI .028	Number of operational health facilities	Total number of health facilities able to deliver basic health care	Output	0	1		1		0		1		Family Health Unit	Annually	GHS
				21	23		25		28		28		CHPS		
				2	0		1		0		0		Clinics (Total)		
				0	0		1		0		0		Clinics (Public)		
				2	0		0		0		0		Clinics (Private)		
				8	1		0		1		0		Health Centre (Total)		
				8	1		0		1		0		Health Centre (Public)		
				0	0		0		0		0		Health Centre Private)		
				5	5		5		5		5		Hospitals (Total)		
				1	1		1		1		1		Hospitals (Public)		
				4	4		4		4		4		Hospitals (Private)		
NDCI .029	Proportion of health facilities that are functional	Measures the number of health facilities that are registered and in operation for purposes of providing health care services to the general public expressed as a percentage of completed health facilities.	Output	100%	100%		100%		100%		100%		CHPS Compound	Annually / Quarterly	GHS
				50%	100%		100%		100%		100%		Clinics (Total)		
				50%	100%		100%		100%		100%		Clinics (Public)		
				-	-		-		-		-		Clinics (Private)		
				100%	100%		100%		100%		100%		Health Centre (Total)		
				-	-	-	-	-	-	-	-		Health Centre (Public)		GHS
				100%	100%		100%		100%		100%		Health Centre (Private		GHS
													Hospitals (Total)		GHS
				100%	100%		100%		100%		100%		Hospitals (Public)		GHS
				100%	100%		100%		100%		100%		Hospitals (Private)		GHS
NDCI .030	Population with valid NHIS card	The population with valid NHIS card, expressed as a percentage of total district population	Output	56.95%	62%		66%		70%		70%		Total	Annually	NHIA
				29.60%	31.67%		34%		37%		37%		M		
				27.35%	30.34%		32%		33%		33%		F		
				0.57%	0.75%		1.30%		1.5%		2.0%		Indigents		
				3.6%	4.1%		4.4%		4.5%		5.2%		Informal		
				0.99%	1.2%		2.0%		2.7%		3.3%		Aged		
				1.72%	2.6%		3.4%		4.1%		5.5%		Under 18years		
				2.19%	3.0%		3.8%		4.5%		5.3%		Pregnant Women		
				0.58%	0.7%		0.9%		1.2%		1.6%		Others		
NDCI .031	Proportion of population with access to basic drinking water sources	Share of the district population with access to basic drinking water sources including boreholes, standpipes, protected dug wells etc. expressed as a percentage of total district population	Outcome	55%	75%	55%	60%		70%		80%		District	Annually	DSWCD, CWSA, GWCL
				50%	85%	50%	55%		65%		75%		Urban		
				60%	65%	60%	65%		75%		85%		Rural		
032	Number of sanitary facilities available to citizens	Count of toilet facilities being used by households in the municipality by location and type	Output	72,417	91,086		91,086		91,086		91,186		District	Annually	EHSU
				34,323	34,923		34,923		34,923		35,123		Urban		
				38,094	38,944		38,944		38,944		39,944		Rural		
				21,934	23,134		23,134		23,134		33,134		Flush toilets		
				36,987	37,787		37,787		37,787		37,787		Pit latrines		
NDCI .033	Number of births and deaths registered	Count of births and deaths registered at registering institutions	Output	3847	5,000		6633		7933		8374		Birth Total	Annually	Birth & Death
				1970	2,899		3234		3834		4427		Birth M		
				1877	2,101		3399		4099		4540		Birth F		
				684	1,107		800		916		989		Death Total		
				350	610		408		466		490		Death M		

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
				334	569		392		450		499		Death F		
NDCI .034	Total number of recorded cases of child trafficking and abuse	Count of recorded cases of child trafficking and child abuse cases in the district	Output	0	1		1		1		1		Child trafficking M	Annually / Quarterly	DSWCD, GPS
				0	1		1		1		1		Child trafficking F		DSWCD, GPS
				0	0		0		0		0		Child abuse M		DSWCD, GPS
				0	0		0		0		0		Child abuse F		DSWCD, GPS
NDCI .035	Maternal mortality ratio (Institutional)	Maternal deaths recorded per 100,000 live births in the district	Impact	0/100,000	0/100,000		0/100,000		0/100,000		0/100,000		District	Annually	GHS
NDCI .036	Malaria case fatality (Institutional)	Total malaria deaths expressed as a percentage of total malaria admissions in health facilities	Outcome	0.00%	0.00%		0.00%		0.00%		0.00%		Total	Annually	GHS
			Outcome	0.00%	0.00%		0.00%		0.00%		0.00%		M		GHS
			Outcome	0.00%	0.00%		0.00%		0.00%		0.00%		F		GHS
			Outcome	0.00%	0.00%		0.00%		0.00%		0.00%		Under five		GHS
			Outcome	0.00%	0.00%		0.00%		0.00%		0.00%		Women (15-49)		GHS
NDCI .037	Prevalence of Malnutrition: Wasting Underweight Stunting Overweight	Proportion of children 0-59 months (institutional) whose height-for-age, weight-for-age, weight-for-height is less than two standard deviations (-2SD) from the median of the reference population/ group	Impact	0.12	0.00		0.00		0.00		0.00		Wasting	Annually / Quarterly	GHS
			Impact	0.09	0.00		0.00		0.00		0.00		Underweight		GHS
			Impact	0.01	0.00		0.00		0.00		0.00		Stunting		GHS
			Impact	0.00	0.00		0.00		0.00		0.00		Overweight		GHS
DSCI .038	Number of trainings on ISSOPs conducted	Count of ISSOP trainings conducted	Output	2	2		3		3		3		Total	Quarterly, annually	DSWCD
DSCI .039	Proportion of case workers trained in child protection and family welfare	Count of case worker trained in child protection and family welfare expressed as a percentage of available case workers in the district	Output	50	40		50		60		70		Type of training	Quarterly, annually	DSWCD
				10	40		50		60		70		Sex		DSWCD
				78	150		175		200		225		Age		DSWCD
DSCI .040	Number of recorded cases of child violence benefitting from supported social welfare/social services	Count of recorded cases of child violence cases in the district that has received support in social welfare/social services	Output	78	150		175		200		225		Male	Quarterly, annually	DSWCD
				91	150		175		200		225		Female		DSWCD
				66	130		150		170		190		1-5 years		DSWCD
				74	130		150		170		190		6-18 years		DSWCD
				29	40		50		60		70		18+ years		DSWCD
				3	20		25		30		35		Child trafficking		DSWCD
				14	25		30		35		40		Physical Assault		DSWCD
				0	25		30		35		40		Defilement		DSWCD
				131	170		195		220		245		Social welfare		DSWCD
				21	60		70		80		90		Social services		DSWCD
DSCI .041	Number of children reached by social work/social services	Count of children benefiting from social work/social services	Output	131	250		300		350		400		Social work	Quarterly, annually	DSWCD
				9,036	10,006		10,050		10,100		10,150		Social services		DSWCD
				4,394	5,125		5,175		5,205		5,275		Male		DSWCD
				4,775	5,125		5,175		5,225		5,275		Female		DSWCD
				4,035	4,335		4,700		4,625		4,550		1-5 years		DSWCD
				4,449	5,125		4,700		4,625		4,550		6-18 years		DSWCD
				668	700		800		900		1,000		18+ years		DSWCD
				4	30		50		100		150		Difficulty moving		DSWCD
				9	30		50		100		150		Difficulty seeing		DSWCD
				1	30		50		100		150		Diff. hearing /		DSWCD

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
													speaking		
DSCI .042	Number of people reached with child protection and SGBV information (Child Protection Toolkit)	Number of people reached with child protection and SGBV information (Child Protection Toolkit)	Output	857	1,000		1,100		1,200		1,300		Urban	Quarterly, annually	DSWCD
				1,228	1,000		1,100		1,200		1,300		Rural		DSWCD
				911	1,000		1,100		1,200		1,300		Male		DSWCD
				1,174	1,000		1,100		1,200		1,300		Female		DSWCD
				214	350		400		450		500		1-5 years		DSWCD
				827	825		900		975		1,050		6-18 years		DSWCD
				1,044	825		900		975		1,050		18+ years		DSWCD
DSCI .043	Number of LEAP household members on NHIS	Count of LEAP household members in the district registered on NHIS	Output	309	350		350		400		500		Pregnant, Mother	Quarterly, annually	DSWCD
				2,053	4,000		4,000		45,000		50,000		Adolescent girls		DSWCD
				9,401	11,542		14,694		168,214		19,544		Male		DSWCD
				10,283	13,458		15,306		18,176		20,456		Female		DSWCD
				1,409	1,650		1,750		1,850		1,950		Urban	Quarterly, annually	DSWCD
				2,505	2,850		3,050		3,250		3,450		Rural		DSWCD
													Male		DSWCD
				3,914	4,500		4,800		5,100		5,400		Female		DSWCD
				11	35		40		45		50		Urban	Quarterly, annually	DSWCD
				34	55		60		65		70		Rural		DSWCD
DSCI .044	Number of referrals received from GHS	A count of total referrals received from GHS	Output										Type…	Quarterly, annually	DSWCD
				0	70		80		90		100		Male		DSWCD
				3	70		80		90		100		Female		DSWCD
				0	70		80		90		100		Urban		DSWCD
				0	70		80		90		100		Rural		DSWCD
DSCI .045	Proportion of referrals receiving follow-up	A count of referrals followed up on expressed as a percentage of all referrals received	Outcome	10	10		10		10		10		Total	Quarterly, annually	DSWCD
				5	5		5		5		5		Male		DSWCD
				5	5		5		5		5		Female		DSWCD
				3	3		3		3		3		Urban		DSWCD
				7	7		7		7		7		Rural		DSWCD
DPCI .046	Number of STMIE clinics organised	Count of STMIE clinics organised	Output	1	2		2		2		2		Total	Quarterly, annually	GES
DPCI .047	Number of girls reached by prevention and care services	Count of girls reached by prevention and care services	Output	1	1,050		1,750		2,000		2,050		Total	Quarterly, annually	DSWCD
DPCI .048	Number of food vendors screened	Count of food vendors screened	Output	0	5,000		6,000		6,500		6,600		Total	Quarterly, annually	EHSU
DPCI .049	Number of disposal sites	Count of disposal sites	Output	1	2		2		2		2		Total	Quarterly, annually	EHSU
DSCI .050	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	A count of DSWCDs that have LEAP household data with NHIS and GHS	Output	1	1		1		1		1		Total -	Quarterly, annually	DSWCD
DSCI	Number of regional	A count of the total number of	Output	2	2		3		4		4		Total - -	Quarterly,	DSWCD

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
.051	intersectoral monitoring visits	intersectoral monitoring visits received from the regional level												annually	
DSCI .052	Number of meetings to discuss integrated services	A count of Assembly meetings discussing integrated social services	Output	2	2		2		2		2		Sub-committee	Quarterly, annually	DSWCD
				1	2		2		2		2		Assembly meeting		DSWCD
				1	2		2		2		2		Training workshop		DSWCD
DSCI .053	Number of girls reached by prevention and care services	A count of girls benefitting from prevention and care services in the district	Output	232	282		332		332		332		Prevention	Quarterly, annually	DSWCD
				232	282		332		332		332		Care		DSWCD
				232	282		223		223		223		Female		DSWCD
				59	84		109		109		109		1-5 years		DSWCD
				173	198		223		223		223		6-18 years		DSWCD
				0	0		0		0		0		18+ years		DSWCD
DSCI .054	Number of CP/SGBV cases referred to other services and followed up	A count of CP/SGBV cases submitted to other services and followed up	Output	21	2		2		2		2		Male	Quarterly, annually	DSWCD
				0	2		2		2		2		Female		DSWCD
				21	2		2		2		2		1-5 years		DSWCD
				0	2		2		2		2		6-18 years		DSWCD
				0	0		0		0		0		18+ years		DSWCD
				5	0		0		0		0		Physical violence		DSWCD
				0	0		0		0		0		Emotional violence		DSWCD
				0	2		2		2		2		Domestic violence		DSWCD
				4	2		2		2		2		Urban		DSWCD
				1	0		0		0		0		Rural		DSWCD
DSCI .055	Number of NGOs, including RHCs, trained in case management SOPs, ISSOP, standardized forms	A count of NGOs, including RHCs trained in the district	Output	0	3		9		9		10		Male	Quarterly, annually	DSWCD
				0	3		9		9		10		Female		DSWCD
				0	6		18		18		20		Case Mgmt.		DSWCD
				0	6		18		18		20		SOPs		DSWCD
				0	6		18		18		20		ISSOP		DSWCD
				0	6		18		18		20		Standardized form		DSWCD
				0	3		3		3		0		1-5 years	Quarterly, annually	DSWCD
				0	6		1		1		0		6-18 years		DSWCD
				0	1		0		0		0		18+ years		DSWCD
				0	4		2		2		0		Male		DSWCD
				0	6		2		2		0		Female		DSWCD
				0	7		2		2		0		Urban		DSWCD
				0	3		2		2		0		Rural		DSWCD
				0	10		4		4		0		Profiled		DSWCD
				0	0		4		4		0		Reunited		DSWCD
DSCI .056	Proportion of sub-standard RHCs closed	A count of sub- standard RHCs closed expressed as a percentage of RHCs in the district	Outcome	0	1		1		0		0		Urban	Quarterly, annually	DSWCD
				0	0		0		0		0		Rural		DSWCD
DSCI .057	Number of children placed in foster care	A count of children allocated to foster care in the district	Output	0	15		20		25		30		Male	Quarterly, annually	DSWCD
				0	15		20		25		30		Female		DSWCD
				0	15		20		25		30		Urban		DSWCD
				0	15		20		25		30		Rural		DSWCD
DSCI .058	Proportion of population with access to basic	Share of population with access to basic sanitation services including ventilated improved	Outcome	14.5%	15%		17%		20%		23%		Flush toilets	Quarterly, annually	CWSA, GWCL
				38.2%	38%		38%		38%		38%		Pit latrines		CWSA, GWCL
				5.01%	5.01%		5.01%		5.01%		5.01%		KVIP		CWSA, GWCL

