



KOMENDA-EDINA EGUAFO-ABREM (KEEA) MUNICIPAL ASSEMBLY



ANNUAL MUNICIPAL COMPOSITE PROGRESS REPORT FOR 2025 FISCAL YEAR

On the Implementation of the Medium-Term Development Plan (2022-2025)

1ST JANUARY – 31ST DECEMBER 2025

PREPARED BY

MUNICIPAL PLANNING AND CO-ORDINATING UNIT

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LIST OF ACRONYMS

ANC	-	Ante Natal Care
BECE	-	Basic Education Certificate Exams
BNI	-	Bureau of National Investigation
CAD	-	Central Administration Department
CBO	-	Community Based Organization
CBRDP	-	Community Based Rural Development Project
CHPS	-	Community Health Planning Services
CIDA	-	Canadian International Development Agency
CWSA	-	Community Water and Sanitation Agency
DACF	-	District Assembly Common Fund
DACF-RFG	-	District Assembly Common Fund Responsiveness Factor Grant
GES	-	Ghana Education Service
GETFUND	-	Ghana Education Trust Fund
GoG	-	Government of Ghana
IGF	-	Internally Generated Funds
ISD	-	Information Service Department
KEEA	-	Komenda-Edina-Eguafo-Abrem
LEAP	-	Livelihood Empowerment Against Poverty
MHD	-	Municipal Health Directorate
MMDAs	-	Metropolitan, Municipal and District Assemblies
MPCU	-	Municipal Planning Co-ordinating Unit
MRH	-	Ministry of Roads and Highway
MTDP	-	Medium Term Development Plan
NDPC	-	National Development Planning Commission
NGO	-	None Governmental Organization
NHIS	-	National Health Insurance Scheme

EXECUTIVE SUMMARY

The National Development Planning (Systems) Act, 1994 (Act 480) enjoins the Metropolitan, Municipal and District Assemblies to undertake development-planning functions in consultation with the Sub-District Structures and the Communities as a whole. It also directs the Assemblies to ensure that the Development Planning undertaken is based on National Development Guidelines issued by the National Development Planning Commission (NDPC).

In fulfilment of the above, the KEEA Municipal Assembly prepared the 2022-2025 Medium Term Development Plan based on the Coordinated Programme of Economic and Social Development Policies (2017-2024) issued by the National Development Planning Commission for implementation within the four (4) year period. Out of the plan were phased out annual action plans (for 2022, 2023, 2024 and 2025) for effective implementation.

In line with the Policy Framework, the priority areas of the 2022 – 2025 MTDP are improving the local economy, digitization; science, technology, and innovation; urbanization and infrastructure deficits; youth unemployment; public health; emergency preparedness, and fight against pandemics and climate change. To achieve the above, the 2025 Annual Progress Reports relies on the status of selected indicators and targets adopted for monitoring and evaluating the achievements of activities/interventions earmarked for the 2025 Financial Year as contained in the 2025 Annual Action Plan of the Assembly. It also documents key interventions implemented during the year to bring about the desired changes in the indicators.

Out of a total of 717 Programmes and projects in the (2022-2025) Medium-Term Development Plan (MTDP), a revised annual action plan containing 234 Programmes and projects was phased for the implementation of the 2025 Fiscal year. The initial 189 project/programs captured in the MTDP represented the last 25% of the overall target of the DMTDP. The 2022–2025 Medium-Term Development Plan (MTDP) was designed with a total of 717 programmes and projects to be implemented over the four-year planning period. The Plan was operationalized annually through Annual Action Plans (AAPs), which were revised periodically to reflect fiscal realities, emerging priorities, roll-over projects, and policy adjustments, in line with the National Development Planning Commission (NDPC) planning framework.

Over the four-year implementation period, a cumulative total of 825 programmes and projects were captured in the revised Annual Action Plans. This figure exceeds the original MTDP total of 717 interventions due to annual revisions, re-prioritization, phasing adjustments, and the inclusion of additional or rolled-over projects. Out of the 825 programmes captured in the revised plans, 772

were successfully implemented, representing an overall execution rate of 93.6 percent when measured against revised annual targets.

Out of the targeted revenue of GHC 37,281,399.73 in 2025, an amount of GHC 24,599,392.29 was realized. The achievement was mostly a result of improved revenue mobilization strategies by the assembly, investments within the assembly by our development partners with M-sharp also coming into the fold. However, the total expenditure under the three main expenditure items (Compensation, Goods & Services and CAPEX) amounted to GH¢16,747,993.88 representing 68.08% of the total expenditure of the year, 2025. The amount expended being lesser than the amount of funds received was because of late release of funds.

The performance of the Assembly with respect to both the core and district specific indicators were encouraging and showed that the Municipality was eager to achieve in the last year its medium-term goals of creating equal opportunity for all, building a prosperous society, Safeguarding the natural environment, and ensuring a resilient, built environment and last but not the least, maintaining a stable, united, and safe society.

In all the Assembly was able to address some key issues such as poor road networks, inadequate logistics/funds, Low productivity in staple crop production, livestock and poultry, Poor infrastructure and lack of logistics for effective functioning of sub-municipality structures, Lack of adequate representation of women in local elections and governance processes. The issue of bad nature of feeder roads, narrow tax based, deforestation and forest Degradation were partially addressed. However, issues such as limited access to credit by SMEs and Farmers, low application of science and technology in Agriculture, inadequate extension service, inadequate supply of potable water to households and poor sanitation and waste management are yet to be addressed.

This report, which is organized into three chapters, presents details of the implementation of the Medium-Term Plan and the 2025 Composite Annual Action Plan as at 31st December 2025. Chapter one covers the general introduction of the report while Chapter two consists of the reports on Monitoring and Evaluation activities that were undertaken. Chapter three (3) focuses on key issues addressed and those yet to be addressed and recommendations made by the Assembly towards the improvement of Monitoring and Evaluation of programmes and projects.

CHAPTER ONE

1.1 Introduction

In line with the National Development Planning (Systems) Act, 1994 (Act 480) which enjoins the Metropolitan, Municipal and District Assemblies to undertake development planning functions in consultation with the Sub-District Structures and the Communities as a whole, the KEEA Municipal Assembly prepared the 2022-2025 Medium-Term Development Plan based on the new policy guideline dubbed “an *Agenda for Jobs: Creating Prosperity and Equal Opportunity for all*” which succeeded the Ghana Shared growth and Development Agenda II for implementation within the four (4) year period. The Interventions within the four (4) year plan are phased out into annual action plans for effective implementation.

Monitoring and Evaluation activities are conducted intermittently to ensure that actions meet set targets and are in line with the set objectives.

After the M&E activities, Metropolitan, Municipal and District Assemblies (MMDAs) are equally required to compile and submit quarterly progress reports as well as Annual Progress Reports on the Implementation of the District Medium Term Development Plans (DMTDP) and other critical development and poverty issues to the Regional Coordinating Council (RCC), and the National Development Planning Commission (NDPC).

This report therefore presents the findings and issues in the 2025 monitoring and evaluation exercises conducted by the Municipal Planning and Coordinating Unit (MPCU), on the interventions earmarked in the 2025 Composite Annual Action Plan and the Medium-Term Development Plan (2022- 2025) for implementation.

This first chapter of the reports give brief of the Municipality and presents the purpose of M&E for the stated period, summary of achievements of the implementation of the DMTDP, Challenges encountered in the implementation of the DMTDP including M&E challenges and the process involved.

1.1.1 Profile

The Komenda- Edina- Eguafo- Abrem Municipality is made of four Municipal Traditional Areas or States, which have been put together to constitute a political Municipality. Carved out of the Cape Coast Municipal Council, the KEEA Municipality is one of the forty-six (46) new districts created in 1988 as part of the Decentralization Programmes in Ghana.

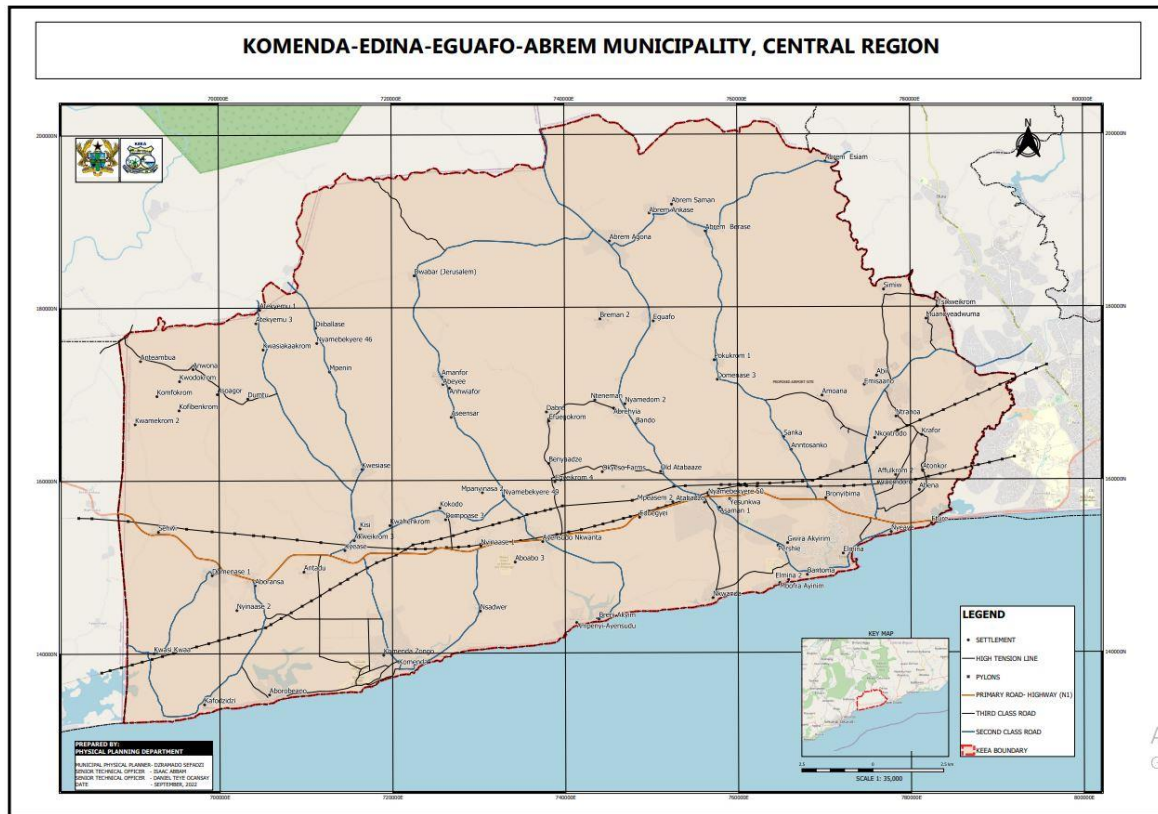
The Municipality has a fantastic assemblage of culture. Elmina, the Municipal capital, prides itself as the first point of call by the Europeans on their exploration tour of Africa. It had the first contact with the Portuguese in 1471. The oldest Castle in Africa, south of the Sahara, the Elmina Castle, (built by the Portuguese in 1482), is located in the Municipality. The mutual trade relations between the Municipality and its people, (particularly the people of Elmina) and the Dutch span over 300 years.

The Municipality still has the traces of those relationships in terms of architecture, monuments (Dutch Cemetery in Elmina) and European offspring as well as names.

In all, there is one major festival in the municipality which is the Bakatue (Harvest Festival) festival celebrated on the first Tuesday of July by the Elmina Traditional area.

This is a brief profile of the Komenda-Edina-Eguafo-Abrem Municipal Assembly of which Elmina is the Capital. Elmina is one of Ghana's most famous historic towns and its strategic location and history makes it the beacon for investment and the heart of splendid tourists' destination of par excellence not only in the Central Region of Ghana but in the west African sub region.

Figure 1: Geographical Location of the District in the Regional Context



SOURCE: MPCU_KEEAMA

The 2021 PHC report has the Municipal population at 166,017. The total population for Male is 80,570 and Female is 85,447 representing 48.53% and 51.47% respectively. Thirty-Seven (37%) percent of the population in the Municipality lives in urban centers while Sixty- Three (63%) reside in the Rural Area. There are four major towns with respective population figures of over five thousand (5,000) people; these are Elmina, Komenda, Kissi and Agona Abrem.

VISION

‘To become a model environment for Local Economic and social development through transparent and participatory local governance’

MISSION

To harness and utilize available resources effectively and efficiently in order to promote sustainable development based on commitment to accountability, quality services, openness, environmental management and active grassroots participation within the confines of good governance

1.1.2 Core Functions of The District Assembly

District Assembly exercises political and administrative authority in the district, provide guidance, give direction to, and supervise the other administrative authorities in the district.

It is responsible for the overall development of the district and shall ensure the preparation and submission through the regional coordinating council, development plans of the district to the National Development Planning Commission for approval and the budget of the district related to the approved plans to the Ministry for Finance for approval;

Additionally, it has the responsibilities to;

- Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district;
- Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
- Be responsible for the development, improvement and management of human settlements and the environment in the district;
- Be responsible in co-operation with the appropriate national and local security agencies, for the maintenance of security and public safety in the district;
- Ensure ready access to Courts in the district for the promotion of justice;

Initiate, sponsor or carry out studies that are necessary for the performance of a function conferred by this Act or by any other enactment; and perform any other functions provided for under any other enactment

1.1.3 Municipal Sub-Structure

In response to the demands for popular participation in promoting decentralization and good governance, the Komenda Edina Eguafo Abrem has been delineated into three (6) Zonal Councils for easy local level administration.

These include;

Sub- structure

- Komenda Zonal Council
- Elmina Zonal Council
- Ntranoa Zonal Council
- Eguafo Zonal Council
- Ayensudo Zonal Council
- Kissi Zonal Council

1.2 Summary of Achievements of the implementation of the District Medium Term Development Plan (2022-2025)

The broad goal of the Medium-Term Development Plan (2022-2025) consistent with the National Policy framework as adopted from the Coordinated Programme for Economic and Social Policies (2017-2024) is: **“create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all”**.

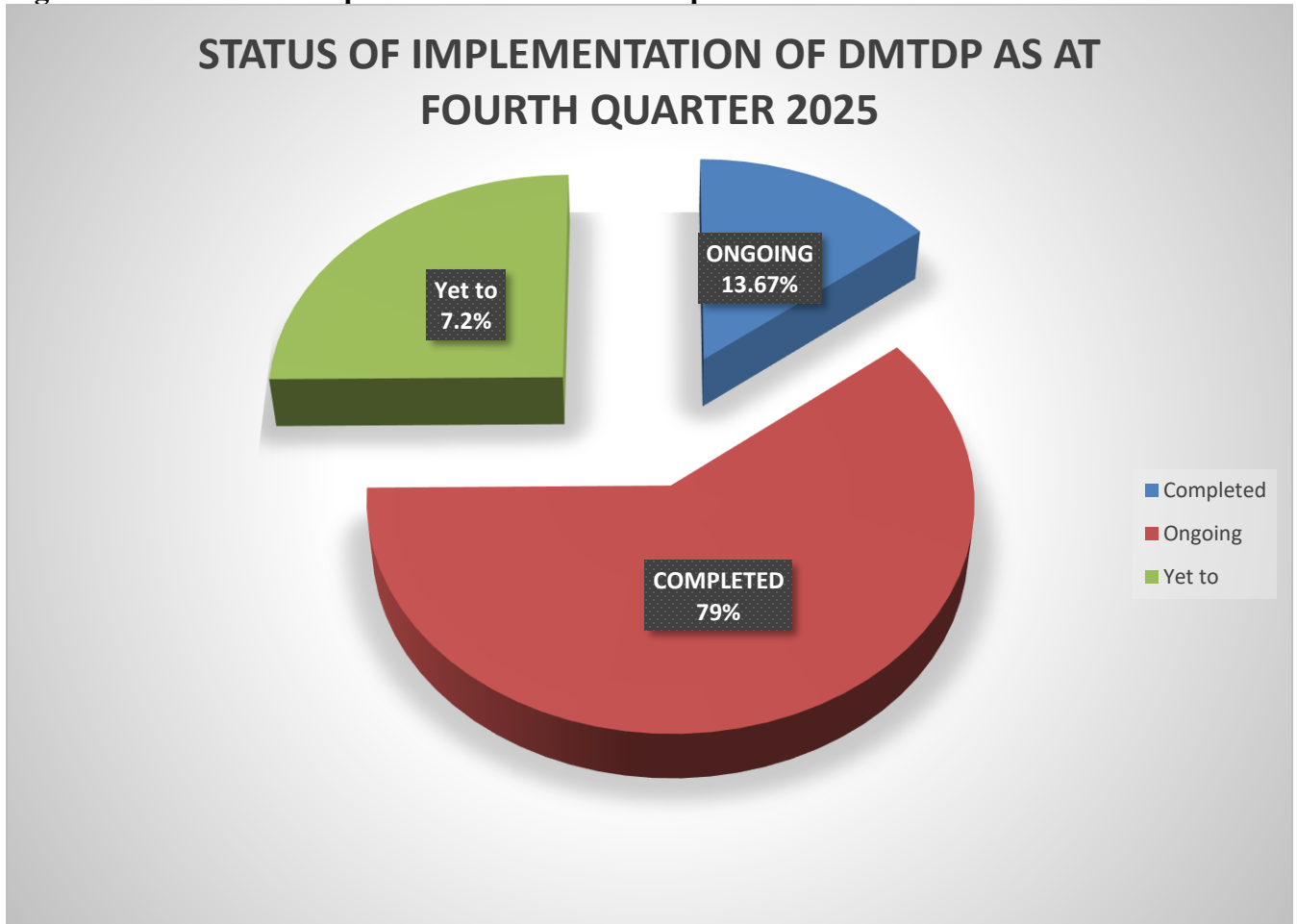
The reporting period marks the Third year of the implementation of 2022 – 2025 DMTDP of the Municipal Assembly. This section of the report outlines the progress made and achievement of the KEEA Municipal Assembly and its Development Partners/Stakeholders towards the implementation of the aggregated activities (i.e., projects and programmes) captured in the 2024 Annual Action Plan of the 2022-2025 DMTDP. It also presents an analysis of the overall proportion of the DMTDP implemented by the end of the year.

The 2025 Composite Annual Action Plan is the final year of the 2022-2025 DMTDP phase with an initial total of 234 projects/programmes. The total planned projects comprise of seven (7) physical projects including rolled over projects from previous years and 227 non-physical projects (Programmes).

Overall, as at the end of the Fourth quarter to close out the year 2025 and the MTDP period, one hundred and eighty-five (185) projects & Programmes representing 79% were completed. Projects/Programmes that were commenced but not completed and were ongoing as at the end of the 2025 fiscal year are Thirty- Two (32) in number. This represents 13.67% of the total planned programs and projects for the whole year. The remaining 17 projects/Programmes representing 7.2% were projects as at 31st, December 2025 were not implemented and expected to roll over for implementation in First Quarter 2026.

The level of implementation of planned projects/activities as at 31st December, 2025 is illustrated in figure 2 below.

Figure 2: Status in the Implementation of 2025 Composite Annual Action Plan



SOURCE: MPCU_KEEAMA

The municipality from the figure above were able to achieve most of it set target for the year but fell short in some areas due to certain factors such as the untimely release of the District Assembly Common Fund and the necessary logistics as well.

Table 1: PROPORTION OF THE AAP AND THE DMTDP IMPLEMENTED

INDICATORS	Baseline 2021	2022 Actual	2023 Actual	2024 Actual	2025 Target	2025 Actual
1. Proportion of the annual action plans implemented by the end of the year:	94%	92%	95%	97%	100%	92.67%
a. Percentage completed	87%	90%	89%	83%	87%	79%
b. Percentage of ongoing interventions	7%	2%	6%	14%	10%	13.67%
c. Percentage of interventions abandoned	0%	0%	0%	0%	0%	0%
d. Percentage of interventions yet to start	6%	8%	5%	3%	3%	7.2%
2. Proportion of the overall medium-term development plan implemented	84.33%	20.9%	44.65%	69.47%	100%	92.7%

Source: MPCU_KEEAMA

From the table above, the Municipality might have performed very well in the implementation of the 2025 Annual Action Plan and the MTDP 2022-2025 as a whole but it still could not meet the target of implementing 100% of the Annual Action Plan over the entire period.

Out of a total of 717 Programmes and projects in the (2022-2025) Medium-Term Development Plan (MTDP), a revised annual action plan containing 234 Programmes and projects was phased for the implementation of the 2025 Fiscal year. The initial 189 project/programs captured in the MTDP represented the last 25% of the overall target of the DMTDP. The 2022–2025 Medium-Term Development Plan (MTDP) was designed with a total of 717 programmes and projects to be implemented over the four-year planning period. The Plan was operationalized annually through Annual Action Plans (AAPs), which were revised periodically to reflect fiscal realities, emerging priorities, roll-over projects, and policy adjustments, in line with the National Development Planning Commission (NDPC) planning framework.

Over the four-year implementation period, a cumulative total of 825 programmes and projects were captured in the revised Annual Action Plans. This figure exceeds the original MTDP total of 717 interventions due to annual revisions, re-prioritization, phasing adjustments, and the inclusion of additional or rolled-over projects. Out of the 825 programmes captured in the revised plans, 772

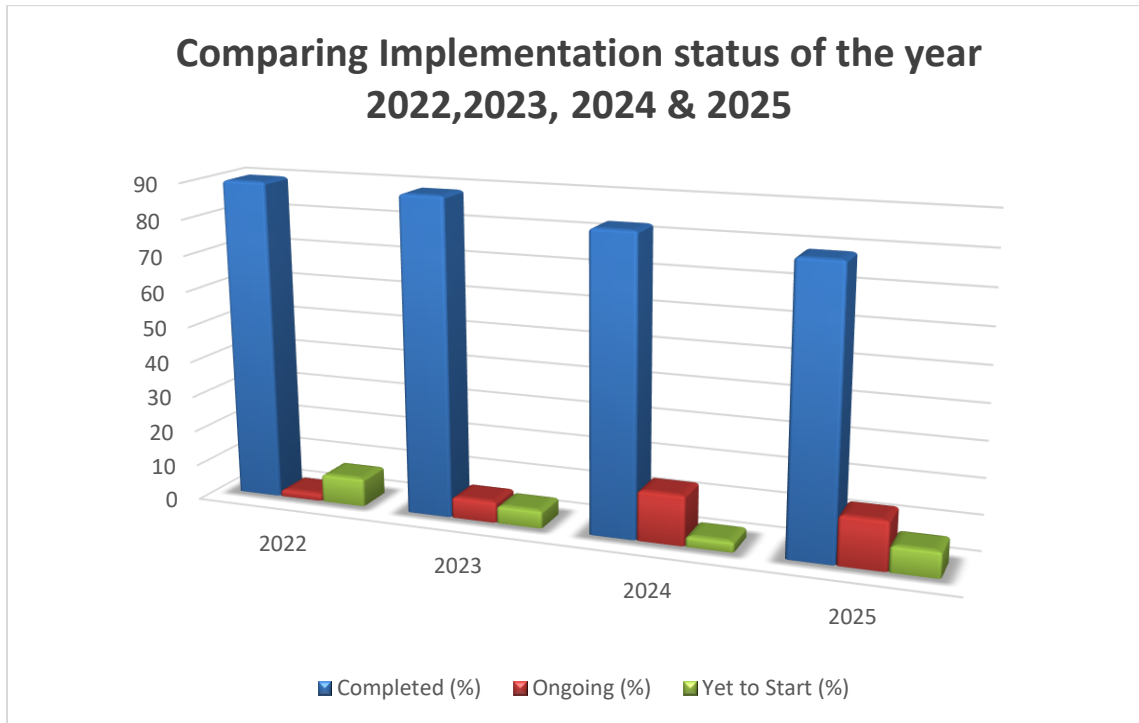
were successfully implemented, representing an overall execution rate of 93.6 percent when measured against revised annual targets.

When assessed against the original MTDP target of 717 programmes, the Assembly implemented 772 interventions over the period. This indicates that implementation not only covered the original MTDP commitments but also included additional activities introduced through annual revisions. This reflects adaptive planning and responsiveness to evolving development needs within the district.

