



**A KU A P I M S O U T H M U N I C I P A L
A S S E M B L Y**

ABURI

YOUR REF _____
OUR REF AKSMA-01/20/09/03

DATE: 30/01/2026

**SUBMISSION OF ANNUAL PROGRESS REPORT ON THE IMPLEMENTATION OF 2025
ANNUAL ACTION PLAN AND COMPOSITE BUDGET FOR THE AKUAPIM SOUTH
MUNICIPAL ASSEMBLY**

I submit herewith the Annual Progress Report on the implementation of the 2025 Annual Action Plan and Composite Budget covering the period of 1st January – 31st December, 2025 for the Akuapim South Municipal Assembly.

The attached report is duly submitted for your study and necessary action.

**ING. STEPHEN ATTIPOE
(CO-ORDINATING DIRECTOR)
For: MUNICIPAL CHIEF EXECUTIVE**

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EASTERN REGIONAL CO-ORD. COUNCIL
KOFORIDUA.**

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AKUAPIM SOUTH MUNICIPAL ASSEMBLY

ANNUAL PROGRESS REPORT

ON THE IMPLEMENTATION OF THE 2025 ANNUAL ACTION PLAN & BUDGET

Prepared by: Municipal Planning Coordinating Unit



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ACRONYMS

AAP	Annual Action Plan
AIDS	Acquired Immune Deficiency Syndrome
ASMA	Akuapim South Municipal Assembly
CBOs	Community Based Organizations
CHPS	Community Health Planning & Services
CWDs	Children with Disabilities
DACF	District Assemblies Common Fund
DACF-RFG	District Assembly's Common Fund Responsive Factor Grant
DMTDP	District Medium Term Development Plan
DPAT	District Performance Assessment Tool
DPP	Department of Physical Planning
DSW/CD	Department Social Welfare/Community Development
ERCC	Eastern Regional Co-ordinating Council
FBOs	Faith Based Organizations
G.A	General Assembly
GETFUND	Ghana Education Trust Fund
GoG	Government of Ghana
HIV	Human Immune Virus
HoDs	Heads of Department
HR	Human Resource
M&E	Monitoring & Evaluation

IGF	Internally Generated Funds
JHS	Junior High School
LEAP	Livelihood Empowerment against Poverty
LED	Local Economic Development
M.A	Municipal Assembly
MAG	Modernizing Agriculture in Ghana
MCE	Municipal Chief Executive
MEHU	Municipal Environmental Health Unit
MHD	Municipal Health Department
MIS	Management Information System
MPCU	Municipal Planning Co-ordinating Unit
MP	Member of Parliament
MPHEC	Municipal Public Health Emergency Committee
MPO	Municipal Planning Officer
Mt	Metric tons
MTDP	Medium Term Development Plan
MUSEC	Municipal Security Council
MWD	Municipal Works Department
N/A	Not Available
NDPC	National Development Planning Council
NGOs	Non-Governmental Organizations
NPK	Nitrogen, Phosphate, Potassium
OVCs	Orphaned and Vulnerable Children
OSIWA	Open Society Initiative for West Africa
PFJ	Planting for Food & Jobs
PHC	Population and Housing Census
PM&E	Participatory Monitoring & Evaluation
PWDs	People with Disabilities
PWDs CF	People with Disabilities Common Fund
RPCU	Regional Planning Co-ordinating Unit

SHS	Senior High School
SHTS	Senior High Technical School
SIF	Social Investment Fund
SW/CD	Social Welfare and Community Development
WC	Water Closet

EXECUTIVE SUMMARY

The preparation of Quarterly and Annual Progress Reports is in fulfillment of the requirements of the *National Development Planning (System) Act, 1994 (Act 480)* and the *National Development Planning (System) Regulations, 2016 (L.I. 2232)*. These legal frameworks mandate all Metropolitan, Municipal and District Assemblies (MMDAs), as well as relevant institutions, to prepare and submit periodic progress reports on the implementation, monitoring, and evaluation of approved Annual Action Plans to the National Development Planning Commission (NDPC). The reports provide a mechanism for tracking development interventions, assessing implementation performance, and ensuring accountability in the delivery of public programmes and projects.

The 2025 Annual Progress Report (APR) therefore presents an assessment of the performance of programmes, projects, and activities implemented by the Akuapim South Municipal Assembly during the year under review. The report focuses on monitoring, coordination, and evaluation of development interventions undertaken within the framework of the *Agenda for Jobs II Medium-Term Development Plan (MTDP) 2022–2025*. In doing so, it supports the Assembly’s constitutional mandate of implementing national and local development policies and programmes while ensuring effective monitoring and evaluation of development outcomes. The report covers the implementation period from 1st January to 31st December 2025 and highlights the progress, achievements, and status of activities captured in the 2025 Annual Action Plan.

The Municipal Assembly established a set of monitoring and evaluation objectives aimed at assessing the overall performance of the 2025 Annual Action Plan. These objectives included tracking the implementation of core and district-specific indicators to measure the performance and outcomes of projects and programmes, developing a comprehensive database on project and

programme implementation, and identifying key lessons to inform future planning and decision-making processes. To achieve these objectives, several monitoring and evaluation activities were undertaken throughout the year. These included site inspections, feasibility assessments, compliance monitoring, stakeholder consultations, public and community fora, and Municipal Assembly meetings. These activities were conducted in collaboration with relevant stakeholders to ensure transparency, accountability, and participatory development.

In terms of implementation performance, a total of eighty-six (86) projects and programmes were scheduled under the 2025 Annual Action Plan, comprising thirty (30) projects and fifty-six (56) programmes. By the end of the reporting period, eighty-four (84) interventions—comprising twenty-eight (28) projects and fifty-six (56) programmes—had been implemented, either completed or ongoing. This represents an overall implementation rate of 98.0 percent for the year under review. Of the twenty-eight (28) projects implemented, eleven (11), representing 39.3 percent, were completed and handed over to the respective user departments and beneficiary communities. Sixteen (16) projects, representing 57.1 percent, remained ongoing at various stages of completion, while one (1) project, representing 3.5 percent, was terminated and is yet to be re-awarded.

With regard to financing, the District Assemblies Common Fund (DACF) remained the largest source of funding for development activities in the municipality during the year under review, accounting for 42.2 percent of the Assembly's total revenue. By the end of 2025, the Assembly had mobilized a total revenue of GH¢24,345,170.49, representing 64.6 percent of the total budgeted revenue for the year. While the DACF constituted the most significant funding source, the late release of these funds—particularly in December—posed considerable challenges to the timely implementation of planned activities under the Annual Action Plan.

Despite the progress recorded, several challenges affected the effective implementation of the 2025 Annual Action Plan. These included inadequate funding for the completion of projects due to the Assembly's inability to meet its internally generated revenue targets; logistical constraints, particularly the lack of adequate vehicles and motorbikes to support monitoring and evaluation activities; insufficient financial allocations to departments and units to carry out their operational responsibilities; and delays in the release of the District Assemblies Common Fund by the central government, which contributed to delays in project execution and completion. Addressing these

challenges will be essential to improving implementation efficiency and enhancing development outcomes in subsequent planning cycles.

PART ONE

GENERAL PROFILE OF THE AKUAPIM SOUTH MUNICIPAL

1.0 Introduction

An approved Medium-Term Development Plan (MTDP) for the period, 2022 - 2025 is currently being implemented by the Akuapim South Municipal Assembly. The Plan has a Monitoring and Evaluation (M & E) component that provides an effective and efficient way for tracking the progress of activities, projects, and programmes in the municipality. This report critically examines the progress of implementation of projects and programmes executed by the Akuapim South Municipal Assembly in 2025. An analysis has been carried out on the extent of implementation of the Annual Action Plan (2025) and Annual Composite Budget (2025). The report provides an account of the municipality's performance during the year under review in the socio-economic, political, administrative and security sectors among others. The report is organized in three chapters. The first chapter summarizes the purpose of monitoring and evaluation, achievements, processes involved, and challenges encountered in the plan implementation. The second chapter highlights the monitoring and evaluation activities carried out while the third chapter concludes the report, analysing issues addressed during the year; issues yet to be addressed and recommendations. The report is anchored on the following development dimensions:

- Economic Development.
- Social Development.
- Environment, Infrastructure and Human Settlements.
- Governance, Corruption and Public Accountability.
- Implementation, Co-ordination, Monitoring, and Evaluation.

1.1 Purpose of Monitoring and Evaluation for 2025

The focus of M&E for 2025 was to track and assess the extent of implementation of projects and programmes in the municipality to maximize the use of scarce resources to achieve the goals and objectives outlined in the Medium-Term Development Plan of the Assembly.

1.1.1 Specific Monitoring and Evaluation Objectives for 2025

- To track the progress of projects and programmes being implemented.
- To improve service delivery.
- To measure the performance of projects/programmes implemented and how these are impacting on the needs of the communities as well as the achievement of municipal targets and goals contained in the MTDP.
- To institute measures that ensure that planned programmes and projects are implemented according to timelines and in line with provisions of contracts agreed upon with service providers.
- To create a knowledge base on project/programme implementation performance and outcome analyses for a more informed policy and decision making and resource allocation at the local level.
- To review lessons and improve on future project/programme implementation and offer a platform for stakeholders' feedback.
- To provide a platform to share the progress made in achieving the goals and objectives of the MTDP for the municipality.
- To improve programme/project design, implementation and increase productivity, efficiency and effectiveness by key actors and all stakeholders.
- To increase transparency and accountability on the use of the assembly resources, demonstrate the results obtained and for duty bearers answer to certain issues of public interest.

1.2 Summary of achievements of the implementation of the DMTDP for 2025

The District Medium-Term Development Plan (DMTDP) goal seeks to improve the quality of life of its people through the provision of social services and the creation of an enabling environment for accelerated and sustainable development, within the framework of democratic decentralization. Overall, 22.7 percent (84 projects/programmes) of the total 370 projects and programmes in the 2022-2025 DMTDP was implemented during the 2025 fiscal year. Additionally, 84 activities out of the 86 planned, representing **98.0** percent of the annual action plan was implemented. This represents a decrease of approximately 0.80 percent from 2024. Tables 1.1 and 1.2 show details of the 2025 Annual Action plan implemented and the proportion of the 2022-2025 DMTDP implemented respectively.

Table 1: Details of Annual Action Plan Implemented by Development dimensions under Agenda for Jobs; Creating Equal Opportunity for All, 2025

S/N	Development Dimension	2021		2022		2023		2024		2025	
		Planned Activities	Number Implemented	Planned Activities	Number Implemented	Planned Activities	Number Implemented	Planned Activities	Number Implemented	Planned Activities	Number Implemented
1.	Economic	14	9	11	11	13	13	17	17	12	11
2.	Social	33	22	31	30	26	26	34	33	35	34
3.	Environment, Infrastructure, & Human Settlements	17	12	10	10	14	13	14	14	16	16
4.	Governance, Corruption & Public Accountability	20	11	18	17	22	22	21	21	23	23
	Total	84	54	70	68	75	74	86	85	86	84

Source: MPCU Monitoring & Evaluation, 2025

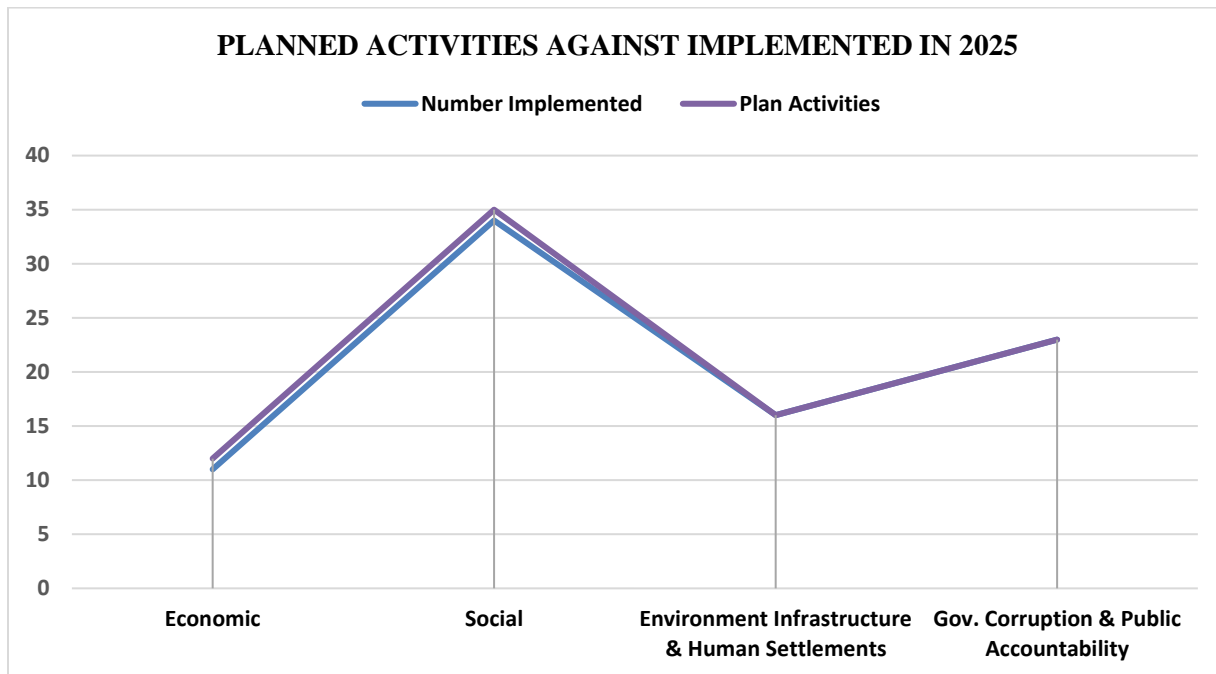
From Table 1.1, the Social Development sector recorded both the highest number of planned and implemented activities, achieving a 97 percent implementation rate. This performance was followed by the Governance, Corruption and Public Accountability sector as well as the Environment, Infrastructure and Human Settlements sector, both of which achieved 100 percent implementation of their planned activities. This outcome suggests that considerable priority has been accorded to key development areas such as education, health, sanitation, child protection, governance, and security within the municipality. These sectors constitute critical pillars for poverty reduction, the promotion of social and economic equity, and the creation of a peaceful and secure environment supported by transparent and accountable governance at all levels.

The near-complete implementation of the Annual Action Plan has positively influenced the achievement of the set goals for the year under review and, by extension, the overall objectives of the medium-term development plan. For example, the objective of increasing annual access to

education for children of school-going age by at least five percent has been significantly enhanced, with the municipality recording an improvement of more than two percentage points during the year under review. The Assembly's ability to achieve approximately 98 percent implementation of the Annual Action Plan and progress toward the 25 percent implementation target of the Medium-Term Development Plan has therefore provided a significant foundation for narrowing gaps in access to essential social services across sectors such as employment, health, education, governance, and security. Ultimately, these outcomes are expected to contribute to improvements in the quality of life and the overall socio-economic development of the municipality.

Furthermore, the sustained prioritization of key development interventions, coupled with adherence to sound financial management practices and effective implementation strategies adopted by management, has facilitated steady progress toward achieving the goals and objectives of the District Medium-Term Development Plan (DMTDP) for the 2022–2025 period. These efforts are expected to result in the successful implementation of planned activities and contribute significantly to improving the living standards of the citizenry within the municipality.

Figure 1: Development Dimensions; Planned Activities against Implementation in 2025



Source: MPCU Monitoring & Evaluation, 2025

As illustrated in Figure 2, the implementation of activities across the development dimensions was achieved to a considerable extent. The execution of projects and programmes within the Environment and Governance sectors reached 100 percent of the established targets. Significant emphasis was placed on financing activities in the Social, Governance, and Environment sectors to ensure the effective implementation of the Assembly’s development programmes. This strategic prioritization was necessary given the municipality’s substantial deficits in social amenities, security, sanitation, and other critical infrastructure. The focus aligns with the goals and objectives of the Medium-Term Development Plan (MTDP), which seek to consolidate and accelerate the gains in social capital generated through interventions within the social sector.