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
	sanitation services	pit latrines, flush toilets to sewer systems, septic tanks or pit latrines, composting toilets etc. expressed as a percentage of total district population		17.5%	20%		25%		25%		35%		Urban		CWSA, GWCL
				12.3%	15%		20%		20%		30%		Rural		CWSA, GWCL
DSCI .059	Proportion of ODF communities	Number of communities certified as ODF expressed as a percentage of the total number of communities.	Outcome	1.35%	3.80%	0.00%	4.30%		4.70%		5.20%		Municipal	Annually / Bi-annually	EHSU
					3				3				Urban		EHSU
				0	16		16		16		16		Rural		EHSU
DSCI.20.060	Number of PWDs trained	Count of PWDs trained	Output	0	100		150		200		250		Municipal	Annually, quarterly	DSWCD, BAC
				0	60		80		60		60		Difficulty moving	Annually, quarterly	DSWCD, BAC
				0	10		20		40		40		Difficulty seeing		DSWCD, BAC
				0	30		50		100		200		Diff. hearing / speaking		DSWCD, BAC
				0	60		70		100		175		Male		DSWCD, BAC
				0	40		80		100		175		Female		DSWCD, BAC
				0	0		10		10		10		Below 18		DSWCD, BAC
				0	45		90		130		150		18-34		DSWCD, BAC
				0	55		50		60		90		Above 35		DSWCD, BAC
				0	50		75		100		175		Urban		DSWCD, BAC
				0	50		75		100		175		Rural		DSWCD, BAC
DSCI.20.061	Number of students trained in e-Learning tools	Count of students trained	Output	0	400		600		1,000		2,000		Municipal	Annually, quarterly	GES
				0	10		20		25		25		Male		GES
				3	4		4		4		4		Female		GES
				0	5		11		15		15		Primary		GES
				0	5		9		10		10		JHS		GES
				0	15		25		30		30		SHS		GES
				0	30		45		50		50		Urban		GES
				0	20		30		35		35		Rural		GES
					150		150		150		160		Municipal		GHS, GES
				40	70		70		70		70		Male		GHS, GES
				60	80		80		90		90		Female		GHS, GES
DSCI.20.062	Number of adolescent reproductive health corners established	Count of adolescent reproductive health corners established	Output		38		42		46		50		Municipal	Annually, quarterly	GHS
				33	33		45		40		45		Hospital		GHS
				-	2		2		2		2		Health Centre		GHS
				-	6		6		6		10		Clinic		GHS
				12	20		30		25		40		Maternity Home		GHS
				18	18		45		45		45		CHPS		GHS
DSCI .063	Number of educational facilities that are easily accessible to children PWDs	Count of educational facilities easily accessible to PWDs children	Outcome	56	60		70		80		85		Total	Annually, quarterly	GES
DSCI .064	Under-5 mortality ratio		Outcome	8:1000	8:1000		7:1000		7:1000		6:1000		Percentage	Quarterly, annually	GHS
DSCI	Proportion of births	Percentage of birth attendance	Outcome	45.5%	48%		50%		55%		60%		Percentage	Quarterly,	GHS

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
.065	attended by skilled health personnel	by skilled health personnel												annually	
DSCI .066	Proportion of children immunized (Penta 3) (%)	Percentage of children immunized	Outcome	66.6%	70%		75%		80%		85%		Children under 3	Quarterly, annually	GHS
DSCI .067	Prevalence of Anaemia	Percentage of women aged (15-49) with Anaemia	Outcome	29.8%	29%		28%		25%		23%		Women of reproductive age (15-49 years)	Quarterly, annually	GHS
DSCI .068	Proportion of severely malnourished children supported by complementary feeding centers	Percentage of malnourished children supported by complementary feeding centers	Outcome	0%	0%		0%		0%		0%		Malnourished children under 5	Quarterly, annually	GHS
DSCI .069	Number of children placed in alternative family-based care	Count of children placed in foster care	Outcome	0	1		1		1		1		Municipal	Quarterly, annually	DSWCD / GHS
DSCI .070	Number of residential homes for children closed down	Counf of RHC closed in the year	Output	0	0		0		0		0		Municipal	Quarterly, annually	DSWCD / GHS
DSCI .071	Percentage of child protection issues mainstreamed into workplans / budgets	Percentage of child protection issues mainstreamed into workplans / budgets	Outcome	8%	10%		10%		10%		10%		Municipal	Quarterly, annually	DSWCD / GHS
DSCI .072	Number of child protection and child rights interventions implemented	Number of child protection and child rights interventions implemented	Output	6	8		7		6		5		Municipal	Quarterly, annually	DSWCD / GHS
DSCI .073	Proportion of children with disability accessing social protection services	Proportion of children with disability accessing social protection services	Outcome	No data	80%		85%		90%		98%		Municipal	Quarterly, annually	DSWCD / GHS
DSCI .074	Percentage of children with disability accessing the Disability Fund	Proportion of children with disability accessing social protection services	Outcome	No data	80%		85%		90%		98%		Municipal	Quarterly, annually	DSWCD / GHS
DSCI .075	Number of public schools that are disability friendly	Count of public schools that are disability friendly	Output	37	40		50		60		80		Municipal	Quarterly, annually	DSWCD / GES
Development Dimension: Environment Infrastructure and Spatial Development															
NDCI .076	Percentage of road network in good condition	The total km of classified road network in good condition expressed as percentage of total road network	Outcome	59.3	65		70		75		80		Total	Quarterly, annually	MWD, DUR
			Outcome	17.6	30		40		60		70		Urban		MWD, DUR
			Outcome	0	30		40		50		60		Feeder		MWD, DUR
NDCI	Percentage of	The number of communities in	Outcome	No data	60%		70%		80%		90%		District	Annually	ECG, Assembly

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
.077	communities covered by electricity	the district connected to the national grid divided by total number of communities in the district expressed as a percentage													Members
				No data	30%		40		50%		50%		Rural	Annually	ECG, Assembly Members
				No data	70%		80%		85%		90%		Urban	Annually	ECG, Assembly Members
NDCI .078	Number of communities affected by disaster	Count of disaster incidents recorded at the district including floods, bushfires etc.	Output	4	0		0		0		0		Bushfire	Annual, quarterly	NADMO
				4	3		3		5		5		Floods (Coastal)		NADMO
				9	3		3		5		5		District		NADMO
				4	1		1		2		2		Urban		NADMO
				5	2		2		3		3		Rural		NADMO
DPCI .077	Number of building permits issued	Count of building permits processed by the Physical Planning Dept.	Output	443	550		600		650		700		Applications submitted	Annual, quarterly	PPD
				0	1		0		0		0		Rejected		PPD
				443	549		600		650		700		Considered by Technical Planning sub-committee		PPD
				276	540		590		640		690		Approved by TPC		PPD
				167	9		10		10		10		Deferred by TPC		PPD
				276	540		590		640		690		Considered by Spatial Planning Committee		PPD
				276	540		590		640		690		Approved by SPC		PPD
				0	0		0		0		0		Deferred by SPC		PPD
				276	540		590		640		690		Issued		PPD
				0	0		0		0		0		Yet to be collected		PPD
DSCI.20.078	Length of roads improved	The indicator measures the length of roads reshaped or surfaced	Output	1.8km	35km		40km		45km		50km		Municipal	Annually, quarterly	MWD, DUR
				0km	5km		10km		15km		20km		Urban		MWD, DUR
				1.8km	30km		35km		40km		30km		Feeder		MWD, DUR
				1.8km	10km		10km		15km		10km		IGF		MWD, DUR
				0km	20km		25km		30km		20km		GoG		MWD, DUR
				0km	5km		5km		5km		5km		Donor		MWD, DUR
DPCI .079	Number of sites inspected	Count of sites inspected MPCU and stakeholders	Output	12	17		20		24		24		Municipal wide	Annually, quarterly	PPD
DSCI.20.080	Proportion of communities with layouts	Proportion of communities with layouts expressed as percentage of total number of communities in the Municipality	Outcome	15%	50%		60%		70%		80%		Municipal		PPD
				15%	25%		30%		40%		40%		Urban		PPD
				0%	25%		30%		30%		40%		Rural		PPD
				0%	2%		5%		5%		5%		Aflao Urban Council		PPD
				5%	8%		10%		10%		35%		Aflao-Wego ZC		PPD
				5%	10%		30%		40%		10%		Somey-Wego ZC		PPD
				0%	2%		5%		10%		10%		Somey-Fugo ZC		PPD
				5%	3%		10%		5%		20%		Klikor ZC		PPD
				0%	25%		50%		50%		60%		IGF		PPD
				0%	0%		0%		0%		0%		GoG		PPD
				0%	0%		10%		10%		10%		Donors		PPD
				0%	5%		5%		10%		10%		Landowners		PPD
DPCI .081	Number of development	Count of development control visits conducted	Output	443	550		600		650		700		Municipal wide	Annually, quarterly	PPD

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
	control visits conducted														
DPCI .082	Number of seedlings cultivated	Count of seedlings cultivated	Output	11,240	12,000		15,150		15,150		11,000		Total	Annually, quarterly	Forestry
				1.4	2		3		3		4		Hectare		
DPCI .083	Number of seedlings distributed	Count of seedlings distributed	Output	6,720	7,000		7,000		9,000		8,000		Total	Annually, quarterly	Forestry
DPCI .084	Number of seedlings planted	Count of seedlings planted	Output	6,240	7,000		7,000		9,000		8,000		Total	Annually, quarterly	Forestry
DPCI .085	Number of clogged channels of wetlands (Lagoons) dredged and desilted	Total number of wetlands, swamps and lagoons dredged, and channels opened	Output	0	2		2		2		2		District	Quarterly/ Annually	MWD
				0	1		1		1		1		Urban	Annually, quarterly	
				0	1		1		1		1		Rural		
DPCI .086	Number of Community sensitization and education conducted on waste disposal in lagoons	Count of community sensitization conducted on waste disposal in lagoons	Output	2	4		5		6		7		Municipal Wide	Quarterly/ Annually	EHSU
DPCI .087	Number of hectares of mangroves planted	Count of number of hectares of trees available	Outcome	0	5ha		5ha		5ha		5ha		Municipal Wide	Quarterly/ Annually	Forestry
DPCI .088	Number of Ramsar site plans produced	Total number of disaster maps produced	Output	1	2		2		2		2		Municipal wide	Quarterly/ Annually	PPD
DPCI .089	Number of waste dumps cleared from the banks of lagoons	Count of cleared dumping sites near or in wetlands (lagoons)	Output	0	3		3		3		3		Municipal Wide	Quarterly/ Annually	EHSU, MWD
DSCI .090	Number of deaths, missing persons and persons affected by disaster per 1,000 people	This indicator measures the number of people who died, went missing or were directly affected by disasters per 1,000 population.	Outcome	0	0		0		0		0		Death	Quarterly, annually	NADMO
Development Dimension: Governance and Institutional Development															
NDCI .091	Percentage of Annual Action Plan implemented	Total number of activities implemented divided by the total number of planned activities in a given year expressed as a percentage	Output	65%	80%		96%		98%		100		District	Annually	Planning Unit
NDCI .092	Reported cases of crime	Total number of reported cases of major crimes including rape, armed robbery, defilement, and murder recorded by Ghana Police in a given year	Outcome	15	2		2		0		0		Rape	Annually	GPS
				17	5		2		0		0		Armed Robbery		GPS
				32	20		10		5		2		Defilement		GPS
				11	6		4		2		0		Murder		GPS
				-	-		-		-		-		Urban		GHS
				-	-		-		-		-		Rural		GHS
DSCI.2	Number of radio	Count of radio stations doing	Output	3	3		3		3		3		Municipal wide	Weekly,	Media houses,

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
0.093	stations doing radio learning	radio learning with GES curriculum												Monthly, Quarterly, annually	Local Government Inspector
DSCI.20.094	Percentage of Assembly's budget spent on Local Economic Development (LED) activities for the year.	The indicator seeks to measure the percentage of MMDAs (Assemblies) budget spent on Local economic development (LED) activities for the year. (BAC)	Outcome	2.8%	30%		40%		45%		45%		Municipal	Annually, quarterly	BAC, MFD
				0.16%	15%		15%		15%		15%		IGF		BAC, MFD
				2.7%	10%		20%		20%		20%		GoG		BAC, MFD
				0%	5%		5%		10%		10%		Donor		BAC, MFD
DSCI.20.095	Number of Public-Private-Partnership MOUs signed	Count of PPP MOUs signed by the Assembly and other investors	Output	0	4		4		5		5		Municipal	Annually, quarterly	MFD, Records
				0	0		0		1		1		Agric		MFD, Records
				0	2		2		2		2		Service and trade		MFD, Records
				0	2		2		2		2		Industry		MFD, Records
DSCI.20.096	Percentage change in property rate collected	Percentage change in property rate collected	Outcome	-17.6%	10%		15%		20%		25%		Municipal -	Annually, quarterly	MFD
DSCI26.097	Proportion of businesses with updated information in business register	The indicator measures the proportion of registered businesses in the Assembly with all needed data in the Assembly's business register expressed as a percentage of total registered businesses	Outcome	50%	70%		80%		90%		95%		Municipal	Annually, quarterly	MFD, Revenue Office
DPCI.098	Number of issues addressed in the audit query by management	Count of issues addressed in the audit query by management	Output	0	0		0		0		0		Municipal	Annually, quarterly	IAU
DPCI.099	Number of Audit assignments conducted with report	Count of Audit assignments conducted with report	Output	4	4		4		4		4		Municipal	Annually, quarterly	IAU
DPCI.0100	Number of staff appraisals conducted	Planning phase	Output	131	131		135		138		138		Municipal	Annually, quarterly	HR
		Mid-year review	Output	131	131		135		138		138				HR
		End-of-year evaluation	Output	131	131		135		138		138				HR
DPCI.0101	Number of staff development workshops	Staff development	Output	19	30		36		42		42				HR
		Assembly members	Output	7	57		57		30		30				HR
		Zonal council members	Output	0	10		10		20		10				HR
		Others	Output	0	0		0		0		0				HR
DPCI.0102	Number of staff validated	Total	Output	104	109		109		112		112		Municipal	Monthly, annually	HR
		Male	Output	72	75		75		77		77				HR
		Female	Output	32	34		34		35		35				HR
International Relations															
DPCI.0103	Number of Diaspora engagements organized for	Count of Diaspora meetings organized	Output	0	1		1		1		1		Municipal	Annually	MCE/PM

No.	Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Actual 2026	Target 2027	Actual 2027	Target 2028	Actual 2028	Target 2029	Actual 2029	Disaggregation	Monitoring Frequency	Responsibility
	development														
DPCI .0104	Number of sister city visits	Count of sister city engagements	Output	0	1		1		1		1		Municipal	Annually	MCE/PM

Source: Authors' Construct, 2025

7.4 EVALUATIONS FOR THE PERIOD

The preparation and implementation of the 2026-2029 DMTDP will be evaluated to determine their relevance, efficiency, effectiveness, impact, and sustainability as indicated in table 8.3. The programmes and projects found to fall short of the evaluation criteria will be identified and discussed and correctives measures taken to ensure that their objectives and impacts are achieved. This activity requires the Assembly to provide the required resources to effectively assess the impact of the programmes and projects on the beneficiaries to use the lessons learnt to make informed decisions and improve the plan implementation process in the Municipality. The various traditional evaluations to be conducted during the plan period are listed in the calendar below.