A year-by-year analysis shows consistent performance throughout the MTDP cycle. In 2022, 163 programmes were planned under the revised AAP, of which 150 were implemented, resulting in a performance rate of 92.0 percent. In 2023, 215 interventions were planned and 198 were executed, representing 92.1 percent performance. The year 2024 recorded the highest efficiency, with 207 out of 213 planned programmes implemented, translating into a 97.2 percent execution rate. In 2025, which had the highest planning volume of 234 interventions, 217 were completed, resulting in a 92.7 percent performance rate. The expansion in planned interventions in 2025 reflects end-of-cycle acceleration, roll-over projects, and intensified efforts to achieve outstanding targets before the close of the MTDP period.

In conclusion, the implementation of the 2022–2025 MTDP can be rated as highly satisfactory. The Assembly successfully implemented 772 programmes and projects during the period, exceeding the original MTDP target of 717 interventions due to adaptive revisions and additional programming. The overall execution rate of 93.6 percent against revised plans reflects strong institutional capacity and effective development management. The lessons drawn from early implementation challenges contributed to improved performance in later years, positioning the Assembly favorably for the next planning cycle.

Figure 3: Comparing Implementation Status of the year 2025 with 2024 2023 and 2022



Source: MPCU_KEEAMA

Figure 3 presents a comparative analysis of the implementation status of programmes and projects under the Annual Action Plans (AAPs) for the period 2022 to 2025.

The overall implementation rate for 2025 stood at 92.7%, compared to 97.2% in 2024, 92.1% in 2023, and 92.0% in 2022. The highest performance was recorded in 2024, attributable to effective project prioritization during the Mid-Year Budget Review, where financial flow analysis was conducted to rationalize and align interventions with available resources. Additionally, strengthened coordination by the Municipal Planning Coordinating Unit (MPCU), including regular inter-sectoral meetings with Heads of Departments and Agencies and enhanced monitoring and evaluation activities, contributed significantly to the improved performance in 2024.

Although the overall implementation rate in 2025 remained above 90%, it declined slightly compared to 2024. This marginal decline is largely explained by the increased number of planned interventions in 2025, which represented the highest planning volume within the MTDP cycle.

With respect to completed programmes and projects, performance showed a gradual decline over the four-year period. The percentage of fully implemented interventions stood at 90% in 2022, 89% in 2023, 83% in 2024, and 79% in 2025. The reduction observed in 2024 and 2025 reflects the scaling up of project implementation and the initiation of additional and roll-over projects, which extended completion timelines.

Under ongoing programmes and projects, the proportion increased from 2% in 2022 to 6% in 2023, and further to 14% in 2024. In 2025, ongoing interventions accounted for 13.67% of total planned activities. The increase in ongoing projects in 2024 and 2025 is attributable to reprioritization strategies and intensified implementation efforts in the latter years of the MTDP period.

Regarding projects yet to start, the percentage declined from 8% in 2022 to 5% in 2023 and further to 3% in 2024, indicating improved project initiation mechanisms. However, in 2025, the proportion increased to 7.2%, likely due to the expanded scope of planned interventions and funding flow constraints in the final year of the MTDP. Notably, no projects were abandoned during the review period, demonstrating strong fiscal discipline and commitment to implementation continuity.

Overall, the comparative analysis indicates sustained implementation performance above 90% throughout the period under review. While 2024 recorded peak performance, the variations observed in subsequent years reflect adaptive planning, increased project volumes, and strategic reprioritization rather than systemic weaknesses in implementation.

TABLE 2: DETAILS ON THE ANNUAL ACTION PLAN IMPLEMENTED

S/N	Development Dimension	2022		2023		2024		2025	
		Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
1	Economic Development	19	19	66	62	56	56	57	54
2	Social Development	78	72	82	78	77	75	104	97
3	Environment, infrastructure and Human Settlement	32	26	27	26	43	42	30	27
4	Governance, Corruption and Accountability	12	11	14	11	10	9	12	11
5	Emergency planning & response (including covid 19 recovery plan)	12	12	11	9	10	8	10	9
6	Implementation, Coordination Monitoring and Evaluation	10	10	15	12	17	16	21	19
	Total	163	150	215	198	213	207	234	217

Source: MPCU_KEEAMA

Performance across the six Development Dimensions demonstrates balanced sectoral progress. Economic Development interventions recorded consistently strong performance, achieving full implementation in 2022 and 2024 and maintaining execution rates above 94 percent in the remaining years. These underscores sustained attention to local economic growth and productive sector initiatives.

Social Development received the largest allocation of programmes throughout the MTDP period, reflecting the Assembly's prioritization of human capital development and social welfare. Implementation rates in this dimension remained consistently high, ranging between 92 and 97 percent. The significant increase in planned interventions in 2025 further highlights the Assembly's commitment to strengthening social service delivery.

The Environment, Infrastructure and Human Settlement dimension experienced comparatively lower performance in 2022, largely due to procurement delays and the capital-intensive nature of infrastructure projects. However, performance improved substantially in subsequent years, particularly in 2023 and 2024, indicating strengthened project management and improved coordination mechanisms.

Under Governance, Corruption and Accountability, implementation was generally satisfactory, although a temporary dip occurred in 2023. Performance recovered in 2024 and 2025, attributing from institutional adjustments and improved oversight mechanisms. Emergency Planning and Response interventions recorded full implementation in 2022, reflecting the urgency of post-COVID-19 recovery activities. Performance moderated in subsequent years but remained above 80 percent, with improvement observed again in 2025.

Implementation, Coordination, Monitoring and Evaluation interventions also recorded strong performance over the period. Although a slight decline was observed in 2023, subsequent years showed improvement, reflecting institutional learning and strengthened internal systems.

Overall, the steady increase in annual planned interventions from 163 in 2022 to 234 in 2025 demonstrates expanding development ambition and adaptive management. Importantly, despite the increasing volume of activities and adjustments to annual targets, implementation performance remained consistently above 90 percent. This indicates realistic planning, effective supervision, sound financial management, and strengthened monitoring systems.

1.3 Purpose of the M&E for the stated period

The performance of the Municipality is greatly dependent on the implementation of Projects, Programmes and activities. To ensure that results are achieved, there is a need for a constant monitoring

and evaluation of interventions. The Municipality therefore prepared the 2022-2025 Medium Term Development Plan as a guide to its activities. The plan embodies goals and objectives of the Assembly which can be successfully achieved through effective and frequent monitoring and evaluation of planned interventions. To track these objectives, the Municipality has adopted effective monitoring and evaluation mechanism conducted intermittently mostly on quarterly basis. The overall goal and objectives of the M&E for the year 2025 were as follows;

Goal:

- Implement effective M&E systems to systematically measure the effectiveness of projects or Programmes in meeting development objectives and provide lessons useful for review and formulation of evidence-based policies for effective and efficient service delivery.

SPECIFIC OBJECTIVES

- To provide a single source of information to all stakeholders both local and national on progress being made by the Municipality in the implementation of the DMTDP (2022 – 2025) particularly Programmes and projects in 2024 towards achievement of stated objectives
- To gather information on projects to measure the effectiveness in meeting set objectives
- To ensure projects implemented benefits the minority groups in the society i.e. poor, marginalized, and disadvantaged
- To provide opportunity and create conditions necessary for stakeholders to participate effectively in project implementation, monitoring and evaluation.
- Identifying challenges that are likely to affect the achievement of the Municipality’s goals and objectives under the Agenda for Jobs in the context of the African Union Agenda 2063 and the Sustainable Development Goals for redress. Taking informed decisions on the future of projects and provide opportunities for stakeholder feedback.
- To ensure projects implemented are in line with the Policy Framework “an Agenda for Jobs: Creating Prosperity and Equal Opportunity for all” (2022-2025).

- Assess the overall performance of the Municipality in implementing projects or programmes, identify gaps and provide solutions for learning
- To fulfill statutory requirements. (National Development Planning Commission (systems) Act, Act 480, section two (2) sub section 1(g) and (f)

The findings and analysis have been fully incorporated in this report for stakeholders, useful for review and formulation of evidence-based policies and identification of effective Programmes and targets to inform decision-making.

1.4 Processes Involved and Difficulties Encountered

1.4.1 Processes Involved in conducting M&E

The Monitoring and Evaluation (M&E) activities undertaken and the preparation of the 2025 Annual Progress Report were carried out in a participatory manner involving Departments, units therein, Agencies, institutions, Sub structures, Community Based Organizations (CSOs), the Private Sector and Communities within the Municipality. The involvement of all stated stakeholders was considered as essential in ensuring that the report reflects the actual progress of implementation of the Annual Action Plan and the Medium-Term Development Plan as a whole. The Municipal Planning Coordinating Unit of the Assembly coordinated the preparation of the report.

The process of M&E starts from the planning stage where stakeholders are brought together to assess alternatives and select priorities for the development of the Medium-Term Development Plan.

It continues during implementation where meetings are held intermittently together with reps of the various stakeholder groups to review, analyze and report on the activities of the departments and units of the Assembly in line with the set indicators for tracking the implementation of projects and Programmes outlined in the Plan

The Municipal Planning Coordinating Unit (MPCU) together with contractors, CSOs, beneficiary communities etc. undertake field visits to monitor the implementation of physical projects as well as interact with communities and other relevant stakeholders through meetings, visits, phone calls,

observations and so forth to ascertain the realities on the ground presents the list of stakeholders during the monitoring exercise and photos of the processes are also attached to the report

Again, the Works Sub-committee members also undertake occasional visits to project sites as part of their functions. The observations of such visits are carefully incorporated to produce a draft report.

Equally, the Municipal Chief Executive undertakes community visits in all 6 zonal councils. Over the period, over 84 major communities in the municipality were visited to ascertain firsthand information on the projects and the direct impact of the various activities on the lives of the people.

The Assembly also organized a Town Hall/ Stakeholder Consultative Meetings where stakeholders and Development partners participated to discuss the status of implementation of Annual Action Plan and draft quarterly and Annual Progress Reports to solicit feedback from stakeholders. The feedback for the meeting was incorporated in the finalization of the report.

Participatory Monitoring and Evaluation exercises are also conducted within the year to assess the processes and impact of certain services of the Assembly on the Communities. The group employed tools like community score cards to evaluate the communities' perceptions of the projects being implemented.

Table 3: List of some Participants of the Monitoring and Evaluation Exercise

NO	NAME	DESIGNATION
1.	Hon. Ismail Saeed Zagoon	Municipal Chief Executive
2.	Mr. Worlanyo Alatevi	Municipal Co-ord. Director
3.	Mr. Degraft Johnson Taylor	Municipal Development Planning Officer
4.	Madam Abena Asiedu	Ghana Education Service
5.	Mr. Martin Sumani Daanko	Ghana Health Service
6.	Mr. Mark Kingsley Halm	Municipal Works Engineer
7.	Mrs Victoria Dansoa Abankwa	Municipal Director, Agriculture
8.	Mr. Kingsford Mensah	Municipal Budget Analyst
9.	Mr. Sefadzi Dzramado	Municipal Town and Country Planning Officer
10.	Mr. Eugene Sapatty	Municipal Finance Officer
11.	Hon. Alberta Kpeleku	Assembly Representative
12.	Mr. Baffoe-Hackman	Municipal Engineer, DUR
13.	Mr. Simon Yao Agordoo	Municipal Environmental Health Officer
14.	Mr. Christian Kwame Yeboah	NADMO
15.	Mr. Mark-Aaba Joseph	Assistant Development Planning Officer

NO	NAME	DESIGNATION
16.	Mr. Yusif Fahiz	Head of Internal Audit Unit

Other stakeholders

NO	NAME	DESIGNATION/ COMPANY/ COMMUNITY
Contractors/ Representatives on Site at the Time of Visit		
1.	Mark Dadzie	Kofamp Ventures
2.	Kweku Essoun	All-99 Enterprise
3.	Kofi Quansah	M/s Eagle Construction Company Limited
4.	Kobina Kwasa	KWAS Construction Limited
Representatives of NGOs		
5.	Mrs. Alberta Kpeleku	Rep. 360 Human Rights
6.	Mr. Philip Bosomtwe	Executive Dir. – Peyrog
Community Members Interacted with During Monitoring Exercise		
7.	Nana Terpor II	Chief-Agona
8.	Efua Ackon	Dominase
9.	Nana Nyarkoh	Ntranoa
Assembly Members Interacted with During Monitoring Exercise		
10.	HON. ISAAC JOJO ACKON-DONKOH	Komenda
11.	HON. PATRICK OBENG YEBOAH	Agona
12.	HON. KEN KUFFOUR GYAMFI	Elmina
13.	HON. PAUL JUSTICE MENSAH	Elmina
14.	HON. SNR. PASTOR WILLIAM THOMAS ESSILFIE-	Elmina
15.	HON. AMADU DAWDA	Elmina
16.	HON. NANA GYAN DADZIE I	Eguafo
17.	HON. NANA KODWO EDUAKWA V-	Atonkwa
18.	HON. EBENEZER OBENG-	Agona
19.	HON. NANA TERPOR V	Agona

Figure 4: PICTURES OF SOME PROJECTS MONITORING in 2025 BY MPCU



Source: MPCU_KEEAMA

Figure 5: Pictures of Projects during the MTDP 2022-2025



1. NO 3-UNIT CLASSROOM BLOCK WITH OFFICE & STORE WITH 150.NO MONO DESK, 4. NO OFFICE TABLES & CHAIR AT ESSIAM



1NO. TEN UNIT MARKET SHED, 2NO. STORES AND TOILET FACILITY AT NTRANOA



1NO. CHPS COMPOUND AT SAMAN ABOTAR PARK



1NO. TEN UNIT MARKET SHED, 2NO. STORES AND TOILET FACILITY AT DOMINASE



1. No 4-Seater W/C & 2. No Urinal



Renovation of Planning & Budget Flat



NAME OF PROJECT: CONSTRUCTION OF 1 NO. 3 UNIT CLASSROOM BLOCK WITH OFFICE AND STORE AND 6 SEATER KVIP TOILET FACILITY

TYPE OF PROJECT: DACF-RFG

TOWN: KYIASE
ASSEMBLY: KOMENDA EDINA EGUAFO ABREM

1NO. 3-UNIT CLASSROOM BLOCK WITH OFFICE AND STORE AND 6-SEATER KVIP TOILET FACILITY WITH 105 NO. MONO DESK, 4 OFFICIAL TABLES & 4 CHAIRS AT KYIASE



CONSTRUCTION OF 1. NO OPERATING THEATRE AT ELMINA POLYCLINIC



1.NO. 2UNIT KG BLOCK AT AKWAKROM



ROAD WORKS WITHIN THE MUNICIPALITY



Supply of Medical Equipment to Selected CHPS Facilities

1.NO. 2UNIT KG BLOCK AT SEFWI



Procurement of 210No Hexagonal tables & 1260. No chairs with 30 Number Teachers Table & Chairs

1.4.2 The Challenges Encountered in the implementation of the DMTDP

The challenges encountered in of the implementation of the DMTDP remains relatively the same as that of the previous year. Collecting up to date and accurate data, particularly on the indicator levels, continues to pose a challenge to the preparation of the progress report. Other challenges encountered during the preparation of the progress report include;

a) Late release of funds for the organization of meetings and preparation of report

A major difficulty encountered in the year and during the preparation of the 2025 APR was the late release of funds for the process. Meetings required to be organized in due time were delayed due to the late release of funds. This generally affected the prompt preparation of the report and the organization of the stakeholder consultative meeting.

b) Inadequacy and Untimely release of funds for projects and programme implementation

The Assembly's major difficulty encountered in the year was the untimely release and inadequacy of funds for project and programme implementation. The District Assembly Common Fund which forms a major part of the Assembly's revenue was not released on time thereby stalling the execution of projects and Programmes earmarked to be implemented with that fund.

c) Inadequacy of Vehicles for Project Monitoring and Evaluation Exercise

The Assembly has a limited number of vehicles for administrative and other activities. The ones available are taken to the workshop for major repairs or assigned for revenue mobilization and other activities. On most occasions project, monitoring and evaluation exercises have had to be postponed due to the non-availability of the vehicle.

d) Difference in reporting format and cycles

Most departments (particularly health, education, agriculture and finance) have a format that does not conform to reporting formatting of the progress report on the implementation of the MTDP of the Assembly. Again, these departments have different timelines for submitting their reports to their stakeholders. This often results in a delay in the submission of reports to the Assembly for incorporation into the Progress Report of the Assembly.

CHAPTER TWO

Monitoring and Evaluation Activities Report

2.0 Introduction

This section presents information on monitoring and evaluation activities carried out in the period under review. Specifically, the section briefly outlines the programme and project status for the year 2025 and presents updates on funding sources of the Assembly and their disbursements. It also presents updates on the District Level Core Indicators being monitored in the Municipality and the District specific indicators and targets set out in 2022 – 2025 MDTP of the Assembly. It again presents an update on critical development and poverty issues and provides information on evaluations conducted, their findings and recommendations. The concluding section presents the participatory monitoring and evaluation approaches used and the results.

This year is the last year of implementation of the Medium-Term Development Plan MTDP (2022-2025). Thematically the scope of the MTDP (2022-2025) under the National Medium Term Development Policy Framework (NMTDPF, 2022-2025) was focuses on the five (6) goals.

- Build a Prosperous Country
- Create opportunities for all
- Safeguard the natural environment and ensure a resilient built environment.
- Maintain a stable, united and safe society
- Mainstream Emergency Planning and Response into Ghana's Development Planning Agenda at All levels to respond to potential internal and External Threats (Including Covid-19)
- Improve Delivery of Development Outcomes at All levels of KEEA Municipality under the MTNDPF thematic areas.

These Six goals were structured under Six main thematic areas namely;

- **ECONOMIC DEVELOPMENT,**
- **SOCIAL DEVELOPMENT,**
- **ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS,**
- **GOVERNMENT, CORRUPTION AND PUBLIC ACCOUNTABILITY,**
- **EMERGENCY PLANNING AND RESPONSE (INCLUDING COVID-19 PLAN)**
- **IMPLEMENTATION COORDINATION MONITORINIG AND EVALUATION**

The beginning and evolution of these six main thematic areas as opposed to the previous five thematic areas began in full force with its incorporation into the development of the 2025 Annual Action Plan and its delivery.

2.1 Programme/ Project Status for the Year

The Projects and Programmes being implemented in the KEEAMA Municipality have been categorized under the various sources of funding available to the Assembly. These sources of funding are the District Assemblies Common Fund (DACF) and the District Assemblies Common Fund Responsive Factor Grant (DACF-RFG). Others are the Internally Generated Funds (IGF) and the Ghana Education Trust Fund (GET Fund).

The implementation of most of the activities in the Annual Action Plan contributed significantly to the achievement of the overall goal which is **“create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all”**.




Reflective in the various indicator outcomes, quality of lives improved, poverty levels improved, more wealth were created and many more employment opportunities were created through the Business training Programmes. The Municipality also experienced calmness through the security activities and easy information flow through the Town Hall and other sensitization Programmes among others.




The commitment of management and the willingness to commit funds to the implementation of the Annual Action Plan contributed to the success of the projects and the Programmes. Additionally, frequent monitoring and evaluation exercises by the MPCU also kept the contractors in check and contributed to the completion of projects. Next are some photos of completed projects in the municipality within the period.

2.1.1 Physical Projects

A total of 7 physical projects and 2 road projects were planned by the Municipal Assembly and its development partners in the Medium-Term Development Plan for the year 2025 however the revised action plan reduced the total number of physical projects to five (5) and four (2) road projects which were all implemented within the fiscal year. The Project register has been updated to reflect the status of development projects executed by the Assembly and its development partners.

Table 4: Project Register

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Code	Name											%	Pictures			
N/A	Construction of 1No 6-Unit Classroom block, office store and staff room and 6-seater W/C toilet facility with 300 No Dual & 6No Official Tables and Chairs	Social	Anweem Kissi M/A Basic	Elink Global Limited Company	1,741,910.00	05/11/25	DACF	30/11/25	30/06/26	0.00	1,741,910.00	Lintel		Contractors on Site for Project Completion	Quarterly monitoring included the community stakeholders GES & Assembly	No community member was resettled in the construction of this project
N/A	Construction of 1No 3-Unit JHS Block, Office, Store and staff room and 6-seater W/C Toilet facility with 150No Mono Desk & 4 Official tables & Chairs	Social	Dunwell Methodist Basic at Dutch Komenda	Passpaakey Enterprise Ltd.	647,609.55	05/11/25	DACF	30/11/25	30/06/26	97,141.43	550,468.12	Sub-structure		Contractors on Site for Project Completion	Quarterly monitoring included the community stakeholders, GES & Assembly	No community member was resettled in the construction of this project
N/A	Construction of 1No 2-Unit KG block, Office store and staff room and 6-seater W/C toilet facility with 14No Hexagonal Desk and 84 No chairs & 2No Official Tables and Chairs	Social	Nkontrodo AME Zion	Soghabisco Enterprise	380,669.10	17/10/25	DACF	18/10/25	18/06/26	57,100.37	323,568.73	Gable		Contractors on Site for Project Completion	Quarterly monitoring included the community stakeholders, GES & Assembly	No community member was resettled in the construction of this project

N/A	Construction of 1No CHPS facility with furnishing	Social	Simiw	Best City Group Ltd	1,470,971.00	05/11/25	DACF	05/11/25	05/05/26	220,645.65	1,250,325.35	Lintel		Contractors on Site for Project Completion	Quarterly monitoring included the community & GHS stakeholders	No community member was resettled in the construction of this project
520166	Construction of 1No CHPS facility with Ancillary facilities	Social	Saman Abotar Park	KWAS Construction LTD	383,292.80	4/11/20	DACF	4/11/20	11/05/21	216,128.70	167,164.10	Roofing		Engagement with Contractor to resume site to complete project	Quarterly monitoring included the community & GHS stakeholders	No community member was resettled in the construction of this project
N/A	Construction of 1NO. mechanized borehole with 2No. 10,000 litres polytank and ancillary facilities Chips Compound	Social	Atonkwa CHPS Compound	Jayrisemay Co. Ltd	138,668.25	17/12/25	DACF	17/12/25	17/02/26	0	138,668.25	Hydrological Studies-Ongoing		Borehole site identified and contractors engaged to commence	Quarterly monitoring included the community & GHS stakeholders	No community member was resettled in the construction of this project

Source: MPCU Secretariat

The analysis of both table 4 and 5 reveals the overall pattern and performance of physical development projects in the district, highlighting both distribution across development dimensions and the implementation status of ongoing projects. Across the period 2022 to 2025, the district recorded a declining trend in roll-over projects due to improvement in project completion and reduced backlog. At the same time, newly approved projects increased to 5 in 2025, resulting in a total of 6 projects for the year. Notably, all projects in 2025 fall under Social Development, indicating a strong concentration on sectors such as education and healthcare within the municipality.

A detailed review of the project implementation table confirms this dominance of Social Development, with all six projects focused on school infrastructure (classroom blocks and furniture) and health facilities (CHPS compounds and a mechanized borehole). While this reflects a strategic effort to improve human capital development and service delivery, it also exposes a significant imbalance, as Economic Development, Environment/Infrastructure, Governance, Emergency, and ICME recorded no active projects in 2025. This narrow focus may limit the district's ability to achieve holistic and sustainable development.

In terms of financial and physical progress, project performance is mixed. Although the total contract values are substantial, expenditure levels remain relatively low for most projects. Two projects have not recorded any financial progress despite contractors being on site or preparatory work ongoing, indicating delays at the initial stages. Others are progressing slowly at various construction stages such as sub-structure, lintel, gable, and roofing. The CHPS facility at Saman Abotar Park, which commenced earlier (2020), shows the most progress but has experienced delays requiring contractor re-engagement, pointing to possible challenges in contractor performance, funding flow, or project management.

Despite these challenges, there are notable strengths in project governance. All projects are funded through the DACF, and there is consistent quarterly monitoring involving key stakeholders, including the Ghana Education Service (GES), Ghana Health Service (GHS), and community members. This participatory monitoring approach enhances transparency and accountability. Additionally, none of the projects required land acquisition or resettlement, indicating minimal social disruption.