Table 2: Proportion of the Municipal Medium Term Development Plan Implemented in 2025

Indicators	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
1. Proportion of the annual action plans implemented by the end of the year.	64.3	97.15	98.6	98.8	99	98.0
a. Percentage of activities completed.	46.4	81.43	89.16	81.2	83	80.0
b. Percentage of ongoing activities	11.9	14.29	10.84	17.6	19.6	19.0
c. Percentage of activities abandoned / terminated.	0.00	0.00	0.00	0.0	1	1.0
d. Percentage of activities yet to start.	41.7	4.28	0.00	0.0	1	0.0
2. Proportion of the overall medium-term development plan implemented	17.9	18.38	20	23.0	25.0	22.7

Source: 2025 Departmental Annual Reports, ASMA

Table 2 presents the Assembly’s implementation of the Annual Action Plan (AAP) from 2021 (baseline) to 2025. Although the Assembly performed well in executing activities and projects under the 2025 AAP, it did not attain the targeted 25 percent implementation level of the District Medium-Term Development Plan (DMTDP) nor the 100 percent target for the AAP. This shortfall can largely be attributed to delays in the disbursement of funds from the central government and the non-release of expected funds from donor partners.

Despite the delayed disbursement of the District Assemblies Common Fund (DACF), the Assembly prioritized the completion of already initiated and legacy projects in 2025 compared to 2024. This indicates the Assembly’s commitment to completing ongoing and previously abandoned projects within the framework of the AAP. Overall, the Assembly implemented 98.0 percent of its planned activities in 2025, compared with 98.8 percent in 2024. In 2025, the DMTDP recorded an overall implementation rate of 22.7 percent, although the target for the fourth year of the 2022–2025 DMTDP implementation was 25 percent. The performance for the year under review surpassed that of the baseline year (2021) and the subsequent years of 2022 and 2023 in terms of the proportion of the DMTDP implemented, except for 2024.

For instance, in 2025 the Assembly completed 80.0 percent of the activities scheduled for implementation within the year, compared with 81.2 percent in 2024, 89.16 percent in 2023, 81.43 percent in 2022, and 46 percent in 2021. With respect to ongoing projects, the 2025 performance recorded a significant increase in rollover activities, projects, and programmes, standing at 19 percent. This is higher than the 17.6 percent

recorded in 2024, 10.84 percent in 2023, 14.29 percent in 2022, and 11.9 percent in 2021. This situation is also largely attributable to the delayed disbursement of funds from the central government and the non-release of funds from donor partners. However, the implementation of the AAP relative to the DMTDP has generally shown a consistent increase over the years, except in 2025, which recorded a marginal decline of 0.3 percent compared to 2024. Nonetheless, this trend demonstrates the Assembly's commitment to delivering quality services to the citizenry and improving their overall well-being.

1.3 Challenges and Difficulties Encountered in Monitoring and Evaluation, 2025

During the 2025 fiscal year, the monitoring and evaluation of projects and programmes encountered several challenges, many of which are commonly associated with monitoring and evaluation activities among Metropolitan, Municipal, and District Assemblies (MMDAs) in Ghana. The key difficulties encountered in the implementation, monitoring, and evaluation processes during the year under review included, but were not limited to, the following:

- Lack of a full complement of decentralized departments and agencies required to constitute the Municipal Planning Coordinating Unit (MPCU) with the appropriate monitoring and evaluation competencies.
- Late release of the District Assemblies Common Fund and other donor grants, which affected budgetary allocations for monitoring and evaluation activities and made field visits irregular.
- Inadequate logistics, including vehicles, information centres, vans, and computers, to support the activities of the MPCU.
- Weak and/or delayed reporting by departments on the implementation of the Annual Action Plan, resulting in unreliable and sometimes inconsistent data for monitoring and evaluation purposes.
- Inadequate participation and involvement of key stakeholders, including state agencies, community leaders, citizens, and other key actors in monitoring and evaluation activities.
- Delays in the submission of progress reports by some departments.

1.4 Implications of the Implementation Status of the 2025 Annual Action Plan on the Goals and Objectives of the 2022–2025 MTDP

The 2025 year of implementation of the 2022–2025 Medium-Term Development Plan (MTDP) was expected to achieve a target of 25 percent. This implied that the 86 programmes and projects outlined in the 2025 Annual Action Plan, if fully implemented, would contribute significantly to achieving the numerous goals and objectives contained in the MTDP, thereby improving the living conditions of the citizens of the municipality.

By the end of the fiscal year, 98.0 percent of the Annual Action Plan had been implemented either fully or partially. This level of achievement indicates that the Assembly is making steady progress toward delivering the expected development outcomes for the municipality. For example, projects in the areas of economic development, education, health, water and sanitation, and other infrastructure were initiated, completed, and handed over to beneficiary communities. Additionally, the Assembly completed projects in education, water and sanitation, and security infrastructure at Pokrom, Yaw-Nyakokrom, and the Peduase–Ayi Mensah Highway, which increased access to improved education, water and sanitation, and security services in those communities.

These interventions contributed to the attainment of several development goals, including promoting equitable access to quality education, improving water and sanitation services, enhancing economic and security development across communities, ensuring access to primary health care at all levels, increasing access to potable water and sanitation services for at least 20 percent of the population, and promoting inclusive participation in development planning, governance, and decision-making at the local level, among others.

The overall effect of the Assembly’s ability to initiate and implement nearly all planned activities under the Annual Action Plan is the improvement in service delivery across key development sectors. This progress is expected to strengthen the municipality’s development agenda, particularly with respect to achieving the targets of the Sustainable Development Goals and the African Union’s Agenda 2063.

Furthermore, the effective implementation of the Annual Action Plan contributed to the achievement of five development goals and eighteen policy objectives adopted from the Agenda for Jobs policy framework. The result of these efforts is reflected in improvements in education, health services, water and sanitation coverage, job creation, and transportation infrastructure. For instance, access to quality education and improved water and sanitation services increased from 76.9 percent, 63.5 percent, and 72.0 percent in 2024 to 76.93 percent, 66.0 percent, and 78.0 percent respectively in 2025.

It is important to note that although the annual targets were not fully achieved, the level of implementation recorded in 2025 contributed to an average improvement of nearly 25 percent in service delivery across sectors. Areas such as social protection, economic development, education and health infrastructure, governance, and participatory development experienced notable improvements in the number of activities

initiated. It is anticipated that investments in these areas will yield significant developmental benefits in the near future.

Several factors accounted for the relatively high level of implementation of programmes and projects in 2025. Prominent among these was the prioritization of the Assembly's programme of action for the year and the rationalization of planned activities to reflect the actual needs of the people rather than politically popular demands. This approach ensured that financial resources were not fragmented across numerous minor projects, thereby allowing the Assembly to concentrate on key priority projects that required substantial attention to achieve the desired targets and goals.

In addition, the Assembly undertook regular monitoring and inspection visits to project and programme sites to ensure compliance with project timelines and adherence to specified standards and materials during implementation.

However, several factors also hindered the timely and full execution of planned projects and programmes. Among the most significant was the delayed release of funds from the District Assemblies Common Fund (DACF). The DACF allocation for projects and programmes in the Action Plan and Composite Budget constituted approximately 29.0 percent of the expected revenue required to finance activities in 2025. Nevertheless, the Assembly received its first allocation in July, the second in August, and the third in December 2025. These delayed releases significantly affected the timely implementation and completion of scheduled activities throughout the fiscal year.

Consequently, only a limited number of initiated or legacy projects could be completed before the end of 2025, and contractors were owed various certified payments. This situation explains why approximately 57.1 percent of the implemented projects remained ongoing during the year under review.

Notwithstanding these challenges, innovative revenue mobilization mechanisms introduced by management resulted in an increase in the Assembly's Internally Generated Funds (IGF) by GH¢344,797.9 in 2025 compared with 2024. The IGF accounted for approximately 11.2 percent of the Assembly's total revenue in 2025, which contributed significantly to the level of success achieved in implementing the Annual Action Plan.

In summary, the implementation level of the 2025 Annual Action Plan and its implications for the goals and objectives of the MTDP suggest that the Assembly is making meaningful progress toward building a prosperous municipality. These efforts are contributing to the creation of opportunities for all, the safeguarding of the environment and its integrity, and the promotion of a safe, stable, and peaceful society within the municipality.

1.5 Summary of Processes Involved in the Monitoring and Evaluation in 2025

Data for the **2025 Annual Progress Report (APR)** were obtained from both primary and secondary sources, guided by the targets and indicators outlined in the **District Medium-Term Development Plan (DMTDP)**. A series of structured processes were employed to undertake Monitoring and Evaluation (M&E) activities and to facilitate the preparation of the 2025 Annual Progress Report.

In 2025, the **Municipal Planning Coordinating Unit (MPCU)** adopted a four-pronged approach to monitor and evaluate development interventions within the municipality. This approach included: the use of established monitoring and evaluation indicators; the review and appraisal of departmental reports; field visits and inspection of projects and programmes utilizing participatory monitoring and evaluation tools; and the documentation of relevant lessons and observations arising from the implementation process.

To operationalize these activities, the MPCU constituted a monitoring team comprising Heads of Decentralized Departments, opinion leaders, beneficiary community representatives from project locations, contractors and project supervisors, as well as representatives from interest groups including Persons with Disabilities (PWDs), Civil Society Organizations within the municipality, and traditional authorities. These institutions nominated their representatives with due consideration to gender balance and inclusivity. **Table 3** further outlines the specific processes adopted in conducting Monitoring and Evaluation activities during the year under review.

Table 3: Processes Involved in Monitoring and Evaluation in 2025

A. Monitoring of Implementation of MTDP.	B. Preparation of Annual Progress Report (2025)	C. Dissemination
<p>i. The monitoring team was constituted of all the key stakeholders including MPCU members, Heads of agencies, service providers/contractors, beneficiary communities and agencies, social groupings like PWDs, Civil Society, all with gender considerations to visit project sites and participate in other M&E activities.</p> <p>ii. Relevant data were gathered from the M&E activities and from the various departments for compilation into the quarterly progress reports and for decision making in the implementation of the 2025 annual action plan.</p>	<p>i. Collation and preparation of 2025 Quarterly and Annual Progress Reports using the data collected from both the field and departments.</p> <p>ii. Validation of the collated data at a stakeholder workshop organized by the MPCU on 2025 Quarterly and Annual Progress Reports with presentations on same by the various departments.</p> <p>iii. Quarterly and Annual progress reports are prepared and finalized for submission to RPCU/ERCC, NDPC and other stakeholders</p>	<p>Dissemination of 2025 Quarterly and Annual Progress Reports conducted through the following media:</p> <ul style="list-style-type: none"> i. At stakeholders’ workshops on quarterly and end of year, 2025 i.e., town hall meetings. ii. At annual review meetings. iii. Community radio discussions etc.

PART TWO

MONITORING AND EVALUATION OF PROJECTS & PROGRAMMES

2.0 Introduction

This section presents an analysis of the implementation of the municipality's Medium-Term Development Plan (MTDP) in its fourth year, 2025. In particular, an assessment of the projects and programmes that were either implemented or scheduled for implementation during 2025 is provided in Table 4.

Additionally, this section covers key analytical areas including a sectoral analysis of projects and programmes, as well as a performance assessment under the various development goals. It also examines the municipality's twenty core indicators and targets, together with district-specific indicators established for monitoring in 2025. Finally, the section provides an analysis of all major development interventions implemented during the year under review.

2.1 Status of Projects/Programmes Implemented in 2025



2.1.1 The Annual Action Plan of 2025



The Akuapim South Municipal Assembly scheduled to implement a total of 86 projects and programmes during the 2025 fiscal year. The plan comprised 30 projects and 56 programmes/activities. At the end of 2025, a total of 28 projects and 56 programmes were implemented with few completed and majority at various stages of completion levels.



Out of the 84 projects/programmes implemented, 19 percent of projects were on-going at various levels of completion, and 13 percent of projects were completed, and where appropriate, handed over to the user departments and or communities. There were no planned projects yet to start but 1% of the projects is terminated. All the programmes (66) percent were completed. Table 4 shows the status of implementation of projects/programmes from the 2025 Annual Action Plan.


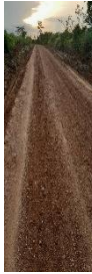
Table 4: Projects/Programme Implemented by Akuapim South Municipal Assembly in Annual Action Plan, 2025



PROJECT REGISTER, 2025


S / n	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			
1	ER/ASMA/PPD/WKS/02	Prepare and update 3No. planning schemes and 2 maps for selected communities	Environment	Aburi	PPD	90,000.00		GoG /IGF / DAC F	02/04/25	29/06/25	0.00	90,000.00	100%		Provision of logistics on time will help to implement the project fully	Meetings with the Chiefs, Elders, and the Community Members	No land acquired. Aburi Planning scheme completed
2	ER/ASMA/WKS/DAC/F/NCT/22	Construction of a three - storey office complex for Akuapim South Municipal Assembly	Governance	Aburi	M.A	6,701,561.83	10/08/22	DAC F	12/05/23	12/05/24	1,980,097.85	4,721,463.98	60%		Periodic monitoring	Unit committee and assembly members involved in daily monitoring and provide feedback to management for attention	Land acquired by Assembly. On-going

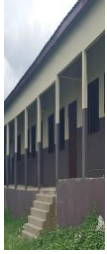

3	ER/ASMA/ NCT/WKS/ DACF/01/2 020	Constructi on of 1 No. CHPS compound with ancillary facilities	Soci al	Obod an	Meha us Ltd.	490 ,00 0.0 0	01/11/2 4	DAC F/RF G	13/11/ 24	01/05/25	365,148. 00	124,8 72.17	8 0 %		Timely Release of fund to complete project	Community members are engaged during monitoring of the project.	Land donated by community. Terminated and yet to be re-awarded.
4	ER/ASMA/ DACF/WK S/16/25	Constructi on of 1No. CHPS Compound with ancillary facilities	Soci al Servi ce	Ment ukwa / Fahia kor	Adwe npa Engin eering Ltd	935 ,45 7.7 6	06/10/2 025	DAC F	29/10/ 2025	31/03/202 6	140,318. 00	795,1 39.76	5 %		Contractor s should be closely monitored to complete soon	Unit committee and assembly members are given the mandate to keep an eye on the progress of project and provide feedback.	Ongoing Land donated by community
5	ER/ASMA/ /DACF/NC T/ WKS 12/2025	Constructi on of 1 No. CHPS compound with staff accommod ation and mechanize d Borehole	Soci al	Adje nasi Piem	Genef os Ghan a Ltd	842 ,03 6.6 9	06/10/2 025	DAC F	29/10/ 2025	31/03/202 6	432,629. 00	226,4 72.54	3 0 %		Contractor s should be closely monitored to complete soon	Unit committee and assembly members are given the mandate to keep an eye on the progress of project and provide feedback.	Land donated by community. Re-awarded and Ongoing

6	ER/ASMA/ WKS/DAC F/NCT/004/ 2024	Constructi on of two outhouse semi – detached nurses’ bungalows with chain- link fence	Soci al	Dum pong	Abos o A.O. B	290 ,40 0.0 0	1/11/24	DAC F/RF G	8/11/2 024	1/04/25	261,360. 0	29,04 0.00	1 0 0 %		Contractor s should be closely monitored to complete soon	Unit committee and assembly members are given the mandate to keep an eye on the progress of project and provide feedback.	Land donated by community. Completed
7	ER/ASMA/ WKS/DAC F- RFG/NCT/0 04/2024	Constructi on of 1 No. CHPS compound with a mechanize d Borehole.	Soci al	Dum pong	Abos o A.O. B	454 ,45 8.4 0	22/08/2 4	DAC F/RF G	29/08/ 24	29/02/25	409,012. 56	45,44 5.84	1 0 0 %		Contractor s should be closely monitored to complete soon	Unit committee and assembly members are given the mandate to keep an eye on the progress of project and provide feedback.	Land donated by community. Completed

8	ER/ASMA/ WKS/DAC F/13/2024	Installation and connection of 7 communities to the national grid.	Economic	Fahia ko, Anamena npa, Tadankrom, Mentukwa , Kyerpong, Ankwansu, Obosono Oparekrom	Jenak Electricals Limited	1,800,000.00	13/7/22	MP's CF / DAC F / Ministry of Energy	27/07/22	25/1/23	1,545,644.00	254,356.00	65%		Frequent project monitoring and timely release of fund	Community members formed a supervision committee	Land donated by community. Ongoing
9		Reshaping and spot improvement of selected feeder and farm truck roads across the municipality	Economic	Municipal wide		3,000,000.00	1/01/2025	DAC F IGF DAC F/RF G	1/01/2025	31/12/2025	55,280.00	2,344,720	45%		Timely release of fund	Assembly members and unit committee members were involved in certain decisions concerning monitoring	400Metres of municipal assembly roads reshaped and Adjinase piem culvert completed