Table 8.3: M&E Calendar

No.	**Activities**	Time Frame	Actors	**Budget (GHS)**
1.	Conduct Terminal Evaluation on the Programmes and Projects in the MTDP 2022-2025	2nd Qtr. 2025	MPCU	14,860.00
2.	MTDP 2026-2029 Ex-Ante Evaluations	Jan – Jul 2025	MPCU & Technical consultants	32,000.00
3.	Conduct Ex-ante Evaluation (hydrological studies) for the drilling and mechanization of Community water systems	February each year	MPCU & Technical consultants	32,000.00
4.	Conduct Ex-ante Evaluation (Environmental and Social Impacts Assessments) for identified projects	First Quarter of 2026	Private Investors, MPCU	120,000.00
5.	Conduct Ex-ante Evaluation (Environmental Impact Assessments) on the provision Classroom Blocks in selected communities	First Quarter each year	MPCU & Technical consultants	50,000.00
6.	Conduct Ex-ante Evaluation (Environmental Impact Assessments) on the provision CHPS Compounds in selected communities	First Quarter each year	MPCU & Technical consultants	30,000.00
7.	Conduct Mid Term Review of the DMTDP 2026-2029	1st Qtr. 2028	MPCU	
8.	Conduct Mid Term Evaluation on the implementation of planned social programs e.g., LEAP etc.	1st Qtr. 2027	MPCU	
9.	Conduct Mid Term Evaluation on selected projects	1st Qtr. 2026	MPCU	
10.	Conduct special Studies on the sustainability of decentralized water and sanitation services in the Municipality	Sept. 2027	MPCU	14,860.00
11.	Organize quarterly MPCU monitoring visits to project sites each year	Every week of the month ending the Quarter	MPCU	32,000.00
12.	Organize 12 monthly sector specific monitoring and supervision visits to project sites each year	Every week of the month other than those ending the Quarter.	MPCU	60,000.00
13.	Organize quarterly Plan Review Meetings each year with multi-stakeholders including Services	Every 2nd week of the month ending the quarter	MPCU	120,000.00
14.	Organize one Annual Performance Review Meeting each year	First week of February each year.	MPCU	24,800.00
15.	Annual Progress Report Preparation and Dissemination			
	Data collation Prepare draft District APR Organize APR Review Workshop Finalize APR and Submit to RCC and NDPC Disseminate APR other stakeholders	1-7th January each year 18-21st January each year 22-31st January each year 1-7th February each year 8-14th February each year.	MPCU	**3,200.00** **1,280.00** **80,000.00** **1,040.00** **4,000.00**
	Total			

Source: Author's Construct, 2025

7.5 PARTICIPATORY EVALUATIONS FOR THE PERIOD

Participatory monitoring and evaluation is valuable in gathering data to assess impacts of the interventions in the lives of the people as well as communicating the content of the report to the public. For this reason, members of the DPCU and key stakeholders will be trained in report writing and database management to enhance their capacity and knowledge to enable them play active role in data collection, collation, and analysis as well as dissemination of the progress report. The key methodology for conducting participatory monitoring and evaluation will be community score card, focus group discussions and transect walk. Details are shown in the calendar below.

Table 8.4: PM&E Calendar

No.	Activities	Time Frame				Actors	Budget (GHS)
		2026	2027	2028	2029		
1.	Assess the quality of service delivered by all Departments of the Assembly using Community Score Cards	Oct.	Oct.	Oct.	Oct.	MPCU	100,000.00
2.	Transect walk on sanitation levels in communities.	July	July	July	July	MPCU	30,500.00
3.	Social auditing of all ongoing physical projects	Quarterly	Quarterly	Quarterly	Quarterly	SAC	40,000.00

Source: Author's Construct, 2025

7.6 KNOWLEDGE MANAGEMENT AND LEARNING

Knowledge management and learning provides a structured approach for creation, management, sharing and utilization of knowledge to improve performance and achieve objectives. The Assembly will review its progress at regular weekly, monthly and quarterly meetings and at the meetings of the Development Planning Sub-committee, Executive Committee and General Assembly. The Social Audit Committee will also undertake performance audit of selected physical projects from time to time. Again, regular site meetings and inspections will be held with stakeholders with the aim of presenting learning opportunities for all stakeholders to improve on implementation and ensure that the various projects and programmes derive the intended purpose.

The knowledge management and learning approach that will be used to enhance planning, decision-making, implementation, and reporting processes are as follows:
a) Establishment of Knowledge Sharing Platforms (MS Teams, DDDP, networked excel workbooks, WhatsApp) to facilitate the sharing and dissemination of knowledge.
b) Development of systems for capturing, documenting, and sharing lessons learned from past projects and initiatives to avoid repeating mistakes, improve decision-making, and enhance

CHAPTER EIGHT:
DEVELOPMENT COMMUNICATION STRATEGY

8.1 INTRODUCTION

Communication strategy is instrumental and central in achieving the set desired outcomes of the Municipal Medium - term Development plan. This section highlights the models and tools that will effectively be explored in engaging relevant stakeholders in the plan preparation process, framework, implementation, findings, successes, experiences, challenges, weaknesses, and recommendations. Appropriately, diverse mediums of communication will be used in engaging each stakeholder throughout the circle of the Medium-Term Development Plan. To ensure the successful implementation of this strategy, the assembly will organise training workshops for MPCU members on communication tools and strategies. This will enhance MPCU capacity with relevant tools and techniques in delivering on the underlisted activities.

8.2 COMMUNICATION CHANNELS

The effectiveness of our development communication is key to achieving the overall objectives and goal of the MTDP. Various sources including digital platforms (Facebook, WhatsApp, Assembly website), town hall meetings, open forums, Assembly meetings will be used. These platforms will be sufficiently updated with relevant information to ensure stakeholders at all levels can access at convenience and provide a medium for feedback. The table below indicates the various strategies for the communication and dissemination of the plan.

Table 9.1: Channels of Communication with Stakeholders

No.	Channels / Tool	Audience	Activity	Purpose	Time	Responsibility
1.	Community durbars, Website, social media sites	Community members, Traditional authorities etc.	Community sensitization on development programmes and projects	Create awareness on the programmes and projects	Quarterly	MCD/MPO/ Chairman of Dev't. Sub-committee
2.	OGP website	International Community		Share the status of open governance in Ketu South	Monthly	SAC Focal Person, MDPO
3.	Meetings using audio-visuals, Round-table discussion and PowerPoint presentations, publications. Website, social media sites	MCE, Presiding member, MPs, and chairpersons of the sub-committees	Meeting with Political leadership	Briefing on MTDP and update on the status of implementation	March and September	MPCU
4.	Round-table discussion and, PowerPoint presentations, Meetings with audio-visuals, Website, social media sites	Development Partners, Private Sector operators, chiefs, Queens, Community Members, Ministries, Departments and Agencies, Donors, CSO, NGOs, the	Marketing the potentials and opportunities of the Assembly and MTDP	To mobilize resources and social support for the plan implementation	January to June	MPCU

No.	Channels / Tool	Audience	Activity	Purpose	Time	Responsibility
		Media, CODA etc.				
5.	Round-table discussion and, PowerPoint presentations.	Assembly members, MCE, Presiding member, MPs and chairpersons of the sub-committees, Heads of Departments and Units and other stakeholders	Review meetings	To get stakeholders appreciate the level of Plan implementation and to incorporate lessons into next phase of implementation	Half yearly and annually	MPCU
6.	Distribution of copies of reports / PFM templates / briefs / flyers to stakeholders, organization of Town Hall meetings, uploading it to Municipal website, WhatsApp plat forms etc.	NDPC, VRCC, Office of Head of Local Government Service, Assembly Members DPs, Community members	Dissemination of progress Reports and feedback	To enable stakeholders, track the achievements of planned targets on indicators	Quarterly and annually	MPCU

Source: Author's Construct, 2025

8.3 CONCLUSION

In conclusion, it is expected that all stakeholders come on board to realize the resources needed to fully implement the Plan to better serve the citizens living within the Municipality and beyond. Specifically, the needed financial resources should be available and on time as well as the capacities of staff and departments / units / services enhanced for the implementation the 2026-2029 DMTDP.

Also, the performance review of the previous MTDP revealed that some programmes and projects were either not implemented or on-going attributable to inadequacy and untimely release of financial resources from external sources. The Municipal Assembly needs to make conscious effort to identify other revenue sources to augment the existing ones to address the development challenges facing the Municipality.

This coupled with expenditure to priority areas will help the Assembly realize an increase on the implementation rate of programmes and projects in the Plan and consequently help achieve our stated goal of achieving sustainable and inclusive socio-economic development through concerted effort of all stakeholders to create an enabling environment for the growth and development of the municipality at the end of the plan period.

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ANNEX 2: HARMONISATION OF DEVELOPMENT NEEDS

Issues from Performance review of 2022-2025 MTDP	Issues from ZC Engagement	Issues from Radio stations and individuals
1. Inadequate / untimely release of funds by Central Government 2. Increasing deduction from District Assembly Common Fund 3. Inadequate logistics (vehicle, internet, stationery, computers, printers, photocopiers, weighing scales, BP apparatus, HB meter, TLMs etc) 4. High staff attrition across sectors 5. Reporting, data gaps and weak institutional memories 6. Untimely submission of reports 7. Delay in execution of contracts due to delay in payment of certificates 8. Limited documented land for execution of projects 9. High inflation rate and fuel cost throwing planned expenditure out of line. 10. Ending of the MAG program affecting agricultural production in the municipality 11. Inadequate staff 12. Limited credit opportunities for MSMEs 13. Periodic flooding affecting crop production. 14. Limited opportunities for the youth to gain meaningful employment. 15. Inadequate funds to support tourism activities and local economic development. 16. Inadequate funds to support Gender mainstreaming activities. 17. Inadequate funds to dredge swampy areas in the municipality. 18. Inadequate stock of relief items 19. Low support to from IGF on Agric activities 20. High cost of Agric inputs for farmers 21. Flooding affecting Agric crop production. 22. Erratic weather patterns (Poor rainfall during the minor season). 23. Inadequate revenue collectors 24. Difficulty in accessing some CHPS and health centres due to flooding. 25. Inadequate health staff especially doctors. 26. Recorded cases of flooding because of heavy rains. 27. Increasing refusal / resistance to vaccination by the population 28. Ineffectiveness of WATSAN committee. 29. Littering behaviours among the populace. 30. Ineffectiveness of sanitation service providers 31. Increased illegal connections and usage of fake meters. 32. Difficulty satisfying meter demand from the public. 33. Lack of cooperation and interruption from community members to effect arrest. 34. Limited spending on productive programmes 35. Low payment of property rate. 36. Poor environmental sanitation and waste management 37. Staff attrition and poor records	1 Limited water coverage 2 Poor road condition 3 Inadequate streetlights 4 Inadequate school infrastructure 5 Increasing drug abuse among the youth 6 Inadequate financial support for MSMEs 7 Inadequate toilet facilities 8 Lack of metal skips 9 Poor electricity coverage 10 Poor road network 11 Lack of health facilities 12 Limited jobs (especially among youth, women) / unemployment 13 Increasing teenage pregnancy 14 Inadequate electricity meters / poles 15 Open defecation 16 Limited telecommunication network coverage 17 Improper community layouts 18 Poor sanitation 19 Inadequate security facilities 20 Inadequate market shed / infrastructure / facilities 21 Poor health facilities 22 Unstable power supply 23 Lack of market centres (including fish markets) 24 Poor police visibility 25 Inadequate health logistics 26 Increasing child labour (esp. in fishing areas) 27 Inadequate staff bungalows (including health, education workers) 28 Flooding due to non-maintenance of wetlands (dredging) 29 Inadequate school logistics (computers, TLM 30 Poor school infrastructure 31 Limited sporting and recreational facilities 32 Inadequate professional teachers 33 Lack / inadequate cemetery 34 Low investment in Kente weaving industry 35 Lack of examination centre 36 Lack of landing beach infrastructure 37 Inadequate health workers (including orderlies) 38 Low investment in fish farming 39 Inadequate health waste management facilities 40 Increasing unregulated sand	1. High cases of drug abuse among the youth resulting in the incident of crime and other related security threats in the municipality.5 2. Poor infrastructure of the five major markets in the municipality thus (Aflao, Agbozume market, Aflao Boarder, Denu and Wudoaba markets). Lack of security services at the markets and the unaccountability of revenue collected by the Assembly to the taxpayers. 3. Inadequate road signs, inappropriate parking by drivers especially at the BIT 9 Junction, inadequate streetlights along the Komla Dumor Road, Abgozume post office to Takcorner, Diamond Cement Road, Akpokploe road to Agblekpui. 4. Access to improve water for households and commercial use most especially the urban areas including Abgozume, Hatsukope, Fihokope, etc. 5. Over utilization of chemicals for crop production especially fruits and vegetables. 6. Aflao Avoeme Victory Junction Bridge turned into a refuse dumpsite causing flooding in the area and the need for evacuation and provision of containers. 7. Bad road network (Klikor- Avlorto- Agbozume Police Road), Gborsime- Kpedzakope road, Denu to Keta Road, Gamadzra, Nogokpo- Agbevekope- Adina Road, Agbozume Council- Dogbeykope- Tackscorner, St. Pauls-Kopeyia through Yame 8. Inadequate/lack of electrical poles, electricity to Adafienu, Tettehkope, Takpefe, Yakafe, feme, Agbagblakope, Kpetsigo junction- Anlokorme communities. 9. Rampant and illegal erection of stall and shop containers on road pavements along the Aflao to Denu Road and Agbozume. 10. Accessibility to health care at Tackscorner. 11. Local planning of Gblazume community. 12. Provision of improved toilet facility at Tackscorner. 13. Provision of waste collection bins across the municipality especially urban areas. 14. Public toilet not in use at Avoeme Adelakome 15. Sandwinning activities at Tsivolime destroying the road leading to Amedzikope and Kpoglu. 16. Maternity unit needed at Nyekonakpoe Health Centre. 17. Klikor unity school building in a deplorable state. 18. Indiscipline on the roads among motor users, non-adherence to road regulations. 19. Poor drainage systems (Awakorme, Hatsukope, etc). 20. Poor road network from Agbozume post office to Agbozume adawukope 21. Poor town road network at Aflao, kpodzi-agbogbome, Agbozume-logove, Viepe jn-viepe beach, Avoeme-sakani-awakorme beach 22. No electricity poles and connection to parts of aflao-gbugbla, tokor, agblezume 23. No access to potable water at aflao-gbugbla, tokor 24. Rejection of 20p coin 25. Trucks and parking and loading a t beat 9 jn and aflao border opposoite total filling station. May increase accidents 26. People fetching and leaving sand and gravel on the main road making it difficult for road users at Avoeme west and east