In summary, the district’s development efforts in 2025 are heavily skewed toward Social Development, with limited attention to other critical sectors. Although there is evidence of ongoing project implementation and stakeholder engagement, slow financial disbursement, uneven contractor performance, and project delays are key constraints affecting completion rates. Addressing these issues while diversifying investment across all development dimensions will be essential for achieving balanced and sustainable district development.

Table 5: Number of active projects

Development Dimension	Number of physical projects in the district								Summary- 2025
	Roll over projects from previous years				Approved new projects introduced in the year				Old +New
	2022	2023	2024	2025	2022	2023	2024	2025	2025
Economic development	2	0	0	0	0	0	0	0	0
Social Development	3	1	2	1	2	2	3	5	6
Environment/Infrastructure/Human Settlement	0	1	1	0	0	0	0	0	0
Governance/Corruption/Public Accountability	0	0	0	0	0	0	0	0	0
Emergency	0	0	0	0	0	0	0	0	0
ICME	0	0	0	0	0	0	0	0	0
Total	5	2	3	1	2	2	3	5	6

Source: MPCU Secretariat

Table 6: Distribution of projects among Departments of the assemblies

Departments	No. of projects		Total	Collaborating MDA
	Rollover	New		
Agriculture	0	0	0	N/A
Central Administration	0	0	0	N/A
Human Resource Management	0	0	0	N/A
Education	0	3	3	MUNICIPAL ASSEMBLY
Health	1	1	2	MUNICIPAL ASSEMBLY
Forestry	0	0	0	N/A
NADMO	0	0	0	N/A
Urban Roads	0	0	0	N/A
Physical Planning	0	0	0	N/A
Works	0	1	1	MUNICIPAL ASSEMBLY
Finance	0	0	0	N/A
Environmental Health	0	0	0	N/A
Statistics	0	0	0	N/A
Social Welfare & Community Dev't	0	0	0	N/A
Ghana Enterprise Agency	0	0	0	N/A
TOTAL	1	5	6	-

Source: MPCU Secretariat

The table above presents the distribution of projects across departments within the Municipal Assembly, revealing a highly uneven pattern of project allocation. In total, the Assembly is managing 6 projects, comprising 1 rollover project and 5 new projects, which aligns with the overall project count observed in the earlier tables. However, these projects are concentrated in only a few departments, indicating limited cross-sectoral participation.

The Education Department accounts for the highest number of projects, with 3 new projects, reflecting the district's strong emphasis on educational infrastructure development. Similarly, the Health Department has a total of 2 projects (1 rollover and 1 new), further reinforcing the focus on social services, particularly healthcare delivery. The Works Department is responsible for 1 new project. Notably, all active departments are collaborating with the Municipal Assembly, suggesting centralized coordination and implementation. Overall, the table highlights a sectoral imbalance, with project implementation heavily concentrated in education and health, while other key departments remain inactive. This narrow distribution may limit the Assembly's capacity to achieve comprehensive and integrated development. To enhance development outcomes, there is a need for more equitable allocation of projects across departments, particularly those responsible for economic growth, environmental sustainability, and community development.

Table 7: Project Age Analysis

Project Age	No. of Projects	Time Over runs (in years and months)	Cost overruns	Completion status		
				Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 20yrs but less than 24 years	0	0	0	-	-	-
Projects that are 11 years but less than 20 years	0	0	0	-	-	-
Projects that are 10 years but less than 11 years	0	0	0	-	-	-
Projects that are 9 years but less than 10 years	0	0	0	-	-	-
Projects that are 8 years but less than 9 years	0	0	0	-	-	-
Projects that 7years but less than 8years	0	0	0	-	-	-
Projects that 6 years but less than 7 years	0	0	0	-	-	-
Projects that are 5 years but less than 6 years	1	5years 4 Months	N/A	80	80	-
Projects that are 4 years but less than 5 years	0	0	0	-	-	-
Projects that are 3 years but less than 4 years	0	0	0	-	-	-
Projects that are 2 years but less 3 years	0	0	0	-	-	-
Projects that are 1 year but less than 2 years	9	1 year 5 Months	N/A	88	100	0
Projects that are 0 years but less than 1yr	5	4 months	N/A	75	100%	0
Total projects	15					

Source: MPCU_KEEAMA

The project age analysis shows that all 15 active projects are relatively recent, with no projects exceeding six years. This reflects improved project initiation and turnover within the municipality. The majority of projects (9 out of 15) fall within the 1 to 2-year category, with an average age of 1 year 5 months. These projects demonstrate strong performance, recording a high average completion rate of 88%, with some almost completed (85%) while a few remain at very early stages (0%). This suggests generally efficient implementation, though with slight inconsistencies across projects.

Projects aged 0 to 1 year (5 projects) are still in early stages, with an average completion rate of 75%, indicating good progress within a short timeframe. The presence of projects already reaching 100% completion within this category reflects accelerated execution for some interventions.

Only one project falls within the 5 to 6-year category CHPS facility at Saman Abotar, with an age of 5 years 4 months and a completion rate of 80%, suggesting a relatively prolonged implementation period compared to newer projects.

Overall, the data suggests efficient project delivery with minimal delays, though attention may be needed to ensure uniform progress across all ongoing projects.

Table 8: Repair and Maintenance of Existing Infrastructure

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation
Rehabilitation of Aburansa KG	Aburansa	Fixing of cracks in walls foundations and replacing roofing, floors etc.	194,867.00	194,867.00	0	194,867.00	
Reroofing of Akwakrom JHS block	Akwakrom	Replacement of damaged roofing sheet	85,818.00	85,818.00	0	85,818.00	
Maintenance and Rehabilitation of Official & residential Building & other office equipment.	Elmina	Minor repairs	22,915.00	22,915.00	0	22,915.00	
Maintenance of MFO Residence	Elmina	Minor repairs	3,663.00	3,663.00	0	3,663.00	
Maintenance of Markets and other emergency works	Municipal wide	Minor repairs to market infrastructure	15,000.00	15,000.00	0	15,000.00	
Rehabilitation of Atonkwa CHPS Compound	Atonkwa	Fixing cracks in walls, foundations and replacing damaged roofing, floors and painting etc.	194,941.75	194,941.75	0	194,941.75	
Repair and maintenance of boreholes	Sefwi Awona, Abee(3), Saman, Abotar. park, Kwame Ta, Breman & Essiam	Replacing worn-out hand pumps, cylinders, leaking pipes etc.	421,080.51	421,080.51	0	421,080.51	
Maintenance of health facilities and emergency works	KEEA Municipal wide	Minor repair work to the health structures	30,000.00	30,000.00	0	30,000.00	
Maintenance of streetlights	KEEA Municipal wide	Replacement of unserviceable lights, cables and accessories, purchase of electrical poles	25,000.00	25,000.00	0	25,000.00	
Reshaping & gravelling of roads	KEEA Municipal wide	Blading & Reshaping and gravelling	20,000.00 200,000.00	20,000.00 200,000.00	0	20,000.00 200,000.00	
Maintenance & emergency works of educational facilities and bungalows	KEEA Municipal wide	Painting, replacement of damaged roofing sheets, replacement of doors and windows, replacement of unserviceable w/c pots & cisterns, repair of water leakages in pipes, replacement of unserviceable switches, sockets and ceiling fans.	130,000.00		0		
Rehabilitation of Health facilities	Kokoado, Agona & Kissi	Fixing cracks in walls, foundations and replacing damaged roofing, floors and painting etc.	283,721.37	283,721.37	0	283,721.37	
Maintenance of office building	KEEA municipality	Minor works	30,000.00	30,000.00	0	30,000.00	
Maintenance of sanitary facility (final disposal site)	Essaman	Clearing, fumigation etc.	40,000.00	40,000.00	0	40,000.00	

Nissan Patrol (GT 8431-19), Nissan Patrol (GN 1957-14), Ford Everest (GT 129-14), Ford cesspit emptier (GV135-14), Nissan T-trail (GV 42-27), Nissan pick -up (GC826-18), Mitsubishi pick -up (GV 2388-220)	Assembly's vehicle	Servicing	83,872.00	83,872.00	0	83,872.00	
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Source: Dept. of Works 2025





The table above presents maintenance and rehabilitation activities undertaken across the municipality, covering education, health, water, sanitation, transport, and administrative infrastructure. Overall, the financial performance is strong, as most projects recorded full budget release and utilization, with zero funding gaps across nearly all listed interventions.

A significant portion of expenditure was directed toward critical social infrastructure, particularly education and health. Major projects such as the rehabilitation of Aburansa KG (GHS 194,867.00), Atonkwa CHPS Compound (GHS 194,941.75), and health facilities in Kokoado, Agona, and Kissi (GHS 283,721.37) highlight the Assembly's commitment to improving service delivery in these sectors. The repair and maintenance of boreholes recorded the highest expenditure (GHS 421,080.51), emphasizing priority for water accessibility.

Routine and minor maintenance activities including markets, streetlights, office buildings, sanitation facilities, and vehicles were consistently funded and executed by the assembly, indicating effective operational management. Road works (reshaping and gravelling) also received substantial investment (GHS 220,000.00 combined). However, one notable gap exists in the maintenance of educational facilities and bungalows (GHS 130,000.00), where no release or expenditure was recorded, suggesting delays or funding constraints.








In summary, the Assembly demonstrated efficient budget execution and prioritization of essential infrastructure, though attention is needed to address the unimplemented educational maintenance project.






Table 9: Programme Register






PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Purchase utility (electricity credit) for the office	Economic	4,800.00	IGF	01/01/2025	31/12/2025	4,800.00	0.00	100%	N/A	SUCCESSFULLY IMPLEMENTED
Maintenance of office equipment and purchase of stationery and sanitary items for office use	Economic	1,800.00 1,500.00	GoG DACF	01/01/2025	31/12/2025	2,137.00	1,163.00	64.75%		SUCCESSFULLY IMPLEMENTED
Maintenance and running of official vehicle and motorbikes	Economic	12,980.00 1,200.00 5,325.00	GoG IGF DACF	01/01/2025	31/12/2025	5,400.00	5,400.00	100%		SUCCESSFULLY IMPLEMENTED
Periodic performance assessment (work planning, budgeting and reporting writing)	Economic	1,225.00	IGF	01/01/2025	31/12/2025	0.00	1,225.00	100%		Pre-financed by the officer
Monitoring of interventions implementation by MDA, MAOs and Accountant	Economic	2,300.00 5,650.00	GoG DACF	01/01/2025	31/12/2025	4,800.00	3,130.00	75%		SUCCESSFULLY IMPLEMENTED

Conduct demand-driven training for field staff (AEAs) once every quarter	Economic	2,720.00	GoG	01/01/2025	31/12/2025	680.00	2,040.00	50%		One of the trainings was pre-financed
Officer to attend training workshops, seminars, etc.	Economic	4,500.00	GoG	01/01/2025	31/12/2025	0.00	4,500.00	100%		Pre-financed
Organise 6 technical review meetings	Economic	3,275.00	DACF	01/01/2025	31/12/2025	1,000.00	2,275.00	100%		The rest were pre-financed by the officers.
Collection of commodities, farm inputs and transportation prices of various agricultural produce in every month	Economic	1,200.00	IGF	01/01/2025	31/12/2025	0.00	1,200.00	50%		Data was collected from January to June and it was pre-financed by the officer
Nine AEAs make visits to farmers in 1,728 days	Economic	1,500.00 3,900.00	GoG DACF	01/01/2025	31/12/2025	3,300.00	2,100.00	100%		SUCCESSFULLY IMPLEMENTED
Undertake clinical interventions and treatment of livestock and poultry species	Economic	300.00 900.00	GoG DACF	01/01/2025	31/12/2025	400.00	800.00	100%		SUCCESSFULLY IMPLEMENTED

Collaborate with development partners and research institutions to provide extension services (training, setting up of demonstration sites and farmer field school) to beneficiary farmers	Economic	1,500.00	GoG	01/01/2025	31/12/2025	0.00	1,500.00	50%		Pre-financed
Organise Farmer Market (mini fair) once in each quarter and facilitate the participation of actors in the agricultural value chain at regional fairs	Economic	5,400.00 600.00	IGF DACF	01/01/2025	31/12/2025	550.00	5,450.00	25%		Only one was held
Facilitate the distribution of coconut and mango seedlings to 220 farmers under the PERD Programme by Oct. 2025	Economic	2,000.00	IGF	01/01/2025	31/12/2025	0.00	2,000.00	100%		Pre-financed
Facilitate the recovering and re-distribution of pigs under the RFJ Programme	Economic	500.00 750.00	IGF DACF	01/01/2025	31/12/2025	400.00	850.00	20%		SUCCESSFULLY IMPLEMENTED
Facilitate the establishment of new FBOs and strengthen existing ones through training on leadership, governance, management, negotiation skills, conflict resolution, advocacy strategies, pricing strategies and collective marketing.	Economic	1,200.00	GoG DACF	01/01/2025	31/12/2025	1,200.00	1,200.00	50%		SUCCESSFULLY IMPLEMENTED
Organise farmer fora to sensitize farmers on the Feed Ghana Programme and train them on climate-smart agricultural practices	Economic	6,000.00	DACF	01/05/2025	31/12/2025	6,000.00	0.00	100%		SUCCESSFULLY IMPLEMENTED








Train farmers on proper post-harvest handling practices to minimize losses and maintain produce quality	Economic	1,350.00	IGF	01/04/2025	31/12/2025	0.00	1,350.00	50%		Pre-financed
Organise training programmes on integrated pest management strategies (pest and disease identification and monitoring), including cultural practices and proper use of pesticides	Economic	2,700.00	IGF	01/01/2025	31/12/2025	0.00	2,700.00	75%		Pre-financed
Organise 4 training sessions on livelihood skills in 2 communities by the end of December, 2025	Economic	1,600.00	IGF	01/07/2025	31/12/2025	0.00	1,600.00	100%		Pre-financed
Conduct 4 training programmes on the importance of balanced diets and utilising locally available foods for improved nutrition	Economic	1,200.00	IGF	01/01/2025	31/12/2025	0.00	1,600.00	50%		Pre-financed
Organise 2 training sessions for agro-processors on appropriate packaging, branding, and marketing by December, 2025	Economic	1,425.00	IGF	01/04/2025	31/12/2025	0.00	1,425.00	100%		
Conduct disease surveillance in both domestic and wild animals by December, 2025	Economic	600.00	IGF	01/01/2025	31/12/2025	0.00	600.00	100%		Pre-financed
Surveillance and management of plant diseases and pest and organized plant clinic sessions	Economic	1,200.00	GoG	01/01/2025	31/12/2025	0.00	1,200.00	100%		Pre-financed








Collection of weather information	Economic	900.00	IGF	01/01/2025	31/12/2025	0.00	900.000	100%		SUCCESSFULLY IMPLEMENTED
Organise 18 FM Radio programmes on topical agricultural issues at Benya FM and Ahomka FM stations	Economic	1,500.00 900.00	DACF IGF	01/01/2025	31/12/2025	1,500.00	900.00	75%		SUCCESSFULLY IMPLEMENTED
Organise the municipal version of the National Farmers' and Fishermen's Day Celebration	Economic	72,000.00	DACF	01/09/2025	31/12/2025	71,800.00	200.00	100.00		SUCCESSFULLY IMPLEMENTED
Support the running of District Centre for Agriculture, Commerce and Technology (DCACT) activities - provide information materials on DCACT	Economic	2,400.00	IGF	01/01/2025	31/12/2025	0.00	2,400.00	50%		Pre-financed
Monitoring of CPD day program in the school	Social	2,500.00	Continuous Professional allowance	01/01/2025	31/12/2025		0.00	100%		It builds teachers capacity on policies and current affairs
Monitoring of Koica TLC in the schools	Social	2,010061.15	Korean International Cooperation Agency FUND	01/01/2025	31/12/2025	2,010061.15	0.00	100%		It builds teachers capacity in Mathematics and science

Donation of Computers to Abrem Esiam AME Zion and Abrem Esiam M/A Schools by Corps Africa	Social	50,000.00	CORPS Africa funded	01/01/2025	31/12/2025	0.00	0.00	100%		To enhance the teaching of ICT in the schools
Monitoring of KOICA Sustainability Program	Social	45,000.00	Korean International Cooperation Agency FUND	01/01/2025	31/12/2025	0.00	0.00	100%		Ensuring the continuity of the KOICA program in the schools
Monitoring of WASSCE	Social	25,000.00	DACF	01/01/2025	31/12/2025	0.00	0.00	100%		Ensure the successful organization of the WASSCE in the schools
Donation and Launch of Starlink Project and Learning Upgrade in KEEA	Social	25,000.00	IGF	01/01/2025	31/12/2025	0.00	0.00	100%		Support the schools with internet connectivity to improve teaching and learning
Differentiated Learning (DL) in 43 GALOP Schools	Social	N/A	N/A	01/01/2025	31/12/2025	N/A	0.00	100%		Academic performance improved







Differentiated Learning (DL) in 10 Non -GALOP Schools	Social	N/A	N/A	01/01/2025	31/12/2025	N/A	0.00	100%		Academic performance improved
Community Outreach Programme	Social	1300.00	BDR Regional Office and Sale of Infant Covers	02/01/2025	31/12/2025	13,000.00	0.00	75%		Reached 75% of targeted areas promoting Birth and Death Registration awareness
Public Sensitization and Mass Registration Exercise	Social	1,000.00	BDR National Office fund	22/07/2025	26/07/2025	1,000.00	0.00	70%		70% of intended audience reached through public sensitization and mass registration drives.
Child Health Promotion week	Social	600.00	BDR Regional Office fund	12/05/2025	27/05/2025	600.00	0.00	80%		80% success in promoting birth registration through Child Health Promotion Week
Mobile Registration	Social	800.00	BDR Regional Office fund	04/07/2025	04/07/2025	800.00	0.00	85%		Covered 85% of targeted areas with mobile registration services

Births and Deaths Registry Celebration Month	Social	1600.00	BDR National Office fund	01/09/2025	30/09/2025	1600.00	0.00	80%		80% in promoting registration through Birth and Death Registration Month activities
Mob up Exercise within the municipality	Social	1100.00	BDR Regional Office fund	05/11/2025	21/11/2025	1100.00	0.00	65%		Addressed 65% of remaining registration cases through mob-up exercises
LEAP	Social	6,010.00	GoG	Aug. 2025	Sept. 2025	6,010.00	0.00	50%		SUCCESSFULLY IMPLEMENTED
	Social	0.00	GoG	Jan. 2025	Dec. 2025	0.00	0.00	40%		SUCCESSFULLY IMPLEMENTED
	Social	2,000.00	GoG	Feb. 2025	Nov. 2025	2,000.00	0.00	10%		SUCCESSFULLY IMPLEMENTED
	SOCIAL	17,000.00	UNICEF	JAN. 2025	DEC. 2025	17,000.00	0.00	100%		
ISS-CHILD PROTECTION PROGRAMME	Social	10,000.00	UNICEF	Apr. 2025	Nov. 2025	10,000.00	0.00	60%		SUCCESSFULLY IMPLEMENTED

	Social	7,000.00	UNICEF	Apr. 2025	Nov. 2025	7,000.00	0.00	40%		SUCCESSFULLY IMPLEMENTED
PERSONS WITH DISABILITY (PWDs)	SOCIAL	436,877.44	DACF	JAN. 2025	DEC. 2025	264,927.59	180,949.85	85%		SUCCESSFULLY IMPLEMENTED
	Social	252,869.60	DACF	Dec. 2025	Dec. 2025	114,677.60	138,192.00	35%		SUCCESSFULLY IMPLEMENTED
	Social	50,573.92	DACF	Dec. 2025	Dec. 2025	48,499.99	2,073.93	10%		SUCCESSFULLY IMPLEMENTED
	Social	75,860.00	DACF	Dec. 2025	Dec. 2025	37,250.00	38,610.00	10%		SUCCESSFULLY IMPLEMENTED
	Social	50,573.92	DACF	Sept. 2025	Sept. 2025	48,500.00	2,073.92	50%		SUCCESSFULLY IMPLEMENTED
	Social	9,000.00	DACF	Jan. 2025	Dec. 2025	9,000.00	0.00	100%		SUCCESSFULLY IMPLEMENTED

	Social	7,000.00	DACF	Nov. 2025	Nov. 2025	7,000.00	0.00	100%		SUCCESSFULLY IMPLEMENTED
Larva Source Management	Social	10,000.00	GHS	12 TH December, 2025	21 ST December 2025	10,000.00	0.00	100%		Successful
Outreach Training and Supportive Supervision	Social	7,000.00	GHS/ UNICEF	14 th December, 2025	21 st December 2025	7,000.00	0.00	100%		Successful
Safe motherhood and lifesaving skills	Social	1500.00	GHS	2025	2025	1500.00	0.00	100%		Successful
Integrated monitoring and supportive supervision	Social	1000.00	GHS	April July October January	April July October January	1000.00	0.00	75%		Successful
Monthly data validation exercise	Social	1000.00	GHS	At the beginning of the ensuing month	Latest by 15 th of the ensuing month	500.00	500.00	100%		Successful
Organize Sensitization for adolescent in 10 schools and 2 with GHABA	Social Service Delivery	4,000.00	IGF	8 TH JANUARY	31 ST MARCH	4,000.00	0.00	100%		Programme completed

Organize Sensitization on Sexual & Gender Base Violence in 10 Communities	Social Service Delivery	4,000.00	IGF	1/04/2025	30/09/2025	4,000.00	0.00	100%		Programme completed
Organise Sensitization programmes on teenage pregnancy and sexually transmitted	Social Service Delivery	10,000.00	(DAFC)	8 th JANUARY 2025	18 TH DECEMBER 2025	10,000.00	0.00	100%		Programme completed
Organize training workshops for the various women groups and girls of school going age (primary, secondary and tertiary) to take up leadership and decision-making roles.	Social Service Delivery	5,200.00	(DAFC)	10 TH FEBUARY 2025	30 TH NOVEMBER 2025	5,200.00	0.00	100%		Programme completed
Train staff on LGS Performance Appraisal Instrument	Social	8,650.00	IGF	13 th March, 2025	13 th March, 2025	8,650.00	0.00	100%		SUCSESSFULLY IMPLEMENTED
Train Staff on Client Service Operational Manual	Social	3,495.00	Common Fund	25 th June, 2025	25 th June, 2025	3,495.00	0.00	100%		SUCSESSFULLY IMPLEMENTED

Train Staff on the Smart Workplace Operational Portal	Social	12,000.00	IGF	16 th September,2025	16 th September,2025	12,000.00	0.00	100%		SUCCESSFULLY IMPLEMENTED
VISITING CLIENTS	Social	1,000	GEA	5 th January, 2025	22 nd December, 2025	1000.00	0.00	100%		SUCCESSFULLY IMPLEMENTED
MBA TRAINING	Social	5,000	GEA/MASTERCARD FOUNDATION	4 th September, 2025	5 th September, 2025	5000.00	0	100%		SUCCESSFULLY IMPLEMENTED
TAGDev 2.O ORIENTATION OF TRAINING OUT OF SCHOOL YOUTH	Social	100,000	GEA/MASTERCARD FOUNDATION	12TH OCTOBER, 2025	13TH OCTOBER, 2025		0.00	100%		SUCCESSFULLY IMPLEMENTED
GJSP, SCP AND MBA MONITORING	Social	3,000	GEA/MASTER FOUNDATION	21 st January, 2025	17 th December, 2025	3,000.00	0.00	100%		SUCCESSFULLY IMPLEMENTED
Demolition exercise	EMERGENCY PLANNING AND RESPONSE (INCLUDING COVID -19 RECOVERY PLAN)	2500.00	NADMO	07/08/2025	11/08/2025	2500.00	0.00	100%		SUCCESSFULLY IMPLEMENTED
Information Technology (Ms. Word & Ms. Excel)	Social	8,150.00	IGF	2 nd October, 2025	2 nd October, 2025	8,150.00	0.00	100%	N/A	SUCCESSFULLY IMPLEMENTED
Internet Servicing	Social	40,000.00	DACF	01/01/2025	31/12/2025	10,000.00	0.00	100%	N/A	SUCCESSFULLY

										IMPLEMENTED
Purchase of Photocopy	Social	14,000.00	DACF	17/06/2025	31/12/2025	7,000.00	0.00	100%	N/A	SUCCESSFULLY IMPLE
Purchase of Laptops	Social	28,000.00	Donor	17/06/2025	31/12/2025	31/12/2025	0.00	100%	N/A	SUCCESSFULLY IMPLEMENTED
Assist GSS with Monthly Market Reading (CPI, Inflation)	Implementation, Coordination, Monitoring and Evaluation	5,400.00	GoG	1 st January, 2025	31 st December, 2025	3080.00	2320.00	100%	N/A	Target achieved
Update Municipal socio economic and revenue data (BoP, Temporal Structures, open market operations)	Implementation, Coordination, Monitoring and Evaluation	4000.0	DACF	1 st January, 2025	31 st December, 2025	0.00	4000.00	35%	N/A	Work in progress
Assist GSS with surveys and data collection exercises	Implementation, Coordination, Monitoring and Evaluation	900.00	GoG	1 st January, 2025	31 st December, 2025	0.00	900.00	100%	N/A	Target achieved
Monitoring of surveys and data collection exercises within the district	Implementation, Coordination, Monitoring and Evaluation	3,500.00	GoG/DACF	1 st January, 2025	31 st December, 2025	0.00	3,500	100%	N/A	Target achieved
Procurement of office laptop and printer	Implementation, Coordination, Monitoring and Evaluation	5,850.00	DACF	1 st January, 2025	31 st December, 2025	0.00	5850.00	0%	N/A	The assembly is yet to procure a laptop for the department
Provide clients data request	Implementation, Coordination, Monitoring and Evaluation	300.00	IGF	1 st January, 2025	31 st December, 2025	0.00	300	100%	N/A	Target achieved
Supervise data entry on the DDDP	Implementation, Coordination, Monitoring and Evaluation	500.00	IGF	1 st January, 2025	31 st December, 2025	0.00	300.00	100%	N/A	Target achieved
Update Municipal Statistical and administrative data compilation	Implementation, Coordination, Monitoring and Evaluation	1500.00	IGF	1 st January, 2025	31 st December, 2025	0.00		100%	N/A	Target achieved

2.1.2 Programmes/ Non - physical Activities

Programme or non-physical activities implemented by the Assembly in 2025 also cut across the Six (6) development dimensions of the Agenda for Jobs policy framework. The Programmes register as of December 2025 is set out in the Project register table. The register presents an update of Programmes (non-physical activities) executed by the Assembly's departments and development partners. A total number of 238 Programmes were earmarked for implementation in the 2025 Annual Action Plan. It could be seen from the Programmes Register that out of a total of 234 Programmes/projects 217 of them were implemented representing about 92.7% of the planned Programmes for the year. Based on the number of Programmes implemented and the status of implementation across the Development Dimensions, it is not far to conclude that the Municipal Assembly is on track to achieving the Municipal goal of a developed spatially homogeneous entity, offering wider opportunities for socio-economic development and the general welfare of its residents within an atmosphere of peace and tranquility whilst at the same time contributing positively towards the achievement of the broader adopted goals of building a prosperous society, creating opportunities for all, safeguarding the natural environment and ensuring a resilient built environment and maintaining a stable, united and safe society.