10	MLGDRD/ ASMA/GPS NP2/FR/LIP W/W/001	Rehabilitat ion of Yaw Duodu - Kobiso (3.9KM) feeder roads.	Econ omic	Yaw Duodu- Kobi so	Rivav ic Comp any Limit ed	441 ,60 3.3 0	28/04/2 3	GPS NP	16/06/ 23	16/12/23	180,077. 02	441,6 03.30 GPSN P	5 5 %		Timely release of fund	Zonal Councils strengthened to keep an eye on projects	0.78KM Completed Ongoing
11		Rehabilitat ion of Pepawani- AsuOtw feeder roads	Econ omic	Pepa wani- AsuO twe	Joban s Const . &Gen . Serv Limit ed	436 ,62 5.5 7	29/12/2 3	GPS NP	19/03/ 2024	29/12/24	169,206. 09	90,79 3.91	4 0 %		Timely release of fund	Zonal Councils strengthened to keep an eye on projects	Ongoing 0.54km out of 3km
12	ER/ASMA/ DACF/NCT /WKS/14/25	Constructi on of 1No. 2-Unit KG Classroom Block with Ancillary Facilities	Soci al	Otop ayaw	Lordi an Ventu res	417 ,81 3.9 0	15/08/2 025	DAC F	04/09/ 2025	05/01/202 6	225,476. 48	192,3 37.42	5 0 %		Timely release of fund	Zonal Councils strengthened to keep an eye on projects	Ongoing Land donated by community
13	ER/ASMA/ DACF/WK S/13/25	Constructi on of 1No. 6unit classroom block with ancillary facilities including office, staff room, store and 2 urinals for	Soci al	Aburi Dem onstr ation school	Genef os Gh. Ltd	1,6 38, 701 .40	06/10/2 025	DAC F	29/10/ 2025	29/05/202 6	245,805. 00	1,392, 896.4 0	3 7 %		Timely release of fund	Zonal Councils strengthened to keep an eye on projects	Ongoing

		boys and girls each phase 1															
14		Construction of 1 no.6unit classroom block with 8-seater KVIP	Social	Pakro (Adjinase - Piem R/C)	Jilcon Construction Limited			SIF	10/09/24	10/03/25			75%		Timely release of fund to complete projects	Community members monitored the artisans	Land donated by community. On-going
15		Construction of 1 no.6unit classroom block with 8-seater KVIP	Social	Adamoro be	Jilcon Construction Limited	485,971.60	01/11/2024	SIF	08/11/24	01/04/25	359,963.00	126,008.60	89%		Timely release of fund to complete projects	Community members monitored the artisans	Land donated by community. On-going
16	ER/ASDA/WK/002/17	Complete the Construction of 1no. 6-unit Classroom block with ancillary facilities	Social	Ayim	3 Gics Company Ltd.	419,451.80	18/08/2025	DAC F	24/08/2025	04/02/2026	239,440.19	180,011.61	30%		Timely release of fund	Some community members volunteered to be the project's watchdog	No litigation on Land On-going
17		Complete the Construction of 1no. 6-unit Classroom block with	Social	Pokr om	Lordian Ventures	198,087.00	16/09/2025	DAC F	20/09/2025	30/12/2025	198,087.00	0.0	100%		Timely release of fund	Some community members volunteered to be the	No litigation on Land Completed

		ancillary facilities														project's watchdog	
18	ER/ASMA/ NCT/WKS/ DACF/02/2020	Complete the construction of 1no. 6-unit classroom block with ancillary facilities	Social	Kemp	Meshaus Ltd	320,000.00	05/11/2020	DAC F	26/11/2020	26/05/2021	225,156.58	95,000.00	100%		Timely release of fund	Members of the community were giving the platform to share their views on projects and contractors attitude towards work	No litigation on Land Completed
19	ER/ASMA/ WKS/DDF/ NCT/09/21	Completion of 1 No. 500-seater community center with library, ICT center & a banking hall	Social	Aburi	Sterling FB Ventures	485,971.60	01/11/24	DAC F-RFG	10/09/24	10/03/25	485,971.60	0.00	80%		Periodic monitoring	Unit committee and assembly members involved in daily monitoring and provide feedback to management for attention	Land acquired by Assembly. On-going
20		Construction of clinic with a mechanized borehole	Social	Obotwari	Jilcon Construction Limited			SIF	10/09/24	10/03/25			78%		Timely release of fund to complete projects	Community members monitored the artisans	Land donated by community. On-going

21.		Construction of Teachers of quarters and a mechanised borehole	Social	Ahyiresu	Jilcon Construction Limited			SIF	10/09/2024	10/03/25			75%		Timely release of fund to complete projects	Community members monitored the artisans	Land donated by community. Ongoing
22.		Completion of 1 No. 20 seater W/C toilet facility with mechanized borehole	Social	Ahyiresu-Yaw Nyar kokrom	Lordivan Ventures	197,549.00	29/04/25	DAC F	09/05/25	05/08/25	189,967.70	7,581.3	100%		Timely release of fund	Unit committee and assembly members were involved in monitoring the progress of project.	Land donated by community. Completed
23.	ASMA/ER/WK/DACF/LOT 2/23	Replacement of broken-down light poles, cables, streetlights, bush clearing & other fittings in some selected communities.	Governance, Corruption & Public Acc.	Peduse to Ayimensah road	Jenak Electricals Limited	109,287.20	3/12/25	DAC F	14/12/25	18/12/25	98,136.00	11,151.2	100%		Timely release of fund	Unit committee and assembly members were involved in monitoring the progress of project.	Completed. Peduse to AyiMensa high streets street lights and poles replaced
24.		Maintenance of municipal assembly	Governance, Corr	Municipal	MWD	168,560	26/08/2025	DAC F/IGF	1/07/2025	31/09/2025	22,002.00	146,561.24	100%		Timely release of fund		Completed by the end

		office buildings / construction of bungalows for senior staff and other structures, vehicles, insurance renewal and other related expenses.	uptio n & Public Acc.	Asse mbly		3.24							0%				the year,2025. Repair of ceiling was done.
25		Repair and maintenance of boreholes in 20 communities	Soci al	Muni cipali ty wide	MW D	180,000.00	26.07/2025	DAC F	1/07/2025	31/12/2025	12,500.00	167,500.00	100%		Timely release of fund	Watsan committee and works department were involved	Completed by the end of the year 2025. Municipal assembly borehole repaired
26	ER/ASMA/WKS/DAC F/NCT/30/25	Drilling and mechanization of 2 No. boreholes with plat form, poly tank and 3	Soci al	Ank wans u & Apen tem	Hydr ofix comp any limite d	307,670.15	14/10/2025	DAC F	14/11/2025	14/02/2026	0.0						On-going


		water source points each															
27	ER/ASMA/WKS/DAC F/NCT/27/25	Drilling and mechanization of 3 No. boreholes with platform, poly tank and 3 water source points each	Social	Yaw Duodu Obodan Fante Town	Hydrofix company limited	461,505.23	14/10/2025	DAC F	14/11/2025	14/02/2026	0.00						On-going
28		Construction of 1 no. 6unit classroom block with Office, Staff Common Room, Store,4-Seater KVIP and 3unit urinals for boys and girls.	Social	Gyan kama	Jilcon Construction Limited	1,014,189.75	19/02/24	DAC F-RFG	26/02/24	19/08/24	1,014,189.75	0.00	100%		Timely release of fund to complete projects	Community members monitored the artisans	Land donated by community. Completed and in use

Table 5: TOTAL NUMBER OF ACTIVE PROJECTS

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
Economic Development	N/A	1. Installation and connection of 7 communities to the national grid.	1. Installation and connection of 7 Communities to the national grid. 2. Rehabilitation of Yaw Duodu - Kobiso (3.9KM) feeder roads. 3. Rehabilitation of Pepawani-Asu Otwe feeder roads.	1. Installation and connection of 7 Communities to the national grid. 2. Rehabilitation of Yaw Duodu -Kobiso (3.9KM) feeder roads. 3. Rehabilitation of Pepawani-Asu Otwe feeder roads.	1. Installation and connection of 7 communities to national grid 2. Complete the construction of 1 no. 6unit classroom block with Office, store	1. Rehabilitation of Yaw Duodu -Kobiso (3.9 KM) Feeder Roads. 2. Rehabilitation of Pepawani -Asu Otwe feeder roads.	N/A	1. Reshaping and spot improvement of selected feeder and farm track roads across the municipality.	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
					and urinals (Ancillary Facilities) at Aburi Kemp				
Social Development	1. Complete the construction of 1no. 6-unit classroom block with ancillary facilities at	1. Complete the construction of 1no. 6-unit classroom block with ancillary facilities at Kemp. 2. Completion of 1 No. 20 seater W/C toilet facility	1. Complete the construction of 1no. 6-unit classroom block with ancillary facilities at Kemp 2. Completion of 1 No. 20 seater W/C toilet facility with mechaniz	1. Construction of two outhouse semi-detached nurses' bungalows with chain-link fence at Dumpong 2. Construction of 1 No. CHPS compound with a mechanized borehole at Dumpong. 3. Construction of 1 no.6unit classroom block with 8-seater KVIP at Pakro (Adjinase - Piem R/C)	1. Completion of 1 No. 20 seater WC toilet Facility with Mechanized Borehole at yaw Nyar		1. Construction of two outhouse semi-detached nurses' bungalows with chain-link fence at	1. Construction of 1No. 2-Unit KG Classroom Block with Ancillary Facilities at Otopaya w. 2. Construction of 1No. CHPS Compound with	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
	Kemp. 2. Completion of 1 No. 20 seater W/C toilet facility with mechanized borehole at Ahyiresu-Yaw Nyarkokrom.	with mechanized borehole at Ahyiresu-Yaw Nyarkokrom.	ed borehole at Ahyiresu-Yaw Nyarkokrom. 4.	4. Complete the construction of 1no. 6-unit classroom block with ancillary facilities at Kemp 5. Completion of 1No. 500-Seater Community Center with Library, ICT Center & a banking hall at Aburi. 6. Construction of clinic with a mechanized borehole at Obotweri. 7. Construction of teachers' quarters and a mechanised borehole at Ahyiresu. 8. Completion of 1 No. 20 seater W/C toilet facility with mechanized	kokrom.		Dumpong 2. Construction of 1 No. CHP S compound with a mechanized borehole at Dumpong. 3. Construction of 1 no.6 unit classroom	ancillary facilities at Mentukwa / Fahiakor. 3. Construction of 1 No. CHPS compound with staff accommodation and mechanized borehole at Adjenasi Piem. 4. Construction of 1No. 6unit classroom block with ancillar	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
				borehole at Ahyiresu-Yaw Nyarkokrom1. 9. Construction of 1 No. CHPS compound with ancillary facilities at Obodan. 10. Construction of 1 no.6unit classroom block with 8-seater KVIP at Adamorobe. 11.Construction of 1 no. 6unit classroom block with Office, Staff Common Room, Store,4-Seater KVIP and 3unit urinals for boys and girls at Gyankama.			block with 8-seater KVIP at Pakro (Adjinase - Piem R/C) 4. Construction of 1 no.6 unit classroom block with 8-seater KVIP at	y facilities including office, staff room, store and 2 urinals for boys and girls each phase 1 at Aburi Demonstration school 5. Complete the construction of 1no. 6-unit Classroom block with ancillary facilities at Ayim.	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
							1. Admor obe. 2. 5. Completion of 1No. 500-Seat er Community Center with Library, ICT Center & a banking hall at Abu ri. 3. 6. Construction	4. 6. Complete the construction of 1no. 6-unit classroom block with ancillary facilities at Pokrom. 5. 7. Repair and maintenance of boreholes in 20 communities across the municipality. 6. 8. Drilling and mechanization of 2 No.	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
							of clinic with a mechanized borehole at Obotweri. 7. Construction of teachers' quarters and a mechanized borehole at Ahyiresu. 8. Con	boreholes with platform, poly tank and 3 water source points each at Ankwan su and Apentem. 9. Drilling and mechanization of 2 No. boreholes with platform, poly tank and 3 water source points each at Yaw Duodu, Obodan, Fante Town	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
							struction of 1 No. CHP S compound with ancillary facilities at Obo dan. 9. Construction of 1 no. 6unit classroom block with Office, Staff		

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
							Common Room, Store, 4-Seater KVI P and 3unit urinals for boys and girls at Gyanika ma.		
Environment/Infrastructure/Human Settlement								1. Prepare and update 3No. planning schemes and 2 maps	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
								for selected communities	
Governance/Corruption/Public Accountability		1. Construction of a three-storey office Complex for Akuapim South Municipal Assembly	Construction of a three-storey office Complex for Akuapim South Municipal Assembly		1. Construction of a three-storey office Complex for Akuapim South Municipal Assembly			1. Replacement of broken-down light poles, cables, streetlights, bush clearing & other fittings in some selected communities from Peduase to Ayim. 2. Maintenance of municipal assembly office	

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
								building s / construc tion of bungalo ws for senior staff and other structur es, vehicles , insuranc e	
Emergency Planning									
ICME									
Total	2	4	6	15	4	2	9	13	28

Table 6: DISTRIBUTION OF PHYSICAL PROJECTS AMONG DEPARTMENTS OF THE ASSEMBLIES-

Departments	No. of projects		Total	Collaborating MMDA
	Rollover	New		
Physical Planning	0	1	1	ASMA
Akuapim South Municipal Assembly	2	1	3	ASMA
Ghana Health Service	4	2	6	ASMA
Electricity Company of Ghana	1	0	1	ASMA
Municipal Works Department	2	4	6	ASMA
Ghana Education Service	5	5	10	ASMA
Environmental Health & Sanitation Unit	1	0	1	ASMA
TOTAL	15	13	28	

Table 7: PROJECT AGE ANALYSIS

Project Age	No. of Projects	Time Over runs. (In years and months)	Cost overruns GHC	Completion status		
				Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 4 years but less than 5 years	1	4 years 9 months	0.0	100	100	0
Projects that are 3 years but less than 4 years	2	9 years 3 months	0.0	77.5	100	55
Projects that are 2 years but less 3 years	0	0	0.0	0	0	0
Projects that are 1 year but less than 2 years	2	5 years 5 months	0.0	70	100	40
Projects that are 0 years but less than 1yr	22	9 years 1 months	0.0	52.5	100	5
Total projects	27		0.0	300	400	100



Table 8: Repair and Maintenance of Existing Infrastructure

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost GHC	Actual Release GHC	Gap GHC	Expenditure GHC	Recommendation
Repair of borehole	Aburi (Assembly)		12,500.00	0	0	12,500.00	Practice periodic maintenance culture
Repair works at Assembly	Aburi (Assembly)	CEILING WORKS	22,002.00	0	0	22,002.00	Practice periodic maintenance culture
Repair on Aburi Roads	Municipal wide	GRADING	5,428.00	0	0	5,428.00	Practice periodic maintenance culture
Repair of borehole	Aburi (Assembly)	Pump	12,500.00	0	0	12,500.00	Practice periodic maintenance culture
TOTAL			39,930.00	0	0	39,930.00	Practice periodic maintenance culture

Source: MPCU M&E, 2025




Table 9: Programmes implemented by Akuapim South Municipal Assembly, 2025




PROGRAMME REGISTER


No.	Programme Description	Development Dimension of Policy Framework	Location	Amount Involved Sum Ghc	Source of Funding	Date Started	Expected Date of Completion	Expenditure to-Date	Outstanding Balance	Implementation Status		Remarks
										%	Pictures (if any)	
1	Implement activities of GPSNP and PERD programme	Economic	Municipal-wide	100,000.00	GOG DONOR	01/01/2025	31/12/2025	0.00	100.00	100%		Implemented by the end of the year 2025. The department has distributed 13,000 oil palms seedlings and 20,000 coconuts seedlings 124(male-83 female=41) and 101(males=83 female=18) respectively
2	Provide direct extension services to farmers/FBOs (including Women and PWLDs) through regular home and farm visits.	Economic	Municipal-wide	82,000.00	IGF GoG	01/01/2025	30/06/2025	0.00	82,000.00	100%		Implemented by the end of the year 2025. 900 farm and home visit were conducted. A total of 6187 (4163 male and 2024 female) farmers were engaged by Agric. extension officers.