Issues from Performance review of 2022-2025 MTDP	Issues from ZC Engagement	Issues from Radio stations and individuals
management system leading to reporting gaps and weak institutional memories. 38. Inadequate access to safe drinking water sanitation services. 39. Inadequate support to undertake intensive development control 40. Limited financial and technical support to prepare local plans for communities, and street naming. 41. Increasing gap between completion rates and pass rates indicates that many students are completing their education without sufficient learning. 42. High cost of Agric inputs for farmers 43. Transportation challenges faced by farmers in transporting farm produce to the market. 44. Inadequate support to provide business start-up kits to the youth. 45. Low level of sensitization among rate payers 46. Revenue underperformance 47. Unwillingness of rate payers to pay 48. Difficulty in accessing some CHPS and health centres due to flooding. 49. Inadequate health staff especially doctors. 50. Inadequate waste management logistics in the municipality. 51. Delays in investigations 52. Inadequate stock of relief items 53. Delay in the supply of relief items. 54. Ineffective sub-district structures especially in revenue mobilization. 55. Insufficient investment in local economic growth 56. Low levels of agriculture modernization 57. Poor soil health 58. Poor water resource management especially Ramsar sites and wetlands 59. Weak institutional capacity to enforce and prosecute encroachment on wetlands 60. Limited funds and capacity to implement climate change activities 61. Low interest in public accountability and community engagements 62. Unreported cases of theft 63. Negative influence of authority figures on justice administration 64. Porous nature of the Ghana-Togo borders used for drug trafficking and smuggling activities. 65. Expenditure patterns do not align with development priorities 66. Weak coordination of programme and project implementation 67. Inadequate support for M&E activities 68. Poor implementation of communication plan	winning activities 41 Increasing cases of school dropout 42 Inadequate logistics and furniture for security agencies 43 Lack of agriculture warehouse (57?) 44 Lack of school feeding in schools 45 Lack of industries / factories 46 Lack of financial support to unit committee members and retired AM (allowance) 47 Lack of TVET facilities / institution 48 Poor drainage facilities (including in markets) 49 Low investment in tourism facilities (Sacred grooves etc. 50 Inadequate job opportunities for PWDs 51 Inadequate investment coconut products, production 52 High incidence of theft, robberies (security challenges) 53 Lack of library 54 Division of electoral area 55 Limited access to district court 56 Inadequate support for agriculture inputs 57 Inadequate support for artisanal salt mining 58 High tension poles on properties 59 Low rainfall to support agriculture production 60 Over speeding by motor riders and other motorists (speed ramps?) 61 Unregulated / reckless motor riding 62 Lack of changing rooms (in markets, other public places etc) 63 Harassment by security agencies during border crossing 64 Inadequate storage facilities 65 Inadequate premix supply to fishermen 66 Coastal erosion 67 Overcrowding on road pavement by shop owners	27. Roofing sheet and sheds at aflao border market in bad condition 28. No public toiling along denu-viepe beach 29. Insufficient dustbin throughout the municipality 30. Nonfunctional traffic light at denu 31. Use of gutters as refuse dumps 32. Heavy traffic on the main denu-aflao road with no zebra crossing makes crossing the road difficult. Makavo junction and otsige jn as well 33. Youth involved in smoking, drug use and abuse in aflao (municipal wide) 34. Selling on pavement of main and town roads preventing pedestrains from free movement and risking their lives 35. Flooding tin the markets during rains- aflao, denu and Agbozume markets 36. No toilet facility in avoeme-agbofe, Avoeme-atorkukope 37. Roofing sheet blown off 4 clasroom blocks in Klikor unity school 38. completed but not in use marternity ward at Agbozume-Nyekornakpoe CHPS compound. 39. Prepare community action plans for at least 2 communities in the zone. 40. The need for proper physical planning. 41. Sanitation services like toilet facilities and waste disposal bins in schools and the community are needed. 42. Increasing unemployment in the zone, especially among the youth. 43. Inadequate support to schools (learning materials) in the communities, including the need for teachers due to a high teacher-pupil ratio. 44. The ineffectiveness of the school feeding program affects pupils' nutrition. 45. Unplanned building structures along the border, and their use as a hub for deviant behaviours, including smoking, robbery, etc. 46. The need to complete the road started by Torgbui Akoussah, linking Beat9 to the main Ghana-Togo border area. 47. Avoeme East EA - Electricity to low-cost beach area 48. Avoeme East EA -proper access road to Aluwor-kpotame 49. Avoeme East EA – inadequate streetlight 50. Avoeme East EA – retrofitting / rehab of Avoeme school park (fencing, sitting areas, etc) 51. Avoeme East EA -closer collab with EHSU to boost education, improve waste disposal, sanitation, provide dustbins 52. Facelift of beach front to boost tourism and generate revenue 53. Unregulated structures (inadequate development control) 54. Growing number of school children on street during learning hours 55. Avoeme East EA -include Assembly members in job placement and other decision making 56. Water standpipes in Sonuto Kumadekope EA

Source: Author's Construct, 2025

ANNEX 3: MAINTENANCE PROGRAMME

No.	Type of Infrastructure/ Assets	Type of Maintenance	Period	Location	Responsibility	Annual Cost
1.	Buildings (schools, health facilities, offices, markets, lorry parks etc.)	Inspection, Rehabilitation / Renovation, Repairs, cleaning etc.	Daily, quarterly	Municipal wide	Works Department	800,000.00
2.	Office equipment, fixtures (printers, chairs, tables, computers etc.)	Repairs	Monthly, quarterly	Municipal wide	Procurement Officer	200,000.00
3.	Vehicles (Pick-ups, Tractor, Grader Motorbikes, etc.)	Repairs, Servicing, lubricating,	Monthly	Municipal wide	Transport Officer	300,000.00
4.	Street Name Poles, plates, Streetlights	Inspecting, Repairs	Quarterly	Municipal wide	Works Department / PPD	100,000.00
5.	Roads, and other transport facilities	Inspecting, Rehabilitation	Yearly, as-at-when	Municipal wide	Works Department	100,000.00
6.	WASH Facilities (Drains, Refuse Skips, and Boreholes etc.)	Inspecting, Repairs, Rehabilitation	Quarterly	Municipal wide	Works Department / EHSU	200,000.00
	Total					**1,700,000.00**

Source: Author's Construct, 2025

ANNEX 4: GLOSSARY

Term	Definition
Activities	The collection of tasks to be carried out to achieve an output.
Assumption	Positively stated external factors which are important for the success of the intervention, are probable (not certain/unlikely) to happen, and are beyond its control.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.
Goal	The long-term result that an intervention seeks to achieve, which may be contributed to by factors outside the intervention.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	A unit of measurement that helps determine what progress is being made towards the achievement of an intended result (objective).
Monitoring	The routine collection and analysis of information to track progress, check compliance and make informed decisions for project/programme management
Objective	The intended results of an intervention which can be split by levels of increasing significance, for example, outputs, outcomes and goals.
Outputs	These are goods and services to be produced in given period to achieve stated objectives.
Policy	A general course of action or proposed overall direction that a government or other institution is, or would be, pursuing and which guides ongoing decision making.
Problem	An existing negative situation
Programme	A coherent, organised policy framework or schedule of commitments, proposal A collection of related projects and activities that are managed in a coordinated way to achieve a broader strategic goal or long-term outcome. Unlike a project, which is temporary and focused on specific outputs, a programme is often ongoing or conducted over a longer period and focuses on delivering benefits and sustaining impact
Project	A temporary, goal-oriented effort undertaken to create a unique product, service, or result. It has a clear beginning and end, specific objectives, defined resources, and usually follows a set of planned activities to achieve its outcomes
Stakeholder	A functional category of actors with a direct dependency on certain environmental resources, in terms of their use and management for specific goals. In many cases the stakeholder is also the 'primary actor'.
Strategy	This identifies what is needed to achieve a policy goal. They are specific and measurable targets for accomplishing a goal. They mark interim steps towards achieving an agency's long-term mission and goal
Improved water source	A water source that is likely to be protected from external contamination, such as pipe borne water, borehole, tube well, protected well, rainwater, protected spring, bottled water and sachet water.
Basic Services - Drinking Water	This refers to the provision of improved sources of drinking water either in the dwelling/yard/plot or within 30 minutes round-trip collection time.
Limited Services - Drinking Water	This refers to the provision of improved sources of drinking water available beyond 30 minutes round-trip collection time.
Unimproved Water Source	Unimproved water source refers to water whose source is not adequately protected from outside contamination, including water sources such as

Term	Definition
	unprotected well, unprotected spring, tanker supply, vendor-provided, dugout, pond, lake, dam, canal and river/stream.
District-wide Universal Access to Basic Drinking Water	This refers to a district having 99 percent or more of its households using basic drinking water services.
Sanitation	refers to having access to facilities for the safe disposal of human waste (faeces and urine) as well as having the ability to maintain hygienic conditions through services such as garbage collection, industrial/hazardous waste management and wastewater treatment and disposal.
Household Toilet Facility	This refers to a toilet facility that is either exclusively accessible to a household or shared with other household(s). The facility could be improved (basic and limited) or unimproved.
Improved Toilet Facility	refers to any toilet facility that hygienically separates human excreta from human contact. It is a facility either with connection to a public sewer or a septic system, a pour-flush latrine, a simple pit latrine with slab or a ventilated improved pit latrine with slab or a composting toilet with slab.
Basic Services – Toilet	This refers to improved toilet facility that is for the exclusive use of the household.
Limited Services – Toilet	Limited services refers to improved toilet facility that is shared with other households including public toilets.
Unimproved Toilet	A toilet facility that does not safely and hygienically separate excreta from human contact. It is a facility without a flush/pour flush (to piped sewer system, septic tank, pit latrine), a ventilated improved pit (VIP) latrine without slab, a pit latrine without slab, a composting toilet without slab or a bucket/pan latrine.
Open Defecation (No Toilet Facility)	It is synonymous with having no toilet facility and having to defaecate in the open rather than into a toilet. The defecation points include the bush, the beach/water bodies, polythene bags, open field, or gutter.
Solid Waste	refers to the range of garbage materials arising from animal and human activities that are discarded as unwanted and useless. Solid waste includes food waste, garden waste, plastic waste, scraps, and others.
Solid Waste Disposal	It refers to the means used by households in disposing of their solid waste.
Percentage of cultivated lands under irrigation	Arable land under irrigation expressed as a percentage of total arable land (area developed for irrigation/ha)
Average productivity of selected crop (Mt/Ha):	Output per hectare of selected crops (Mt/Ha)
Adoption rate of climate-smart agriculture	Proportion of farmers trained in CSA practices adopting them
Total output of agriculture production for selected crops	Sum of total production from selected crops
Proportion of trained youth and graduate apprentices with established business	Count of youth and graduate apprentices with businesses expressed as a percentage of total number of youth and graduate apprentices who received training on business development and related topics

Term	Definition
Completion rate	Ratio of the total number of pupils/students enrolled in the last grade of a given level of education (KG, Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education
Gender parity index	Ratio of male to female enrolment
Final exams pass rate	Count of final exams takers who passed a particular exam over a total count of final exam takers in that same exam expressed as a percentage
Percentage of functional Community based Health Planning Services (CHPS) zones	Count of CHPS zones / facilities that are working and operational expressed as a percentage of total number of demarcated CHPS zones
Infant mortality ratio	Count of deaths occurring in the first year of life per 1,000 live births
Institutional maternal mortality ratio	Maternal deaths recorded per 100,000 live births
Malaria Incidence per 1000 population	The number of new cases of malaria in a year per 1,000 population at risk
Number of registered birth and death	Count of recorded birth and death
Percentage of population with access to improved drinking water services	Share of population with access to basic drinking water service from an improved source, provided collection time is not more than 30 minutes for a round trip, including queuing
Proportion of population with access to basic sanitation	Population using improved sanitation facilities that are not shared with other households expressed as a percentage of total population. NB: Improved sanitation facility includes flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit latrines, pit latrines with a slab, and composting toilets
Proportion of communities declared Open Defecation Free	Number of communities declared ODF as a percentage of total communities in the Municipality
Proportion of solid waste properly disposed off	Percentage of solid waste collected and disposed of in sanitary landfills
Percentage change in child abuse cases	Difference in child abuse cases between current and previous year divided by child abuse cases in previous year expressed as a percentage
Percentage of women in public administration	Count of women in public administration and political leadership expressed as a percentage of all people in administration and political leadership
Employment rate of persons with disabilities	Percentage of employed persons with disabilities as against the total percentage of persons with disabilities
Coverage of protected areas	Proportion of the total land area designated as protected areas.
Total road network in good condition	Count of total km of classified road network in good condition
Percentage of road network in good	The total km of classified road network in good condition expressed as percentage of total road network.

Term	Definition
condition	
Reported cases of crime	Total number of reported cases of major crimes including rape, armed robbery, defilement, and murder recorded by Ghana Police each year
Percentage change in total audit findings	Total number of audit infractions in Auditor General's Report as a percentage of previous years
Length of drains constructed	Length of drains (km) rechannelled, upgraded and maintained
Percentage change in IGF	The difference of current year IGF over the previous year expressed as a percentage.

Source: Author's Construct, 2025

ANNEX 5: PUBLIC HEARING REPORTS

Report 1: Community Engagement with Zonal Councils (Aflao Wego ZC, Wudoaba): https://www.facebook.com/share/p/16VtkFVi6n/

Name of District/Region: Ketu South Municipal Assembly / Volta Region
Name of Zonal Council: Aflao Wego, Klikor, Somey Fugo, Aflao Fugo, Somey Wego Councils
Venue: Agbozume EP Church, Aflao Wego Zonal Council Office, Wudoaba & Centre for National Culture, Denu
Date: 28th July – 1st August, 2025.

- **Identifiable Representation at the hearing**
  a. Traditional leaders
  b. Assembly members
  c. Unit Committee members
  d. Opinion leaders
  e. Youth representatives
  f. Person with disabilities representative
  g. Civil Society Organisation representative
  h. Religious organisations representatives
  i. Media representatives
  j. Private developers
  k. Health workers
  l. Teachers

- **Total number of persons at the hearing:** 560

- **Mode of invitation:** Invitation letters, calls.

- **Language used:** Ewe, English

- **Gender representation at the hearing:** Male = 334; Female = 226

- **Major issues discussed at the hearing.**

  a. Inadequate rubbish containers, streetlights, Poor state of town roads (bitumen surfacing), incomplete market infrastructure, sanitation (stray animals, refuse sites maintenance etc), drainage.
  b. Increasing cases of theft incidents, Overpopulation in public schools (inadequate infrastructure), Low attendance rate in basic schools, Open defaecation (especially at the beaches), Public disturbance by local churches, bars & restaurants, Youth delinquency (staying deep at night), Poor electricity coverage (rural electrification), Increasing incidence of accidents (speed ramp), Inadequate health facilities (including access), Low rural water coverage (potable)
  c. Poor layout of communities, Open spaces, and meeting spaces for public events, reshaping of roads (including access roads), Destruction by Fulani headsmen

- **Recommendations**
  a. Inclusion of identified needs in MTDP 2026-2029

b. Zonal councils to support revenue generation to enable financing of projects.

- **Main Controversies and Areas of Complaints**
  c. Unprofessional conduct of some officers with regards to development permit
  d. Increasing youth unemployment and related delinquency and crime issues
  e. Open spaces for sports, cultural and social events
  f. Waste collection and other management issues

- **Brief comment on general level of participation**

Participation was excellent with fair representation of all interest groups present. Discussions centred on the prevailing issues within the various communities within the Zonal council. Participants enjoyed the opportunity to participate in the preparation of the Plan.