2.2 Update on Funding Sources and Disbursement

The Assembly's major sources of funds have been the Central Government transfers to MMDAs (GOG Grants), the District Assemblies Common Fund (DACF), the District Assemblies Common Fund Responsive Factor Grant (DACF-RFG), Donor Grants and the Assembly's Internally Generated Funds (IGF). Other funding sources include MAG (Modernizing Agriculture in Ghana) and UNICEF

Table 10: Update on Revenue Sources

Revenue Sources	Estimates					Performance				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
DACF	4,146,149.90	4,660,799.36	4,895,861.08	3,700,519.99	20,965,540.60	726,461.40	2,381,441.61	1,045,921.05	2,021,438.14	10,543,355.80
DACF- RFG	1,815,933.70	2,045,203.00	2,532,308.44	1,084,946.83	391,860.20	1,702,868.53	1,164,502.40	-	1,905,353.00	-
MP's CF	412,000.00	412,000.00	412,000.00	417,194.81	800,000.00	294,652.07	525,181.55	42,967.72	649,757.39	1,079,954.02
IGF	1,298,911.52	1,414,822.49	1,739,193.43	1,812,018.32	2,211,917.56	1,182,311.82	1,217,679.13	1,312,772.00	1,402,073.91	1,644,211.13
MSHAP/HIV	N/A	N/A	N/A	N/A	105,354.86	N/A	N/A	N/A	N/A	35,594.30
PWDs CF	207,323.25	207,323.25	207,323.25	241,540.09	500,000.00	129,121.36	289,099.93	227,138.88	241,194.83	680,712.80
GSCSP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SRWSP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
GSOP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UNICEF	270,720.44	280,000.00	28,000.00	30,000.00	30,000.00	217,050.00	174,350.00	30,000.00	30,000.00	17,625.00

Source: MPCU_KEEAMA

The table presents the estimated and actual revenue received by the Assembly from 2021 to 2025. Only revenue sources with available data are analyzed, namely DACF, DACF-RFG, MP’s Common Fund, IGF, MSHAP/HIV, PWDs Common Fund, and UNICEF support.

The District Assemblies Common Fund (DACF) remained the major source of revenue over the period. Although estimates increased across the years, actual releases were often lower than expected, particularly in 2021 and 2023. This occurred due to delays in central government transfers and late release of statutory funds to the Assembly. Performance improved in 2022 and 2024, while the very high amount recorded in 2025 resulted from the release of accumulated arrears and increased government transfers.

The DACF–Responsive Factor Grant (DACF-RFG) recorded irregular performance. Funds were received in 2021 and 2024, while no releases were recorded in 2023 and 2025. This occurred because the grant is performance-based and depends on compliance with assessment requirements and programme schedules. The Assembly however failed the DPAT thus no funds were received

The MP's Common Fund showed fluctuating performance. Revenue increased in 2022, dropped sharply in 2023, improved in 2024, and exceeded the estimate in 2025. The low performance in 2023 resulted from delays in the release of funds and project implementation schedules, while the high performance in 2025 reflects additional releases and payment of outstanding allocations.

The Internally Generated Fund (IGF) showed steady growth from 2021 to 2025, indicating improved local revenue mobilization through market tolls, business permits, and property rates. However, actual collections remained below estimates due to weak enforcement of revenue collection, incomplete revenue databases, and economic pressures on businesses and households.

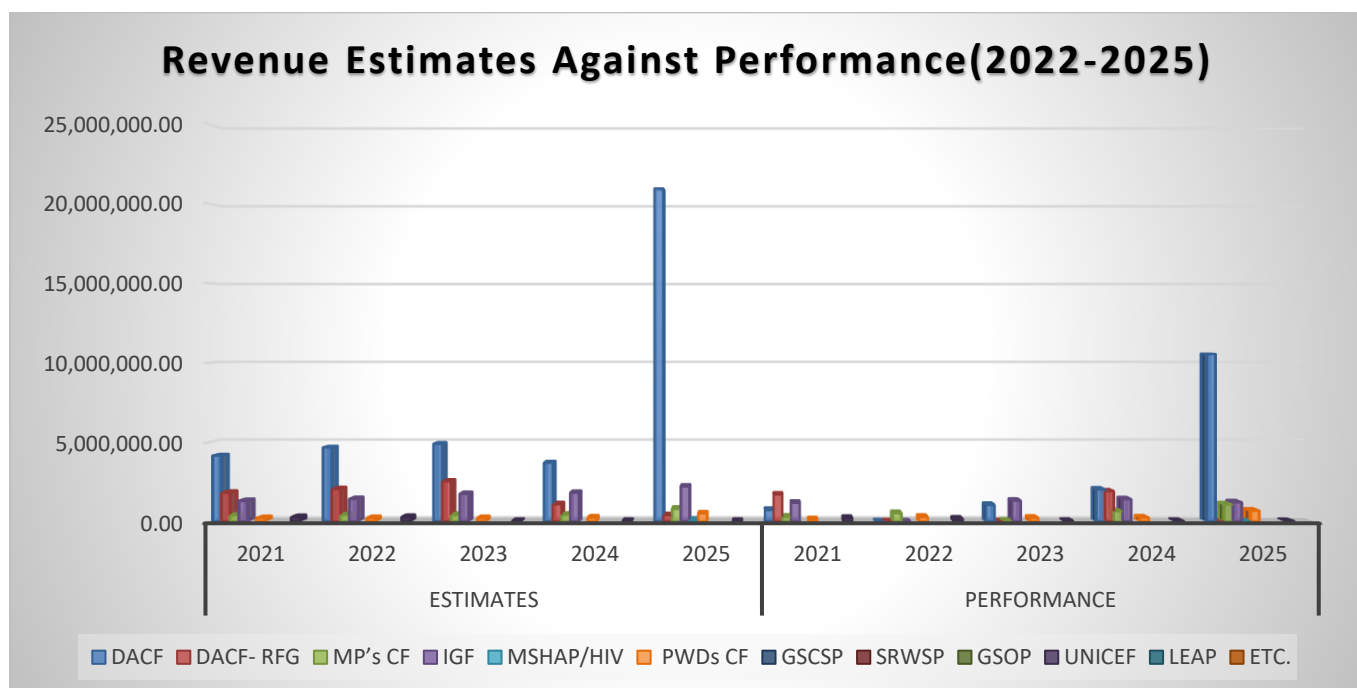
The MSHAP/HIV fund recorded only a small amount compared to the estimate. This occurred due to limited programme funding and delayed disbursement of health-related support funds.

The Persons with Disabilities Common Fund (PWDs CF) showed gradual improvement between 2021 and 2024 and exceeded the estimate in 2025. This increase resulted from improved government allocation and release of outstanding DACF-related payments, since the fund is derived from DACF transfers.

Support from UNICEF declined steadily from 2021 to 2025. This decline reflects reduced donor-supported activities and completion of specific UNICEF-funded programmes in the Assembly.

Overall, the revenue pattern shows that the Assembly relies heavily on government transfers and donor support, which fluctuate due to release schedules and programme conditions, while IGF remains the most consistent and reliable source of revenue. Strengthening internal revenue mobilization will improve financial stability and reduce dependence on external funding.

Figure 6: Revenue Estimates against performance.



Source: MPCU Secretariat 2025

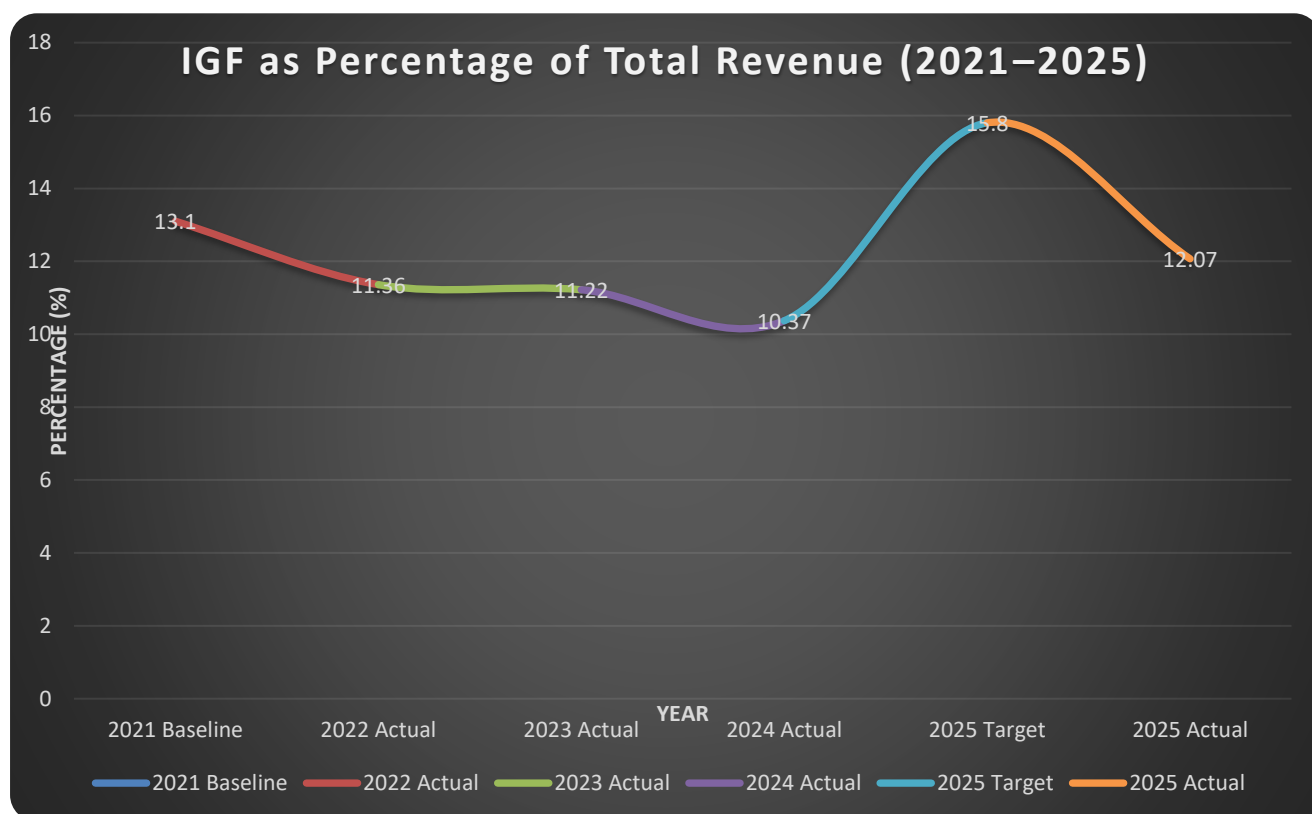
2.2.1 IGF Performance

The chart below shows the contribution of Internally Generated Fund (IGF) to total Assembly revenue from 2021 to 2025. The IGF performance declined steadily from 13.10% in 2021 to 10.37% in 2024, indicating a reduced share of internally generated revenue in relation to total income. This decline reflects the Assembly’s increasing dependence on external funding sources such as the District Assemblies Common Fund and other transfers.

In 2025, the Assembly set a higher target of 15.80%, showing an intention to strengthen internal revenue mobilization. However, the actual performance was 12.07%, which fell short of the target but showed an improvement compared to 2024.

Overall, the trend indicates that although IGF remains an important and relatively stable source of revenue, its contribution to total revenue fluctuates depending on the level of external funding received. Strengthening revenue collection measures will help increase IGF contribution and improve financial sustainability.

Figure 7: IGF Performance



Source: MPCU Secretariat 2025

Table 11: IGF as a percentage of total revenue

INDICATOR	BASELINE (2021)	ACTUAL (2022)	ACTUAL (2023)	ACTUAL (2024)	TARGET 2025	ANNUAL ACTUAL (2025)
IGF as a percentage of total revenue	13.10%	11.36%	11.22%	10.37%	15.80%	12.07%

Source: Budget Unit 2025

2.2.2 Effort to Generate Funds

The Assembly outsourced data collection in order to update the nominal roll of property owners. Key Assembly staff used platforms including radios to sensitize property owners on the payment of property rates. Concerted efforts were also made by Assembly to ensure that all buildings in the municipality without permit go through laid down processes to regularize their permit.

To improve the collection of fees and fines, the Assembly instituted a revenue task force to among other things assist in the collection fees and fines especially from motor traffic

offenders. To augment the existing staff strength of the revenue unit, National Service Personnel posted to Assembly were tasked to assist in revenue generation.

2.2.3 Challenges with Regards to Generating Funds

The Assembly faced many challenges in its revenue mobilization drive. The major challenge was the unavailability of a reliable database, especially on property rates. The challenge resulted principally because the Ghana Revenue Authority (GRA) who collected property rates on behalf of the Assembly in 2025 failed to handover the property valuation roll used in billing the ratepayers. Some ratepayers claimed payment on property rates to GRA, but they could not provide evidence of payment from the GRA portal. This adversely affected revenue generation for the 2025 fiscal year.

The Assembly could not undertake a municipal-wide revenue collection. This is largely due to inadequate resources such as vehicles and revenue collectors or personnel for revenue mobilization. As a result of this revenue collection has been centered only in Elmina and few adjoining communities.

Another factor impeding revenue generation drive of the Assembly is weak zonal councils. There are six (6) zonal councils in the municipality but the councils are currently not operation although some efforts have been made. The offices at the zonal council have not been instrumental enough in generating revenue to the Assembly.

Finally, there is a general disinclination among the general public regarding payment of rates and levies in the Municipality. This adversely affect revenues from building permits and business licenses in the Municipality. To some extent the Assembly has not embarked on mass prosecution of defaulters to deter others over years.

Table 12: Update on Disbursements

EXPENDITURE ITEMS							
	BASELINE 2023	ANNUAL BUDGET	ACTUAL (2024)	ANNUAL %	ANNUAL BUDGET (2025)	ACTUAL (2025)	ANNUAL 2025%
IGF	GHC	GHC	GHC	%	GHC	GHC	%
Compensation	393,772.74	360,601.83	385,098.72	106.79	292,806.36	257,540.79	87.95%
Goods and Services	997,582.00	1,089,012.83	1,019,002.60	93.57	1,529,301.89	1,433,504.36	93.73%
Non-financial Assets	347,838.69	362,403.66	37,050.00	10.22	389,809.31	–	
TOTAL IGF	1,739,193.43	1,812,018.32	1,441,151.32	79.53	2,211,917.56	1,691,045.15	76.45%
GRANTS							
Compensation	3,679,630.68	4,885,197.17	6,971,933.26	142.72	10,033,347.04	10,027,799.33	99.94%
Goods and Services	4,766,481.72	3,899,967.17	3,151,350.47	80.80	6,970,878.27	3,148,522.64	45.16%
Non-financial Assets	4,100,974.68	1,770,787.34	903,402.10	51.02	18,065,256.86	1,880,626.76	10.41%
TOTAL GRANT	12,547,087.08	10,555,951.68	11,026,685.83	104.46	35,069,182.17	15,056,948.73	42.93%
TOTAL EXPENDITURE	14,286,280.51	12,367,970.00	12,467,837.15	100.81	37,281,099.73	16,747,993.88	44.92%

Source: Budget Unit 2025

The table compares budgeted and actual expenditures for Internally Generated Funds (IGF) and Grants for 2024 and 2025, using 2023 as the baseline. The table shows variations in expenditure performance across Compensation, Goods and Services, and Non-financial Assets, revealing differences in budget implementation and financial management.

Under IGF, expenditure performance was moderate but declined slightly from 79.53% in 2024 to 76.45% in 2025. Compensation exceeded the budget in 2024 (106.79%) but fell below the target in 2025 (87.95%), indicating fluctuations in personnel spending. Goods and services recorded consistently high utilization (about 94% in both years), suggesting stable operational expenditure. However, non-financial assets recorded extremely low utilization, with only 10.22% spent in 2024 and no recorded expenditure in 2025, indicating serious delays or constraints in capital investments.

Grant expenditure showed stronger performance in compensation, with 142.72% utilization in 2024 and almost full utilization (99.94%) in 2025, suggesting reliable payroll financing. However, goods and services utilization declined sharply to 45.16% in 2025, indicating implementation challenges. The weakest performance was recorded in non-financial assets, which dropped from 51.02% in 2024 to only 10.41% in 2025, reflecting major delays in infrastructure and project execution. Overall expenditure performance was strong in 2024 (100.81%) but declined drastically in 2025 (44.92%), despite a large increase in the budget. This suggests unrealistic budget projections and challenges in fund utilization, particularly for capital projects.

In general, the table indicates that recurrent expenditures such as compensation and goods and services are relatively well managed, while capital investments remain poorly implemented, pointing to weaknesses in project execution and budget planning.

Table 13: Update on Expenditure

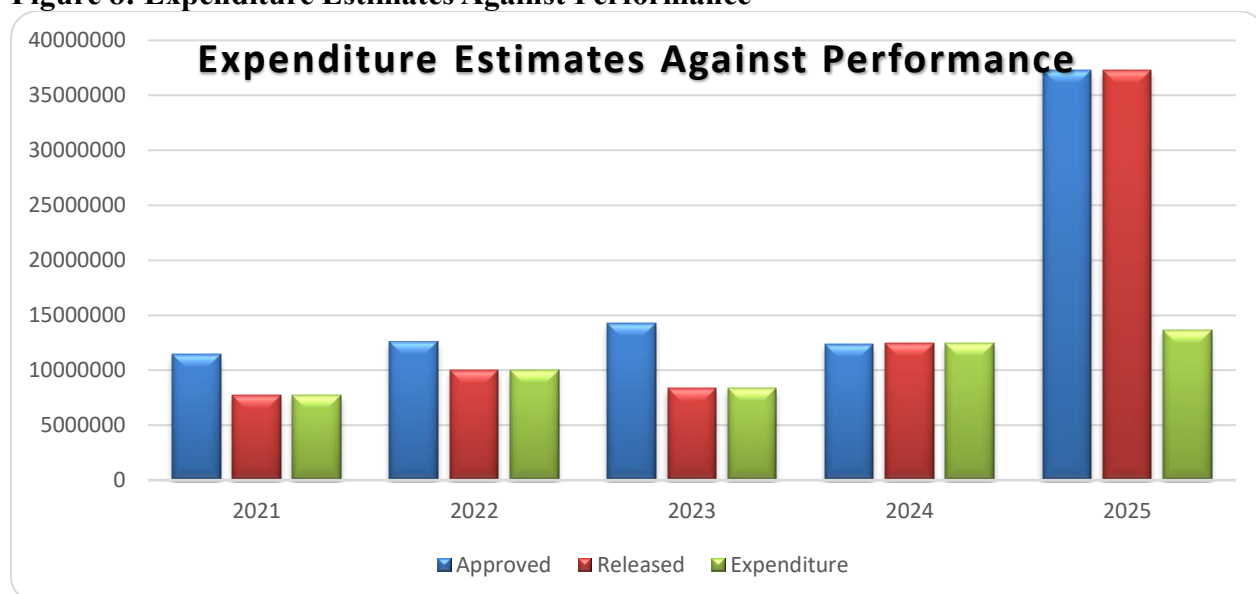
Budget Items	2021			2022			2023			2024			2025		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure
Compensation	3,188,938.70	4,573,533.85	4,573,533.85	3,522,051.04	5,955,466.35	5,955,466.35	4,073,403.42	5,774,925.78	5,774,925.78	5,245,799.15	7,357,031.98	7,357,031.98	10,326,153.15	10,285,339.12	10,285,339.12
Goods and Services	5,463,239.00	2,488,564.77	2,488,564.77	5,245,378.56	3,106,530.15	3,106,530.15	5,764,063.72	1,555,238.98	1,555,238.98	4,988,980.13	4,170,353.07	4,170,353.07	8,500,180.16	4,582,027.00	4,582,027.00
CAPEX	2,764,842.86	652,810.32	652,810.32	3,809,094.30	925,937.94	925,937.94	4,448,813.37	1,021,918.39	1,021,918.39	2,133,191.00	940,452.10	940,452.10	18,455,066.32	1,880,626.76	1,880,626.76
Total	11,417,020.56	7,714,908.94	7,714,908.94	12,576,523.90	9,987,934.44	9,987,934.44	14,286,280.51	8,352,083.15	8,352,083.15	12,367,970.28	12,467,837.15	12,467,837.15	37,281,399.88	16,747,993.88	16,747,993.88

Source: MPCU_KEEAMA

Overall, it shows a steady increase in total approved budgets, rising from GHC11.42 million in 2021 to GHC37.28 million in 2025, indicating an expansion in planned activities and development commitments. However, the relationship between approved budgets and actual expenditures varies across the different budget items, suggesting uneven implementation of planned programs. While compensation expenditure closely follows releases and approvals, significant gaps exist in Goods and Services and CAPEX expenditures, especially in the later years.