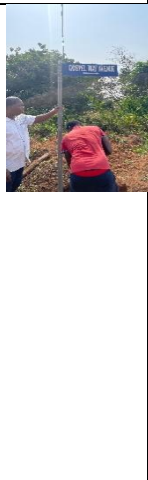
3	Conduct disease surveillance and vaccinate cats & dogs against PPR and rabies	Economic	Municipal -wide	5000.00	IGF	01/01/2025	31/12/2025	0.00	5000.00	100%		Implemented by the end of the year 2025. Newcastle -91,836 Gumboro -28,910 Fowl pox -35,900 PPR sheep- 855 PPR sheep- 1199 Dogs Rabies -741 Cats Rabies 188
	Implement Flagship programs and establish a satellite market in the municipality.	Economic		15,000.00	DACF	01/01/2025	31/12/2025	7000	8000.00	100%		Implemented by the end of the year 2025. Five exhibitors were assisted to showcase their product. The product exhibited include turia, pineapple, vegetable, raw spices, and herbs seedlings.
4	Sensitization and group formation of 20 communities on cooperative activities, train 12 women group and small medium scale farmers on income generation activities to promote agriculture and boost the local economy	Economic	Municipal -wide	4,000.00	IGF	01/01/2025	31/12/2025	4,000	0.00	100%	 	Implemented by the end of the year 2025. Total of 243(M=153, F=90) were sensitized on benefits of cooperative at Ahwerease, Pokrom, Dago, Fante Town, Obosono, Tabankro, Fahiakor, Pokrom, Commet. Pokrom (M=21 F=0) Aburi (M=20, F=0) and Obodan (M=20, F=3) were trained on co-operatives concepts, and Important of auditing. The executives were also trained on bookkeeping, and important of auditing. Beneficiaries: 34(M=30, F=4)
5	Organize and train women groups, artisans and SMEs on income generating activities (Cassava processing, bead	Economic	Municipal -wide	15,000.00	IGF	01/01/2025	31/12/2025	15,000.00	0.00	100%		Implemented by the end of the year 2025. Cassava processing and bead making training was organized for 59 participants (M=8, F=51) at Aburi and Oboadaka Respectively. managerial skills training for micro,

	making, soap making) and managerial skills training for micro, small and medium scale enterprises.											small and medium scale enterprises was organized for 228 participants (M=119, F=109)
6	Organize trade fair during the Aburi Odwira Festival	Economic	Aburi	80,000.00	IGF	01/01/2025	31/12/2025	80,000.00	0.0	100%		Implemented by the end of the year 2025.
7	Identify, register and support 5 Persons with Disabilities (PWDs), support 20 PWDs and 3 vulnerable Aged.	Social	Municipal-wide	5000.00	IGF, GOG and Donor	01/01/2025	31/12/2025	5000.00	0.00	100%		<p>Implemented by the end of the year 2025.</p> <p>The total of 541 PWD's are registered currently. 30 out of the 541 was registered this year and 258 of 541 are registered under income generating activities. An amount of (GHC 109, 500. 00) was realized to support (45 PWD's). in addition, sixteen (16) PWDS Were Supported with Twelve (12) chest freezers, one (1) Cassava Processing Machine, one (1), One (1) Industrial processing Machine, one (1) Corn Mill Machine and One (1) 10 &10 10 x 10 Container to run various businesses. The Following categories of PWDs benefited: 27 Physically Challenged Person,7 Visually Impaired Persons, 4 Hearing and Speech impaired Persons, 5 Intellectually Disabled Persons, 5 Cerebral Palsy Persons,2 Down Syndrome Persons, 3 Autistic Persons and 8 others.</p>


												<p>The aged were sensitized during the year on the importance of health and wellness and family bonds, child abuse and its effect on the child, Drug abuse and its related effects in Aburi.</p> <p>Total Participants were 75 (M=0, F=75).</p>
8	Facilitate the implementation of Livelihood Against Poverty for 493 households in 25 Communities	Social	Municipal-wide	5000.00	IGF, GOG and Donor	01/01/2025	31/12/2025	5,000.00	0.00	100%	 	<p>Implemented by the end of Third quarter 2025. The 94th and 99th cycle payments were made from the 27th of March to 30th Dec. 493 households benefited (4) times in the year 2025 on an amount of GHC 744,135.00</p>
9	Conduct skills development and Economic support programs for PWD'S and the vulnerable.	Social	Municipal wide	3000.00	GOG IGF	1/1/2025	31/12/2025	5000.00	0.00	100%		<p>Implemented by the end of the year 2025. Skill training on Para zone and after wash making was organized for 100 PWD's (F-56, M-34) at Pakro Methodist church.</p>


100	Promotion of child Protection and family welfare issues for children	Social	Municipal-wide	1,500	IGF, GOG and Donor	01/01/2025	31/12/2025	1,500	0.00	100%	  	<p>Implemented by the end of the year 2025.</p> <p>1. The department visited Ave Maria Day Care Center, Bliss Rangeville Day Care center, Bliss and Giggle Early Childhood Development center Eden Montessori and Divine Wisdom School and Kiddie Care Day care center for monitoring and inspection. Total number of children 563(M=252, F=311).</p> <p>2. The office recorded 16 cases involving 4 child custody, 7 maintenance, 2 sexual abuse/adolescent pregnancy related, 1 assault case, 2 neglect case and 2 missing children and 1 admitted to RHc Follow up has been made on all cases and duly entered onto the SWIMS to promote child protection, family welfare for children</p>
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1 1 .	Promote gender mainstreaming and Equity among JHS pupil.	Social	Municipal wide	2,189.5	GOG	01/01/2025	31/12/2025	2,189.5	0.00	100%		Implemented by the end of the year 2025. 32, 120 learners took part in the Gender club at the school level. The boys were made up of 1, 520, whilst the girls were 1,600. Activities undertaken during club meetings include discussing challenges girl learners face, whilst in school. They also engage in vocational skills to set them up for the future.
1 2 .	Sponsorship for brilliant but needy students (Education Fund)	Social	Municipal wide	40,0000.00	MPCF, DACF	01/01/2025	31/12/2025	382,500.00	342,500	100%		Implemented by the end of the year 2025. GHC382,500.00 was donated to sponsor needy but brilliant student with in 2025.
1 3 .	Support programmes in the education sector involving sensitization/seminars for B.E.C.E candidates, STMIE camps.	Social	Municipal	23,490.00	IGF	01/01/2025	31/12/2025	23,490.00	0.00	100%		Implemented by the end of the year of 2025.

14	Sensitize 10 communities on gender-based violence, equality, equity, child abuse and teenage pregnancy.	Social	Municipal	5,000.00	GOG, IGF	01/01/2025	31/12/2025	5000.00	0.00	100%		Implemented by the end of the year of 2025. Sensitization programme was organized on Defilement, child Abuse and effects of physical abuse, and on Gender roles and responsibilities and gender stereotype and drug abuse. within the household in the following communities: Ahwerase , Kokonuru, Aburi,kitase, Asuafum. Fahiakor, Pokrom. Total Participants/Beneficiaries for the year= 485(M=38,F=47)
15	Implement street naming & property addressing system.	Environment	Municipal wide	40,000.00	GOG IGF	01/01/2025	31/12/2025	40,000.00	0.00	100%		Implemented by the end of the year 2025. 4 streets named at Belton avenue, Bonapark link, I international Drive and Gospel way Avenue.
16	Intensify Planning Education	Environment	Municipal wide	5,000.00	IGF	01/01/2025	31/12/2025	5000.00	0.00	100%		Implemented by the end of the year 2025. Education held at Pokrom.

17	Inspection of dwelling homes, schools, health facilities hospitality centres (hotels/guest houses), eateries and drinking bars to intensify sanitation law enforcement and compliance.	Environment	Municipal-wide	1,700.00	IGF	01/01/2025	31/12/2025	1,700.00	0.00	100%		Implemented by the end of the year 2025. 8 hotels, 8 guest houses, 35 chop bars and 10 restaurants in Aburi, Gyankama, Pokrom, Ahwerase, Peduase, Jamaicaso were inspected.
18	Implement community LED total sanitation (CLTS) and organize quarterly environmental sanitation day in the communities	Environment	Municipal-wide	12,000.00	IGF	01/01/2025	31/12/2025	12,000.00	0.00	100%		Implemented by the end of the year 2025. CLTS delivered at Obodan and Aburi, 410 participants took part. 258 Females and 141 males at Obodan, 43 Females and 39 Males at Aburi
19	Embark on monthly domiciliary inspections	Environment	Municipal-wide	1,500.00	IGF	01/01/2025	31/12/2025	1,000.00	5,000.00	100%		Implemented by the end of the year 2025. Domiciliary inspections were undertaken in 296 households, 29 households issued with abatement notice, 53 household complied with 214 households were cleaned at Aburi, Kitase, Oboadaka, Berekuso, Comet, Pakro, Pokrom, Nsakyi, Obodan, Ashyiresu, Ahwerase
20	Supervise and monitor monthly disinfection and disinfestation exercise in the municipal.	Environment	Municipal-wide	2,000.00	IGF	01/01/2025	31/12/2025	2,000.00	2,000.00	100%		Implemented by the end of the year 2025. 11 public toilets 129 times and CHIPS compound 98 times at Pokrom, Aburi, Ahwerase, Kitase, Gyankama and Berekuso were disinfecte.

21	Fumigation and cleansing of toilets, public places and Mun. Assembly residences	Environment	Municipal-wide	468,600.00	DACF IGF	01/01/2025	31/12/2025	400,000	68,600.00			Implemented by the end of the year 2025. 11 public toilets 129 times and CHIPS compound 98 times at Pokrom, Aburi, Ahwerase, Kitase, Gyankama and Berekuso were disinfected.
22	Undertake waste management / Sanitation improvement Packagesactivities involving the evacuation of 10 No. refuse dumps and maintenance of final dumping sites	Environment	Environment	12,000.00	IGF	25 th June, 2025	25 th June, 2025	12,000.00	12,000.00	100%		Implemented by the end of the year 2025: 23 communal container sites supervised in Kitase, Amanfrom, Pokrom, Jamaicaso, Obodan Aburi, Ahwerase, Gyankama,
23	Undertake environmental enhancement programme (air quality control, noise pollution control, land restoration/reclamation, environmental education)	Environment	Municipal-wide	2,000.00	GoG	01/01/2025	31/12/2025	2,000.00	0.00	0%		Implemented by the end of the year 2025. Awareness created Pollution at Aburi, survey was conducted at Ahwerase, Aburi, Peduase, Kitase, Gyankama

24	Conduct medical screening /certification for at least 95% food and drink vendors	Environment	Municipal -wide	6,000.00	GoG	01/01/2025	31/12/2025	6,000.00	0.00	100%		Implemented by the end of the year 2025. Implemented: Mass medical screening was conducted for food and drink vendors and store operators was undertaken in 49 communities. 1,800 participants took participant. 1,371 females and 429 males. Number who react to Hepatitis B= 9, Widal ('O', H') =89
25	Facilitate the availability of IEC materials and support education and promotion of health issues and interventions at all levels	Social	Municipal wide	5,000.00	IGF	01/01/2025	31/12/2025	0.00	5,000.00	100%		Implemented by the end of the year 2025.
26	Monitor & facilitate CHMC meetings and strengthen community engagement at all CHPS zone levels	Social	Municipal wide	1,500	IGF	01/01/2025	31/12/2025	0.00	1,500.00	100%		Implemented by the end of the year 2025.
27	Undertake District Response Initiatives on HIV/AIDS, Malaria, Rabies, NIDs and their related activities.	Social	Municipal wide	102,356.00 CF	DACF	01/01/2025	31/12/2025	102,356.00CF	0.00	100%		Implemented by the end of the year 2025. Vaccinated a total 1544 girls between 9-14 years.

28	Undertake community sensitization programmes in 25 selected communities prone to drug abuse and teenage pregnancy	Social	Municipal wide	40,000.00	GOG	01/01/2025	31/12/2025	40,000.00	0.0	100%		Implemented by the end of the year 2025. Frequent sensitization led to the reduction of Teenage Pregnancy from 13.4(2024) to 11.95(2025).
29	Register, Monitor and supervise the activities of NPOs, FBOs and CBOs	Social	Municipal wide	500.00	IGF GoG	01/01/2025	31/12/2025	500.00	0.00	100%	 	Implemented by the end of the year 2025. 1. Giving World International and ICDP were monitored. 2. Langham Expository Preaching Ghana and British Community Hospital and Outpatient Clinic inquired for registration.
30	Train GDOs on profiling marginalized groups and Render psychological support to distressed families and individuals	Social	Municipal wide	2000.00	IGF	01/01/2025	31/12/2025	500.00	1,500.00	100%	 	Implemented by the end of the year 2025. During the year under review, Counselling session was giving to a school dropout boy to return to school, a teenage boy who was detained by the police for stealing a motorbike which was apparently seized from him and a family on the supervision of their male children. Again, a boy child was referred to St. Elizabeth home for care and a missing child was referred to the Shelter for abused children for care and protection while the Department continues to make efforts in tracing her family for possible reunification. Lastly, twin babies with incapable parents were supported by Nestle

												Ghana for baby milk to support the feeding of the twins. The office also made some clothes donation to the family.
31	Public sensitization on Ambulance Operations, organize simulation exercise and train schools and other institutions on CPR	Social	Municipal	6,400.00	IGF	01/01/2025	31/12/2025	6,400.00	0.00	100%		Implemented by the end of year 2025
32	Undertake and promote public education on climate change and mitigation measures on fire prevention in the communities and schools across the municipality.	Environment	Municipal-wide	35,00.00	DACF/IGF	01/01/2025	31/12/2025	10,000.00	0.00	100%	 	<p>Implemented by the end of the year 2025.</p> <p>Public education was organized and awareness creation was done on Planting of trees and fruit-bearing trees in communities and schools across the municipality in the following communities (Gyankama, ,Adamorobe, ,Berekuso, Nsakyi, Fahiakor, Mentukwa, Obosono, Ahwerease Total ; participants ;300 M; 142. F;158 Implemented by the end of the year 2025.</p> <p>Sensitization on Fire Prevention was organized in the following Communities Gyankama, Adamorobe,Berekusu.Nsakyi, Fahiakor,Mentukwa,Obosono and Ahwerase</p> <p>Total participant: 423 M=226, F=197</p>

33	Identification and Sensitization of flood prone communities, schools, mosques, churches, market places and organize clean-up exercises, desilting of choked gutters and major drains and awareness creation on flood prevention	Environment	Municipal wide	50,700.00	GoG\ IGF	01/01/2025	31/12/2025	50,700	0.00	100%		<p>Implemented by the end of the 2025.</p> <p>Sensitization on flood prevention programme and clean up exercise was organized in Aburi Agyanoa, Kitase, Peduase, Gyankama, Obodan, Ahyeresu, Nsakyi, Pakro, Adamorobe. Total participant: 330 (M=240, F=90)</p>
34	Conduct fire safety inspection	Environment	Municipal wide	33,500.00	IGF	01/01/2025	31/12/2025	33,500.00	0.00	100%		<p>Fire safety inspection was Organised by the end of the year 2025 in the following communities and institutions:</p> <ol style="list-style-type: none"> 1. Sterling international school, Comet 2. Dufie Hostel, Berekuso 3. Aruba Hotel 4. Peduase Valley Resort 5. Ahwerase Market 6. Aburi Girls' SHS 7. Beposo Resort, Aburi 8. Shell fuel filling station, Peduase 9. Akwapim South Municipal Assembly 10. De-Ofosu Plaza Hotel, Ahwerase 11. Craft Village, Aburi 12. Peduase Royal Lodge 13. Hossana Hostel, Berekuso 14. Masere Hostel, Berekuso 15. Ride-on Hostel, Berekuso 16. Queenstar Hostel, Berekuso 17. Ashesi University