- **Accent to report**

Municipal Chief Executive
Hon. Nicholas Kwabla Worclachie ……

Mr. Benjamin K. Tettey
Ag. Municipal Coordinating Director ……

Mr. Redeemer M. Sosa
Municipal Development Planning Officer ……

Attendance List of Participants

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Mohammed Hafiz-Alam	✓	M	KSMA/DADP O	0554007069	
2.	Alphonse S Powers	✓	M	Electrical	0244362847	
3.	Simon Adom	✓	m	KSMA/MEETO	0243374870	
4.	Wisdom Ahiator	✓	M	KSMA/Staff	0242148136	
5.	Simon Agbetsiafa	✓	M	Unit - Committee	0555734705	
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Seth K. Akli	✓	M	G.E.S. Planning Officer	0242147973	
2.	Hon. Johnson Souza	✓	M	Adina Assem. Mn	0553904949	
3.	Richard K. Kpotor	✓	M	Unity Comm. MEM Fishermen Adina	0242996888	
4.	LUMORVI J. ELIKEM	✓	M	Acting Unity Comm. MEM	0547[illegible]35K	
5.	Francis Agbaggba	✓	M	Unity Community Adina Member	0247054751	
6.	Nukamewor Raphael	✓ ✓	M	Blekusu Electoral Assembly man	0249237[illegible]	
7.	TORGBUI DORBOR III	✓	M	SUB-CHIEF ADAFIENU	0242228723	
8.	TAGBOR DAVID	✓	m	Unit Comm. Mem. Blekusu	0242273477	
9.	PAUL AGBODZAKEY	✓	m	Unit comm mem Blekusu	0547957261	
10.	DAVID ANANI EGLI	✓	M	Assembly man Adafienu	0242355[illegible]	
11.	Magdalena Mensah Sadie	✓	M	Elect Committee Adafienu	0541778477	
12.	Simon OaLOO	✓	M	Unit Committee Adafienu	0553360876	
13.	NYAMEKYE BEATRICE	✓	F	Unit Committe Adafienu	0248562241	
14.	AGBETIGATA SIMON	✓	M	Adafienu Unit Comm. Member	0555734705	
15.	~~Sa~~ Suasey Agbesi ~~Sa~~ Sampson	✓	M	Hydranalo Unit Comm. Mem.	0242275032	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE: 01-08-2025

VENUE: DENTAL ONCHC CONFERENCE

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Gabriel Yao Tenjoy	✓	M	Holy FM, Aflao	0555723581	
2.	George Obeng Dollar	✓		FMASH MGD M.D	0241/44874	
3.	Paul Kwakumensah	✓	M	HEADMASTER AM.	0245365008	
4.	Kafui Kwesi Agbe	✓	M	Agric Dir ICSMA	0548763858	
5.	Hortsen Beatrice	✓	F	Gender-KSMA	0242218870	
6.	Ibrahim Poyoa	✓	M	DPU - KSMA	0546747857	
7.	Patience Klorkli		F	~~ADPO~~ MSS/KSMA	0201426290	
8.	Musa Dominic	✓	M	PPO	0246764347	
9.	Benjamin K. Livingston	✓	M	STAM	0556939530	
10.	Daniel K. Ayivi	✓	M	Statistics	0247381887	
11.	Berselyn Doku	✓	F	AD II B	0242320387	
12.	Valentina Sekemag	✓	F	A.SA-KSMA	0455597F4	
13.	Victor Nyamador	✓	M	S.B.A - KSMA	0243130468	
14.	Redeemer M. Sosu	✓	m	KSMA, MDPO	0544622890	
15.	Reginald Addo-Labi	✓	m	KSMA, ADPO	0246947322	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE: 2026 – 2029 MTDP Com. ENGAGEMENT

DATE: 28-07-2025

VENUE: ATLAO WEGO ZONAL COUNCIL

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Valentina Selormey		F	KSMA – ~~ABA~~	0245955 71	
2.	Lydia Ic Kporvi		F	KSMA ~~ADM.~~ ADLG	0549707706	
3.	Patience Wurche		F	KSMA ~~ADPO~~	0201426290	
4.	Mubei Dominic		M	KSMA PPO	0246704349	
5.	REGINALD ADJEI		M	KSMA - DPU	0243928833	
6.	Redeemer M. Sam		M	KSMA – MDPO	0544622880	
7.	Mohammed Hatom		m	KSMA / ADPO	0554007069	
8.	Reynolds Addo-Bio		m	KSMA/ MDPO	0246044422	
9.	~~Simon Agbodzigo~~		M	~~Host committee~~		
10.						
11.						
12.						
13.						
14.						
15.						

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	AVE Komlan		M	Pentecost Aveseve Pastor	93 959279	
2.	Torgbui Adevu		M	Tsuluvope Herbalist	0243704462	
3.	Paul Gehi		M	Yame Hon Assembly	024744750	
4.	David Numadzik		M	Driver	0242361061	
5.	Daniel Ahiatsi		M	Yeme Statio Driver. Unit Committee mem	0241238668	
6.	Joseph Awakgbedzi		M	Energy Electrical Electrician	0249047568	
7.	Bernice Kwaku		F	Assembly mem Wiepe - Tokor	27. 0246724	
8.	Godsway Asumah			MEMBER UNIT COMM. CHAIRMAN, FINANCE	0543699075	
9.	Gabriel Tao Tengey		M	HOLY INN, ATLAO	0555723381	
10.	Dorklu Emmanuel		M	Assembly member Kpodzi - Agbogbome	0246984250	
11.	Dogbey Prosper		M	secretary Atlao wego	0245633132	
12.	Kpodzigo Maxwell		M	Assembly Man Atapar/Agbe	0242759045	
13.	CHARLES GOOZOR		M	Kpodzi - Agbome Appointee	0244655447	
14.	Ativor Rubin		M	Kingy Welding Shop Welder	024347 6148	
15.	Kahu Kwesi Agbe		M	Agric Ov ICS111	054376 3858	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE: 2026 - 2029 MTDP Community Engagement

DATE: 28 - 07 - 2025

VENUE: AFLAO WEGO ZONAL COUNCIL WUDABA'A

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Kofi Oduro		M	KSMA - MMDE	0241823011	
2.	Joseph Attikpoe		M	Youth Chairman Widodzi Akatse	0242777 636	J.A
3.	Rose Afrifa		F	Market Woman W. Market	055345 18421	
4.	Abraham Togoe		M	Dep. Plann. KSMA	0546974255	
5.	Michael Dordy		M	Assistive Farmer	0246804278	
6.	Emmanuel Shiki		M	Farmer Kirkpehia	0241021119	
7.	Richard Nagle		M	Teacher Impact Family	0247744930	
8.	Christian Gamar		M	Farmer Inkdukope	0246431333	
9.	John Ajoeyeve		M	Driver Avorme St.	054773 8086	
10.	Amuza Favor		M	Farmer Akperkpli	0548 06 [illegible]443	
11.	Agbleva Felix		M	Driver Yame	0205 548097	
12.	Dadzo Tetpah		M	Vice-Tutor Appointee AP.	0248134111	
13.	Wilfred K. Dakunyo		M	Assembly member Akame	0246607945	
14.	Mama Hodzigbe II		F	NCCE Mun. Director	0243553461	
15.	Florence Amegah		F	Market woman Provisions store	054524 7550	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Benjamin K. Livingbird	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	m	KSMA - SHRM	0554939530	
2.	Victor Klyonator	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	m	KSMA - MBA	0243130468	
3.	Hope Ahiagbo	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Unit Comm, Logame	0246861833	
4.	Alorse Lawson	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Unit Comm Logove	0243575015	
5.	Joseph Kadu	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Unit Comm Logare	0242907266	
6.	Ndorglo Justina	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	F	EHO, Abgoxume Secretary ZC	0246583667	
7.	Simon Adom	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	NLEITO	0242324870	
8.	Anegoshie Lawrence	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Unit Committee Member	0243601331	
9.	Kofi Odum	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	KSMA - MUE	0241823011	
10.	Christopher E. Amedo	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Unit Klogokpo	0543666815	
11.	Jacob Avornyo	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	E.C.P church	05423538 38	
12.	John Hadagli	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	KSMA WORKS - ROAD	0246948258	
13.	Daniel Ayivi	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	KSMA Acts	0249381589	
14.	Hlorlewu Beatrice	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	F	KSMA - GENDER	0242218890	
15.	Roderer M. Sam	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	KSMA - MDPO	0547622890	
16.	Mohammed Hardi A		M	KSMA/ADPO	0554007069	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Albert Kwaku Kemavo		M	Srohume	0247053412	
2.	Dey Louis		M	Srohume	0246648324	
3.	~~Hills-Ibri Emmanuel~~			~~Member~~		
4.	Prosper Sedofe		M	Nogokpo	0240925747	
5.	NOAH Setsofia		M	Setsofia	~~0542944145~~ ~~0547111415~~	
6.	Peace Agbosi				0549134141	
7.	Isaac N. K. Agbemenu		M	Adaumkope Community Treasurer	0242256285	
8.	Lorlornyo Kundo			Kpedzakope	0242864768	
9.	Hon. Nicholas K. Klordaku		M	MCE KSMA		
10.	Mudei Dominic		M	KSMA PPS	0240404549	
11.	Patience Klordui		F	KSMA DPO	0248089553	
12.	Kafui Kweku Agbe		M	KSMA - Agric Dir	0543763858	
13.	Wonder Zah		M	KSMA Admin	0244161313	
14.	Abraham Tagoe		M	KSMA DPO	0246747337	
15.	Sebastian Afriyie		M	KSMA Admin	0243087561	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	ANTHONY DAWU	✓	M	Unit Committee LOGOVE Electoral	0241944857	
2.	Seshi Florence	✓	F	Unit Comtte Administrative	28 02494501	
3.	Degbey Francis	✓	M	AFuta Gbidzi	0576586767	
4.	Hope Dekpey	✓	M	AFuta, Gbidzi	0249210478	
5.	JOSEPH SEDPO	✓	M	Sonuto	0245259255	
6.	KUGBORTSOR Kofi	✓	M	Sonuto	0240791290	
7.	Richard Gbevitor			Nogokpo	0242310383	
8.	Saint Paul Kwaku			ATSIVUTA	0244796123	
9.	Christabel Agbenyoke			ATSIVUTA	0598480854	
10.	Benedicta Nani			Nogokpo	0242310383	
11.	Celestine Tamakloe			Agbozume H/C	0243863696	
12.	Paul-Doe Abotsi			Srokeme	0241931585	
13.	David K. Kpony			[illegible]	0245941990	
14.	Gabriel Tao Tengey			HOT FM, AFLAO	0555723338	
15.	Seth K. Akli			Planning Off. GES	0242147973	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Amegatsey Martin	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Agbozume South Unit Committee	0546327706	
2.	Ativie Prosper	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Agbozume South Unit Committee	0248185577	
3.	Promise Vinyo	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Agbozume South Unit Committee	0242557196	
4.	Katsekpor John Tay	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Ahoekpoe Unit Committee	0244214009	
5.	Kudjo Agbosah	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Ahoekpoe Unit Committee	0247257855	
6.	Kwasi Afrifogbui	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Ahoekpoe Unit Committee	0540771756	
7.	Hon. Sowuvi Agbeko Amoye	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Ahoekpoe Assembly member	0543473273	
8.	Famous Sokatsi	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Dzaglame Assembly Member	0242238682	
9.	Kobe Kwadwoah	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	F	Agbozume	0249024361	
10.	Hon Cornelius Sallah	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	A/M North Agbozume	0246507043	
11.	Skyllon Akpeloo	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Dzagbame	0246806307	
12.	Adzakpa Agnes	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	F	Agbozume	0247163211	
13.	Laurena W. Kpeker	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	F	Nogokpo (Unit Com)	0543237313	
14.	Tome Win	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60		Agbozume	0243220833	
15.	Juliana Amemor	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60		Ahorkpoe unit committee	0545906674	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE: MTDP MEETING

DATE: 6/8/25

VENUE: ~~Atikpui UMCC~~

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	SAVIOUR AYITEY	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	SROHUME Unit	0543011691	
2.	ISRAEL GEDZAH	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Sohnto, Kumadey	0538052190	
3.	OKENKYE LUMBARU	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	KLIKOR ATIVITA	0243797802	
4.	IBRAHIMI A YURA	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Logove Assmby	0245677787	
5.	Jonas Fator Agbagba	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Nogakpo/Atsivuta	0559440326	
6.	FRANCIS IK Kpotsu KA	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Sonuto/ Kumadekope	0542298806	
7.	Godson Alicamadzi	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Agbozume South	0244831882	
8.	Afred Mosagie	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Sonuto/ Kumadekope	0542627558	
9.	Owusu ROMEO	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Kpedzakope	0523726865	
10.	Takpa Forgive T->	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60		Kpedzakope	0530650689	
11.	John Doe Ashingo	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Srohume	0249305897	
12.	Isaac Deynu	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Srohume	0248120185	
13.	Kanyo Raymond	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Adawukope	0245806161	
14.	Felix Dadoho	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	Gbi Dzoglanya	0249327426	
15.	Rev. Emmanuel Gbadeglo.	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	m	MISSIONARY/ Church ~~Pastor~~ KKPEMS	0548305145 / 0245944070	

Report 2:

Name of District/Region: Ketu South Municipal Assembly / Volta Region
Name of Zonal Council: Klikor & Aflao Zonal Councils
Venue: Klikor Zonal Council Office, Aflao Zonal Council Conference Room
Date: 28th October, 2025.

A. Identifiable Representation at the hearing

a. Opinion leaders
b. Assembly members
c. Unit Committee members
d. Youth representatives
e. Traditional leaders
f. Civil Society Organisation representative
g. Religious organisations representatives

B. Total number of persons at the hearing: 65

C. Mode of invitation: Invitation letters, calls.

D. Language used: Ewe, English

E. Gender representation at the hearing: Male = 48; Female = 17

F. Major issues discussed at the hearing.

a. Inadequate classroom block / basic educational facilities
b. Poor road network (condition and access)
c. Non-electrification of some areas (rural electrification)
d. Inadequate police station, market facilities, potable water
e. Inadequate CHPS, Clinic, health facility, community centres, streetlight, refuse containers.

G. Recommendations

a. Inclusion of identified needs in MTDP 2026-2029
b. Zonal councils to support revenue generation to enable financing of projects.

H. Main Controversies and Areas of Complaints

c. Increasing youth unemployment and related delinquency and crime issues

I. Brief comment on general level of participation

Participation was excellent with fair representation of all interest groups present. Discussions centred on the prevailing issues within the various communities within the Zonal council. Participants enjoyed the opportunity to participate in the preparation of the Plan.