Compensation expenditure shows the most consistent pattern across the period. Funds released for compensation were generally fully utilized, with expenditure closely matching releases from 2021 to 2024. For example, compensation expenditure increased from GHC3.19 million in 2021 to GHC7.36 million in 2024, and further to about GHC10.29 million in 2025. This steady growth reflects rising personnel costs, including salaries, allowances, and statutory payments. The consistency between releases and expenditures suggests strong financial control and prioritization of staff-related obligations, which are essential for maintaining administrative operations. The significant increase in 2025 may be attributed to staff recruitment, salary adjustments, or implementation of national pay policies.

Figure 8: Expenditure Estimates Against Performance



Source: MPCU Secretariat 2025

In contrast, Goods and Services expenditure demonstrates considerable fluctuations and inconsistencies. Although approved budgets increased from GHC5.46 million in 2021 to GHC8.50 million in 2025, actual expenditure did not follow the same pattern. Expenditure declined sharply in some years, particularly in 2023, where only GHC1.56 million was spent out of an approved GHC5.76 million, and again in 2025, where expenditure stood at GHC1.48 million despite the full release of GHC8.50 million. These variations suggest delays in procurement processes, changes in operational priorities, or weak implementation of planned activities. The sharp reduction in 2025 expenditure indicates that many operational activities planned under Goods and Services were not executed during the year.

A similar pattern is observed in Capital Expenditure (CAPEX), where actual spending remained consistently low relative to approved budgets. Approved CAPEX increased significantly from GHC2.76 million in 2021 to GHC18.46 million in 2025, indicating ambitious infrastructure and

development plans. However, actual expenditure remained relatively low throughout the period, rising gradually from GH¢652,810 in 2021 to GH¢1.88 million in 2025. The large gap between approved and actual CAPEX expenditure suggests major implementation challenges. These may include delays in project approvals, procurement bottlenecks, contractor payment issues, or late release of development funds. The particularly large difference in 2025 indicates that most capital projects planned for the year were not completed or fully implemented.

The total expenditure trend shows moderate growth from GH¢7.71 million in 2021 to GH¢12.47 million in 2024, followed by a substantial increase in approved funds in 2025. However, actual spending in 2025 did not fully reflect the scale of the approved budget, mainly due to low expenditure on Goods and Services and CAPEX. This suggests that although financial allocations increased, implementation capacity did not expand at the same rate.

In summary, the expenditure pattern indicates that personnel costs received the highest priority and were consistently executed, while operational and development expenditures experienced significant implementation challenges. The Assembly demonstrated strong control over compensation expenditure but showed weaker performance in implementing Goods and Services and capital projects. Improving procurement planning, project management, and timely utilization of released funds would help ensure that future budgets translate more effectively into actual development outcomes.

Table 14: Capital Expenditure as a percentage of total Expenditure

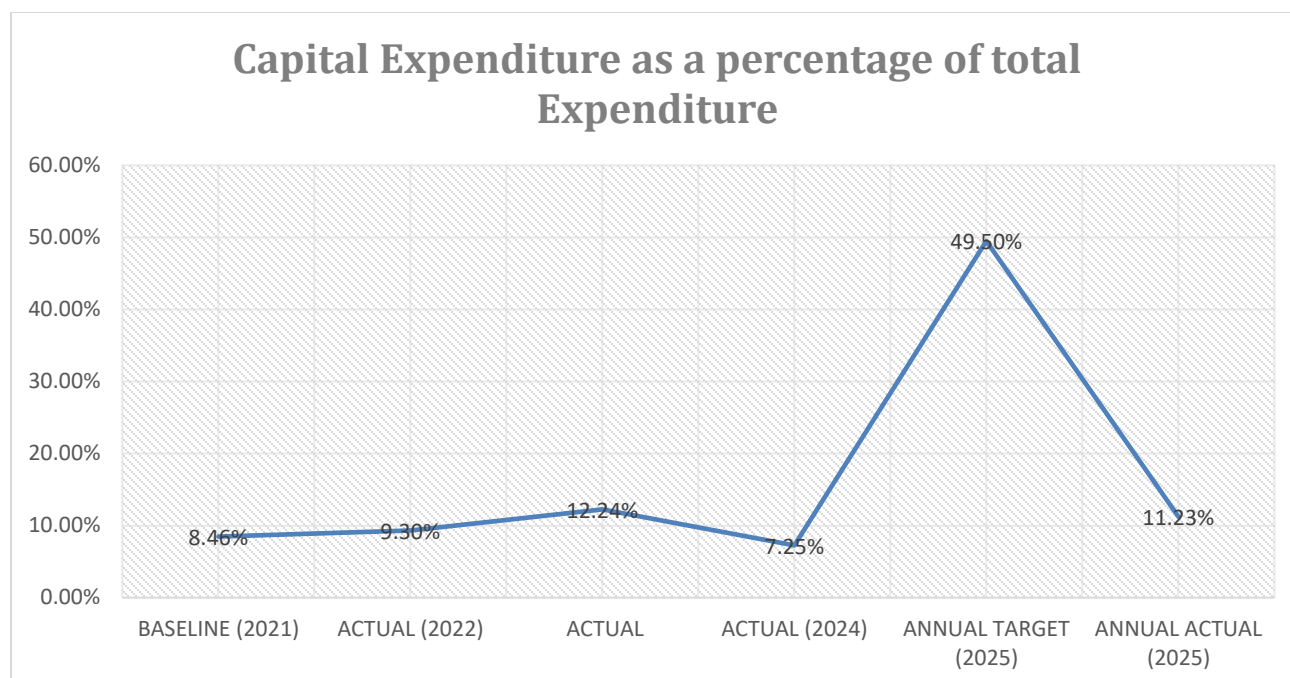
INDICATOR	BASELINE (2021)	ACTUAL (2022)	ACTUAL (2023)	ACTUAL (2024)	ANNUAL TARGET (2025)	ANNUAL ACTUAL (2025)
Capital Expenditure as a percentage of total Expenditure	8.46%	9.3%	12.24%	7.25%	49.5%	11.23%

Source: Budget Unit 2025

The table and line graph presents the trend in Capital Expenditure (CAPEX) as a percentage of total expenditure from 2021 to 2025. This indicator measures the extent to which financial resources are devoted to development projects and infrastructure investment relative to recurrent expenditure. Higher percentages indicate stronger investment in long-term development, while lower percentages suggest greater emphasis on administrative and operational costs.

The baseline value in 2021 was 8.46%, indicating that less than one-tenth of total expenditure was devoted to capital development. This suggests that most financial resources were used for recurrent expenditures such as compensation and goods and services, leaving limited funds for infrastructure and development projects. In 2022, the indicator increased slightly to 9.3%, showing a modest improvement in development spending. This increase suggests that the Assembly made some effort to expand investment in capital projects during the period.

Figure 9: Capital Expenditure as a percentage of total Expenditure



Source: MPCU Secretariat 2025

A more significant improvement occurred in 2023, when capital expenditure rose to 12.24% of total expenditure, representing the highest proportion within the first four years. This increase indicates stronger commitment to development activities such as construction, renovation, and acquisition of assets. The improvement may be linked to increased funding for projects or improved implementation of development programmes.

However, the indicator declined sharply to 7.25% in 2024, falling below the baseline level. This decline indicates reduced investment in capital projects and a shift toward recurrent expenditure. The reduction may be associated with delays in project execution, procurement challenges, or prioritization of administrative expenses such as staff compensation.

In 2025, the Assembly set a very ambitious target of 49.5%, which would have represented a major shift toward development-oriented expenditure. However, the actual performance reached only 11.23%, which is far below the target. Although the 2025 actual value shows an improvement compared to 2024, it remains significantly lower than expected. The large gap between the target and actual performance suggests implementation constraints, including delays in capital projects, limited execution capacity, or late release of development funds.

Overall, the trend shows that capital expenditure remained consistently low throughout the period, averaging around 10% of total expenditure. This indicates that the Assembly allocated a relatively small share of its resources to long-term development projects. The results suggest the need for improved planning and implementation of capital projects to ensure that future expenditure patterns align more closely with development priorities.

Table 15: Capex Budget Performance Analysis 2025

	Estimate		Release	Expenditure	Variance		
	Unconstrained (A)	Constrained (B)	C	(D)	(A-B)	(B-C)	C-D
GOG	18,450,256.00	18,065,256.9	2,182,630.35	2,182,630.35	384,999.1	15,882,626.55	0.00
IGF	389,809.31	389,809.31	0.00	0.00	0.00	389,809.31	0.00
Donor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	18,840,065.31	18,455,065.31	2,182,630.35	2,182,630.35	384,999.1	16,272,435.86	0.00

Source: MPCU Secretariat

In 2025, the Assembly had a total unconstrained Capex budget estimate of GHS 18,840,065.31. Out of this amount, GHS 18,455,065.31 was released, representing approximately 97.96% of the approved budget. This high release rate indicates that funding availability was not a major constraint during the year. However, despite this significant level of financial inflow, actual expenditure amounted to only GHS 2,182,630.35, representing about 11.6% of the total budget estimate and 11.8% of the total funds released. This clearly points to a substantial gap between funds made available and funds actually utilized, highlighting serious challenges in budget execution.

A closer examination of the funding sources shows that the Government of Ghana (GoG) was the dominant contributor to the Capex budget, accounting for almost the entire allocation. The GoG budget estimate stood at GHS 18,450,256.00, of which GHS 18,065,256.90 was released, reflecting a high release performance of about 97.9%. Nevertheless, only GHS 2,182,630.35 was spent, representing a utilization rate of approximately 12.1% of the funds released. The variance between the released funds and actual expenditure was extremely high, amounting to GHS 15,882,626.55, which indicates that a large proportion of available resources remained unutilized. This situation suggests that the primary challenge was not inadequate funding but rather inefficiencies in project implementation.

With respect to Internally Generated Funds (IGF), the Assembly recorded an estimate and release of GHS 389,809.31, but no expenditure was made from this source for capital projects. This implies that IGF was either redirected towards recurrent expenditure or that IGF-funded capital

projects were not initiated during the year. The complete absence of IGF utilization for capital investment raises concerns about the Assembly's ability to leverage its internally generated resources to support infrastructure and development projects.




Furthermore, no Donor funding was recorded for the year under review, indicating that the Assembly relied entirely on domestic sources, particularly GoG funding, to finance its capital expenditure. While this may reflect limited external support, it also underscores the importance of improving internal efficiency in managing available resources.




The variance analysis provides further insight into budget performance. The difference between the unconstrained and constrained budget (GHS 384,999.10) was relatively minimal, suggesting only slight adjustments to the original budget. However, the variance between released funds and actual expenditure (GHS 16,272,435.86) was significantly large, reinforcing the issue of low absorption capacity. On a positive note, the zero variance between recorded expenditure and actual spending indicates accuracy and reliability in financial reporting.

Overall, the Capex budget performance for 2025 demonstrates a situation where funds were largely available but poorly utilized. This disconnect between financial resources and actual expenditure suggests challenges such as delays in procurement processes, weak project planning, late commencement of projects, bureaucratic bottlenecks, and limited technical capacity in project execution. Such inefficiencies can undermine development outcomes and delay the delivery of essential infrastructure and services.

In conclusion, while the Assembly performed well in terms of securing and releasing funds, its ability to translate these resources into tangible development outcomes was significantly limited. To improve future performance, there will be a need to strengthen project planning and readiness, streamline procurement procedures, enhance monitoring and supervision of projects, and build the capacity of implementing units. Additionally, efforts will be made to effectively utilize IGF for capital development and to explore opportunities for donor support. Addressing these challenges will help ensure that available resources are efficiently used to achieve the intended developmental goals.

Table 16: CAPEX budget allocation and implementation for active projects

Multi-Year CAPEX throw forward		MTBF Envelope		Performance		Details on Capital Projects, 2025												
Total Medium-Term Plan Estimate (plan)	Annual Estimate	Annual Estimate	Annual ceilings		Approved/Released	Expenditure	Project											
			2026	2025			2025	2025	Co de	Name	Age	Original Estimate cost	Revised cost	Expenditure to date	Outstanding balance	Completion status	Time overruns	Cost overruns
2022-2025	2026	2025	2026	2025	2025	2025							%	Picture		GH		
36,609,941.33	25,092,751.12	18,065,256.9	25,092,751.12	18,065,256.9	3,674,346.34	2,182,630.35	N/A	Construction of 1No 6-Unit Classroom block, office store and staff room and 6-seater W/C toilet facility with 300 No Dual & 6No Official Tables and Chairs at Anweem Kissi	1 month	1,741,910.00	-	0.00	1,741,910.00	50%		0	0	NA
							N/A	Construction of 1No 3-Unit JHS Block, Office, Store and staff room and 6-seater W/C Toilet facility with 150No Mono Desk & 4 Official tables & Chairs at Dutch Komenda	1 month	647,609.55		97,141.43	550,468.12	15%		0	0	NA
							N/A	Construction of 1No 2-Unit KG block, Office store and staff room and 6-seater toilet facility with 14No Hexagonal Desk and 84 No chairs & 2No Official Tables and Chairs at Nkontrodo AME Zion	2 Month	380,669.10		57,100.37	323,568.73	55%		0	0	NA

	N/A	Construction of 1No CHPS facility with furnishing at Simiw	1 Month	1,470,971.00		220,645.65	1,250,325.35	50%		0	0	NA
	520166	Construction of 1No CHPS facility with Ancillary facilities at Saman Abotar Park	6 years	383,292.80		216,128.70	167,164.10	80%		4 Years 9 Month	0	NA
	N/A	Construction of 1No. mechanized borehole with 2No. 10,000 litres polytank and ancillary facilities Chips Compound at Atonkwa	14 Days	138,668.25		0	138,668.25	0%		0	0	N/A

**** The throw forward is informed by outstanding balance (outstanding payments on active projects)**

Source: MPCU Secretariat

Table 17: Cumulative CAPEX Throw forward and MTBF Envelope, 2025-2028

Item	Amount
Capex Throw Forward	4,171,873.55
MTEF (Ceilings)	18,065,256.9
Variation	13,893,383.35

Source: MPCU Secretariat

The table indicates that the Capex throw forward which represents the financial commitments of ongoing projects carried into the medium-term period amounts to GHS 4,171,873.55. This figure reflects the cost of projects that were initiated but not completed within the previous fiscal period and therefore require continued funding over the medium term. The presence of throw forward is typical in public financial management, particularly for multi-year infrastructure projects; however, its size relative to available fiscal space is an important indicator of budget sustainability.

The MTEF ceiling, which defines the total allowable expenditure for Capex over the same period, is GHS 18,065,256.90. This ceiling represents the resource envelope within which the Assembly must plan and implement all its capital projects from 2025 to 2028. When compared with the throw forward, it becomes evident that the Assembly still has a substantial portion of its budget available for new projects.

The variation between the MTEF ceiling and the throw forward is GHS 13,893,383.35, indicating that approximately 76.9% of the total Capex envelope remains uncommitted. This suggests that the Assembly has adequate fiscal space to initiate and implement new development projects within the medium-term period, after accounting for existing commitments.

From a planning perspective, this situation presents both opportunities and responsibilities. On the positive side, the relatively low level of throw forward implies that the Assembly is not overly burdened by outstanding financial commitments. This allows flexibility in prioritizing new interventions that align with development goals and policy objectives. It also provides room to reallocate resources to emerging needs and strategic projects that can drive socio-economic development.

However, when this finding is considered alongside the earlier Capex performance analysis which revealed very low expenditure levels despite high fund releases it raises concerns about the Assembly’s implementation capacity. The low throw forward may not necessarily reflect efficiency in completing projects, but could instead indicate that many planned projects were not initiated at all. In such a case, the available fiscal space may remain underutilized if underlying challenges in project execution are not addressed.

Furthermore, while a large uncommitted balance is generally desirable, it also requires prudent planning to ensure that resources are allocated to viable, well-prepared, and high-impact projects. Without effective project selection, prioritization, and readiness, the Assembly risks repeating the pattern of low budget absorption observed in the current year.

In conclusion, the Assembly has significant fiscal space within its medium-term Capex envelope, with only a small portion committed to ongoing projects. While this provides an opportunity to expand development interventions, it also underscores the need to strengthen project planning, budgeting, and execution mechanisms. Improving these areas will ensure that the available resources are efficiently utilized and translated into tangible development outcomes over the 2025–2028

Table 18: Amount of capital envelope spent on active projects

Department	Capital envelope amount	Amount spent on rollover projects	Amount spent on new projects
Agric/ BAC	5,224,528.44	0	0
Education/ Health Depts	11,856,398.56	1,807,742.9	374,887.45
Environmental health/ Physical planning	275,000	0	0

Central Administration	556,569.00	0	0
NADMO	150,760.90	0	0
Total	18,065,256.9	1,807,742.9	374,887.45

Source: MPCU Secretariat

Table 19: Estimated Cost and Cost overruns of Active Projects

DEPARTMENTS	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done
Agriculture	N/A	N/A	N/A	N/A	N/A	N/A
Central Administration	N/A	N/A	N/A	N/A	N/A	N/A
Human Resource Management	N/A	N/A	N/A	N/A	N/A	N/A
Education	2,770,188.65	-	0.00	154,241.80	2,615,946.85	40%(avg)
Health	1,854,263.80	-	0.00	436,774.35	1,417,489.45	65%(avg)
NADMO	N/A	N/A	N/A	N/A	N/A	N/A
Urban Roads	N/A	N/A	N/A	N/A	N/A	N/A
Physical Planning	N/A	N/A	N/A	N/A	N/A	N/A
Works	138,668.25	-	0.00	0.00	138,668.25	0%
Finance	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Health	N/A	N/A	N/A	N/A	N/A	N/A
Statistics	N/A	N/A	N/A	N/A	N/A	N/A
Social Welfare & Community Dev't	N/A	N/A	N/A	N/A	N/A	N/A

Source: MPCU Secretariat

The Education Department has the highest total contract sum (GHS 2,770,188.65), reflecting significant investment in educational infrastructure. However, the average work completion rate of about 40% is relatively low compared to the financial commitment. The Health Department demonstrates comparatively better performance. With a total contract sum of GHS 1,854,263.80 and actual payments of GHS 436,774.35, the department has achieved an average completion rate of approximately 65%, making it the most advanced in terms of project execution. The Works Department records the lowest performance, with only one project valued at GHS 138,668.25, which is at 0% completion and has received no payment. This is as a result of funding constraints and administrative delays. Overall, the analysis reveals that while there are no cost overruns across all departments, project implementation is uneven. The Health Department is performing relatively well, whereas the Education Department shows moderate progress, and the Works Department is lagging significantly. The high outstanding balances across all active departments point to potential financial bottlenecks that could delay timely completion if not addressed.

Table 20: Update on Indicators and Targets

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	Economic Development									
5.	Total output in agricultural production	33,564.39	35,251.20	34,368.40	34,960.00	27,685.00	27,759.62	<ol style="list-style-type: none"> 1. Home and farm visits by AEAs. 2. In-service (demand-driven) training for agricultural officers. 3. Monitoring and evaluation of the impacts of agricultural programmes. 4. Training on animal and crop production 5. Training on integrated pest and disease management in crop production. 6. Training on climate-smart agricultural practices. Training on post-harvest management. 	<ol style="list-style-type: none"> 1. Inadequate funding and release of funds, resulting in pre-financing by officers. 2. Limited logistics are hindering the effective implementation of programmes. 3. Inadequate number of AEAs and veterinary officers 4. No market enumerator at post, affecting data collection on farm produce prices. <p>Unsuccessful implementation of programmes</p>	<ol style="list-style-type: none"> 1. The Assembly and GoG should ensure the timely release of funds to facilitate the smooth implementation of planned programmes. 2. Efforts should be made to provide the necessary logistics to support the effective implementation of programmes. 3. Efforts should be made to build the capacity of staff and farmers through training and sensitisation programmes. 4. Partnerships and collaborations: the department should foster partnerships with development partners and research institutions to leverage resources and expertise. <p>The department should strengthen monitoring and evaluation mechanisms to track progress, identify challenges, and inform decision-making.</p>
	69.96	91.00	157.92	189.75	216.32	276.80				
	i. Maize									
	ii. Rice (milled),									
	iii. Millet									
	iv. Sorghum	427,598.50	465,400.00	491,896.60	497,200.00	439,405.10	440,170.61			
	v. Cassava									
	vi. Yam									
	vii. Cocoyam									
	viii. Plantain	8,370.00	10,252.00	11,157.96	12,390.00	12,308.76	12,626.00			
	ix. Groundnut									
	x. Cowpea									
	xi. Soybean									
	xii. Cocoa									
	xiii. Shea nut									
	xiv. Oil palm									
	xv. Cashew nut									
	xvi. Cotton									
	xvii. Cattle									
	xviii. Sheep	2,680	3,055	3,218	3,240	3,332	3,358			
	xix. Goat	14,990	15,635	15,925	16,050	15,745	15,947			
	xx. Pig	57,850	61,686	62,065	63,240	61,855	62,981			
	xxi. Poultry	9,440	5,205	5,339	5,500	5,355	5,497			
		164,220	94,800	118,800	125,000	122,600	126,265			
6.	Average productivity of selected crop (mt/ha):									

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
7.	Percentage of arable land under cultivation									
8.	Number of new industries established i. Agriculture, ii. Industry, iii. Service	5	3	3	5	2	0	Business Counselling and Follow-ups Business Formalization Employable skills Training Business coaching and mentoring Basic kaizen training Distribution of start up kits Facilitation of NVTI Certificate Examination Entrepreneurship And Financial literacy training	Inadequate funds To Implement Some planned activities. Inadequate Funding opportunities for start-ups	Prompt release of Funds For employable skills training and other local economic development initiatives
9.	Number of new jobs created iv. Agriculture v. Industry vi. Service	24	16	17	25	3	0			
		0	0	0	0	0	0			
		0	0	0	0	0	0			
6	Percentage change in IGF	13.10%	11.36%	11.22%	10.37%	15.80%	12.07%	Creation of Revenue taskforce	Inadequate revenue collectors	Municipal officials should be empowered to with requisite skills for rev. collection.
Social Development										
7	Net enrolment ratio iii. Kindergarten iv. Primary v. JHS	65	65	65	70	75	65	Creative Arts, Cultural, English Language, and Reading focused workshops Municipal, circuit, and regional reading festivals, quizzes, and debates were held to assess learner performance. Educational radio programmes dubbed “Time with the Kids” were aired weekly on Benya FM to promote learner participation and public engagement.	Teacher Gaps and Transfers Irregular Attendance of Some Learners Limited Parental Involvement in Some Communities	Timely release of funds to enable the directorate and the schools to execute their teaching and learning activities to improve learning outcomes. Logistics such as a vehicle must be provided to ensure effective monitoring and supervision, School feeding programme must be extended to other schools
		96	96	96	98	95	96			
		55	60	60	58	65	60			
8	Gender Parity Index i. Kindergarten ii. Primary iii. JHS iv. SHS	1.0	1.0	1.0	1.0	1.0	1.0			
		1.0	1.0	1.0	1.0	1.0	1.0			
		1.0	1.0	1.0	1.0	1.0	1.0			
		1.3	1.2	1.2	1.1	1.2	1.2			
9	Completion rate i. Kindergarten ii. Primary iii. JHS iv. SHS	86	95	95	117	95	95			
		49	54	54	55	55	54			
		49	78	78	80	85	78			
		49	55	78	82	85	83			
10	Pass rate • JHS	64.9 %	73.3 %	69.0 %	85.95	-	-			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	• SHS									
11	Proportion of health facilities that are functional							Monitoring and supervision at CHPS facilities, Health Centres and hospitals on health activities	Timely release of funds to initiate and complete infrastructure developments	Regular maintenance works
	i. CHPS Compound	17	17	18	18	18	18			
	ii. Clinic	3	3	3	3	4	3			
	iii. Health Center	3	3	3	3	3	3			
	iv. Polyclinic	1	1	1	1		0			
v. Hospital	2	2	2	2	3	3				
12	Prevalence of malnutrition (institutional) •Wasting •Underweight •Stunting •Overweight	30	104	29	43		124	Community based management of acute malnutrition		
13	Maternal mortality ratio (Institutional)	99.4	31.66	59.05	65.06	0	0	Midwives on obstetric emergencies		Increase coverage of health infrastructure Improve the capacity of facility data managers Improve supervisory, Monitoring and evaluation, recruitment of more nurses Prioritize construction of health infrastructure
14	Malaria case fatality (Institutional)	0.21	0	100.2	0.35		0	Public Education on Malaria, Customer Care Training	Low Vitamin A Coverage, high neonatal death	
	i. District total			0.2						
	ii. Under five years iii. Women between 15-49	48,593	50,100	51,653	53,255		54,906			
15	Proportion of population who have tested positive for covid-19	117	0	0	0	0	0	Customer Care Training, Diabetes Screening Posting of nurses Construction of male and female wards Public education and sensitization	Inadequate logistics and accessories for data Management, inadequate health infrastructure, referrals from neighboring districts Inadequate accommodation for nurses	
16	Proportion(%) of population with valid NHIS card	69.03	68.93	71.02	69.72		70.92			
	i. Total (figures)	58,982	63,436	60,219	99,825		56,451			
	ii. Indigents(figures)	6,857	8,374	9,336			5,283			
	iii. Informal(figures)	20,394	19,977	19,122			18,633			
	iv. Aged(figures)	2,838	4669	2504			2,930			
	v. Under 18years(figures) vi. Pregnant Women									