35	Undertake education programmes at public/private schools/ market centres/healthcare /Religious/ Financial & Government institutions.	Environment	Municipal wide	20,500.00	DACF IGF	01/01/2025	31/12/25	1,000.00	0.00	100%	  	<p>Implemented by the end of the year 2025.</p> <p>Fire safety education/training was organized in.</p> <p>Aruba hotel – 30 staff</p> <p>1.Aburi Market – 12 participants</p> <p>2.St. Elizabeth Home</p> <p>3.Community engagement: Ahwerase, Kitase</p> <p>Ashesi University, Berekuso</p> <p>4.Door to door campaign,</p> <p>5. Ahwerase and Door to door, Aburi.</p>
36	Renovation of public/institutional buildings and toilet facilities	Governance, Corruption & Public Accountability	Asong Yaw-Ahyiresu and other institutional buildings.	170,000.00	GOG IGF	01/01/2025	31/12/2025	48,002.00	121,998.00	100%		<p>Implemented at the end of the year 2025.</p> <p>Ceiling works-GHC22,002.00</p> <p>Partition structure created for Data entry. 26,000.00</p>
37	Strengthen sub-structures and provide logistical support to Zonal Councils and training of area council members.	Governance, Corruption & Public Accountability	4 sub-sub structures	47,000.00	GOG IGF	01/01/2025	31/12/2025	47,000.00	0.0	100%		<p>Implemented at the end of the year 2025.</p> <p>All four sub-structures were supported.</p>
38	Sensitize various stakeholders on government policies, Assembly Byelaws to enhance participatory development and planning through town hall meetings and community engagements, meet the press	Governance, Corruption & Public Accountability	Municipal wide	129,000.00	GOG IGF	01/01/2025	31/12/2025	129,000.00	0,0	100%		<p>Implemented at the end of the year 2025.</p>

39	Organize stakeholders' fora to address and combat the issues of Chieftaincy disputes, indiscriminate sale of lands and Sand winning activities in the various communities.	Governance, Corruption & Public Accountability	Municipal Assembly	40,000.00	DACF	01/01/2025	31/12/2025	40,000.00	0.0	100%		Implemented at the end of the year 2025.
40	Procurement of Office Accessories, equipment (Stationaries etc) and fittings	Governance, Corruption & Public Accountability	Central Admin., Aburi	139,131.68	IGF GoG	01/01/2025	31/12/2025	25,500.00	113,631.68	100%		Implemented at the end of the year 2025. 1.Two visitors chairs. 2.workstation with drawers 4 pieces 3.Office Cabinets were procured. 4.office accessories (stationaries, pens, etc) were procured.
41	Support and undertake staff and Assembly members capacity building training on (Local Government Protocols, Revenue mobilization, Performance Appraisal preparation, SMART Report writing and minutes production and leadership, Occupational Hazard and	Governance, Corruption & Public accountability	MA	12,500.00	GoG/IGF/ DACF	01/01/2025	31/12/2025	20,000	0.00	100%		Implemented at the end of 2025. Training was conducted on report and minute writing, Local government service protocol, Occupational hazards and workplace safety and SMART workplace Portal.

	Workplace Safety, PFM, LED, Public Procurement, Conflict resolution and management and provisions for external workshops M											
42	Train WATSAN Committee members to undertake monitoring of water and sanitation activities in 30 communities and conduct sensitization on wash activities	MA	50,000.00	GoG/IGF/D ACF	01/01/2025	31/12/2025	50,000.00	0.00	0.00	100%		<p>Implemented at the end of the year 2025.</p> <p>Training was conducted on water and sanitation management.</p> <p>Participants 56(M=48, F=9)</p> <p>Sensitization on WASH activity implemented.</p>
43	Compensation for acquired land	Governance, Corruption & Public Accountability	Municipal -wide	300,000.00	DACF	01/01/2025	31/12/2025	161,663.16		100%		<p>Implemented by the end of the year 2025.</p>
44	Support to decentralized department of the assembly, traditional authorities and other related	Governance, Corruption & Public Accountability	Central Admin, Aburi	32,500.00	DACF/IGF	01/01/2025	31/12/2025	20,000.00	0.00	100%		<p>Implemented by the end of the year 2025.</p> <p>Decentralized Departments of the Assembly were supported to carry out their respective activities.</p>

	activities in the municipality											
45	Support the Ghana Police Service to conduct swoops/patrols, community education and intelligence gathering	Governance, Corruption & Public Acc.	Municipal -wide	16,500.00	GOG/IGF	01/01/2025	31/12/2025	17,000.00	0.00	100%		Implemented by the end of the year 2025. Fuel was provided to the GPS in the year 2025
46	Undertake education programmes on the duties of the GIS including monitoring of foreign nationals & intelligence gathering, companies, schools & hotels and processing of passport/extension, work, and residence permit.	Governance, Corruption & Public Acc.	Municipal -wide	60,000.00	DACF/IGF	01/01/2025	31/12/2025	40,000.00	20,000	100%		Implemented by the end of the year 2025. 1) 32 Passport applications were processed, and 20 visitors permits were extended 2) Sensitized Aburi Women's College, 60% of landlords in Ahwrease and three (3) Junior High Schools. 3) Inspection was conducted at De Ofoosu Plaza Hotel, Mount Pleasant Hotel and Kambridge Hotel.
47	Conduct social safeguards, Concept notes and ESIA for projects of the Assembly before implementation	Governance, Corruption & Public Acc	Municipal -wide	24,125.00	IGF/GoG/DACF	01/01/2025	31/12/2025	24,125.00	0.00	100%		Implemented at the end of the year 2025.

48	Organize mid-year and Annual Stakeholders review workshops on the Composite Budget, Annual Action Plan and PFM town hall	Governance, Corruption & Public Acc	Municipal -wide	17,000.00	DACF	01/01/2025	31/12/2025	17,000.00	0.00	100%		Implemented at the end of the year of 2025. Midyear Stakeholders review of the implementation of the Annual Action Plan organized in august 2025.
49	Organize quarterly town hall meetings and Undertake community visits engagements by Hon. MCE	Governance, Corruption & Public Acc	Municipal -wide	33,375.25	DACF	01/01/2025	31/12/2025	33,375.25	0.00	100%		Implemented at the end of the year 2025. MCE' s Community Engagement was organized in the following Communities: Pakro, Berekuso Nsakyee, Obosono, kwajo krom, otiakrom, mentukaw, Fahiakor.
50	Review of 2025 Annual Action Plan and Composite Budget and Preparation of the 2026 Annual Action Plan and Composite Budget, Revenue Improvement Action Plan, Procurement Plan, Risk Based Plan and											Implemented at the end of the year 2025. 1)2025 Revised action plan 2026 AAP and composite budget approved on 31/07/2025 and 20 th October respectively

	Fee fixing and Resolution of the Assembly.											
51	Undertake Monitoring/Evaluation of programmes and projects and other related activities	Governance, Corruption & Public Acc	Municipal Assembly	245,000.00	GoG IGF	01/01/2025	31/12/2025	245,000.00	0.00	100%		Implemented at the end of the year 2025. 2025 MPCU meetings held, annual & quarterly M&E conducted, reports produced.
52	Preparation of District Medium Term Development Plan for (2026 – 2029)	Governance, Corruption & Public Acc	Municipal Assembly	90,000.00	GOG	01/01/2025	31/12/2025	80,000.00	0.00	100%		Implemented at the end of the year 2025.
53	Embark on routine road safety campaigns including the activities of Okada riders and drivers' union	Governance, Corruption & Public Acc	Municipal wide	1,500.00	DACF	01/01/2025	31/12/2025	1500.00	0.00	100%		Implemented at the end of the year 2025. Participants were: 220 (M=210 F=10)
54	Liase with urban roads and Highways Authority to create speed rams and road markings along major highways to reduce spate of road accidents	Environment	Municipal -wide	35,000.00	DACF/IGF	01/01/2025	31/12/2025	35,000.00	0.00	100%		Implemented at the end of the year 2025. Road Redirection has been implemented.

55	Valuation of properties and Undertake DLREV and building footprints user training to collect business data and update revenue and socio-economic data base of the municipal.	Environment	Municipal -wide	90,000.00	DACF/IG F	01/01/2025	31/12/2025	90,000.00	0.00	100%		Implemented at the end of the year 2025. Property valuation and business data collection exercise was conducted within the municipality
56	Celebration of national/local anniversaries (to include Indep. Day, Senior Citizens' Day, May Day, int. girls' day celebration. Farmers day celebration, world disaster day Festivals etc.)	Governance	Municipal -wide	90,000.00	01/10/2025	31/12/2025	90,000.00	0.0		100%		Implemented at the end of the year 2025 National/local anniversaries (to include Indep. Day, Senior Citizens' Day, May Day, int. girls' day celebration. Farmers day celebration, world disaster day Festivals etc.) were Celebrated within the year.

Source: MPCU M&E, 2025

2.2 Update on Funding Sources for Programmes and Projects in 2025

The Assembly received funds from various sources to support the implementation of the District Medium-Term Development Plan (DMTDP). These sources included Internally Generated Funds (IGF), the District Assemblies' Common Fund (DACF), Government of Ghana (GoG) Grants, the District Assemblies Common Fund – Responsive Factor Grant (DACF–RFG), and Institutional Strengthening Support (ISS) from UNICEF. Table 2.3 presents the funds received by the Assembly from these various sources.

In total, the Assembly realized **GHC24,345,170.49**, including grants, in 2025. This represented **64.6 percent** of the targeted revenue of **GHC37,683,640.24**. This outcome indicates that the Assembly did not fully achieve its targeted revenue required to meet its planned development objectives, resulting in a **revenue shortfall of GHC13,338,499.75**. This shortfall can largely be attributed to the delayed release of the DACF and the non-release of funds from the DACF–RFG and other donor funding sources.

Although the DACF allocation was not fully realized, it remained the highest contributor to the total revenue received during the period under review. As indicated in Table 7 and Figure 2, the DACF achieved **50.4 percent** of its annual target. This was followed by IGF, which achieved **87.2 percent** of its annual target and recorded an improvement of **14.5 percent** compared with its performance in 2024. Overall, there was an increase in the total revenue realized in 2025 compared with 2024. This improvement significantly contributed to the Assembly's ability to implement nearly **98 percent** of its planned programmes and projects for the year.

External Generated Funds (EGF) performed better than Internally Generated Funds and accounted for a substantial portion of the financing of the Assembly's activities. This performance of the EGF is largely attributable to the relatively higher DACF allocations released to Metropolitan, Municipal, and District Assemblies (MMDAs) across the country.

As in previous years, the Assembly in 2025 relied heavily on central government transfers and other external revenue sources to implement the Annual Action Plan. Approximately **59 percent** of the expected revenue for the year was projected to come from central government transfers and donor-supported initiatives. By the end of the year, **64.6 percent** of the total revenue realized was derived from External Generated Funds.

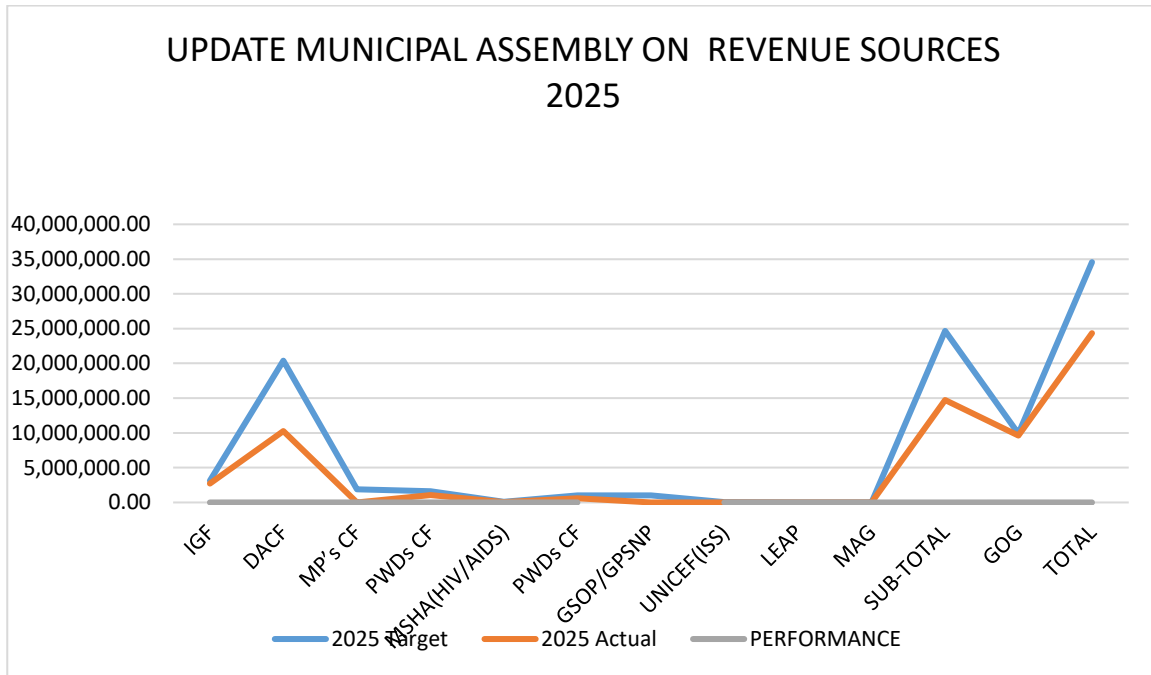
However, this heavy reliance on central government transfers is a matter of concern, as it significantly contributes to the high number of rolled-over and ongoing projects recorded under the 2025 Annual Action Plan. Such dependence undermines the Assembly’s capacity to fully achieve its planned goals and targets within the stipulated timeframe. Consequently, the Assembly is compelled to explore more innovative and sustainable strategies for mobilizing adequate Internally Generated Funds, while also strengthening efforts to attract donor partnerships to support the implementation of critical development projects under the DMTDP.

Table 10: Update on Revenue Sources for 2025

Revenue Sources	Estimates (GHC)					Actual (GHC)					Performance (%)
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	%
IGF	2,330,600.00	2,282,506.82	2,520,000.00	2,543,000.00	3,119,916.00	1,550,997.77	1,726,473.52	1,773,094.36	2,376,896.55	2,721,694.45	87.2
DACF	3,250,327.23	3,515,194.18	3,780,000.00	4,000,000.00	20,368,908.48	683,524.90	1,515,063.95	758,848.22	1,641,126.52	10,268,298.28	50.4
DACF-RFG	1,796,486.00	1,887,373.00	1,006,000.00	1,910,000.00	1,910,000.00	1,139,114.000	1,134,512.20	-	1,837,999.00	0.0	0
MP's CF	2,000,000.00	500,000	1,500,000.00	1,615,000.00	1,615,000.00	354,732.07	521,077.15	974,657.72	709,214.41	1,079,954.02	67
MSHAP (HIV / AIDS)	19,091.68	20,493.09	20,000.00	20,000.00	102,356.32	1,900.13	15,359.39	8,233.92	14,707.44	34,580.78	33.7
PWDs CF	190,916.80	204,930.91	200,000.00	250,000.00	1000,000.00	110,515.81	247,406.94	64,784.91	283,194.02	582,461.95	58.25
GPSNP /GSOP	753,000.00	1,032,832.00	1,800,000.00	1,000,000.00	1,000,000.00	70,167.90	0.00	414,957.00	830,188.98	0.0	0.0
UNICEF	0.00	0.00	60,000.00	45,000.00	45,000.00	0.00	0.00	45,000.00	45,000.00	25,125.00	55.8
LEAP	249,576.00	256,420.12	300,000.00	0.00	0.0	203,308.00	256,420.12	360,486.06	0.00	0.0	0.0
MAG	92,637.00	72,593.76	118,198.00	-	0.0	0	0	0	0	0.0	0.0
SUB - TOTAL	2,891,699	9,772,343.88	11,304,198.00	11,383,000.00	27,706,780.8	4,114,260.58	5,416,313.27	4,400,062.19	7,738,326.92	14,712,114.48	49.5
GOG(S RWSP)-GRANTS	-	109,836.00	40,000.00	0.0	9,976,459.44	160,000.00	33,449.67	34,740.80	0.00	9,633,056.01	97.2
GRAND TOTAL	2,891,699	9,882,179.88	11,344,198.00	11,383,000.00	37,683,640.24	4,274,260.58	5,449,762.94	4,434,802.99	7,738,326.92	24,345,170.49	64.6

Source: Finance Department & Budget Unit, Akuapim South Municipal Assembly, 2025

Figure 2: Municipal Assembly’s Update on Revenue Sources for 2025.