- **Accent to report**

Municipal Chief Executive
Hon. Nicholas Kwabla Worclachie ……

Mr. Benjamin K. Tettey
Ag. Municipal Coordinating Director ……

Mr. Redeemer M. Sosa
Municipal Development Planning Officer ……

Attendance list of Participants

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Hon. Christoph Zotoo			Assembly member Agorkpanu	0244747017	
2.	Ayi Remi J.			Agorkpanu	0246888467	
3.	Asp. Doreen J. Bi-T Teagey			Aflao Police	0244032215	
4.	George Akumavi			Agorkpanu	0542457910	
5.	Hugley Georgina			Agorkpanu	0550500057	
6.	Nana Ayih			Agorkpan	0551813226	
7.	Mary ~~Ahorfordy~~ Ahorsorde			Agorkpanu	0598910874	
8.	Peter S.K. Attisu			Avedzi	0246559749	
9.	Emil. Cash Ahorsoo			Agorkpanu	0246859628	
10.	Kudzo Agbo			Agorkpanu	0240646380	
11.	Victor Tsimekope			Hume	0249627768	
12.	Akitso Nuve			Akporkploe	0242873739	
13.	Shallot Seshie			Agorkpanu Market	0243648069	
14.	Agbevior Koddy T.			Avoeme	0244463721	
15.	Sowoe Agbo			Agbokpanu	0248143555	
	Albert K. Ahorsorzor			Agorkpanu	0552258137	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Mad. Grace Mensah			cleaner	-	
2.	Hlorlenu Beatrice			KSMA - Gender	0242218550	
3.	Lydia K. Kpavi			KSMA – Adm.	0549707706	
4.	Kofi Odeme	✓		KSMA - MWE	0241823011	
5.	Ahlidje Wisdom			Teshie/Avedzi	0245711394	
6.	Selorm Ahiekpor			KSMA - ADI	0243087551	
7.	Benyamin K. Luingbui	✓		KSMA - BHRM	0556939530	
8.	Agbezuka Caleb			Hume Agbeme	0248140224	
9.	REGINALD ADJEI	✓		KSMA-DPU	0243928833	
10.	Musa Dominic			KSMA PPO	0240704349	
11.	Daniel Ayivi			KSMA Statr	0249381587	
12.	Tagbo Paul			Env. health	0241705305	
13.	Prosper Akolgo			-	0246524450	
14.	Kahu Kwesi Agbe			KSMA - Agric Dir	0543763855	
15.	David Nuru			KSMA SOC Welfare	0207372981	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Esther Bawashie			Awakorme	0553226540	
2.	Mama Hadzigo II			ICSMA	0243353461	
3.	Agbishi Agbo			Agorkpanu	0248 143555	
4.	mama C. Agbo			Agorkpanu	0248757521	
5.	Dangoe Gadeka			Agorkpanu	0248757521	
6.	Vivian Kukpanu			Avoeme (Vidrym)	0538540804	
7.	Cedi Agbo			Agorkpanu	0248757521	
8.	Kosa Gamado			Agorkpanu	0545673467	
9.	Lulu Agbovi			Agorkpanu	0242294349	
10.	Rita Hillary			Agorkpanu	0547560753	
11.	Killian K. Henyo			—	0243222626	
12.	Sosu Peter Afesu			Teshie/Avedzi	0243059788	
13.	Sosu Paul Etsey			Teshie/Avedzi	0243059768	
14.	Gabriel Too Tawiah			HOLY FM, AFLAO	0557723381	
15.	Hon. Seth Kwasi Akpla			Abehakope	0242106347	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Klove Frank			opinion Leader	0242751155	
2.	Amedetorvoy Dzata			~	0246839698	
3.	~~Robert Kpodo~~			~	~~0245885419~~	
4.	Linus Koffie Okata			NCCE	0247755400	
5.	Xoese Segavorye			Opinion Leader	0242363778	
6.	Torgbui Akotoy			~		
7.	Martin Seku			Apekotuime	0257722252	
8.	G.Y Amegashitsi			Apekotuime	0248554593	
9.	Tsimekpe K. Yaro			Flaggagorme	0249250405	
10.	Simon K. Logah			Avoeme East	0245133868	
11.	Beckra Daniel			Viepe	0246307253	
12.	Happy Adonu			Viepe	0242578640	
13.	Klotortsi Alfred			ASH	0249994247	
14.	Musah Umaru			Duta	0242302468	
15.	Robson Segenu			Gbugbla	0243968A3	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE: 05/08/2025

VENUE: ~~Aflao~~ Zonal Council

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Masaud Ismael			Duta	0247219761	
2.	Anthony Sedoh			Aflaga Agome	0243039799	
3.	Godoglo Alex			Agorkpanu	0551118842	
4.	Danshi Kwasix			Agbokpanu	0243421185	
5.	Patience Xlorder			KSMA	0201426290	
6.	Alhaji Mohammed			Aggatigome	0242273889	
7.	Fianyo Peter			Avoeme	0247039444	
8.	Ahiadoglo Perfect			A.S.A	0503620798	
9.	Bright O. Hukpatle			Avoéme West	0241357278	
10.	Stephi Kowo			Gbogbla	0249539788	
11.	Ben Mensah Ezu			Agbokpanu	0242372233	
12.	Agbowurda Bright			Avoeme	0247771566	
13.	koffie M. Klarziger			Agorkpanu	0546245851	
14.	Fausting Kuwu			Avoeme West Teshie Avedzi	0245132158 0243059788	
15.	SoSu Peter Abu B.Y. Tenge			Teshie/Avedzi Agorkpanu	0243059778 0246888467	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE: Klikor

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Jacob Avornyo	✓19-45	M	Klikor	0542353838	
2.	Kordey Jerry	✓	M	Klikor	0545983132	
3.	Moses X. Kordorwu	✓46-60		Lotakor	0246372[illegible]	
4.	Samuel Hiadepe	✓46-60		Klikor 2-C	0243072881	
5.	Thomas Dzikunu			Lotakor	0245229[illegible]	
6.	Kwatseny Etinam Kuga[illegible]	✓46-60		Lotakor	0242383708 0242383	
7.	Baba Eric Kordorwu	✓		Lotakor Teacher	0244585145	
8.	Klisdem Agbesete	✓19-45		Lotakor member	0551881226	
9.	Joseph Kordorwu	✓19-45		Lotakor	0546648092	
10.	Tongbui Nyapalu Agbe			II Gliebi.	0244514596	
11.	Tagbi Akpa Adzraku			V KLIKOR	0242031437	
12.	MIFETU JOSEPH	✓		ASSEMBLY MEMBER AFUTA/GLIDZI	0246814152	
13.	Adadey Wonder	✓		Lotakor	0248229142	
14.	Abraham Logoru	✓19-45		DPU-KSMA	0246974[illegible]	
15.	Gabriel Yao Tenkey	✓19-45		HOLY INN, AFLAO	0555703381	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE: Kluko

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Hon Evans Kwame Amar	✓19-45	M	Kpoglu	0240540858	
2.	Kwadzo M. Sosu	✓	M	Tadscorner	0546859598	
3.	Zikpuitor Gbloenadodzi Mileb	✓46-60	M	Tadscorner	0246018779	
4.	Joseph Atitsegbu	✓19-45	M	Tacks corner	0548156080	
5.	SOBIQ NYANSAH	✓	M	TACKSCORNER	0543499685	
6.	YAWO GIFTY DANYCAICORSU	✓19-45	F	TACKSCORNER	0536280220	
7.	RICH AKOGEY GALLEY	✓	M	TACKSCORNER	0246678281	
8.	KASIAH KLUSEY AGBOGEDENU	✓46-60	M	TACKSCORNER	0550785422	
9.	GABRIEL IRON MIKETO		M	TACKSCORNER	0246838 9-05	
10.	Hon Dotsey Lord Agbogbo	✓	M	Tackscorner	0244913053	
11.	Nwaku Donkor Mileb		M	TACKSCORNER	0247303782	
12.	Mama Amewosina		f	Queen Mother Kliko Assembly member	0244947179	
13.	Sefaage Ganado	✓	M	Taskorner	0559421477	
14.	Midawo Dafliso Yekeeku	✓	M	Dornormadi	0246885271	
15.	Martha Kove	✓	F	Taskorner	0545266526	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE: KLIKOR

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	IORZU K JONAS	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	UNITE COMM. IACKSCORNER	0257551076	
2.	FAVOUR NIKETO	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	F	✓ ✓	0533504281	
3.	AMAKYE HUTOR	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	✓ ✓	0542172392	
4.	FELIX DAMALE	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	✓ ✓	0243559799	
5.	REINDORF DOE DORMENU	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	✓ ✓	0216481750	
6.	CHRISTIAN KUDAH	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	✓ ✓	0541061644 0546622589	
7.	AMEGEPUI AGBEMAFU	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	✓ ✓	0205938111	
8.	JOHN HLORMENU	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	LOTAKOR	0248250465	
9.	ADZEVIE CHARLES	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	AFUTA-KLIKOR	0240863884	
10.	PROMISE KUTSOATI	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	AFUTA-KLIKOR	0245455969	
11.	ROBERT K. APEIRGEY	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60		KPOGLU	0242990251	
12.	MAWUTOR SOGLO	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	F	IACKSCORNER	0241026930	
13.	Kyere Right	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Klikor H/C	0545348828	
14.	Addo Fresa Yaa	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	F	Lotakor CHPS	0557634069	
15.	Gabriel Afsu Agbanu	☐ <18 ☐ 19-45 ☐ 46-60 ☑ >60	M	Kpoglu	0242613415	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE: Kwan

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	David Amuzu	46-60		Lo Takor	0546063764	
2.	Vincentia Dzorlo	46-60		Lotakor	0595076725	
3.	Pastor Godfred Kwatsey	46-60		Lotakor	0249345664	
4.	Ernest Anyidoho	19-45		Lotakor	0547301312	
5.	Richard Kordorwu	46-60		Lotakor	0549134137	
6.	Meshark Apeku	19-45		Lotakor	0257196026	
7.	David Kpodo	46-60		Lotakor	0249202595	
8.	Leonard Lawe	46-60		Lotakor	0245748848	
9.	Amato Soglohu	>60		Klikor Electoral Area	0243502066	
10.	Honor Attividzi Kedze	46-60		Lotakor	0249339185	
11.	Honor Dzogbeduie Kpoavuwu	46-60		Lotakor	0533553384	
12.	Agnes Gameli Bogbevia	19-45		Lotakor	0247815613	
13.	Torgbui Agbogibor II Nenfia Agbogibor Kofe Tsiame	>60		Tackscorner	0243614496	
14.	Tony Mawunyega Bormeyu	46-60		Tackscorner	0591424769	
15.	Mawuko Abed Bormeyu	46-60		Tackscorner	0538195167	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE: COMMUNITY ENGAGEMENT

DATE: 4th August, 2025

VENUE: KLIKOR

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Benjamin K. Livingstone	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	KSMA, SHRM	0556939530	
2.	Kpogo Jerome	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60		Assembly Member	0543737049	
3.	Gachom Kudzo Adraky	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Klikor Zonal Council	0244875815	
4.	Kwame Womegah	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Klikor	0532079266	
5.	Kofi Odemo	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	KSMA – MME	0244182341	
6.	Kabu Kwesi Agbe	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	KSMA - Agric Dir	0543763858	
7.	Mubu Dominic	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	KSMA PPD	0240324349	
8.	Patience Klorekli	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	F	KSMA DPO	0201426299	
9.	Stephen Afagbo	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	KLIKOR	0541875259	
10.	Benice Manavi Tavi	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	W	KLIKOR	0244886885	
11.	Melody Bonti	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	F	Env. Health Klikor Zonal council	0249463819	
12.	Ivy Sarfowaa	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	F	Klikor Zonal Council (EH)	0545091170	
13.	Torgbui Homevulli	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	Kpogla	0244632538	
14.	David K. Kpobey	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	M	Taybato	0244435532	
15.	Hlorlewu Beatrice Akos	☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60	F	KSMA – GENDER	0244218890	

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE: 4-08-2025

VENUE: KLIKOR

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Emmanuel Nyaneshie		M	TAGBATO	0247982187	
2.	Bethsemekpor Godfred		M	Dodokope	0249594840	
3.	Torgbui Sonu II		M	Kpoglu	0550159413	
4.	Hasan Afanyedor		M	Jacksorner	0246859461	
5.	Torgbui Agbagbo III		M	Lolakor	0248177624	
6.	Torgbui Agbogbi II		M	Lolakor	0246370255	
7.	Sorfor Agey		M	Jacksorner	0559421477	S.A
8.	Daniel Ajivi		M	KSMA Stats	0249381585	
9.	Torgbui Agbalie		M	Afuta-Glid2	0247138585	
10.	Joseph Mifetu		M	Afuta Glid2	0246814152	
11.	Victor Nyamekor		M	KSMA	0243130468	
12.	Mohammed Hadison T.		M	KSMA/ADP	0557007067	
13.	Reynolds Addo-Ishi		m	KSMA/ADP	0246097322	
14.	Redeemer M-Sarq		m	KSMA/MDSO	0544022840	
15.						

KETU SOUTH MUNICIPAL ASSEMBLY

MEETING TITLE:

DATE:

VENUE:

ATTENDANCE LIST

No.	Name	Age	Sex M/F	Institution, Designation	Contact	Signature
1.	Mavis Keme	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	F	GIZ/Technical Advisor	0552557318	
2.	Mohammed Hutchful	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	m	KSMA/ADPO	0554007069	
3.	Reynolds Adotsi	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	m	KSMA/ADPO	0246094332	
4.	Felix Hordzi	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	m	GIZ/Driver		
5.	Seth Akli	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	m	GIS Planner	0242447913	
6.	Redeemer Kwaku Dena	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	B&F/Health agency	0248420172	
7.	Redeemer M. Sowu	☐ <18 ☑ 19-45 ☐ 46-60 ☐ >60	M	KSMA/MSPO	0544622842	
8.	Victor Klymafor	☐ <18 ☐ 19-45 ☑ 46-60 ☐ >60	M	KSMA/MBA	0243130468	
9.		☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60				
10.		☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60				
11.		☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60				
12.		☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60				
13.		☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60				
14.		☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60				
15.		☐ <18 ☐ 19-45 ☐ 46-60 ☐ >60				

Scale and Code for Sustainability Test

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

Programme 1:

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: INFRASTRUCTURE AND ASSETS MANAGEMENT PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	()	1	2	3	4	5
INSTITUTIONAL ISSUES							
Human Rights	Human rights related cases reported	(0)	1	2	3	4	5
Access to information	Ease of access to information by the public	(0)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental/industry standards and guidelines.	()	1	2	3	4	5

Record Sheet

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: INFRASTRUCTURE AND ASSETS MANAGEMENT PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Construction of roads and other construction activities disturb biodiversity and displaces most wildlife.
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	2	Most arable lands may be taken up by the huge construction activities such as roads, classroom block and others
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	2	More energy would be used for the construction activities.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	There would be the emission of poisonous gases such as Co2 into the atmosphere which would cause climate change
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	3	There would be efficient use of local materials such as sand and stones for the constructional activities
Rivers and Water bodies: should retain their natural character.	4	It has neutral effects on the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	The construction of social center will enhance social cohesion
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The construction of water facilities in various communities would help reduce water borne diseases
Gender: The activity should empower women.	4	Since women and children are vulnerable, they would have access to the facilities when constructed
Job Creation: The activity should create jobs for local people particularly women and young people.	5	Construction activities will create substantial jobs for the local people especially youth and women
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	2	Construction of water and sanitary facilities in the various communities would instill ownership in the people since they would be involved in the construction processes
Access to Land: Activity should improve access to land.	2	Access to land for the poor may be limited due to the construction activities such as roads, markets, etc
Access to Water: Activity should improve access to water.	4	The construction of water facilities in the various communities would enhance access to water
Access to Transport: Activity should improve access to transport.	4	Travel time would be reduced and transportation would be enhanced due to the construction of facilities within or near to communities
Sanitation: Activity should improve sanitation.	4	There would be enhanced sanitation due to the construction of refuse bays and other sanitary facilities.
Equity: Adverse and beneficial impacts from development	4	All projects would benefit people equally without

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people		discrimination. E.g., all will have access to the road constructed and other facilities.
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	3	It has neutral effects on the aim
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	Facilities being it educational, health etc would promote soundness of mind hence promote economic activities
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	0	It's not relevant to the aim
Local Investment of Capital: Development should encourage the local retention of capital and the	0	The construction of market facilities would encourage buying and selling
development of downstream industries, utilizing local raw materials, products and labour.		which will help retain capital in the Municipality for development
INSTITUTIONAL ISSUES		
Human Rights	4	The construction of police station would promote the protection of human rights
Access to information	4	People's access to information would be enhanced due to the construction of health facilities and educational facilities. These institutions provides vital information such as health issues and general knowledge to the general public
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	0	The construction activities would have no relation to regulation and compliance

Programme 2.