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
17	Number of births and deaths registered	2450	2387	2273	2081	4213	2146	Community Outreach programme	1. Transportation to inaccessible communities. 2. Mothers not availing themselves for their babies to be registered. 3. Funds to organize sensitization exercise. 4. The people are reluctant to obtain burial permit. 5. Mortuary owners and land custodians not encouraging the families to obtain burial permit before burial.	The registry is mandated to ensure that all births and death that occurs in the district are registered and certified. The registry humbly requests the district assembly to assist with the following; Motorbike to reach inaccessible communities. Budget support to pay for transport fares and carry out more sensitization exercise to educate the population on the importance of birth and death registration. Finally, the law mandating mortuary owners to request for burial permit before release of bodies and families to obtain a burial permit before they conduct burial, must be enforced by the assembly with the help of the police service.
	i. Birth (sex) ii. Death (sex, age group)	149	65	72	68	1070	122	1. Child Health Promotion Week. 2. Public Sensitization and Mass Registration Exercise. 3. Births & Deaths celebration Registration Month. 4. Mop-Up Registration Exercise.		
18	Percent of population with sustainable access to safe drinking water sources¹	75%	76.5%	77.5%	81%	85%	83%	Regular maintenance and improved monitoring activities	Pipe bursts disrupting service delivery	Improve logistical support for efficient delivery of service
	i. District	100%	100%	100%	100%	100%	100%			
	ii. Urban	50%	53%	55%	62%	65%	64%			

¹ CWSA defines access to safe water to include the following elements:

1. Ensuring that each person in a community served has access to no less than 20 litres of water per day
2. Ensure that walking distance to a water facility does not exceed 500 meters from the furthest house in the community
3. That each sprout of borehole or pipe system must serve no more than 300 persons and 150 for a hand dug well
4. The water system is owned and managed by the community
5. Water facility must provide all year-round potable water to community members

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	iii. Rural									
19	Proportion of population with access to improved sanitation services	18,954	32,975	47,799	56,871	63,992	60,989			
	i. District	11,204	20,646	29,970	36,652	40,278	37,585			
	ii. Urban	7,750	12,329	19,829	20,219	23,714	23,404			
	iii. Rural									
20	Recorded cases of child abuse							1. Case management and follow-ups 2. Spots-checks 3. Community engagement and sensitization 4. Radio/Information discussions and sensitization	1. Inadequate logistics 2. child-family separation 3. Migration 4. Poor parenting	1. The Family Welfare system should be strengthened
	i) Child trafficking,	2	5	0	4	0	0			
	ii) child labour,	5	0	0	5	2(1M, 1F)	0			
	iii) sexual abuse,	1	2	2	4	2(0M, 2)	0			
	iv) emotional neglect	0	7	6	5	3(1M, 2F)	0			
	v) early marriage	1	1	1	1	0	0			
	vi) female genital mutilation	0	0	0	0	0	0			
	vii) family-child separation	7	5	5	8	4(1, 3F)				
21	Percentage of road network in good condition	50%	52%	57%	57%	70%	57%	Reshaping and grading of roads Patching of critical potholes Implementation of DRIP	Inadequate funds/ logistics, high cost of fuel	Adequate funding for road projects should be provided Ensure maintenance of the machines
	Total	39%	41%	46%	46%	59%	46%			
	Urban	11%	11%	11%	11%	11%	11%			
	Feeder									
22	Percentage of communities covered by electricity	71.5%	76.5%	79%	81%	87.5%	83%	Regular maintenance and improved monitoring activities	Unpredictable weather patterns disrupting delivery	Improve logistical support for efficient delivery of service
	• District	58%	65%	67%	69%	75%	71%			
	• Rural	85%	88%	91%	93%	100%	95%			
	• Urban									
23	Reported cases of crime							Police checkpoints at various vantage areas	Lack of whistle blowers due to fear	Improve logistical support for efficient delivery of service
		2	4	1	3	4	1			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	i. Rape	3	1	2	2	5	3	Night patrol within the KEEA municipality		
	ii. Armed robbery	1	3	6	5	10	6			
	iii. Defilement	0	0	1	0	0	0			
	iv. Murder	2	2	7	4	5	3			
	v. Drug trafficking	4	6	3	2	5	3			
	vi. Peddling	5	3	4	5	8	4			
	vii. Drug abuse	12	14	16	13	15	14			
	viii. Domestic violence	15	17	14	21	20	17			
24	Number of communities affected by disaster							. Radio/Information discussions and sensitization	Unpredictable weather patterns disrupting delivery	Improve logistical support for efficient delivery of service
	i. Bushfire	1	-	-	-	-	1			
	ii. Floods	3	22	-	-	-	3			
	iii. Wind/Rain Storm	-	2	3	1	8	-			
25	Percentage of annual action plan implemented	94%	92%	95%	97%	100%	92.67%	Participatory Monitoring and Evaluation, Intensified sensitization, regular community engagements.	Inadequate logistics, delay in release of funds,	Prompt release of budgetary allocations
MMDA Specific Indicators (Start with the ISS variables)										
1	Number of trainings conducted on ISSOPs	4	2	2	3	2	2	1. Stakeholders engagement and sensitization 2. Spots-checks 3. Community engagement and sensitization 4. LEAP payment and monitoring	1. Inadequate logistics 2. child-family separation 3. Migration 4. Poor parenting	1. Strengthen the linkage of the social protection interventions 2. Re-assessment of the Livelihood Empowerment Against Poverty Programme
2	Proportion of case workers trained in child protection and family welfare	3	2	1	4	3	2			
3	Number of child violence cases benefitting from social welfare/social services	12	12	14	16	10				
4	Number of children reached by social work/social services	149	159	209	254	198	298			
5	Number of people reached with child protection and SGBV information	5325	3382	2486	3879	3,522	6578			
6	Number of LEAP household members on NHIS	300	257	209	918	605	627			
7	Number of households with adolescent girls benefitting from LEAP	342	342	342	502	453	453			
8	Number of outreach visits to communities with LEAP households	40	40	41	40	40	42			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
9	Number of referrals received from GHS	4	7	2	5	2		5. Community visits and follow-ups		
10	Proportion of referrals receiving adequate follow-up	80%	85%	90%	90%	88%	90%			
11	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	1	1	1	1	1	1			
12	Number of regional intersectoral monitoring visits conducted	1	0	1	3	2	3			
13	Number of meetings organised to discuss integrated services	2	1	2	2	1	2			
14	Number of girls reached by prevention and care services	800	1688	600	1800	1652	3522			
15	Number of CP/SGBV cases referred to other services and followed up	11	15	14	20	16	15			
16	Number of NGOs, including RHCs, trained	0	3	0	2	1	1			
17	Number of children in RHCs profiled and reunified	12	20	5	11	5	16			
18	Proportion of sub-standard RHCs closed	0	0	0	0	0	0			
19	Number of children placed in foster care	0	0	0	0	0	0			
20	Proportion of population with access to basic drinking water sources	75%	76.5%	77.5%	81%	85%	83%			
21	Proportion of population with access to improved sanitation services	18,954	32,975	47,799	56,871	63,992	60,989			
22	Number of farm/Home visits organized	2,496	1,505	1,568	1,728	1,046	1,023	Home and farm visits by AEAs. In-service (demand-driven) training for agricultural officers., Monitoring and evaluation of the impacts of agricultural programmes. Training on animal and crop production Training on integrated pest and disease	Inadequate funding and release of funds, resulting in pre-financing by officers. Limited logistics are hindering the effective implementation of programmes. Inadequate number of AEAs and veterinary officers No market enumerator at post, affecting data collection on farm produce prices.	The Assembly and GoG should ensure the timely release of funds to facilitate the smooth implementation of planned programmes. Efforts should be made to provide the necessary logistics to support the effective implementation of programmes. Efforts should be made to build the capacity of staff and farmers through training and sensitization programmes. Partnerships and collaborations: the department should foster partnerships with development partners and research
23	Number of farmers visited	22,254	15,360	14,213	16,000	9,884	7,372			
24	Number of post-harvest losses management programmes	11	8	11	12	4	7			
25	Number of livestock production programmes organized	9	8	16	15	16	13			
26	Number of soil fertility improved programmes organized	23	19	23	25	16	13			
27	Number of climate change programmes organized	211	207	143	150	101	76			
28	Number of beneficiary farmers of climate change awareness training programmes	4,803	5,926	3,318	3,500	2,721	2,018			
29	Number of farmers provided with equipment	961	707	5	500	263	164			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
								management in crop production. Training on climate-smart agricultural practices. Training on post-harvest management.	Unsuccessful implementation of programmes	institutions to leverage resources and expertise. The department should strengthen monitoring and evaluation mechanisms to track progress, identify challenges, and inform decision-making.
30	Number of surveys and data collection exercise organized	2	5	7	7	9	10	Assisted GSS with community entries, stakeholders' engagement, and publicity on surveys and data collection exercises organized in the municipality	Absence of logistics, such as motorbikes and vehicles, hinders the monitoring of field work.	Timely and adequate release of funds to support data collection activities in the municipality
31	Number of girl child promotion programs organized		1	1	3	5	5	Sensitization on Gender Affirmative Action law for CSOs/ Female Traditional authorities. Sensitization on sexually transmitted infections/ diseases financial management. For GHABA Sensitization workshop for women groups on anti-corruption	Limited Resources and Insufficient support systems	Children' Act 1998 (560)
32	Number of beneficiaries of the girl child promotion program		120	107	136	300	259			Human trafficking Act 2005 (694)
33	Number of women economic empowerment program organized		1	1	4	5	5			National Gender policy 2015
34	Number of beneficiaries of the women economic empowerment program		150	116	98	200	197			Affirmative Action Act 2024
35	Number of Gender Based violence programs organized		4	4	3	5	5			Domestic Violence Act 2007 (Act 732)
36	Number of beneficiaries of the gender-based violence programs		200	176	79	400	371			
37.	Still Birth Rate	2.64	3.47	3.53	5.5	0	5.37	Public Education on Malaria, Customer Care Training, Diabetes Screening Posting of nurses Construction of male and female wards Public education and sensitization	Inadequate logistics and accessories for data Management, inadequate health infrastructure, referrals from neighboring districts Inadequate accommodation for nurses	Increase coverage of health infrastructure Improve the capacity of facility data managers Improve supervisory, Monitoring and evaluation, Recruitment of more nurses Prioritize construction of health infrastructure
38	Proportion of children immunized (PENTA 3(%))	106.78	107.24	95.28	95.76	95%	97.59			
39	Proportion of children (0-2yrs) receiving immunization services	89%	91%	89%	90%	100%	91%			
40	Number of HIV/AIDS sensitization program organized	201	198	186	223	300	235			
41	Skilled attendants at delivery	45	46.03	48.61	42.39		49.53			
42	Total OPD attendants	134,377	124,561	125,691	127,878	183,616	132,847			
43	Nurse to Patient ratio	1:456	1:396	1:601	1:599	1:450	1:386			
44	Doctor to patient ratio	1:7645	1:6864	1:6745	1:6765	1:7000	1:6744			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations			
45	Open Defecation Free (ODF) coverage	41%	42.3%	44.1%	47.8%	52%	49.6%	Wash survey Household toilet sensitization Enforcement of Mandatory household toilet Monitoring of sanitation facilities and services	Lack of final disposal site High cost of household toilet construction Inadequate logistics for environmental health and sanitation inspections Rapid urbanization growth Lack of land space for already existing structures	Preparation of WASH master plan and its implementation Introduction of subsidies for household toilet by the Assembly			
46	No. of homes visited	2,073	3,514	3,100	3,231	4,000	2,622						
47	No. of Toilet facilities constructed	506	2,124	2,576	3,065	1,500	866						
48	Tonnage of waste evacuated	23,712	24,768	22,116	11,520	12,096	6,326.724						
49	No. of food & drink handlers screened & certified	224	253	633	1,176	2,000	1,519						
50	No. of communal containers acquired	10	0	0	0	5	0						
51	No. of WASH education & sensitization organized	24	35	39	48	50	32						
52	Number of public educations on CLTS done	21	32	0	0	10	6						
53	Number of schools under trees	0	0	0	0	0	0				Differentiated Learning Training for teachers	Teacher Gaps and Transfers Irregular Attendance of Some Learners	Timely release of funds to enable the directorate and the schools to execute their teaching and learning activities to improve learning outcomes.
54	Number of Mock exams organized	1	1	0	1	2	0						
55	Number of classroom blocks constructed	1	2	2	5	3	1						
56	Number of pupils desk supplied	250	200	450	800	1000	800						
DACF Indicators													
1	Percentage coverage of portable water												
	• Percentage coverage of portable water under												
	• Community Water and Sanitation Agency	9%	11%	11%	13%	20%	15%						
	• Ghana Water Company	54%	66%	68%	71%	80%	75%						
2	Population data	166,017	170,448	174,949	179,478	184,024	184,024						
3	Total kilometres of Tarred Roads												
	• Urban	45.00	45.00	45.00	45.00	75.00	45.00						
	• Feeder	26.1	31.0	49.0	49.0	80.0	49.00						
4	Number of Public Health Facilities	41	42	42	43	48	43						
5	Number of Public Health Professionals												
6	Number of KG, Primary and JHS	89	88	88	88	90	88						
7	Number of Classrooms												
	KG	135	126	144	144	160	152						
	Primary	456	473	494	494	494	514						
	JHS	185	221	248	248	270	263						

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	SHS	101	115	115	116	120	118			
8	Enrolment									
	KG	3821	4417	4470	4115	4500	4150			
	Primary	18471	19235	19257	18606	18000	17930			
	JHS	9232	10026	10292	10235	10100	10009			
	SHS	7935	8224	8421	8421	8818	8753			
9	Number of Trained Teachers									
	KG	4	4	7	10	10	8			
	• Male	126	149	161	164	170	156			
	• Female									
	Primary	183	194	201	190	200	187			
	• Male	322	345	372	375	380	364			
	• Female									
	JHS	321	353	355	390	395	374			
	• Male	239	207	206	216	225	220			
	• Female									
	SHS	202	243	253	290	290	260			
	• Male	123	106	124	110	110	104			
	• Female									

2.3.1 Economic development

In the 2025 financial year, the Agriculture Department was allocated an approved budget of GH¢162,000.00 to carry out its planned activities. This amount comprised GH¢30,000.00 from the Government of Ghana (GoG) funds, GH¢30,000.00 from the Internally Generated Funds (IGF) of the KEEA Municipal Assembly, and GH¢102,000.00 from the District Assemblies Common Fund (DACF).

By the end of 31st December 2025, the Department had received GH¢104,077.36 (64.25% of the approved budget) in releases. This included GH¢9,277.36 (30.92%) from the GoG, GH¢4,800.00 (16.0%) from the IGF, and GH¢90,000.00 (88.24%) from the DACF. No funds were received from ABFA or donor sources during the year.

The DACF funds were fully utilised to support important agricultural activities. Out of the GH¢90,000.00 received, GH¢12,200.00 was used to implement selected activities in the Department's workplan, and GH¢6,000.00 supported the registration of Farmer-Based Organisations (FBOs) and their members under the Feed Ghana Programme (FGP). At the same time, the remaining GH¢71,800.00 was spent on organising the 41st National Farmers' Day (field inspections and assessments, award items, etc.).

In addition to the above, the Ministry of Food and Agriculture (MoFA) provided GH¢20,000.00 to enable the Department to successfully organise the 2025 Farmers' Day Celebration. This support greatly enhanced the planning and execution of the event.

All IGF received (GH¢4,800.00) was fully spent on essential operational needs (utility). Although GH¢9,277.36 was released under the GoG funds, these funds were not utilised by the end of the year, mainly due to late release, which made it difficult to apply them to time-bound agricultural activities.

Overall, while some funds were released in 2025, delays and partial releases, especially from the GoG, limited the Department's ability to fully implement its planned programmes. As a result, some extension activities, farmer trainings, and seasonal interventions were delayed or scaled down, affecting the level of support provided to farmers across the municipality.

From the table above, the implementation progress varies significantly across the planned 28 activities. Only 11 activities, representing 39.30% of the planned activities, were fully completed; 4 activities were not started, while the remaining 13 activities were partially implemented. This translates into an average completion rate of approximately 66.1%. A critical observation is that 12 (43%) out of the 28 activities are noted in the remarks as being "pre-financed by the officers." This suggests a delay in the release of official funds, requiring staff to use personal resources to ensure the programmes run on schedule.

The Department of Agriculture exists to promote sustainable agriculture and thriving agribusiness through effective extension and other support services to farmers, agro-processors and other actors in the agricultural value chain for improved livelihood.

The priorities of the department are to contribute to the attainment of the 2030 Sustainable Development Goals (SDGs). Particularly, Goal 1, which aims at ending poverty in all its forms; Goal 2, which aims to end hunger and ensure access by all people to safe, nutritious and sufficient food all year round; and Goal 8, which promotes sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. In order to ensure sustainable, equitable and healthy food systems for the present and future, the department engaged actors along the agricultural value chain: producers, processors, transporters, marketers and consumers.

Radio has been one of the major media for informing, educating and entertaining people. As the major and fastest means of reaching the public with the education and information about the innovative ways of crop and animal farming, Officers of the department used Ahomka FM, Benya FM, and Community Information Centers to educate farming communities on Good Agricultural Practices in cassava, coconut, citrus, maize, pineapple, watermelon, sweet potato and vegetables production, types and application of inorganic fertilizers, PPR, Avian influenza and Africa Swine Fever diseases management, etc. They also sensitized the public on the government flagship programme (Feed Ghana Programme). Farm families, food vendors, and market women were also trained on the importance of consuming OFSP, food safety and handlings, etc.

The Business Advisory Centre (BAC) of the Komenda-Edina-Eguafo-Abrem (KEEA) Municipality continued in 2025 to implement targeted interventions aimed at strengthening micro and small enterprises (MSEs), promoting youth entrepreneurship, and enhancing local economic development. Operating under the mandate of the Ghana Enterprises Agency (GEA) and with support from the Mastercard Foundation and the Municipal Assembly, the Centre delivered programmes with a total value of GH¢157,850, achieving a 100 percent implementation rate.

Key interventions during the year included entrepreneurship training, enterprise formalization, monitoring of beneficiaries, youth orientation programmes, data collection, and trade promotion activities. Capacity-building programmes such as the MBA Training, BIZBOX AA2E Fisheries Training, and TAGDeV 2.0 Orientation equipped entrepreneurs and out-of-school youth with practical business management and enterprise development skills. These initiatives strengthened managerial competence, improved financial literacy, and enhanced business sustainability among beneficiaries.

The BAC also prioritized enterprise monitoring and follow-up support through regular supervision of beneficiaries under various GEA-supported programmes. These activities improved accountability, strengthened performance tracking, and ensured effective utilization of programme support. Data collection exercises further enhanced evidence-based planning and decision-making at the municipal level.

Enterprise formalization was significantly strengthened through collaboration with the Registrar General's Department, enabling numerous entrepreneurs to register their businesses formally. Formalization improved access to financial services, government programmes, and broader market opportunities. Additionally, participation in the Central Expo 2025 enhanced market visibility for local enterprises and facilitated business networking and expansion opportunities.

The Elmina Business Resources Centre (BRC) continues to implement initiatives designed to support micro and small enterprises within the district. The Municipal Assembly strongly endorses the Centre's activities and maintains confidence in the programme's positive impact. Recognizing the need to further expand enterprise support, the Assembly has pledged to scale up interventions in subsequent quarters to reach more MSEs, create employment opportunities, and stimulate inclusive economic growth.

Despite the achievements recorded, challenges remain, including high demand for advisory services and limited resources to scale interventions across all communities. Nevertheless, the BAC remains committed to strengthening partnerships and expanding support mechanisms to sustain enterprise growth within the Municipality.

2.3.2 Social development

2.3.2.1 Ghana Education Service:

The education directorate undertakes several activities to ensure effective delivery of education in the municipality. The Net enrolment ratio is the number of boys and girls of school age of a particular level of education (KG/ Primary/ JHS) that are enrolled in that level of education expressed as a percentage of total population in that age group. The directorate had a target of 70% but was able to achieve 65% at the KG, 96% at the Primary and 60% at the JHS level. Gender Parity Index is the total number of girls at a particular level as a ratio of total number of boys at those same levels (KG/Primary/JHS/SHS) There are more girls at the KG level and the SHS level. The pass rate at the JHS level was 85.96% in 2024, the 2025 results is yet to be analyzed. The directorate undertook programs such as KOICA project in mathematics and science, Differentiated learning for 43 GALOP schools and 10 non GALOP schools. This gave learners the opportunity to learn within their capability and improve academically. Computers were donated by Corps Africa to DBE M/A Basic, Abrem Essiam AME Zion and M/A Basic and Kissi M/A Basic. Ten-star link internet connection was donated to improve the teaching and learning using ICT in the schools. It could be realized that education delivery has improved in the municipality. The programs have built the capacity of teachers and learners, which has consequently improved teaching and learning in the schools. However, there is the need to extend the programs to the rest of the schools which were not selected for the program. The directorate intends to scale it up to all the school.

2.3.2.2 Ghana Health Service:

KEEA municipal health directorate is one of the twenty-two administrative districts of the region. The municipality has a total of 43 health facilities positioned the 5 subdistricts across the district,

the facilities are made of 3 hospitals, 3 health centers, 3 clinics and 31 CHPS. The municipality has 37 electoral areas and has planned to establish a CHPS zone in each of the electoral area

So far, the municipality has been able to establish 31 CHPS zone as per the target of 37. The Municipality is has upgraded the polyclinic into a hospital to meet the current demand of the people in the municipality. The district health facilities have been able to increase it deliveries as compared to the year 2024. This is due to additional midwives deployed to the district to support and improve deliveries in the rural communities leading to zero record in maternal mortality.

For the past three years, the municipality has not recorded malaria fatality due to the allocation of LLINs given to pregnant women and children under five years. Another strategy is the timely testing and treatment of all malaria cases that reported to the health facilities within the Municipality

In the year 2025, the number of under five children who received immunization services using Penta 3 as proxy, also increased with a greater margin. The availability of antigens made the district to also improved it Penta3 coverage and increased immunization services for the year 2025. HIV/Aids sensitization programs such as health talks at the OPDs, radio discussions, meetings with artisans, church engagements and community durbars were increased in 2025 as compared to 2024. Ideally, every person in the municipality is to visit the health facility at least once. The municipality has a projected population for the year 2025 as 183,616 and out of this target, 71% visited health facilities within the municipality. Nurse to population ratio has improved from 1:599 population in 2024 to 1:386 population in 2025 while Doctor to patient ratio has improved as compared to the two periodic years.