Source: Akuapim South Municipal Finance Dept., 2025

2.2.1 Internally Generated Revenue Performance, 2025

During the **2025 fiscal year**, **lands and royalty revenue** outperformed all other revenue heads and continued to serve as the dominant source of internally generated revenue for the Assembly. This revenue stream contributed **more than one-third of the Assembly's total Internally Generated Funds (IGF)** in 2025 and exceeded its targeted revenue by **10 percent**. This performance suggests an increasing number of people settling within the municipality, alongside the effective and efficient operations of the Building Inspectorate Unit. The growth in this revenue source can also be attributed to the prevailing peace and security within the municipality, resulting from the Assembly's interventions implemented under the Annual Action Plan (AAP), as well as the favourable climatic conditions in the area.

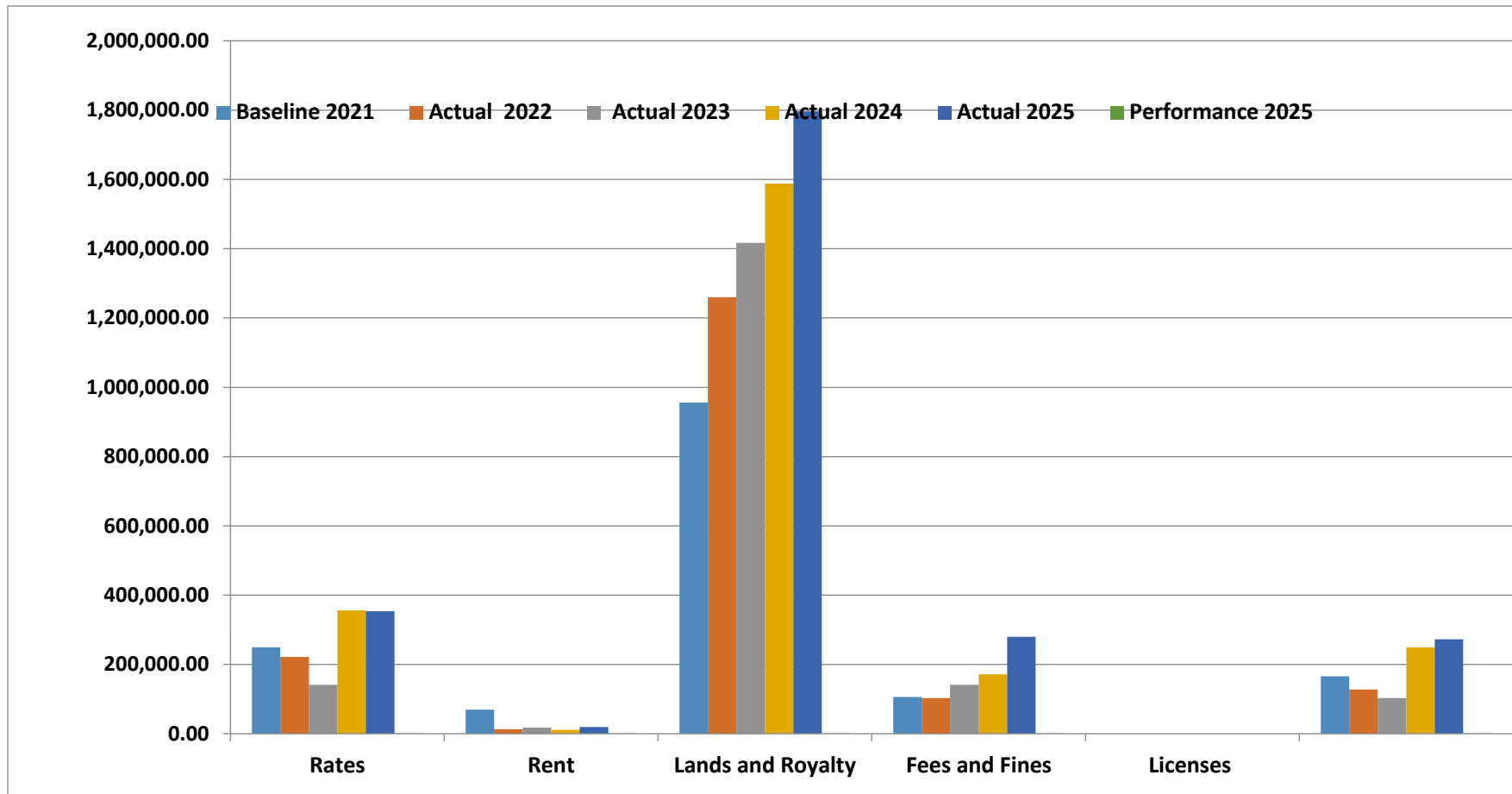
Conversely, **fees and fines** recorded a shortfall of **17.5 percent** of the expected revenue and failed to meet the targets set under this revenue category. **Rates**, although unable to achieve their full target, generated **50.2 percent** of the expected revenue and represented the **second highest revenue source in nominal terms**. **Licenses**, on the other hand, recorded an increase of **9.3 percent** compared with the amount realized in 2024; however, the amount collected was **32.0 percent below the expected revenue**, as illustrated in **Table 8 and Figure 3**. This performance may be partly attributed to intensified sensitization and monitoring activities undertaken by the Assembly. It is anticipated that revenue from licenses will improve in **2026**, supported by enhanced public sensitization and the adoption of additional revenue mobilization strategies.

The major challenges confronting revenue mobilization in the municipality include the following:

- Delays in the release of external funds, particularly the District Assemblies' Common Fund and other transfers.
- Inadequate logistics, including vehicles, to support revenue collection activities.
- Insufficient public education and sensitization on citizens' tax obligations.
- Inadequate training and capacity building for revenue collectors.
- Limited market centres and lorry parks to enhance revenue generation.
- Inaccurate revenue databases and a high number of unvalued properties.
- Absence of an integrated revenue management system for bill distribution, revenue collection, monitoring, and enforcement.

-
- Continued reliance on manual systems for recording revenue receipts.
 - Poor road networks that constrain revenue collection activities.
 - Revenue leakages within the collection system.

Figure 3: Internally Generated Revenue Performance, 2025



Source: Akuapim South Municipal Finance Office, 2025

Table 11: Internally Generated Revenue Performance of the Assembly, 2025

Revenue Head and Sub-Head		Estimates (GHC)					Performance (GHC)					Per for ma nce (%)
		2021 (Baseline)	2022	2023	2024	2025	2021 (Baseline)	2022	2023	2024	2025	
1	Rates	791,000.00	476,610.82	823,550.00	212,500.00	705,000.00	249,116.71	221,921.52	140,829.37	356,529.32	353,637.88	50.2
2	Rents	100,000.00	15,000.00	9,000.00	9,000.00	21,079.00	69,600.00	13,200.00	18,100.00	11,000.00	19,600.00	93.0
3	Lands & Royalty (Concession)	1,044,000.00	1,555,000.00	1,435,000.00	1,630,000.00	1,630,000.00	955,866.35	1,260,274.00	1,416,521.83	1,588,467.50	1,796,600.82	110.0
4	Fees and Fines	130,500.00	83,200.00	209,500.00	296,000.00	339,000.00	105,763.00	103,093.00	141,368.78	171,675.34	279,559.3	82.5
5	Licenses	259,100.00	152,696.00	216,680.00	316,000.00	399,500.00	165,511.71	127,985.00	103,270.64	249,224.39	272,296.45	69.0
Total		2,324,600.00	2,282,506.82	2,565,000.00	2,543,000.00	3,119,916.00	1,545,857.77	1,726,473.52	1,773,094.36	2,376,896.55	2,721,694.45	87.3

Source: Akuapim South Municipal Finance Office, 2025.

2.2.2 Adequacy of Funds and the Implication on Expenditure on Municipal Goals

A total of **eighty-six (86) projects and programmes** outlined in the **2025 Annual Action Plan (AAP)** were scheduled to be financed through various funding sources, including **Internally Generated Funds (IGF), Government of Ghana (GoG) transfers, the District Assemblies' Common Fund (DACF), the District Assemblies Common Fund – Responsive Factor Grant (DACF–RFG), and other external sources**. An estimated amount of **GH¢37,683,640.24**, including grants, was projected to be mobilized to support the implementation of these projects and programmes.

IGF, DACF, and DACF–RFG constitute the Assembly's traditional sources of revenue. However, the total revenue realized from these sources in 2025 amounted to **GH¢24,345,170.49**, resulting in a **revenue shortfall of GH¢13,338,499.75**. This deficit was largely due to the non-release of funds from certain donor-supported financing mechanisms, including **DACF–RFG, the Ghana Productive Safety Net Project (GPSNP)**, and other external funding sources. Notwithstanding the delays, **DACF remained the highest source of funding for the Assembly**, and the allocation received in 2025 represented the highest DACF release to the Assembly within the past five years. Although the release was delayed, it achieved **50.2 percent of its annual target**, representing approximately half of the expected allocation. These funds facilitated the completion of several legacy projects initiated by the Assembly to address critical gaps in social service delivery within the municipality.

However, some service providers and contractors who executed projects and activities during the year remain owed outstanding payments. These arrears are expected to be settled in **January 2026**, following the delayed release of the DACF. This situation explains why **57.1 percent of the initiated projects remain ongoing**, while **one project was terminated** during the period under review. Despite these challenges, the implementation of the projects and programmes is expected to contribute positively to the Assembly's overarching objective of improving living conditions and fostering a just and equitable society within the municipality.

Nevertheless, several revenue and expenditure targets were not achieved, primarily due to delays in the release of the DACF, the non-release of DACF–RFG and other donor funding sources such

as **GPSNP and MAG**, and the subsequent delays in implementing activities that were earmarked to be financed through these funds. As a result, some planned activities were postponed, partially implemented, or not undertaken at all, while in other instances projects were implemented midway, leaving outstanding debts to suppliers and service providers and consequently affecting the achievement of planned targets.

2.3 Update on Disbursements of Funds in 2025

Table 12 presents the expenditure pattern of the Assembly from **January to December 2025**. By the end of the fiscal year, the total expenditure incurred amounted to **GH¢19,773,896.42 (inclusive of compensation)** compared with the planned expenditure target of **GH¢37,683,640.24**. However, the Assembly was unable to utilize the full budgeted amount for 2025 due to the delayed release of funds from the central government, the inability to fully achieve the targeted Internally Generated Funds, and the non-release of some donor funding sources.

During the year under review, the Assembly allocated **66.7 percent of its total revenue to investment and asset-related expenditures**. Compensation recorded the highest level of expenditure, largely due to the recruitment of additional casual workers and the payment of a substantial portion of **ex gratia allowances for outgoing Assembly members**. **Capital expenditure (CAPEX)** recorded the lowest share of total expenditure, representing **15 percent of the budget**. This low level of capital spending was primarily attributable to the delayed release of DACF and the non-release of donor funds intended to support project execution.

Table 12: Update on Expenditure, 2025

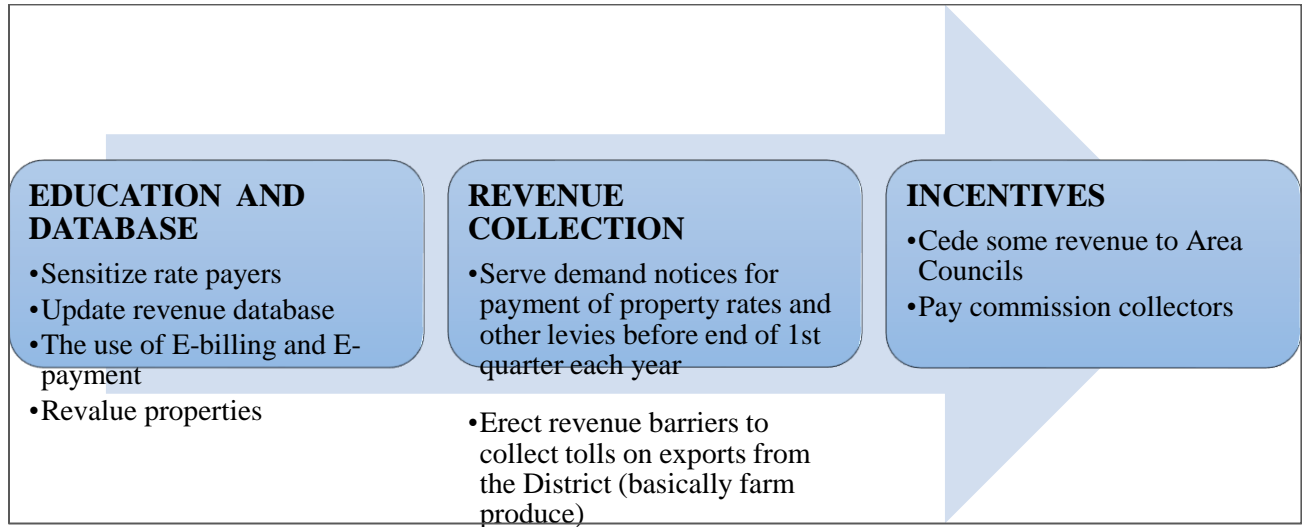
Budget Items	2021			2022			2023			2024			2025			Performance %
	Approved (GHC)	Released (GHC)	Expenditure (GHC)	Approved (GHC)	Released (GHC)	Expenditure (GHC)	Approved (GHC)	Released (GHC)	Expenditure (GHC)	Approved (GHC)	Released (GHC)	Expenditure (GHC)	Approved (GHC)	Released (GHC)	Expenditure (GHC)	
Compensation	506,206.50	3,810,083.46	116,274.81	3,512,086.57	3,512,086.57	4,515,485.45	6,194,642.48	5,394,616.34	5,394,616.29	5,708,554.00	5,708,554.00	5,456,044.50	10,309,959.44	9,939,454.65	9,939,454.65	96.4
Goods and Services	1,480,693.50	1,870,006.9	1,011,693.25	1,659,906.82	3,447,308.4	1,359,024.91	3,804,358.00	3,083,606.8	2,514,362.92	6,120,781.00	6,120,781.00	5,591,101.04	11,540,465.9	7,463,055.63	7,463,055.63	66.7
CAPEX	11,571,315.14	1,832,048	964,275.43	11,283,778.51	1,271,788.9	7,496,505.11	5,674,535.00	1,137,251.45	1,137,251.45	4,445,000.00	2,678,249.62	3,596,177.22	15,833,214.9	2,371,386.14	2,371,386.14	15.0
Total	13,558,215.14	7,586,120.46	2,515,462.49	16,622,771.90	9,280,582.87	13,501,426.43	16,618,840.48	10,425,688.55	10,425,688.55	16,274,335.00	14,507,584.62	14,643,327.76	37,683,640.24	19,773,896.42	19,773,896.42	52.5

Source: Akuapim South Municipal Finance Office, 2025

2.3.1 Efforts to Increase Revenue

As part of efforts to increase the revenue base of the Assembly, the following model as shown in Figure 4 was designed and adopted.

Figure 4: Municipal Assembly Revenue Generation Model



Source: MPCU M&E, 2025.

2.4 CAPITAL BUDGET ANALYSIS

As indicated in Table 10, the Assembly experienced a shortfall of approximately 33.8 percent of the budgetary ceiling allocated for the implementation of its planned activities under the Annual Action Plan (AAP). In addition, about 85 percent of the budgeted allocation for capital investment was not released, thereby limiting the Assembly’s capacity to undertake planned capital development projects.





These budgetary constraints, stemming largely from fiscal limitations at the Ministry of Finance, together with the delayed disbursement of funds and the non-release of certain donor resources, significantly undermined the timely implementation of capital projects. Consequently, several critical infrastructure and development interventions required to stimulate and sustain the growth of the municipality’s local economy were adversely affected.