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: DECENTRALIZATION AND LOCAL GOVERNANCE PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted		1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	( )	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5
INSTITUTIONAL ISSUES							
Human Rights	Human rights related cases reported	(0)	1	2	3	4	5
Access to information	Ease of access to information by the public	(0)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental standards and guidelines.	(0)	1	2	3	4	5

Record Sheet

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: DECENTRALIZATION AND LOCAL GOVERNANCE PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	4	People would be educated on the need to protect wildlife and sensitive areas
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	3	The training programmes would have neutral effects on the aim.
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	Will have neutral effects on the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	4	The skills development programmes being organized for farmers and other industries would help reduce the effects of climate change
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	3	There would be neutral effects on the aim
Rivers and Water bodies: should retain their natural character.	4	Training programmes organized for farmers would help reduce the state of destruction of water bodies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	The social protection programmes organized by the social welfare department would maintain social cohesion
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	Public education organized by the health and environmental health department would help minimize the incidence of diseases such as water borne diseases
Gender: The activity should empower women.	4	The social welfare department organizes programmes which promote the empowerment of women
Job Creation: The activity should create jobs for local people particularly women and young people.	4	The BAC and Agric department organizes capacity and skills development programmes to help the people gain employable skills
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The organization of public dialogue with the local people helps instill a sense of project ownership and participation
Access to Land: Activity should improve access to land.	3	Access of the poor to land would neither be increased nor decreased
Access to Water: Activity should improve access to water.	3	The training programmes would have no effects on their access to water
Access to Transport: Activity should improve access to transport.	0	It's not relevant to the aim
Sanitation: Activity should improve sanitation.	4	Education and training programmes such as sanitation day and others would reduce generation and ensure proper disposal of wastes.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	4	Organizing skills development and entrepreneurship programmes to the people ensures equity in access to opportunities for improved standard of living
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	4	Most of the social protection programmes organized would help reduce vulnerability and risks among the people
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	Capacity building and skills development programmes would help promote economic growth.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where	0	It's not relevant to the aim

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
possible.		
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	0	Has neutral effects on the aim
INSTITUTIONAL ISSUES		
Human Rights	4	Social protection programmes organized by the Social welfare department would help protect the fundamental human rights of the people.
Access to information	4	Since most of the department would be organizing programmes for the people, their access to information would be enhanced
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	0	Programmes organized by EPA will help companies comply with environmental standards and guidelines

Programme 3

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: PRIVATE SECTOR DEVELOPMENT PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(o)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(o)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(o)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(o)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(o)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(o)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(o)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(o)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(o)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(o)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(o)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(o)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(o)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(o)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(o)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(o)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(o)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(o)	1	2	3	4	5
INSTITUTIONAL ISSUES							
Human Rights	Human rights related cases reported	(o)	1	2	3	4	5
Access to information	Ease of access to information by the public	(o)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental/industry standards and guidelines.	(o)	1	2	3	4	5

Record Sheet

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: PRIVATE SECTOR DEVELOPMENT PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	People would be educated on the need to protect wildlife and sensitive areas
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	The training programmes would have neutral effects on the aim.
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	Will have neutral effects on the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	The skills development programmes being organized for farmers and other industries would help reduce the effects of climate change
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	There would be neutral effects on the aim
Rivers and Water bodies: should retain their natural character.	0	Training programmes organized for farmers would help reduce the state of destruction of water bodies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	0	
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	
Gender: The activity should empower women.	5	Ensuring the development of start-up businesses and SMEs will provide economic cover for women
Job Creation: The activity should create jobs for local people particularly women and young people.	5	Promoting the development of start-up businesses and SMEs will help mitigate unemployment situation
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	Local participation is key for the development of the local economy
Access to Land: Activity should improve access to land.	3	The development of start-up businesses and SMEs will enhance the economic capabilities to afford their needs
Access to Water: Activity should improve access to water.	3	The development of start-up businesses and SMEs will enhance the economic capabilities to afford their needs
Access to Transport: Activity should improve access to transport.	3	The development of start-up businesses and SMEs will enhance the economic capabilities to afford their transportation needs
Sanitation: Activity should improve sanitation.	3	The development of start-up businesses and SMEs will enhance the economic capabilities to afford their sanitation costs
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	4	This will help ensure poverty reduction at all levels
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	0	
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	The development of start-up businesses and SMEs will enhance the economic capabilities
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	4	This will help start-up businesses and SMEs to be able to purchase local raw materials
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	5	Supporting start-up businesses and SMEs will ensure local economic development
INSTITUTIONAL ISSUES		
Adherence to democratic principles	0	
Human Rights	0	
Access to information	0	
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines.	0	

Programme 4

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: HEALTH AND NUTRITION PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(o)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(o)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(o)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(o)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(o)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(o)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(o)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	(o)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(o)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(o)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(o)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(o)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(o)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(o)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(o)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(o)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(o)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(o)	1	2	3	4	5
INSTITUTIONAL ISSUES							
Adherence to democratic principles		(o)	1	2	3	4	5
Human Rights	Human rights related cases reported	(o)	1	2	3	4	5
Access to information	Ease of access to information by the public	(o)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental standards and guidelines.	(o)	1	2	3	4	5

Record Sheet

Criteria – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: HEALTH AND NUTRITION PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	
Rivers and Water bodies: should retain their natural character.	0	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	3	Expanding and equipping health facilities will ensure a healthy population
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	Expanding and equipping health facilities will help in proving the health needs of the people
Gender: The activity should empower women.	4	Access to good health care facility will enhance women's health needs
Job Creation: The activity should create jobs for local people particularly women and young people.	0	
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	0	
Access to Land: Activity should improve access to land.	0	
Access to Water: Activity should improve access to water.	0	
Access to Transport: Activity should improve access to transport.	0	
Sanitation: Activity should improve sanitation.	0	
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	0	
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	In times of disease out, availability of a good health facility is essential
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	A healthy population will contribute to the economic growth of district
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	0	
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	0	
INSTITUTIONAL ISSUES		
Adherence to democratic principles	0	
Human Rights	4	It will ensure the right to health care
Access to information	0	
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines.	0	

Programme 5

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: SOCIAL PROTECTION AND WELFARE PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(o)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(o)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(o)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(o)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(o)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(o)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(o)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	(o)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(o)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(o)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(o)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(o)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(o)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(o)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(o)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(o)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(o)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(o)	1	2	3	4	5
INSTITUTIONAL ISSUES							
Adherence to democratic principles		(o)	1	2	3	4	5
Human Rights	Human rights related cases reported	(o)	1	2	3	4	5
Access to information	Ease of access to information by the public	(o)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental standards and guidelines.	(o)	1	2	3	4	5

Record Sheet

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: SOCIAL PROTECTION AND WELFARE PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	
Rivers and Water bodies: should retain their natural character.	0	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	Increasing awareness on child protection will ensure cohesion in the various communities
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	Increasing awareness on child protection will ensure good upbringing of children
Gender: The activity should empower women.	0	
Job Creation: The activity should create jobs for local people particularly women and young people.	0	
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	0	
Access to Land: Activity should improve access to land.	0	
Access to Water: Activity should improve access to water.	0	
Access to Transport: Activity should improve access to transport.	0	
Sanitation: Activity should improve sanitation.	0	
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	0	
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	5	Increasing awareness on child protection will protect vulnerable children
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	0	
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	0	
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	0	
INSTITUTIONAL ISSUES		
Adherence to democratic principles	0	
Human Rights	5	This will help to protect the rights of children
Access to information	0	
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines.	0	

Programme 6

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: WATER, SANITATION AND HYGIENE (WASH) PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(o)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(o)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(o)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(o)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(o)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(o)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(o)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	(o)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(o)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(o)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(o)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(o)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(o)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(o)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(o)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(o)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(o)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(o)	1	2	3	4	5
INSTITUTIONAL ISSUES							
Adherence to democratic principles		(o)	1	2	3	4	5
Human Rights	Human rights related cases reported	(o)	1	2	3	4	5
Access to information	Ease of access to information by the public	(o)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental standards and guidelines.	(o)	1	2	3	4	5

Record Sheet

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: WATER, SANITATION AND HYGIENE (WASH) PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	
Rivers and Water bodies: should retain their natural character.	4	Rivers and other water bodies can be harnessed to provide potable water
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	Mechanized borehole and community water systems will aid adequate supply of water
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The provision of mechanized borehole and small-town water systems will help to ensure the well-being of citizens
Gender: The activity should empower women.	0	
Job Creation: The activity should create jobs for local people particularly women and young people.	0	
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	0	
Access to Land: Activity should improve access to land.	0	
Access to Water: Activity should improve access to water.	5	Mechanized borehole and community water systems will ensure access to water
Access to Transport: Activity should improve access to transport.	0	
Sanitation: Activity should improve sanitation.	0	
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	4	The drilling and construction of mechanized borehole and community water systems will ensure the equal distribution of water services
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	0	
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	Provision of mechanized borehole and community water systems will help instigate economic growth
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	0	
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	0	
INSTITUTIONAL ISSUES		
Adherence to democratic principles	0	
Human Rights	0	
Access to information	0	
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines.	0	

Programme 7

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: HEALTH AND NUTRITION PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(o)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(o)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(o)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(o)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(o)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(o)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(o)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	(o)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(o)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(o)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(o)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(o)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(o)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(o)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(o)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(o)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(o)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(o)	1	2	3	4	5
INSTITUTIONAL ISSUES							
Adherence to democratic principles		(o)	1	2	3	4	5
Human Rights	Human rights related cases reported	(o)	1	2	3	4	5
Access to information	Ease of access to information by the public	(o)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental standards and guidelines.	(o)	1	2	3	4	5

Record Sheet

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: HEALTH AND NUTRITION PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	
Rivers and Water bodies: should retain their natural character.	0	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	3	Provision of health infrastructure will enhance healthy living
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	Availability of CHPS compound will ensure the provision of the health needs of the people
Gender: The activity should empower women.	0	
Job Creation: The activity should create jobs for local people particularly women and young people.	0	
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	0	
Access to Land: Activity should improve access to land.	0	
Access to Water: Activity should improve access to water.	0	
Access to Transport: Activity should improve access to transport.	0	
Sanitation: Activity should improve sanitation.	0	
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	4	It will ensure equal access to health
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	0	
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	0	
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	0	
INSTITUTIONAL ISSUES		
Adherence to democratic principles	0	
Human Rights	4	Providing health infrastructure to the will enhance their health needs
Access to information	0	
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines.	0	

Programme 8

CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
PROGRAMME: EDUCATION AND SKILLS DEVELOPMENT PROGRAMME							
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(o)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(o)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(o)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(o)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	(o)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(o)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(o)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	(o)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(o)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(o)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(o)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(o)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(o)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(o)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to be to benefit on equitable terms	(o)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(o)	1	2	3	4	5
EFFECT ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(o)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(o)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(o)	1	2	3	4	5
INSTITUTIONAL ISSUES							
Adherence to democratic principles		(o)	1	2	3	4	5
Human Rights	Human rights related cases reported	(o)	1	2	3	4	5
Access to information	Ease of access to information by the public	(o)	1	2	3	4	5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines	Number of companies that comply with environmental standards and guidelines.	(o)	1	2	3	4	5

Record Sheet

CRITERIA – BASIC AIMS AND OBJECTIVES	SCORE	REASONS
PROGRAMME: EDUCATION AND SKILLS DEVELOPMENT PROGRAMME		
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	0	
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	
Rivers and Water bodies: should retain their natural character.	0	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	3	Expanding education will ensure high enrolment
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	It will aid teaching and learning
Gender: The activity should empower women.	0	
Job Creation: The activity should create jobs for local people particularly women and young people.	0	
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	0	
Access to Land: Activity should improve access to land.	0	
Access to Water: Activity should improve access to water.	0	
Access to Transport: Activity should improve access to transport.	0	
Sanitation: Activity should improve sanitation.	0	
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	0	
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	5	Improving educational infrastructure to include disability friendly facilities will enhance teaching and learning
EFFECT ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	0	
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	0	
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	0	
INSTITUTIONAL ISSUES		
Adherence to democratic principles	0	
Human Rights	4	It will ensure right to education
Access to information	0	
Regulation/Compliance: PPP should ensure best practice and compliance with environmental/industry standards and guidelines.	0	