2.3.2.3 Birth and Death registry:

The data provided shows a consistent decline in the number of births and deaths registered in the district over the MTDP period. In 2021, the baseline year, a total of 2,450 births were recorded, with a slightly higher number of female births (1,249) than male births (1,201). By 2024, however, the number of registered births had decreased to 2,081, a noticeable drop from the previous year. The gender breakdown also shifted, with more male births (1,067) than female births (1,014). Several reasons contribute to this decline. One of the main challenges is the lack of transportation to inaccessible communities. In remote or rural areas, registrars often struggle to reach families, preventing them from registering births and deaths in a timely manner. Poor road infrastructure and the absence of reliable transport options are key barriers to capturing civil registration data in these regions. Inadequate transportation makes it difficult to organize mass registration drives or reach communities that are most in need of these services. As a result, the registration rates for births and deaths remain lower than expected.

The 2025 target for births is set at 4,213, which represents a significant increase over the prior years. Achieving this target will require overcoming several obstacles, including logistical challenges, public awareness gaps, and the reluctance of some individuals to register births. As for death registration, the figures also show a decline over the same period. In 2021, 149 deaths were registered, but by 2024, the number had decreased to 68. Like birth registration, the target for 2025

is drastically higher, with 1,070 deaths projected to be registered. The sharp increase in the 2025 death registration number is unusual and likely reflects an anomaly or potential data gap in earlier years. Regardless of the data discrepancy, it highlights the importance of improving the registration of both births and deaths.

One of the most notable observations from the data is the steady decrease in the number of both births and deaths registered between 2021 and 2024. In 2021, a total of 2,450 births were recorded, but by 2024, this number had fallen to 2,081. A similar downward trend can be seen in the registration of deaths, which declined from 149 deaths in 2021 to just 68 in 2024. These declining figures are worrisome as they suggest that a significant portion of the population may not be participating in the registration process, which can lead to incomplete population data and hinder effective planning and service delivery.

In addition to logistical barriers, public reluctance and low awareness about the importance of registration have played a significant role in the declining trends. Many individuals, particularly in rural areas, fail to recognize the importance of registering births and deaths. This lack of understanding about the long-term benefits of civil registration contributes to a culture of non-compliance, especially among families who may view the process as unnecessary or burdensome. Moreover, without sufficient outreach and education, many people remain unaware of their legal obligation to register births and deaths, further compounding the decline in registrations.

Another critical factor affecting the registration process is financial constraints. Without adequate funds, the registry cannot conduct widespread public sensitization campaigns or mobilize resources for outreach initiatives. The registry has been unable to run large-scale campaigns that would effectively educate the public on the importance of registration, which has led to fewer individuals coming forward for registration. The lack of funding has also limited the ability to carry out mass registration exercises, leaving many births and deaths unrecorded.

2.3.2.4 Department of Social Welfare and Community Development:

A total of 24 child abuse cases were recorded over the period under review. Out of this number, 20 cases (83.3%) were reported by females, while 4 cases (16.7%) were reported by males, indicating that women are more likely to report child abuse cases, possibly because they are often the primary caregivers. The most frequent reported cases were Family-Child separation and Emotional neglect, followed by Child trafficking, Child labour and Sexual abuse. Other forms of abuse including Early Marriage and Female Genital Mutilation were recorded. In 2025, no actual cases (0%) were recorded, suggesting improved preventive interventions, increased community awareness or possible under reporting.

Trainings on ISSOPs fluctuated but remained consistent showing steady institutional capacity (75% to 100%). Child Protection coverage showed that children reached by the Department increased sharply from 149 in 2021 to 6578 in 2025, an increase of over 4300% indicating a major scale up of services. Also, Child violence cases benefiting from cases rose from 12 to 16 (33% increase), though a slight decline followed, suggesting case detection improved but prevention still needed. In addition, LEAP household coverage and monitoring improved steadily. Households on NHIS increased 50% over the period showing stronger social protection integration.

Furthermore, on referrals and follow-ups, adequate referral and follow-ups stayed high at 80% to 90% which is a strong system performance. Finally, on prevention services, girls reached through prevention and care services rose from 800 to 3522 (340% increase), depicting effective community engagement.

On Child and Family Welfare, Inspections were carried out in thirty-nine (39) Early Childhood Development Centres (ECDCs) in the municipality. A total count of 139 cases involving 220 children were recorded with maintenance cases being the highest count (75), representing 54% of the cases reported. Out of the 139 cases, 136 representing 98% were managed and disposed off while three (3), representing 2% of the cases were are pending. It was also noted that out of the 139 cases reported at the Office, 34 cases representing 24.4% were reported by males and 105 cases representing 75.5% were reported by female, which means that more females than their male counterpart seek Child and Family Welfare services through Social Welfare Unit. This could be attributable to the fact that females are mostly the custodial parents and have a duty to seek for the welfare of their children. The custodial parent who are mostly females are also required to apply for child maintenance against the male counterparts who are liable to maintain their children or contribute towards the care and maintenance of their children. This accounted for maintenance being the highest count of the cases reported to the office. In handling these cases, the Unit collaborated with the Domestic Violence and Victims Support Unit (DOVVSU), Ghana Education Service and (GES) and the Ghana Health Service (GHS).

The Department through funding support from UNICEF Ghana embarked on Community Mobilization and Sensitization in 28 communities during the year. A total of 3,522 people were reached with child protection and SGBV information. The sensitization was aimed at empowering children, adolescents and families to better understand abusive situations and make choices to prevent and respond to Teenage Pregnancy, Child Marriage, Child Labour and Trafficking (CLaT), Sexual and Gender Based Violence and Child Right Violations.

During the year under review, the Regional Department and the District office embarked on routine monitoring visits to the three (3) RHCs in the Municipality. The objective of the inspection was to assess the RHC compliance of the Standards for the Management of Residential Homes in Ghana and to consider its eligibility for renewal of its operation license. This is to ensure that the activities of the RHCs conforms to national standards. It was noted among other things that Charis Shepherd Vineyard (CSV) has it license expired. The certificate of operation of Trinity RHC had also expired. Five (5) children were reunified with their families during the year under review.

On Community Care Programme, the Department identified and registered thirty-five (35) Persons with Disability (PWDs) during the year. The Municipal Assembly through the Disability Common Fund provided support to 95 individual PWDs excluding persons registered under the NHIS. Out of the 95 PWDs supported, 31 received educational support. Forty-seven (47) received support for medical purposes including drugs, prosthetics, wheel chairs and surgeries. Seven (17) PWDs received business support/income generating items support. Organizations of PWDs also received financial support for their organizational activities and development. There were also sensitization programmes on radio and community engagement of the Disability Act and the guidelines for the

management of the DACF fund of PWDs. The support provided to the PWDs were also monitored to ensure that the beneficiary PWDs use the support given them for the intended purpose to better their lives.

Two hundred and eighty (285) people excluding radio audiences were engaged in social and public educations in thirty (30) communities in collaboration with International Needs Ghana, Central and Western Fishmongers Association (CEWEFIA), Compassion Ghana, Centre.

2.3.3 Environment, Infrastructure and Human Settlements

A comprehensive overview of the environmental health and sanitation activities undertaken by the Environmental Health and Sanitation Unit (EHSU) of the Komenda Edina Eguafó Abrem Municipal Assembly (KEEAMA) successfully implemented its core mandates throughout 2025, focusing on disease prevention, waste management, and infrastructure development. The Unit registered and screened 1,519 food/drink vendors, confirming that 92% (1,378) were fit for operation. Significant progress was made in sanitation infrastructure, with a total of 866 household latrines constructed during the year. Furthermore, the Assembly facilitated seven (7) National Sanitation Day (NSD) clean-up exercises and thirteen (13) collaborative ones making a total of 20 exercises across various communities within the Municipality.

The internal revenue generated from EHSU activities amounted to GHC 94,045.90. Monitoring and Evaluation of contractual services showed varied performance. The Sanitation Improvement Package (SIP) and Fumigation contracts started the year with lower performance (SIP 68% in Q1, dropping to 57% in Q2), but achieved high scores in the latter half (SIP 91% in Q3 and 90% in Q4), largely due to swift haulage operations. Major operational challenges persisted throughout the year, primarily centered on the nonfunctional Cesspit Emptier (GV-135-14), resulting in revenue loss and increased open defecation.

The final refuse disposal site (FDS) became inaccessible after the contracted provider failed to push and compact waste since the second quarter of 2024, necessitating the intervention by the Assembly in August 2025 to ensure site usability. Throughout the year, the unit maintained operational efficiency with a staff strength of 11 Environmental Health Officers supported by 36 auxiliary personnel including sanitation guards and sanitary laborers. The unit successfully executed multiple interventions across key areas including food safety and hygiene, solid waste management, premises inspection, sanitation improvement package monitoring, and public health education.

2.3.3.1 Street Naming and Property Addressing

The office undertook the street naming exercise at Atonkwa, -Elmina under the year of review. Street names make it possible and easy to locate a property in said community, provide quicker responses to emergency services, ensure efficient postal delivery and enable effective business operations. In addition, unique house numbering helps in the collection of statistical data to improve tax collection and easy navigation around community.

Table 21: Street Naming and Property Addressing

Indicator	Baseline 2024	Annual Target (2025)	Actual (2025)	Total
Number of Streets Identified	610	60	15	625
Number of Streets Digitized	610	60	15	625
Number of Streets Named	564	50	15	679
Number of Streets with Signage	65	30	0	65
Number of properties identified	13,122	800	600	13,722
Number of properties Digitized	13,122	800	600	13,722
Number of properties numbered	13,122	800	550	13,672

Source: Physical Planning Department, December 2025

Spatial Planning and Technical Sub-Committee Meetings.

A total of five (5) meetings were held against the set target of twenty-four (24) meetings over the period under review. From the total meetings held, four (2) were Spatial Planning Committee and three (3) were Technical Sub-Committee.

Also, spatial-related issues such the Assembly boundary issues with CCMA, registration of scrape dealers, preparation of structural Plan and rampant and unorganized erecting of Bill Boards in the municipality were considered and discussed accordingly at the said meetings. Table 1 below gives the breakdown of the meetings held under the period of review.

Table 22: Spatial Planning & Technical Sub-Committee Meetings Held.

Meetings	Baseline (2024)	Annual target	Actuals 2025	Date held	Venue
Technical Sub-Committee	5	12	3	28 th January, 2025.	Physical Planning Department
				20 th June, 2025.	
				9 th October 2025.,	
Spatial Planning Committee	4	12	2	30 th January, 2025.	Office of the MCD
				25 th June 2025	Physical Planning Department
TOTAL	9	24	5		

Source: Physical Planning Department, December 2025.

2.3.3.2 Considered Development Permit Applications

A total of fifty-one (51) permit applications were considered at the organized meetings. After deliberations, eighteen (18) from the total applications had development permit approval, and twenty-one (21) were deferred subject to poor structural details of the building plan, provision of cadastral site Plan, Environmental and Fire Permits, poor site and block plan, etc. Furthermore, text messages and letters were sent to both successful and unsuccessful applicants to inform them of the decisions made by the Spatial Planning Committee on their applications. Table 2 shows the summary of applications considered and decisions taken.

Table 23. Development Permit Received and Considered.

Total considered Baseline 2024	Annual Target for 2025	Actual considered 2025	Total Approved 2025	Total Deferred 2025
66	150	51	18	33
	100%	34%	12%	22%

Source: Physical Planning Department 2025.

In achieving the set objective of local plan preparation, The Physical Planning Department prepared a total of two (2) Draft Local Plan in the 2025 fiscal year. They are Kissi Draft Local Plan Sector 1 and Abrem Eguafu Draft Local Plan Sector 1. These Local Plans are legal document that sets out how development, including housing, business construction and infrastructure (roads and facilities), is spatially arranged in the designed area.

Revision of Local Plans saw letters written and submitted to inform the Elmina Paramountcy to highlight the need to revise the Elmina Town and North Archbishop Porters existing local plans, the existing plans are being digitized for revision. Furthermore, aerial photos have been captured stretching from Elmina Zongo Junction to Marine Junction. This would serve as a base map to revise the existing local plan of the area. The existing structures are being digitized.

With regards to structural plan preparation, relevant stakeholder engagement meeting was held at the Assembly Hall on 13th October, 2025. to discuss the procedures, standards and function of the structural plan. Also, socio-economic household data has been gathered and a drone has been deployed to the catchment area with technical and financial support from GIZ. Efforts have been made to identify and inform the stakeholders about the plan preparations. However, the basic data needed for preassessment have been gathered and collated.

2.3.4 Governance, Corruption and Public Accountability

The reported crime cases slightly exceeded its target under the men and women category in 2025. Crime cases reported generally center on violence, domestic violence, pilfering and home break ins. The inadequacy of police personnel and logistics for the security entities in the Municipality is said to be a contributive factor for the increasing crime case. The achievement of the municipal objective of enhancing security services delivery in the Municipality was adversely affected by the performance of this indicator.

2.3.5 Emergency Planning and Response (Including Covid-19 Plan) And Implementation, Coordination

The KEEA Directorate of NADMO carried out several educational programmes and activities to mitigate the occurrence of hydro met disasters such as flood, wind/rainstorm and collapse of building within the KEEA Municipality. These educations were intensified at various zonal offices through Community information centers.

The Directorate of NADMO took part in general clean-up exercise which was organized by Komenda Edina Eguafu Abrem Municipal Assembly (KEEAMA) led by Hon. Ismael Zagoon-Saed in the Municipality on 30th September 2025, dubbed “collective responsibility for a cleaner Municipality”.

As part of the flood mitigation plans, the Municipal Directorate of NADMO held stakeholders’ engagement with the Assembly members of the flood prone areas. The purpose of this engagement was to find solutions to the potential hazards in their electoral areas, identification of safe havens and formation of Disaster volunteer Groups in their flood prone communities on Tuesday, 29th

April, 2025. The Assembly members was tasked to furnish the Directorate with the list of disaster volunteer groups.

The Directorate of NADMO also engaged chief fishermen in Elmina, Municipal Directorate of fisheries commission and management of Elmina Fishing Harbor. This meeting was held at Elmina Fishing Harbor's Hall on Tuesday, 13th May, 2025. The engagement highlighted flood mitigation plan at the fishing sites and rescue support needed from their outfit in case of emergency. They were made to provide the Directorate of NADMO stand-by swimmers (divers), canoes and other swimming apparatus/logistics.

Moreso, as part of public education, the Communication team engaged Agona Community to sensitize them on flood disaster prevention since the season was characterized by rains on Tuesday, 17th June, 2025.

Owing to the construction of ECOWAS Roads, the Directorate embarked on tree cutting exercise at Yesunkwa of the Cape Coast / Takoradi highway to clear way for the said road construction.

Directorate of NADMO with the support of KEEA Municipal Assembly led by Municipal Chief Executive (Hon. Ismail Saed-Zagoon) celebrated this years' international Day for Disaster Risk Reduction on the theme "Fund resilience, not Disasters."

NADMO Directorate set aside one week starting from 17th and ends 21st October 2025 to celebrate this year's IDDRR starting with daily activities. Some of the activities included Media Discussion, Clean up exercise, football match, Float. The grand durbar took place at Bantuma Ahenfie on Tuesday, 21st October 2025.

The Municipal monitoring team embarked on series of monitoring exercises to clay and sandwinning sites. Some of the sites visited were included; Bantuma, Egyeikrom, etc. and carried out demolishing exercise and haulage of debris from dilapidated building at Abrem Agona on 18th August, 2025. This building was located near the market and the community meeting place at the center of the town. It is a mud house which had become a death threat to residents of the community including the disabled, women and children who move around the area hence the demolishing.

NADMO in conjunction with Works Department of the Municipal Assembly supervised the removal of a GLO communication mast at Kissi which had rusted and was a death threat to residents, cars and pedestrians who ply that area for their daily activities on 7th August, 2025.

The Directorate also cut down coconut tree at Elmina CP which had bent to the direction of the Cape Coast / Takoradi highway on 11th August, 2025. Regarding demolishing, the Municipal NADMO in collaboration with the Works Department also demolished a structure that was springing up at the shoulder of the highway at Ayensudo.

Monitoring Team for the fiscal year has also identified some of weak and dilapidated houses in Elmina, Atonkwa, Kuful, Komenda, Kissi, Agona, etc. which needs to be demolished and renovated to save lives and properties. The Directorate have served the affected landlords with a

demolishing letter and a copy of these letters have been given to the Municipal Assembly for necessary action. Though, some of the landlords have personally requested for demolishing of their dilapidated buildings.

Under the government's initiative "Feed Ghana Programme", the Directorate of NADMO has cultivated 3-acre coconut plantation at Egyeikrom Refugee Camp. The Directorate of NADMO requested Two Hundred (200) coconut seedlings from Ministry of Agric and have planted over 80 seedlings on 15th August, 2025 and the remaining seedlings are yet to be planted. Again, the Directorate has planned to engage in piggery/poultry farming under the government's special initiative "Nkoko nketsenketsese". We have already requested for Egyeikrom refugee poultry farm to undertake such projects. The farm is yet to be renovated.

The Municipal Director consistently carried out routine monthly monitoring to our zonal offices to evaluate work output of staff. Also, Municipal Directorate of NADMO continues to monitor the surviving trees and coconut trees in the Municipality. Upon engagement with Assembly members strenuous efforts were made to form new Disaster Volunteer Groups (DVGs) at our flood prone communities. The eleven (11) school awareness Clubs registered are currently not active due to lack of motivation and funds.

The Municipal Directorate of NADMO recorded collapsed Manoma Hall near Benya Shrine in Elmina which resulted in one casualty on 29th October 2025. Again, the Directorate has recorded four (4) cases of vehicular accidents. These accidents have claimed nine (9) lives and others sustained injuries.

The one that occurred at Bronyibima/Atabaadze Highway on 9th October 2025 claimed two lives and other two passengers sustained serious injuries and were rushed to Cape Coast Teaching Hospital for medical care while Ayensudo-Menyida accident resulted in the immediate death of five persons: three (3) females, two (2) males while other eight (8) passengers sustained serious injuries and were rushed to the Elmina Government Hospital for treatment. However, one person died during medication on Saturday, 20th December 2025. The bodies of the deceased were conveyed to Cape Coast Teaching Hospital for formal identification and autopsies. (See Appendix for details).

The Directorate also recorded two shipwreck disasters at the entrance of Elmina Fishing Harbour involving two Manko adze boats. These boats were trying to enter the fishing harbor to offload their catch when they were grounded and destroyed beyond repairs. On 29th September 2025. This tragedy occurrence is the accumulated sand that has engulfed the entrance of the harbor making boats and canoes difficult to enter on low tides. The cost of these disasters and damage to human properties amount to thousands Ghana cedis.

The other incident involved a fishing boat carrying 23 crew members sank in the waters close to the Elmina fishing harbor on Monday 18th August, 2025 around 2:30pm. The boat was attempting to navigate through the harbor entrance which has become increasingly hazardous due to the sedimentation and sand accumulation after it has offloaded some crates of fish at the lamina harbor the previous day.

During the year under review, Municipal Directorate received some relief items from the Regional Directorate on 15th August, 2025. These items include; Rice (10 bags), Cooking oil (24 litres), Mattress (14 pieces) and Sugar (2 bags)

Table 24: Update On Critical Development and Poverty Issues

OUTCOMES	INDICATOR	LEAP	DACF PWDS	FREE NHIS BENEFICIARIES (PWD&LEAP = 1847)			
Targeting the vulnerable, Marginalized And the disadvantaged With inclusive programmes Implemented	Social inclusive programmes & beneficiaries	Total amount disbursed GH¢ 417,324.00	Total amount disbursed GH¢ 300,598.60	LEAP = 1283			
		Male	Female	Male	Female		
				38	44	572	711
		Total No. of beneficiaries 3126	Total No. of beneficiaries 82	PWDs = 564			
		Male	Female	Male	Female		
				56	39	255	309
		Total No. of LEAP HHs 902	Total No. of PWDs in the District 1238	Other Indigenes 19814			
Total No. of LEAP beneficiaries HH in the Municipality 902	Male	Female	8844	10970			
	Male	Female					

Source: MPCU Secretariat 2025

From the table, the LEAP programme disbursed GH¢417,324.00 to 3126 beneficiaries from 902 households. Males were 572(44.6%) and Females were 711 (55.4%). Also, the DACF disbursed GH¢ 300,598.60 to 82 beneficiaries. The males were 38 (46.3%) and the females were 44 (53.7%). The total PWDs in the district is 1238; 627 (50.6%) males and 611 (49.4%) females. PWDs under support are 564; 255 (45.2%) males and 309(54.8%) females. Other indigents make up 19814; 8844 (44.6%) males and 10970 (55.4%) females. Across all intervention categories, females consistently form the majority of beneficiaries. LEAP receives the highest funding and reaches the highest number of beneficiaries.

Table 25: Update on Critical Development and Poverty Issues, 2025

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals
Ghana School Feeding Programme				
Livelihood Empowerment Against Poverty (LEAP) programme	417,324.00	417,324.00		3126
Feed Ghana Programme	8,400.00	7,200.00		
Payment of monthly allowance to Assembly Members		102,000.00	51	51
Komenda Sec-tech		2,953,003.21	3152	3152
Eguafo SHS		1,726,542.14	1550	1550
Edinaman SHS		3,720,388.37	4062	4062

Source: MPCU Secretariat 2025

Six (6) LEAP payments representing the 88th to 93rd cycles were carried out in the 51 LEAP implementing communities to 902 beneficiary households during the year under review. During the year, the Ministry of Gender, Children and Social Protection announced 100% increment in the grant amount to beneficiary households nationwide to cushion them against the rising cost of living and other socio-economic shocks. The Social welfare department also facilitated the

registration of 1,780 indigents, namely PWDs and LEAP beneficiaries for renewal of their NHIS cards. Several other indigents including pupils under the school feeding programme, prison inmates, and persons with mental health, among others were also assisted to register onto the NHIS for free.

2.3.6 Implementation, Coordination, Monitoring and Evaluation

2.3.6.1 Human resource capacity in the Municipality at the end of 2025

Section 3.1,3.2 of the Local Government Act, Act 656 stipulate the staffing norms (Minimum and maximum number of staffs) required for the operationalization of the Assembly. The table below shows the actual number of staffs under the various units and departments of the Assembly as at December 2025

Table 26: Staff Strengths of MMDAs

Departments	Minimum	Maximum	Actual 2025	% of the Minimum Covered
Co-ordinating Director	1	1	1	100.00%
Central Administration	111	156	97	87.39%
Finance	28	45	5	17.86%
Internal Audit	5	8	10	200.00%
Education, Youth & Sport	37	50	52	140.54%
Health	90	142	20	22.22%
Social Welfare and Community Development	10	13	8	80.00%
Agric	52	78	10	19.23%
Trade, Industry and Tourism	5	10	2	40.00%
Transport	9	11	11	122.22%
Physical Planning	17	24	3	17.65%
Works	55	81	12	21.82%
Urban Roads	18	29	1	5.56%
Total	465	690	232	49.89%

Source: Human Resource Dept. 2025

The staffing distribution across departments in the Municipal Assembly reveals significant imbalances when compared with the Local Government Service (LGS) staffing norms. Overall, the Assembly has achieved only 49.89% of the minimum staffing requirement, indicating a substantial human resource deficit. With an actual staff strength of 232 against a minimum requirement of 465, the Assembly is operating with less than half of the personnel needed to effectively deliver its mandated services.

Table 27: Capacity Development

Name or type of the Capacity Development	Venue/ Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Male	Female
Train staff on LGS Performance Appraisal Instrument	Assembly Hall	To acquire knowledge on techniques needed on the completion of the Appraisal Tool	IGF	Middle Level Management	In-House	36	15	21
Train Staff on Client Service Operational Manual	Assembly Hall	To acquire knowledge on techniques to improve client satisfaction and communication skills	Common Fund	Client Service Unit	In-House	10	1	9

Train Staff on the Smart Workplace Operational Portal	Assembly Hall	To familiarize staff with the smarts workplace portal to enhance work efficiency	IGF	All Staff	Office of the Head of Local Government Service	70	45	25
Information Technology (Ms. Word & Ms. Excel)	Assembly Hall	To equip officers with basic skills in Ms. Word & Ms. Excel	IGF	Heads of Department/Unit	In-House	56	37	19

Source: Human Resource Dept. 2025

2.3.6.2 Logistics Analysis

The use of modern and effective logistics at workplace is very crucial for productivity which unearth operational efficiencies to improve service delivery. With the use of modern logistics in workplaces, organization have been able to increase their productivity and efficiency at a rapid pace which KEEA Municipal Assembly is of no exception. The table below shows the logistics analysis which identifies logistical gaps at the Assembly. The identification of these gaps provides reliable data to the Assembly and its development partners to provide workable solution to increase efficiency in service delivery and provide a conducive working environment at the Assembly.