Table 13: Capex Budget Performance Analysis, 2025

SOURCE OF FUNDING	Estimate		Release	Expenditure	Variance		
	Unconstrained (A)	Constrained (B)	C	(D)	(A-B)	(B-C)	C-D
GOG	19,876,402.00	14,906,351.90	2,124,562.77	2,124,562.77	5,186,881.50	12,564,957.73	0
IGF	200,000.00	342,944.00	-	-	(142,944)	342,944.00	-
Donor (DACF RFG, GPSNP)	3,771,160.00	530,000.00	246,823.37	246,823.37	3,241,160	283,176.63	0
Total	23,847,562.00	15,779,295.90	2,371,386.14	2,371,386.14	8,285,097.50	13,191,078.36	0

Source: Akuapim South Municipal Budget Office, 2025

Table14: Capex Budget Allocation and Implementation for Active Projects, 2025

Multi-Year CAPEX throw forward			MTBF Envelope			Performance		Details on Capital Projects, 2025												
Total Medium-Term Plan Estimate (plan)	Annual Estimate (plan)	Annual Estimate (plan)	Annual Estimate (plan)	Annual ceilings			Approved/Released	Expenditure	Project											
				Code	Name	Age			Original Estimate cost	Revised cost	Expenditure to date	Completion status		Time overruns	Cost overruns	Land acquisition and resettlement				
2025	2025	2024	2023	2025	2024	2023	2025	2025												
8,169,313.51	23,847,562.00	5,999,000.00	7,340,398.42	15,779,295.90	4,850,000.00	5,674,535.00	2,371,386.14	2,371,386.14	ER/AS MA/W KS/DA CF/NC T/22	Construction of a three -storey office Complex for Akuapim South Municipal Assembly	2years 7months	6,701,561.83	0.00	1,980,097.85	60		1 year, 7 months			Bought land with litigation issues
									ER/AS MA/N CT/W KS/DA CF/01/2020	Construction of 1 No. CHPS compound with ancillary facilities at Obodan	1years 1 month	274,159.63	490,000.00	365,148.00	75		4years			Donated land
				0.00					ER/AS MA/W KS/DA CF/NC T/27/2021	Construction of 1 No. CHPS compound with ancillary facilities at Adjinase-Piem	3months	314,159.63	0.00	47,238.00	45		Date yet to elapse			Donated land
									ER/AS MA/W KS/DD F/NCT /09/21	Completion of 1No. 500-Seater Community Center with Library, ICT Center & a banking hall at Aburi	1 year, 3months	485,971.60	0.00	485,971.60	80		9months			

Source: MPCU, 2025

Table 15: Cumulative CAPEX throws forward and MTBF Envelope, 2025-2027

Item	Amount
Capex throws Forward	23,847,562.00
MTBF (Ceilings)	15,779,295.90
Variation	8,068,266.1

Table 16: Amount of capital envelope spent on active projects, 2025

Sector	Capital envelope amount	Amount spent on rollover projects	Amount spent on new projects
GENERAL ADMINISTRATION			
Procurement of office furniture & fittings, equipment, and stationery at Aburi	266,081.00	66,081.00	-
Compensation for acquired land at Aburi	240,000.00	161,663.16	-
Procurement of plant generator at Aburi	200,000.00	-	
EDUCATION YOUTH & SPORTS			
Construction of 1 no. 6unit classroom block with Office, Staff Common Room, Store,4-Seater KVIP and 3unit urinals for boys and girls at Gyankama.	100,000.00	96,343.25	
Construction of 1 no. 6 unit classroom block with ancillary facilities, office, staff room, store and 2 urinals for boys and girls each at Aburi Demonstration School	1,200,000.00		245,805.20
Completion of 1 No. 6 unit Classroom block with Ancillary Facilities at Ayim	400,000.00		239,440.19
Construction of 1 no. 2 unit KG block with urinals for boys and girls at Ottopayaw	447,126.48		225,476.48
Completion of 1No. 3-unit classroom block at Pokrom	400,000.00	198,087.00	
Procurement of 2,000 gender sensitive slapped metal mono and dual desks across the municipality	1,247,126.48	-	
Construction of 1No. 6-Unit Classroom block 8-Seater KVIP at Adamorobe	380,000.00	-	
Complete the Construction of 1 no. 6 unit classroom block with Office, store, and urinals (Ancillary Facilities) at Aburi Kemp	350,000.00	55,950.50	
Completion of 1 No. Teachers Quarters at Pokrom	450,000.00	-	
Procurement of 800 No. tables and chairs for basic school across the municipality	400,000.00	-	
PUBLIC HEALTH SERVICES & MANAGEMENT			
Establishment of massage therapeutic centre at Konkonuru.	80,200.00	-	
Construction of 2.No. CHPS center with a mechanized Borehole and other ancillary facilities at Obodan.	1,047,000.00	432,629.63	
Construction of 1No. CHPS compound and two outhouse semi –detached nurses’ bungalows with a mechanized borehole and chain-link fence at Dumpong	190,000.00	120,913.47	
Complete the construction of 1.No. CHPS compound at Ahyiresu	500,000.00	-	
Construction of 2.No. CHPS center with a mechanized Borehole and other ancillary facilities at Fahiakor / Muntukwa	1,000,000.00		140,318.66
Construction of 2.No. CHPS center with a mechanized Borehole and other ancillary facilities at Obodan	130,000.00	-	
Construction of 2.No. CHPS center with two outhouse semidetached bungalow and mechanised borehole at Obosono	1,000,126.48	-	-

Sector	Capital envelope amount	Amount spent on rollover projects	Amount spent on new projects
ENVIRONMENTAL HEALTH & SANITATION SERVICES			
Construction of 20-Seater WC Toilet facility for boys and girls with Mechanised Borehole at Aburi Presby Secondary Technical school	112,744.00	-	-
Completion of 1 No. 16 seater WC toilet Facility with Mechanized Borehole at Nyakokrom –Ahyiresu	200,000.00	189,967.70	
Initiate and support 50 households to construct toilet facilities	20,000.00	-	
PUBLIC WORKS, RURAL HOUSING & WATER MANAGEMENT			
Construction of a police station / post at Pakro	100,000.00	-	
Drilling and mechanization of 5 No. boreholes with platform, poly tank and 3 water source points each at Fante Town, Obodan-Anoff, Yaw Duodu, Apentem, Ankansu	797,126.50	-	
Installation and connection of communities to the national grid	100,000.00	72,800.00	
Drilling and extension of 3 No. community water facilities with 20,000 litres poly tank Pokrom, Beseasi and Adamorobe	1,000,000.00	-	-
Construction of a 500-seater capacity multi-purpose community centre to include 2 mini conferences, 5 shops, 2 libraries, 1 toilet facility at Aburi	140,000.00	125,909.90	
Repair of boreholes across the municipality	50,000	-	
Completion of 500m U-drain storm at Aburi	379,453.81	-	
Construction of 24-hour economy model market at Amanfo-Aburi	2,552,311.15	-	
Completion of market at Pokrom	300,000.00	-	
TOTAL	15,779,295.90	1,520,345.61	851,040.53

Table 17. Estimated Cost and Cost overruns of Active Project

Sector	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done
Installation works on HT network for some selected communities	370,115.24	0.0	0.0	213,473.63	156,641.61	58%
Extension of electricity from Dumpong township to the teacher's bungalow	120,298.20	0.0	0.0	120,298.00	--	100%
Replacement of broken-down light poles, cables streetlight, bush clearing and other fittings on Adonteng-Nkunkrom road	109,287.20	0.0	0.0	98,136.00	11,151.20	90%
Construction of 1No. 6-unit classroom block with office, staff common room, storeroom, 4-seater KVIP and 3-unit urinal at Gyankama	1,014,189.75	0.0	0.0	912,136.00	101,418.97	100%
Construction of a three-storey office complex for Akuapim South Municipal Assembly	6,701,561.83	0.0	0.0	-	-	-
Rehabilitation of Yaw Duodu-Kobiso feeder road (3.9km)	441,603.30	0.0	--	--	-	-
Rehabilitation of Pepawani-Asu-Otwe feeder road	436,625.57	0.0	--	--	--	--

2.5 Update on Indicators and Targets

The monitoring of the core district indicators was carried out so that the progress of implementation of the Annual Action Plan and other government interventions could be tracked and linked to the achievement of the indicators. In addition to the core indicators, district indicators were formulated to cater for the peculiar needs of the municipality and to address specific issues that exist. An update of both the core and district specific indicators is presented in table 18a.

Table 18a: Performance of District Core Indicator, 2025.

S/N	Indicator Categorized by Development Dimension of Agenda for Jobs	Baseline (2021)	Actual (2022)	Actual (2023)	Actual (2024)	Target (2025)	Actual (2025)	Key Programmes undertaken during the year	Challenges encountered in the year	Policy recommendations
	Economic Development									
1	Total Output in Agricultural Production					1,703.7		Collate and analyse agricultural data (Livestock and Crops)	Selling of farmlands to estate developers.	Enhance sensitization programme on land litigation and the use of land for its right purpose.
	i. Maize (mt)	1,701.34mt	170mt	2,347mt	2,440.00mt	1,105.06	1538.48	Planting for Food and Jobs and planting for export & rural development (PERD)	Logistical constraints	Facilitate the availability of logistics. Promote government Subsidies on Agric inputs. Improve on administrative bureaucratic processes
	ii. Cassava (mt)	9,094.14mt	9050.77mt	25,254.60mt	2600.00mt	21.5	1080.69			
	iii. Cocoyam (mt)	42.40mt	56.56mt	1,301.40mt	1,400.00mt	855.53	19.08			
	iv. Plantain (mt)	1,600.04mt	1,905mt	4,249.70mt	4,400.00mt	20,758.7	847.03			
	v. Pineapple (mt)	38,038.05mt	37,426.1mt	45,688.85mt	46,200.00mt	4	20608.28			
	vi. Tomatoes (mt)	574mt	0 mt	0 mt	0.00mt	15	14.8			
	vii. Pepper (mt)	611.6mt	0 mt	0 mt	0.00mt	20	18.59			
	viii. Sheep (Number)	480	589	2789	2,900	3.5	2.52			
	ix. Goat (Number)	567	600	3735	3,850	4	3.93			
	x. Pig (Number)	681	650	2,911	3,000	5.5	5.19			
	xi. Poultry (Number)	128,452	202,165	177,104	180,500	19	16.72			
2	Average productivity of selected crops (mt/ha)							Collate and analyse agricultural data (Livestock and Crops)	Domestic animal Owners turn to be reluctant to vaccinate their dogs due to financial constraint	Promote subsidisation of cost of vaccination by government together with municipal Assembly.
	i. Maize (mt)	2.9	0.00mt	2.88	2.90mt	3.0	3.0			
	ii. Cassava (mt)	30	0.00mt	29.4	29.5mt	30	29			
	iii. Cocoyam (mt)	5.4	0.00mt	5.4	5.4mt	5.5	5.4			
	iv. Plantain (mt)	9	0.00mt	9.1	8.0mt	9.2	8.5			
	v. Pineapple (mt)	61.7	0.00mt	61.7	51.0mt	61.8	61.5			
3	Percentage of Arable land under cultivation	11.13	11.3%	42.08%	12.0%	12.7	10.2			

4	Number of new industries established. i. Agriculture ii. Industry iii. Service	0 0 0	0 0 0	0 0 0	0 0 0	5 0 0	1 0 0	Establish a satellite market in the municipal	Inadequate funds	1.Ensure improved skills development for industry. 2. Modernise and enhance agricultural production systems 3. Create an enabling agribusiness environment by releasing funds for production.
5	Number of new jobs created. i. Agriculture ii. Industry iii. Service	0 6 41	10 15 45	0 0 0	0 0 0	50 0 0	0 0 0			Modernise and enhance agricultural production systems.
Social Development										
6	Net Enrolment rate i. Kindergarten ii. Primary iii. JHS	103.3% 132% 65.4%	12.5% 2.86% 14.28%	102% 135.4% 71.1%	52.6% 65.47% 50.94%	55.0% 70.0% 55.0%	52.65% 65.40% 50.94%	Construction of 2units Classroom block with Ancillary Facility at Presby School, Pakro.	Inadequate classroom blocks	Expansion of classroom blocks and construction of additional facilities to Enhance equitable access to, and participation in quality education at all levels
7	Gender Parity Index i. Kindergarten ii. Primary iii. JHS iv. SHS	0.132 0.654 0.92 0.92	1.0 1.0 0.9 2.42	1.354 0.711 0.98 0.94	0.90 0.90 0.9 2.3	1.0 1.0 1.2 3.2	0.93 0.92 1.02 3.1	Promote gender mainstreaming and Equity among JHS pupil	Gender club activity facilitators do not hammer more on their girl child educational topics of concern to encourage more girls to school.	Strengthen gender mainstreaming, coordination, and implementation of gender related interventions in all sectors
8	Completion rate i. Kindergarten ii. Primary iii. JHS iv. SHS	89% 221% 110.6% 135.4%	154% 156% 115% 248%	96% 230% 154% 156%	85.32% 86.84% 76.93% 183.11%	88.0% 90.0% 80.0% 190%	85.3% 86.84% 76.93% 183.11%	1.sensitized 10 communities on violence equality, equity, and teenage pregnancy. 2.Promote gender mainstreaming and Equity among JHS pupil	School dropout of female students due to teenage pregnancy	Improve maternal and adolescent reproductive health. 2. Strengthen social protection for the vulnerable
9	Prevalence of malnutrition (institutional) Wasting Underweight	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0.0 0.36			

	Stunting	0	0	0	0	0	0.25			
10	Proportion of Population with Valid NHIS Card Male Female i. Total ii. Indigents iii. Informal iv. Aged v. Under 18years vi. Pregnant women	40,104 46,619 86,723 3,249 37,395 5,666 38,280 3,674	21,770 52,313 74,083 2,147 17,662 5,876 46,040 2,358	41,236 47,590 88,826 4,219 32,542 3,978 36,619 3,709	43,236 48,590 91,826 4,000 33,000 4,000 38,619 3,900	43,436 48,790 92,026 4,200 33,200 4,200 38,819 4,100	43,336 48,690 92,000 4,100 44,150 4,150 38,800 4,000	Sensitization on the relevance of the scheme	Most people are still ignorant of the importance of owning health insurance card.	Expansion of the drug coverage under the scheme to attract and retain beneficiaries
11	Number of births and deaths registered. i. Birth (0-12yrs) M F ii. Death M F	396 384 18 10	299 258 15 7	311 288 10 6	600 714 13 17	551 599 8 10	551 599 6 6		Lack of vehicles and other logistic to commute to villages for public sensitization programmes and mass registration. Unavailability of professional midwives in some communities	Provision of motor bikes
12	Percentage of Population with Sustainable Access to Safe Drinking Water Sources i. Municipal ii. Urban iii. Rural	53.40% 28.00% 25.40%	56.40% 30.00% 24.40%	68.00% 38.00% 30.00%	63.50% 35.00% 28.50%	70.00% 40.00% 30.00%	66.00% 37.50% 28.50%	Maintenance of boreholes and hand dug wells	Poor maintenance culture practice by indigents	Training of WATSAN committees to handle water facilities
13	Proportion of Population with Access to Improved Sanitation Services i. Municipal ii. Urban iii. Rural	63.00% 41.00% 22.00%	64.40% 43.00% 21.40%	70.50% 47.00% 23.50%	72.00% 51.00% 21.00%	80.00% 56.00% 24.00%	78.00% 55.00% 23.00%	1. Inspection of dwelling homes, schools, health facilities hospitality centres (hotels/guest houses), eateries and drinking bars, markets 2. Sensitization of communities on wash activities.	Inadequate logistics to facilitate supervision, inspection, and sensitization exercises.	Provision of adequate logistics(vehicle) to enhance supervision and adherence to environmental sanitation practices.
14	Maternal Mortality Ratio (institutional.); number of deaths due to pregnancy and childbirth per 100,000 live births)	0	0	0	0	0	0	Outreach services by community health workers to homes	Poor road network	Periodic maintenance of feeder roads in all communities

15	Malaria Case Fatality (Institutional); of children under five years per 10,000 population i. Male ii. Female iii. Age Group (0-5yrs)	0 0 0	0 0 0	0 0 0	0 0 0	1 1 1	0 0 0	Distribution of free treated mosquito nets to all pregnant and lactating mothers	Poor road network	Continuous provision of treated mosquito nets
16	Proportion of population who have tested positive for COVID-19 MUN. M: F:	0	9.5% 5% 18.8%	1.9% 2.0% 0		1 1 1	0 0 0			Sensitization on COVID-19 protocols and vaccination
17	Number of recorded cases of child trafficking and abuse i. Trafficking. Male: Female: ii Sexual Abuse. Male: Female: iii. Child Labour. Male: Female: iv.. Emotional Abuse. Male: Female: v. Neglect. Male: Female: vi Early Marriage. Male: Female: vii Female Genital Mutilation. Female: viii Family-child Separation. Male Female	4 4 4 4 4 4 4 4 4 4 4 4 4 4	0 0 0 0 1 0 0 1 0 1 0 0 0 0 0 0	0 0 0 0 1 0 0 0 1 0 1 0 0 0 0 0	0 0 3 1 0 0 1 0 2 2 2 6 0 0	1 1 3 1 1 1 2 2 1 3 0 0	0 0 6 0 2 2 0 0 0 0	Several Sensitization programmes were out on family - child Separation and the need to keep siblings and families together.		Child Right Protection and Promotion.