Source: Author's Construct, 2025

ANNEX 7: PRIORITISATION MATRIX FOR DEVELOPEMNT ISSUES

No.	Development Issues / Criteria	Criterion 1: Severity and diversity of the problem and intended benefits	Criterion 2: Significant multiplier effect on economic efficiency	Criterion 3: Significant linkage to meeting basic human needs & rights	Criterion 4: Significant multiplier effects in sustainable spatial deve.	Criterion 5: Opportunities for addressing key cross-cutting development themes	Criterion 6: Cost-effectiveness	Criterion 7: Impact / alignment to key government priorities	Criterion 8: Quality Education	Criterion 9: Clean Water and Sanitation	Criterion 10: Affordable and clean energy	Criterion 11: Decent work and economic growth	Criterion 12: Peace, justice and strong institutions	Total Score	Rank / Priority
	Weight of Criteria (100% / 1)	6.8	8.6	8.8	7.5	7.8	8.5	9.9	10.7	11.7	6.5	7.0	6.2	100	
1.	Limited water coverage	4	4	4	4	4	4	4	4	4	4	4	4	400.0	1
2.	Inadequate metal skips	2	3	4	2	3	3	4	3	4	2	3	2	303.4	2
3.	Lack of TVET facilities / institution	2	3	3	2	4	3	3	4	3	3	3	2	298.1	3
4.	Limited jobs (especially among youth, women)	4	3	4	1	3	3	4	2	2	4	4	2	295.6	4
5.	Open defecation	3	2	4	2	4	3	4	1	4	2	3	3	294.2	5
6.	Poor sanitation	4	3	4	2	3	3	4	2	4	1	3	1	293.7	6
7.	Limited access to credit for MSMEs	3	4	1	3	4	2	3	2	4	4	3	2	291.8	7
8.	Inadequate job opportunities for PWDs	3	3	4	2	3	3	3	4	1	3	2	3	281.6	8
9.	Poor road condition	4	3	4	4	4	4	3	1	2	1	1	3	279.2	9
10.	Insufficient investment in local economic growth	3	4	3	2	1	1	4	3	3	1	4	4	278.5	10
11.	Increasing drug abuse among the youth	3	4	2	2	4	2	3	4	2	2	3	2	278.1	11
12.	High incidence of theft, robberies (security challenges)	3	2	4	2	3	2	3	3	3	1	3	4	277.3	12
13.	Limited sporting and recreational facilities	2	4	1	3	1	4	3	4	1	4	3	4	277.0	13
14.	Lack of industries / factories	3	4	3	1	1	2	3	2	4	3	3	4	276.7	14
15.	Lack of health facilities	1	2	4	4	1	3	4	2	4	1	3	3	276.1	15
16.	Inadequate funds / untimely release of Central Government funds	3	3	2	2	3	2	3	3	3	3	3	3	275.3	16
17.	Inadequate security facilities	2	2	3	3	2	1	4	4	3	4	3	1	274.6	17
18.	Ineffectiveness of sanitation service providers	2	2	1	2	3	1	3	3	4	4	4	4	274.0	18
19.	Inadequate school infrastructure	2	1	3	3	2	2	4	2	3	4	3	4	271.5	19
20.	Inadequate logistics across all sectors	4	4	1	2	4	3	2	3	2	3	2	3	269.7	20
21.	Over utilization of chemicals for crop production especially fruits and vegetables	2	4	4	1	2	3	3	2	4	2	2	2	269.1	21
22.	Increasing drug abuse among the youth	3	3	2	4	2	4	4	2	2	1	4	1	268.5	22
23.	Low investment in tourism facilities (Sacred grooves etc.	2	1	3	2	2	4	3	4	2	1	4	4	268.2	23
24.	Weak institutional capacity to enforce and prosecute encroachment on wetlands	2	4	4	3	4	2	1	1	3	3	2	4	267.8	24
25.	Inadequate road signs, markings and furniture	2	4	3	3	3	1	3	3	2	3	1	4	265.3	25
26.	Limited spending on productive programmes	3	4	3	2	2	2	1	3	3	3	3	3	265.0	26
27.	Inadequate school logistics (computers, TLM etc)	2	2	4	3	2	4	3	1	4	3	2	1	264.9	27
28.	Limited telecommunication network coverage	3	2	3	2	3	2	3	2	4	2	3	2	263.8	28
29.	Increasing teenage pregnancy	3	3	4	2	4	3	2	3	2	1	2	2	261.3	29
30.	Inadequate staff bungalows (including health, education workers)	2	3	3	1	2	1	4	3	4	1	2	4	261.2	30
31.	Lack of market centres (including fish markets)	2	4	3	2	3	2	4	2	2	1	3	3	260.3	31
32.	Poor electricity coverage	2	1	2	1	4	3	3	2	4	4	1	4	259.8	32
33.	Low investment in Kente weaving industry	3	4	3	2	2	3	4	1	1	2	4	3	258.9	33
34.	Limited funds and capacity to implement climate change activities	3	4	4	1	4	1	1	4	2	1	2	4	258.6	34
35.	Inadequate support for artisanal salt mining	2	3	4	2	2	4	1	4	1	3	4	1	257.2	35
36.	Coastal erosion	4	3	2	4	3	2	3	1	3	2	2	2	256.0	36
37.	Inadequate streetlights	3	3	3	4	4	1	1	2	2	2	3	4	255.8	37
38.	Porous nature of the Ghana-Togo borders used for drug trafficking and smuggling activities.	3	3	1	2	3	2	2	3	3	4	1	4	255.3	38
39.	Limited access to district court	1	2	2	4	3	3	1	4	2	4	2	3	255.1	39
40.	Poor water resource management especially Ramsar sites & wetlands	3	3	1	1	1	2	4	2	4	2	4	3	254.8	40
41.	Inadequate health workers (including orderlies)	2	4	3	2	3	3	3	1	2	3	2	3	254.2	41

No.	Development Issues / Criteria	Criterion 1: Severity and diversity of the problem and intended benefits	Criterion 2: Significant multiplier effect on economic efficiency	Criterion 3: Significant linkage to meeting basic human needs & rights	Criterion 4: Significant multiplier effects in sustainable spatial deve.	Criterion 5: Opportunities for addressing key cross-cutting development themes	Criterion 6: Cost-effectiveness	Criterion 7: Impact / alignment to key government priorities	Criterion 8: Quality Education	Criterion 9: Clean Water and Sanitation	Criterion 10: Affordable and clean energy	Criterion 11: Decent work and economic growth	Criterion 12: Peace, justice and strong institutions	Total Score	Rank / Priority
42.	Inadequate professional teachers	2	3	4	2	3	2	1	4	1	2	4	3	253.9	42
43.	Inadequate support for agriculture inputs	1	2	4	4	1	4	1	3	3	1	3	3	253.8	43
44.	Inadequate toilet facilities (household and institutional)	2	2	3	1	3	1	4	2	3	4	4	1	253.2	44
45.	Inadequate financial support for MSMEs	2	4	2	2	2	3	4	2	2	1	4	2	253.0	45
46.	Ineffectiveness of WATSAN committees	2	3	2	1	4	2	2	3	2	4	2	4	252.9	46
47.	Unregulated / reckless motor riding	2	1	3	2	2	4	1	4	4	2	3	1	252.8	47
48.	Inadequate health waste management facilities	1	4	3	4	3	1	3	4	1	3	1	2	252.6	48
49.	Low investment in fish farming	2	3	4	2	2	3	1	1	3	3	4	3	252.4	49
50.	Inadequate electricity meters / poles	2	3	3	3	4	1	1	3	3	1	4	2	252.0	50
51.	Poor health facilities	2	2	3	2	3	3	4	1	4	1	3	1	251.9	51
52.	Poor soil health	2	4	3	3	1	3	3	2	2	2	4	1	251.8	52
53.	Improper community layouts	2	4	4	3	4	2	1	4	1	3	1	1	251.1	53

Scoring: **0 =** No impact 1 = Low Impact 2 = Medium Impact 3 = Significant Impact

Source: Author's Construct, 2025

Determining the weight of the criteria used

No.	Criteria	Criterion 1: Severity and diversity of the problem and intended benefits	Criterion 2: Significant multiplier effect on economic efficiency	Criterion 3: Significant linkage to meeting basic human needs & rights	Criterion 4: Significant multiplier effects on sustainable spatial deve.	Criterion 5: Opportunities for addressing key cross-cutting development themes	Criterion 6: Cost-effectiveness	Criterion 7: Impact / alignment to key government priorities	Criterion 8: Quality Education	Criterion 9: Clean Water and Sanitation	Criterion 10: Affordable and clean energy	Criterion 11: Decent work and economic growth	Criterion 12: Peace, justice and strong institutions	Total Score
	Av. Weight of Criteria	**6.8**	**8.6**	**8.8**	**7.5**	**7.8**	**8.5**	**9.9**	**10.7**	**11.7**	**6.5**	**7.0**	**6.2**	**100.0**
1	GHS	10	7	5	5	10	10	12	10	12	9	8	2	100
2	MDA	7	8	9	8	10	6	9	8	7	9	12	7	100
3	Transport	8	9	10	10	10	8	10	6	6	6	10	7	100
4	GES	7	10	10	8	10	7	10	15	8	7	5	3	100
5	Audit	8	10	8	7	7	10	10	10	12	6	6	6	100
6	EHSU	4	6	10	5	10	10	8	12	15	5	5	10	100
7	Budget	5	8	7	6	5	9	15	10	13	5	5	12	100
8	Works	4	10	8	12	7	9	8	15	15	3	4	5	100
9	Procurement	6	9	12	8	8	10	10	12	13	3	4	5	100
10	B&D	7	9	11	6	4	10	10	12	15	8	6	2	100
11	Gender	8	12	10	9	8	6	10	10	10	8	6	3	100
12	HR	6	6	6	6	6	8	8	11	15	8	10	10	100
13	Dev't Planning	9	8	8	7	7	7	9	8	11	8	10	8	100

Source: Author's Construct, 2025

ANNEX 8: SCALOGRAM ANALYSIS (Top 15 Most Populous Communities and Tokor i.e. current location of Assembly Office Building)

No.	Services / Communities	Population	Basic School	Senior High School	TVET	Health Facilities	Electricity	Water	Fitting Shop	Fire Station	Fuel / LPG Station	Post Office	Police Station	Market	Hotel / Gest House	Internet	Financial Institution	Assembly Office	Zonal Council Office	High Court	Magistrate Court	Lorry Station / Park	No of Functions	Weighted Centrality Score	Rank
1.	Aflao	58,922	*	*		*	*		*		*		*	*	*	*	*		*			*	13	176	4
2.	Avoeme	24,328	*			*	*		*		*			*	*	*	*					*	10	139	5
3.	Denu	9,610	*	*		*	*		*		*	*	*	*	*	*	*		*			*	14	276	2
4.	Viepe	9,169	*				*		*		*				*	*	*						7	63	8
5.	Klikor	8,298	*	*	*	*	*	*	*		*					*	*		*				11	222	2
6.	Hedzranawo	8,024	*	*		*	*		*					*	*	*						*	9	109	4
7.	Agbozume	7,215	*			*	*		*		*		*		*	*	*		*		*		11	147	2
8.	Adafienu	5,779	*	*			*	*	*							*							6	62	5
9.	Blekusu	5,307	*			*	*	*	*					*		*							7	68	3
10.	Adina	5,286	*				*	*	*					*		*							6	59	4
11.	Agavedzi	3,861	*			*	*	*	*				*			*							7	68	3
12.	Nogokpo	2,846	*			*	*	*	*		*		*		*	*	*				*		11	139	2
13.	Adavukope	2,666	*						*							*							3	25	3
14.	Logove	2,489	*				*		*							*							4	25	3
15.	Akame	2,303	*			*	*		*		*					*							6	46	2
16.	Tokor	1,048	*			*	*		*	*	*		*		*	*		*		*	*		12	408	1
	No. of Settlements with Service		16	5	1	11	15	6	16	1	9	1	6	6	8	16	7	1	4	1	3	4			
	Centrality Index	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100			
	Weighted Centrality Score		6.3	20.0	100.0	9.1	6.7	16.7	6.3	100.0	11.1	100.0	16.7	16.7	12.5	6.3	14.3	100.0	25.0	100.0	33.3	25.0			

Source: Author's Construct, 2025

ANNEX 9: KNOWLEDGE MAPPING MATRIX

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gap
17.	Financial management and revenue mobilisation	Finance department, internal Audit unit	Budget documents, revenue registers, financial statements	Limited digital systems for real-time revenue tracking
18.	Trade and investment promotion	Business Advisory Centre, District Assembly	Market surveys, business registration records, investment profiles	Insufficient data on potential investors and informal sector contributions
19.	Tourism and creative arts development	District Tourism office, Traditional Councils	Tourism site records, cultural inventories, event reports	Inadequate documentation of local festivals, crafts and creative industries
20	Agriculture and agribusiness development	Department of Agriculture, farmer-based organisations	Extension reports, farmer registers MOFA data	Gaps in agribusiness value chain data and post-harvest loss assessments
21.	Education, youth empowerment and skills development	District Education Directorate, Youth Desk	EMIS data, training reports, youth programme records	Insufficient information on school- to-work transition and informal apprenticeship systems
22.	Water, sanitation and hygiene (WASH)	Environmental health unit, Water and sanitation department	Community WASH surveys, facility inventories, NGO reports	Gaps in water quality testing data and sanitation behavioural studies
23.	Public health services and management	District health directorate, Health facilities	DHIMS, health facility records, immunisation reports	Limited community-level health surveillance and non-communicable disease data
24	Vulnerability, social protection and poverty reduction	Social welfare and community development department	LEAP records, social protection programme reports	Incomplete targeting data for vulnerable households and informal workers
25.	Child protection and development	Department of social welfare, Child Rights committees	Case records, child rights assessments, NGO reports	Weak data child labour, streetism and community-level child protection systems
26	Disaster prevention and management	NADMO, security services	Disaster occurrence records, hazard maps, community risk assessments	Lack of predictive risk modelling and climate vulnerability mapping
27.	Natural resource conservation and	Forestry Commission, EPA, Traditional	Forest inventories, land use maps,	Weak integration of community- based

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gap
	environmental sustainability	Authorities	environmental reports	conservation knowledge into formal planning
28	Infrastructure delivery and maintenance	Works Department, Feeder roads unit	Project completion reports, asset registers, road condition surveys	Limited data on maintenance needs and lifecycle costs of infrastructure
29	Management and administration	District Assembly, Human Resource Department	HR records, institutional reports, minutes of meetings	Gaps in institutional performance assessment and knowledge-sharing systems
30	Sister-City relations and cooperation	District Assembly, Sister-City committees	MoUs, exchange reports, partnership agreements	Limited documentation of outcomes and lessons from past partnerships
31.	Cross-cutting issues (Gender, ICT, disability, HIV/AIDS, peace and security)	DPCU, Gender Desk, NYA/MIS	Gender mainstreaming reports, Youth in ICT reports, HIV/AIDS reports	Limited mainstreaming into sector databases

Source: Author's Construct, 2025

ANNEX 10: COMPETENCY MATRIX FOR LEARNING

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gap
1.	Communication	Training workshop on communication across different levels and departments	Improvement in communication	Sharpen communication skills of staff
2.	Job knowledge and technical skills	Training in relevant job expertise	Staff performance feedback	Improve knowledge of staff in relevant job
3.	Developing and managing budgets	Training on financial issues and accountability	Improvement in financial reporting and accountability	Improve financial reporting and accountability
4.	Organization and management	Training in workload management	Improvement in staff organization and management of assignments	Improve workload management and reduce stress
5.	Leadership and decision-making	Training in exercising good judgement and providing direction to others	Staff performance feedback	Enhance staff productivity
6.	Organizational development and improvement	Training in client satisfaction and delivery of quality services	Client and public feedback	Improve client and public satisfaction
7.	Ability to develop self, staff and other stakeholders	Training in self-development, coaching and mentoring of staff	Staff performance feedback	Enhance staff productivity

Source: Author's Construct, 2025