Table 28: Logistics Analysis 2025

Required	Required	Actual	Remarks
Computers	30	20	Almost all desktop and laptops are non-functional
Printers	20	15	Most are beyond repair and also the ones functioning need maintenance
Projectors	5	1	Not in good shape
Office Space	50	41	Deteriorating condition lack of maintenance
Vehicle	10	6	Two of the vehicles are not in good condition

Source: Works dept 2025

2.3.6.3: Participatory Monitoring & Evaluation Undertaken in 2025

Participatory Monitoring and Evaluation is a process through which stakeholders at various levels engage in monitoring and evaluating a particular project, programme or policy, share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions.

The MPCU, with support from Ghana National Fire service, EPA and relevant stakeholders conducted monitoring and evaluation of projects ongoing projects by the Assembly. The Assembly conducted a participatory monitoring and evaluation to achieve the following objectives;

1. To increase efficiency and effectiveness of the implementation of the activities implemented
 2. To promote decentralized planning and enhance a sense of ownership of the interventions provided
 3. To engage or solicit ideas from various stakeholders who have different perspectives on what constitutes project success or failure
 4. To encourage coordination and data collection and supervision as well as promote the dissemination of information and consensus building about poverty reduction interventions
- Because of the above objectives, community scorecards and participatory rural appraisal were the tools used for conducting 2025 PM&E activities.

Table 29: Update on evaluations conducted in 2025

Name of the PM&E Tool	Policy/programme/project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Ex-Post Evaluation	Construction of 1No 6-Unit Classroom block, office store and staff room and 6-seater W/C toilet facility with 300 No Dual & 6No Official Tables and Chairs at Anweem Kissi M/A Basic	KEEAMA/ CRCC/ ILGS/ EPA/ GNFS	Mixed methods (quantitative and qualitative); Theory Impact	Stakeholder Involvement: Community involved in implementation and monitoring but not in design stage. Efficiency: Resources used on time and within acceptable limits. Relevance: Highly relevant to educational needs. Effectiveness: Achieved intended outcomes. Impact: Improved learning environment and access to sanitation. Challenges: Lack of potable water facility. Sustainability: Assembly O&M plan in place.	The Assembly must provide a WASH facility for the school to improve hygiene.
Ex-Post Evaluation	Construction of 1No 2-Unit KG block, Office store and staff room and 6-seater W/C toilet facility with 14No Hexagonal Desk and 84 No chairs & 2No Official Tables and Chairs at Nkontrodo AME Zion	KEEAMA/ CRCC/ ILGS/ EPA/ GNFS	Mixed methods (quantitative and qualitative); Theory Impact	Stakeholder Involvement: Strong participation during implementation and monitoring but minimal input in design. Efficiency: Timely use of financial, human, and material resources. Relevance: Responds effectively to community educational needs. Effectiveness: Achieved intended learning outcomes. Impact: Improved classroom space and learning conditions. Challenges: None. Sustainability: O&M plan and active School Management Committee. GESI: Fully disability-friendly, gender-responsive, WASH facilities available.	The Assembly must procure additional furniture to support the school.
Process Evaluation	Completion of 1No CHPS facility with Ancillary facilities Saman Abotar Park	KEEAMA/ CRCC/ ILGS/ EPA/ GNFS	Mixed methods (quantitative and qualitative); Theory Impact	Stakeholder Involvement: Strong in monitoring and implementation; limited in design stage. Efficiency: Not efficient; constant delays in construction and workflow. Relevance: Relevant but currently unable to meet community needs due to incomplete status. Effectiveness: Outcomes not yet achieved. Impact: No observable impact yet. Challenges: Time delays and slow progress. Sustainability: O&M plan in place. GESI: Not assessable due to incomplete construction.	Contractor must expedite work on the project. Project site must be fenced.

Environmental Impact Assessment	Construction of 1No. mechanized borehole with 2No. 10,000 liters polytank and ancillary facilities at Atonkwa CHPS Compound	KEEAMA/ CRCC/ ILGS/ EPA/ GNFS	<input type="checkbox"/> Project Screening <input type="checkbox"/> Impact Assessment <input type="checkbox"/> Impact Management/ Recommendations <input type="checkbox"/> Licensing	<input type="checkbox"/> The project had met all the environmental safeguard requirements <input type="checkbox"/> The project had met all the social safeguard requirements	The project should be Licensed by the EPA.
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Source: MPCU Secretariat 2025

The table above indicates that multiple PM&E tools such as Ex-Post Evaluation, Process Evaluation, and Environmental Impact Assessment were applied across key education, health, and water projects in 2025 using mixed-method approaches. Ex-post evaluations reveal that completed school infrastructure projects were largely efficient, relevant, and effective, with significant positive impacts on learning environments and sanitation. However, limited stakeholder involvement at the design stage and gaps such as lack of potable water were noted.

The process evaluation of the CHPS facility highlights inefficiencies, delays, and incomplete outcomes, resulting in no observable impact despite its relevance. Conversely, the environmental assessment confirms that the borehole project met both environmental and social safeguard standards. Overall, findings suggest that while completed projects demonstrate strong outcomes and sustainability planning, delays and weak early-stage stakeholder engagement remain key challenges. Recommendations focus on improving project completion timelines, enhancing design-stage participation, and addressing infrastructure gaps such as WASH and fencing.

Table 30: Update on PM&E tools used in 2025

Prescribed PM&E Tool	Policy/Program/Project Involved	Consultant/Resource Persons Involved	Methodology Used	Key Findings	Recommendations
Community Score Card	Construction of 1No 6-Unit Classroom block, office store and staff room and 6-seater W/C toilet facility with 300 No Dual & 6No Official Tables and Chairs at Anweem Kissi M/A Basic	MPCU	Questions & answers, interviews, focus group discussions, stakeholder and interface meetings	Project has commenced with contractor on site together with the materials	Project must be officially handed over. Assembly should provide WASH facility. Contractor must fix cracks.
Community Score Card	Construction of 1No 3-Unit JHS Block, Office, Store and staff room and 6-seater W/C Toilet facility with 150No Mono Desk & 4 Official tables & Chairs	MPCU	Questions & answers, interviews, focus group discussions, stakeholder and interface meetings	Project has commenced with contractor on site together with the materials	Assembly must set up a sustainability committee.

	Dunwell Methodist Basic at Dutch Komenda				
Community Score Card	Construction of 1No 2-Unit KG block, Office store and staff room and 6-seater W/C toilet facility with 14No Hexagonal Desk and 84 No chairs & 2No Official Tables and Chairs at Nkontrodo AME Zion	MPCU	Questions & answers, interviews, focus group discussions, stakeholder and interface meetings	Project has commenced with contractor on site together with the materials	Contractor must expedite work.
Community Score Card	Construction of 1No CHPS facility with furnishing Simiw	MPCU	Questions & answers, interviews, focus group discussions, stakeholder and interface meetings	Project has commenced with contractor on site together with the materials	Assembly must release funds to complete project.
Community Score Card	Completion of 1No CHPS facility with Ancillary facilities Saman Abotar Park	MPCU	Questions & answers, interviews, focus group discussions, stakeholder and interface meetings	Contractor not on site. Materials found on site. Project prioritized in Medium-Term Development Plan. Few cracks observed.	Payment should be made for contractor to resume work.

Source: MPCU Secretariat 2025

The table above also shows that the Community Score Card (CSC) was consistently used as the primary Participatory Monitoring and Evaluation (PM&E) tool across multiple infrastructure projects in 2025, particularly in the education and health sectors. The Municipal Planning Coordinating Unit (MPCU) led these assessments using participatory methodologies such as interviews, focus group discussions, stakeholder engagements, and interface meetings.

Findings indicate that most projects have commenced with contractors on site and materials available, reflecting positive progress. However, key challenges persist, including delays in project completion, minor structural defects (e.g., cracks), and contractor absenteeism in some cases.

Recommendations emphasize the need for timely release of funds, formal project handover, establishment of sustainability committees, and improved supervision of contractors. Overall, while implementation is underway, stronger institutional coordination and monitoring are required to ensure timely completion and sustainability of projects.

CHAPTER THREE

3.0 The Way Forward

3.1 Introduction

The previous chapter presented the report on Updates on funding sources and disbursements, indicators and targets, critical development and poverty issues and finally, monitoring and evaluation activities for the year under review. This chapter indicates the way forward in addressing key issues that affected the implementation process. It looks at the key issues addressed and those yet to be addressed. The chapter also presents recommendations made by the Assembly towards the improvement of Monitoring and Evaluation of Programmes and projects.

3.2 Key Issues Addressed

- Poor marketing systems: FBOs and individual farmers' capacities on negotiation, standards and marketing were built. Also, the department facilitated the participation of crop and poultry farmers and agro-processors in municipal, regional, and national agro-fairs.
- Pest and disease attack: crop farmers were trained on identification and management of pests and diseases. Farmers whose farms were attacked by fall armyworm were also given free insecticides. Also, in collaboration with CABI, the department facilitated the training of farmers on the preparation and use of neem leave powder as a bio-pesticides in crop production.
- Insufficient access to improved planting materials: The department distributed improved coconut seedlings and seed maize to farmers in the municipality.
 - Three classroom blocks are currently under construction
 - 490 pairs of hexagonal tables distributed to 35 KGs, 2940 chairs distributed to 35KGs
 - 70 Teachers tables distributed to 35 KGs, 70 Teachers' chairs distributed to 35KGs
 - 70 Cupboards to 35KGs, 70 External Hard Drives, 70 TV sets
 - Best teacher recognition for two teachers by Komenda College of Education □ Support for organization of games
 - Successful implementation of community outreach programmes, resulting in increased awareness and registration rates.
 - Enhanced collaboration with stakeholders, leading to improved data quality and sharing.
 - Effective utilization of resources, ensuring timely completion of projects.
 - Risk communication on cholera prevention, control and response.
 - Pushing, levelling and compaction of the final refuse disposal site.
 - Evacuation of heaps of refuse.
 - Medical screening and certification of food and drink handlers.
 - Premises inspection
 - National sanitation day campaigns and collaborative clean-up exercises.
 - Purchase of sanitary tools
 - Monthly monitoring and evaluation of SIP and disinfection and fumigation contract.
 - Promotion of Water Sanitation and Hygiene (WASH) activities.
 - Case Management and follow ups on child protection issues, child rights violation cases including Sexual and Gender Based Violence cases with funding support from UNICEF. The standardized Case Management forms and the Social Welfare Information Management System (SWIMS) were used and have contributed immensely in assisting DSWCDOs in their case management, referrals mechanism and follow-ups.
 - Assisted PWDs through the DACF for PWDs to improve their livelihood and also cater for their dependents.

- Undertook Community Mobilization and Engagement on Child Protection and Sensitization on Sexual and Gender Based Violence (SGBV) issues.
- The Department also ensured that effective and efficient Juvenile Justice is served to Juveniles who came in conflict with the law. This was achieved through the appearance of Officers at all Juvenile Court sittings. Officers of the Department also conducted investigations on the background of the offenders, the nature and cause of the offence and the predisposing factors leading to the committal of the offences and made recommendations to assist the court to decide on appropriate measures geared towards the reformation of these Juveniles.
- Monitored and supervised the payments of the LEAP Cash grants to beneficiary households and assisted in the resolution of cases which brought a lot of relief and contentment to poverty-stricken families.
- No prior concerns were fully resolved within the reporting period; however, ongoing actions and follow-up processes are actively underway to ensure all outstanding issues receive the necessary attention and are dealt with as soon as possible
- Enhanced use of official statistics for evidence-based decision making: The use of official statistics among departments and units has improved significantly as a result of the coordination of the Department of Statistics in the area of data gathering and analysis.
- Consistency in data reporting among departments and units: The department has ensured that all administrative data from other units and departments at any point in time are consistent with what is collated in the administrative database template developed by GSS for MMDAs.
- Provision of clients' data request: the department at all material times ensures data requests by tertiary students, units, departments, and institutions are provided. In instances of difficulties, the department collaborates with the GSS regional office to ensure the information is provided.
- Gender Based Violence, Child Labor and Trafficking, Girls and Young Women involvement in Decision- making, child marriage, adolescent health, teenage pregnancy and Sexually Transmitted Diseases.
- Stable Internet with printers, photocopy machine and laptops

3.3 Issues Yet to be addressed

- Inadequate number of technical staff or low ratio of AEAs to farmers: One of the major challenges faced by farmers in the KEEA Municipality is the low ratio of AEAs to farmers. While the number of farmers seeking extension services has increased over the years, the number of AEAs available to serve them has reduced drastically. This means that farmers have limited access to information and resources that could help them improve their productivity and profitability. Also, the situation has resulted in a disproportionate workload for the AEAs and reduced the effectiveness of extension delivery in our municipality. AEA: farmer ratio in the year under review was 1:7,178 instead of the recommended ratio of 1:500. In a bid to remedy the challenge, the department promoted the use of FBOs, local FM station and community information centres to disseminate improved technologies. Moreover, some of the Officers have been able to make use of technology to improve their extension delivery efforts. The most common technology being used is mobile phones (phone calls and social media such as WhatsApp).
- No funding for planned agricultural programme: unfortunately, only 2 of the planned activities (utilities and farmers' day celebration) received funding, and the rest did not receive the necessary funding, which hindered their implementation.
- Low proportion of irrigated farmlands: The Ministry of Food and Agriculture and the KEEA Municipal Assembly should establish small irrigation schemes for youth and women.

- Seasonal variability in farm input prices: The period under review, just like other parts of the year, saw a significant increase in the prices of agricultural inputs, such as seeds, fertilisers, pesticides and tools. The impact of these price increases is being felt by farmers around the municipality. Many struggled to afford the inputs needed to cultivate their crops, leading to reduced yields and profits. Furthermore, there was a substantial increase in the prices of feed and feed ingredients for pigs and poultry. This increase has been attributed to a variety of factors, including an increase in the cost of raw materials, a decrease in the availability of ingredients, and a rise in transportation costs. As a result, farmers have been forced to pay more for the feed needed to sustain their animals, while others closed down their businesses.
- The situation is particularly concerning in rural areas, where many farmers rely on agriculture as their primary source of livelihood. Overall, the increasing prices of agricultural inputs are a significant concern for farmers and could have negative impacts on food security in the municipality.
- Poor road network: Most feeder roads linking farming communities to market centres were in deplorable condition. The availability of tricycles (Aboboyaa) made it possible to convey farm produce from farm gates to market centres. However, the number of tricycles was inadequate to serve all the farming communities in the municipality.
- Livestock theft: Livestock theft has become a growing concern for sheep and goat farmers in recent years. Cases of theft have been reported across the KEEA Municipality, with criminals stealing sheep and goats for profit. These thefts are having significant financial and emotional consequences for the affected farmers. Farmers have been urged to take precautions to protect their animals, and security agencies have been alerted to take immediate action.
- Inadequate accommodation facilities for Officers.
- Ageing farmer population: The MoFA and the KEEA Municipal Assembly should support youth to venture into agribusiness along the value chain.
- Low investments in the agricultural sector.
- Inadequate furniture at the primary and JHS level
- Organization of BECE mock examination at least two (2)
- Lack of teachers in the rural areas
- Theft of school properties due to lack of security personnel in the schools
- Inadequate logistics, lack of fuel for monitoring and insufficient office logistics
- Teacher accommodation especially in the rural areas.
- Inadequate washroom facilities at the three SHS in the Municipality.
- Inadequate ICT and Science Labs in the Municipality.
- Inadequate Funding hinder the department's ability to invest in necessary infrastructure, technology, and personnel, ultimately impacting service delivery.
- Inadequate Infrastructure and Technology in some areas hinder efficient data management, communication, and collaboration.
- Insufficient training and development opportunities for staff restrict their ability to effectively deliver services and adapt to changing requirements.
- Limited public awareness and education on the importance of birth and death registration contribute to low registration rates and inadequate data quality.
- Repairs of the broken-down septic emptier.
- Gazetting of Assembly bye-law and law enforcement.
- Renewal of expired public toilet franchise agreement.
- Procurement of motor bike for Environmental Health Officer and tricycle for environmental sanitation activities.
- Intensification of CLTS and UCLTS programme to help increase household latrine coverage and ODF coverage within the municipality.

- Non-maintenance of children, Irresponsible parenting, Poor parenting skills
- High desire to travel to Cote D'Ivoire, Liberia, Gambia for greener pastures living behind children in the care of others bringing about unnecessary child-family separation and its attendant social implications.
- LEAP related cases especially on the non-cash out issues.
- Staff have identified the lack of imprest as a critical and persistent operational challenge that severely limits the effectiveness of the Business Resource Centre. This financial constraint prevents the timely execution of essential tasks such as procuring office supplies and equipment, maintaining and repairing the official vehicle, facilitating field activities, and covering necessary administrative and operational expenses. Without imprest, routine functions are delayed, service delivery is disrupted, and staff productivity is undermined. Ultimately, this financial gap weakens the Centre's ability to support MSMEs effectively, leading to reduced efficiency, poor service outcomes, and an overall suboptimal working and business support environment.
- Lack of a desktop computer, printer, and other office logistics. The department, since 2018 is yet to receive official computers, printers, and other logistics prescribed in the department's manual for effective and efficient running of the office
- Inadequate training and capacity building of the staff of the statistical department on some statistical software and tools for the proper execution of duties.
- Lack of commitment and collaboration on the part of some decentralized departments and units in the production of official statistics.
- None or delay in the release of budgetary allocation to the department for the implementation of its planned activities.

3.4 Recommendations

- Efforts should be made to provide accommodation facilities for Officers.
- The Municipal Assembly should prioritise the allocation of funds for agricultural programmes in the next budget cycle. This will ensure that planned programmes are implemented, and the agricultural sector receives the necessary support.
- The government, through the MoFA, should sustain and strengthen policies on agricultural input supply and subsidy programmes under the FGP.
- The government should develop a medium for long-term agricultural financing instruments.
- Small-scale irrigation should be established for youth and women in vegetable production.
- Insecticides for the management of pests and diseases should be subsidised and made available to farmers.
- The Municipal Assembly should collaborate with the Department of Feeder Roads to rehabilitate and maintain the feeder roads to farming communities within the municipality.
- The government should subsidise the cost of inputs for livestock and poultry production.
- The Directorate recommends that at least two BECE mock examinations are organized for three (3) students to enable them to prepare adequately for the examination. The appeal to levy parents for harmonized examinations is suggested for approval. Again, the provision of infrastructure for the schools should be improved to promote efficient teaching and learning. Stakeholders support for education should be encouraged to enable effective participation of parents in education delivery. Finally, provision of fuel for monitoring and supervision in the schools should be considered so that activities in the schools could be effectively monitored, supervised and directed.
- Secure Additional Funding: Allocate sufficient resources to support the department's efforts in improving birth and death registration services, including infrastructure development, technology upgrades, and staff training.
- Upgrade Infrastructure and Technology: Invest in modernizing infrastructure and technology to enhance data management, communication, and collaboration, ensuring efficient service delivery.

- Provide Regular Training and Development: Offer regular training and capacity-building opportunities for staff to improve their skills, knowledge, and adaptability, ensuring high-quality service delivery.
- Develop and Implement Public Awareness Campaigns: Design and implement comprehensive public awareness and education campaigns to emphasize the importance of birth and death registration, promoting increased registration rates and improved data quality.
- Liquid Waste Infrastructure: The Assembly should, as a matter of urgency, repair the broken-down Cesspit Emptier or procure a new one to restore desludging services and minimize open defecation.
- Solid Waste Management:
 - Replace defective skip containers and increase the number of containers at high-waste generating sites.
 - The Assembly must ensure the new skip truck is well maintained to avoid service disruption.
- Final Disposal Site: Sustain timely interventions for pushing, levelling, and compacting the FDS. The construction of oxidation ponds is recommended for proper liquid waste management at the site.
- Staffing and Logistics: Provide motorcycles or vehicles to Environmental Health Officers for timely inspections, monitoring, and rapid response across the municipality. Increase the supply of sanitary tools and PPEs.
- Food Safety Enforcement: Intensify law enforcement to mandate food vendors to undergo medical screening and obtain certification before operating, accompanied by follow-up inspections.
- Public Toilet Management: Prioritize immediate water restoration or installation in the 27 facilities currently lacking water. Mandate the inclusion of child-friendly amenities (e.g., chamber pots) in all relevant facilities. Review and standardize the franchise fee structure and enforce compliance to secure necessary revenue for maintenance.
- Community Engagement: Intensify public education and enforce sanitation bye-laws (e.g., against indiscriminate dumping and failure to participate in National Sanitation Day exercises).
- More training programmes should be organized as means of capacity building for Environmental Health Officers.
- To optimize support and provision of value to both existing and prospective clients of BRC, it is imperative to consistently implement a range of projects, trainings, and programmes. These initiatives are meant to enrich the skills and knowledge of clients and furnish them with the necessary resources to enhance their overall experience with Elmina BRC.
- Further, to ensure seamless operations within the office, it is recommended that imprest be released in a timely manner. This will enable the procurement of indispensable office supplies, equipment, and other resources that are fundamental to maintaining a productive work environment. Prudent management of imprest is crucial to the success of the office and the provision of top-tier services to clients.
- Projects, training and programmes should be implemented regularly for the benefit of BRC clients and potential clients.
- Imprest should be released to ensure smooth running of the office
- Efforts should be made to procure a desktop computer, printer, stationary and other logistics aid the smooth running of the department.
- Timely release of funds allocated to the department to enable it carry out planned activities.
- Deepened collaboration among all units, departments, and agencies on the production and use of official statistics for evidence-based decision making.
- Organize training on statistical tools and software for the staff of the department for enhanced execution of duties.

- It is recommended that, there should be more life skills education for the Girls and young women in the municipality; this will teach these girls essential skills like resilience, leadership, collaboration, critical thinking and decision- making. There should be scholarship and financial support for needy but brilliant Girls in the municipality. Lastly, mentorship and community engagement must be intensified to promote girl child education and empowerment.
- The unit recommend that when issues regarding Information Technology (IT) in the Municipal Assembly are presented, the Assembly should make an effort to address or solve part or all of the issues.

3.5 Conclusion

The implementation of the 2025 Annual Action Plan ended on a successful note with a significant implementation rate of 92.7%. All projects and programmes came from the Annual Action Plan and the Budget including planning for emergency preparedness to respond to potential internal and external threats. In general, great strides were made towards the achievement of the goals and objectives of the municipality within the year under review. It is important to note that this success was made possible through the Assembly collaborating effectively with all stakeholders and development partners.

In all, Monitoring and Evaluation activities over the period were effective in ensuring that actions met set targets and objectives. However, inadequate logistics and poor condition of roads to project sites were major setbacks which need to be addressed to enhance the effectiveness of the exercise. overall goals and the objectives of the DMTDP (2022-2025). of the subsequent plan (2026-2029). With the end of the Medium-Term Development Plan (2022-2025) cycle, the Assembly envisions to address the obstacles and challenges that hindered the full realization of the Lessons learnt will be incorporated in the next planning cycle to ensure full implementation The Assembly will further ensure that collaboration with its development partners and stakeholders, is done in a more concerted and coordinated manner to deepen local governance and accountability.

KOMENDA-EDINA-EGUAFO-ABREM MUNICIPAL ASSEMBLY



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P.O. Box 29

Date: 22nd January, 2026

SUBMISSION OF ANNUAL PROGRESS REPORT FOR 2025 FISCAL YEAR

I write to submit forthwith the Annual Progress Report for your documentation and necessary action.

Thank you.

Counting on your usual co-operation.

**RICHMOND ANTWI BOATENG
MUNICIPAL COORDINATING DIRECTOR
For: MUNICIPAL CHIEF EXECUTIVE**

**REGIONAL MINISTER
CENTRAL REGIONAL COORDINATING COUNCIL
CAPE COAST**

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REGIONAL ECONOMIC PLANNING OFFICER
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