18	Percentage of road network in good condition i. Total ii. Urban iii. Feeder iv. Highways	83.0% 43.4% 17.6% 22.0%	97.8% 53.0% 22.8% 22.0%	76.3% 27.6% 26.7% 22.0%	105% 62.0% 21.0% 22.0%	115% 65.0% 25.0% 25.0%	89.0% 45.0% 21.0% 23.0%	Reshaping and spot improvement of selected roads and farm track roads across the municipality	Delay in release of funds	Timely release of fund to enhance economic activities.
19	Percentage of communities covered by electricity. i. Municipal ii. Rural iii. Urban	89% 38% 92%	90% 45% 45%	92% 56% 98%	100% 95% 100%	100% 96% 100%	100% 97% 100%	Installation and connection of 7 Communities to the national Grid.		Connection of all communities to the national grid
20	Reported cases of crime, major crimes Rape: Male Female Children Armed Robbery: Male Female Children Defilement: Male Female Children Murder: Male Female Children Drug trafficking: Male Female Children Peddling: Male Female Children Drug Abuse: Male Female Children Domestic violence: Male Female Children	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 1 2 2 0 2 2 1 2 2 1 0 0 0 0 0 0 0 0 0	0 0 0 15 2 0 0 0 4 3 0 0 0 0 0 0 0 0 0 0 0	0 0 0 4 4 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	Support the Ghana Police Service to conduct swoops/patrols, community education and intelligence gathering.	Inadequate vehicles to carry out daily operations/patrols	Enhance security service delivery by providing enough vehicles for security service patrols.

21	Percentage of Annual Action Plan Implemented	64.3	100	98.60	99	100	98	Periodic monitoring of departments to adhere to planned activities	Delay in releases of funds for activity implementation Delay in submission of departmental Report.	Timely release of budgeted funds
22	Number of communities affected by disaster. a. Bushfire b. Floods c. Wind/Rainstorm	0 0 0	1 0 1	0 0 0	0 0 4	1 1 4	0 0 3	Sensitisation on climate change mitigation measures in the municipality	Inadequate logistics to facilitate planned programs	Promote proactive planning and implementation for disaster prevention and mitigation

Table 18b: Performance of District Specific Indicator, 2025.

	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2021)	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	key programmes undertaken during the year	Challenges encountered in the year	Policy recommendations
	ECONOMIC DEVELOPMENT									
1.	Number of days for acquiring business operating permit (district specific indicator)	1 Day	1 Day	1 Day	1 Day	1	1 Day			
2.	Percentage change in IGF performance (District Specific indicator)	28.32	11.68	2.70	34.1	20.0%	14.5%	Implementation of the 2024 Revenue Improvement Action Plan (RIAP)	Logistical constraint Low Staff strength Unavailability of house owners for property rate collection during the day	Strengthen revenue improvement plan and public sensitization on the need to pay assembly tolls
	SOCIAL DEVELOPMENT									
3.	Percentage change in pass rate. JHS (BECE) SHS (WASCE)	-17.2% 226%	-18.1% 200%	-15.6% 248%	-5.5% 250%	0	Analysis yet to be received	Support programmes in the education sector involving sensitization /seminars for BECE	Poor parental control Poor Teachers attitude towards work	Sensitization of stakeholder on their responsibilities

	(District Specific Indicator)							candidates, STMIE camps		Supervision of teachers and pupils Enhance equitable access to and participation in education at all levels
4.	Number of OPD cases (District Specific Indicator)	59,916	55,791	71,639	84,489	90,000	93,519	Facilitate the availability of IEC materials and support education and promotion of health issues and interventions at all levels	Late release of NHIS funds to facilities	Improve on revenue improvement plan to generate more revenues.
5.	Number of Operational Health Facilities i. Compounds ii. Clinics iii. Health Centres Hospital Poly clinic	24 1 5 0 1	24 2 5 0 0	24 1 5 0 0	24 1 5 0 0	26 2 6 1 1	24 1 5 0 0	Construction of two Outhouse Semi – detached bungalows with a mechanized borehole	High attrition rate of health personnel	Construction of accommodation facilities should be encouraged at health centres
6.	Percentage change in malnutrition cases (district specific)	0	0	0	0	1	0			
7.	Percentage Change in Skilled Delivery (district specific indicator.)	36.50	23	26.1	14.70%	15%	-1%	Monitoring of facilitate CHMC meetings at all CHPS zones	Inadequate bungalows for nurses to render their services any time when called upon.	Construction of accommodation facilities should be encouraged at health centres

8.	Number of streets named (district specific indicator)							Meeting with the Chief and elders of the community for names to be named after the streets	Unwillingness of citizens to give out needed information.	Promote public education on street naming.
	Streets Identifies	12	12	12	12	16	1			
	Streets digitized.	12	12	12	12	16	1		Lack of vehicle for officers to deliver.	Establish an emergency funding mechanism.
	Streets named	12	12	12	7	16	4			
9.	Number of properties addressed (district specific indicator)							Meeting with the Chief and elders of the community for names to be named after the streets	Citizens reluctant to give out needed information.	Develop and implement strategies to diversify revenue streams, reducing dependence on a single funding source
	i. Prop. identified	200	200	200	100	100	125		Lack of vehicle for officers	
	ii. Properties numbered.	174	174	174	4	100	1			
	iii. Properties digitized	200	200	200	100	100	25			
10	Number of days for acquiring construction permit (district specific indicator)	30 days	30 days	30 days	30 days	30 days	30 days		Inadequate vehicle for site inspection and monitoring.	Effectively promote the availability of vehicle and other logistics to enhance sustainable spatially integrated development of human settlements.

Table 18c: District Specific Indicators (Start with the ISS variables)

	Indicator (Categorised by Development Dimension	Baseline (2021) (specific) annual	Baseline (2022) (specific) annual	Actual 2023 (specific) annual	Target 2024 (specific) Annual	Actual 2024 (specific) Annual	Target 2025 (specific) Annual	Actual 2025 (specific) Annual	Key programmes undertaken during the year	Challeng es encoun tered in the year	Policy recommen dations
1	Number of trainings conducted on ISSOPs	Akwapim South Municipal was not enrolled onto the ISS program in 2021	4	4	4	4	4	0	<p>1. There were no trainings conducted throughout the year under review due to lack of funding.</p> <p>2.No case workers trained due to lack of funding</p> <p>3. The first point of call with regards to violence cases is the police station after which they refer to the Department. Neither the police nor individuals have reported to the office.</p> <p>4. Overall, 530 children were reached by social workers/ social services during the year under review. They include children visited from Day Care Centres, RHCs, custody, access, maintenance and PWDs. Some of the children were visited in their various schools during the monitoring and inspection of the school. The school</p>	Insufficie nt funds	<p>Reintegration of missing but found children in the various communities.</p> <p>Promotion of social protection in the communities</p> <p>Ensure the improvement of living standards of the poor.</p>
2	Proportion of case workers trained in child protection and family welfare		12 F-4 M-8	12 F-4 M-8	13 F-8 M-5	14 F-10 M-4	12 F-9 M- 3	0 F-0 M-0			
3	Number of child violence cases benefitting from social welfare/social services		5 F-4 M-1	6 F-5 M-1	13 F-9 M-4	27 F-18 M-9	8 F-4 M- 4	0 F-0 M-0			
4	Number of children reached by social work/social services		14 F- 9 M-5	26 F-16 M-10	136 F-86 M-50	130 F-76, M-54	100 F – 60 M-40	546 F-291 M-255			
5	Number of people reached with child protection and SGBV information		65 F- 55, M-10	45 F-38, M-7	100 M-40 F-60	74 F-51, M-23	100 F-60 M-40	368 F-335 M-33			
6	Number of LEAP household members on NHIS	522 F-415, M-107	522 F-415, M-107	493 F- 394, M-99	493 F-394, M-99	493 F-394 M-99	1975 F-1327 M-621				
7	Number of households with adolescent girls benefiting from LEAP	11	11	8	8	8	32				
8	Number of outreach visits to communities with LEAP households	15	15	5	4	5	7				

9	Number of referrals received from GHS		2	2 F-1, M-1	4 F-3, M-1	3 F-3, M-1	8 F-4 M-4	2 F- 2 M-0	<p>premises, classrooms, kitchen, and washrooms were inspected. At the St. Elisabeths home, both foster mothers and staff were engaged to discuss the welfare of the children. Other children benefited from maintenance arrangements and Children who are disabled also benefited from either cash or item to start income generating activities.</p> <p>5. A total number of 368 people were reached with Child Protection and SGBV information. They include members of the various communities within the Municipality. This was done through sensitization and education. Officers visited and engaged with various communities by creating awareness on the topic ensuring their understanding and the need to safeguard matters related to children.</p> <p>6. A total number of 1975 LEAP household members are on NHIS. The Department in collaboration with NHI ensures that all beneficiaries are registered. this is done by collating all</p>	<p>Ensure child protection in the various schools are active.</p> <p>Sustenance of child and family welfare programmes</p>
10	Proportion of referrals receiving adequate follow-up		2 F-0, M-2	2 F-0, M-2	2 F-1, M-1	1 F-0, M-1	8 F-4 M-4	6 F-5 M-1		
11	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS		1	1	1	1	4	4		
12	Number of regional intersectoral monitoring visits conducted		1	1	1	1	4	2		
13	Number of meetings organised to discuss integrated services		2	2	2	1	8 F-4 M-4	0 F-0 M-0		
14	Number of girls reached by prevention and care services		15	20	20	16	80	0 F – 14 M-0		
15	Number of CP/SGBV cases referred to other services and followed up		2 F- 1 M-1	1 F-1, M-0	5 F-3, M-2	0 F-0, M-0	20 F-12 M-8	0 F-0 M-0		
16	Number of NGOs, including RHCs, trained		4 F-4, M-0	3 F-3, M-0	3 F-3, M-0	No trainings conducted for RHC's and NGO's because it was not captured in the work plan for the quarter. Total 0 F-0, M-0	3 F-3 M0	6 F-5 M-1		

17	Number of children in RHCs profiled and reunified		20 F-11, M-9	-	17 F-10 M-7	Number of children at the HRC are 17 but none of them have been reunified. Total 0 F-0, M-0	18 F-10 M-8	21 F-11 M-10	<p>their names and checking it against the names in the National data. The Department also ensures that all expired NHIS cards are renewed promptly.</p> <p>7. 32 households with adolescents are benefiting from LEAP. This figure was arrived at from the LEAP data used in disbursing/ Issuing the cash grant.</p> <p>8. 7 outreach visits were embarked on during the year under review. The visits were mainly conducted to educate beneficiaries on how to take proper care of their e-zwisch cards, address concerns of beneficiaries whose names did not reflect, changed locations or secondary care givers among other things.</p> <p>9. 2 referrals were made by GHS during the year under review. These referrals were made to the office because they had to do with sexual abuse. Follow ups were made to their homes and where necessary the persons affected together with the perpetrators are invited to the office for further questioning and referral to the police.</p>	Child and family welfare policy ensured
18	Proportion of sub-standard RHCs closed		-	-	-	No sub-standard RHC's closed due to compliance of operational standards and effective monitoring and inspection Total-0 F-0, M-0	0	0		
19	Number of children placed in foster care		-	-	-	-	40 F-20 M-20	8 F-5 M-3		
20	Proportion of population with access to basic drinking water sources		-	-	-	-	N/A	N/A		
21	Proportion of population with access to improved sanitation services		-	-	-	-	N/A	N/A		

									<p>10. About 80 % of cases referred to the office were followed up on. Officers visit the victims' homes and the police station to determine the way forward. Where further support is needed, the office provides it as it deems fit.</p> <p>11. The department shares its LEAP household data with NHIS and GHS as and when its updated. 4 LEAP household data were shared. This helps to identify expired cards or general issues for prompt redress/replacements.</p> <p>12. 2 Regional Intersectoral monitoring visits were conducted.</p> <p>13. No meetings were organized.</p> <p>14. A total of 14 girls were reached. Visits were made to schools, from the various apprenticeship associations and visits made to the office.</p> <p>15. No cases were referred to other services for follow ups.</p> <p>16. 6 persons were trained. Two from the municipal office and 4 from the regional office. The exercise was to enable digitalised collation of data</p>		
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								<p>on children in alternative care using the Kobo collect tools.</p> <p>17. 21 Children were profiled.1 St Elisabeth’s Home was inspected and monitored during the year under review. A total number of children twenty-one (21), ten (10) males and eleven (11) females are living in the Residential Home and is operated under the family-based care system. Fifteen (15) children are vulnerable and in need of care. Six (6) children are being fostered.</p> <p>18. Not applicable. Not part of our mandate.</p> <p>19. Eight children have been placed in foster care at the St. Elisabeths Home</p> <p>20. N/A</p> <p>21. N/A</p>		
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2.6 Analysis and Implications of Performance of the Indicators and Targets

The data in Table 18c reveal notable gender disparities across the education levels in the municipality. At the Kindergarten and Primary levels, boys outnumbered girls, with ratios of 0.93 and 0.92 respectively, while at the JHS and SHS levels, girls were in the majority, with ratios of 1.02 and 3.1. This trend is largely attributable to the higher concentration of girls' secondary schools in the municipality and the effective implementation of gender-focused activities, such as the JHS gender clubs. Conversely, the lower representation of girls at the primary level reflects a high dropout rate, primarily due to teenage pregnancies during the period under review. While the Assembly's efforts to ensure parity at the basic level have yielded partial success, targeted interventions to retain girls, including community awareness programs, school-based reproductive health education, and support for at-risk students, remain essential to advancing equal educational opportunities.

Performance in basic infrastructure and service delivery presented a mixed picture. Targets for electricity coverage and the proportion of the population with access to improved sanitation services were nearly achieved, demonstrating improvement over the previous year. These gains are linked to interventions such as the implementation of Community-Led Total Sanitation (CLTS) and the organization of quarterly community sanitation exercises. In contrast, targets for access to safe drinking water and the number of operational health facilities were missed. These indicators are crucial for public health, survival, and poverty reduction, particularly in rural areas, which constitute approximately two-thirds of the municipal population. The underperformance is largely attributable to low investment in earmarked interventions and delays in the release of DACF funds, with legacy projects remaining incomplete over the past three years. Future planning will need to prioritize timely funding, completion of ongoing projects, and strategic investments in essential social infrastructure, alongside strengthened monitoring and accountability mechanisms.

Education outcomes also faced challenges during the period under review. The BECE pass rate declined by 5.5% compared to 2023, influenced by factors such as teacher absenteeism, student truancy, and high teenage pregnancy rates among girls. Nevertheless, the municipality maintained low levels of security issues, reflecting higher investments in governance, anti-corruption measures, and public accountability initiatives aimed at promoting peace. Although the 2025 BECE and WASCE results are pending, several key interventions and investments have been

directed toward the education sector, with the expectation of improved outcomes. Sustained investment in teacher capacity, student retention programs, and integrated social support for vulnerable students is critical to reversing declining trends and enhancing overall academic performance.

Despite shortfalls in some critical indicators, other measures of development performed well. Malaria case fatality rates, net enrollment ratios, school completion rates, and the proportion of the annual action plan implemented either met or exceeded their annual targets. These successes were achieved through collaborative efforts among stakeholders, strategic investment in social infrastructure, and deliberate actions to protect vulnerable populations. Lessons learned from both the successes and shortcomings during the period under review will inform subsequent planning cycles, enabling the Assembly to reprioritize interventions, allocate resources efficiently, and accelerate progress toward municipal development goals. Overall, while progress has been made in governance, sanitation, and health-related indicators, persistent gaps in education, safe water access, and operational health facilities require strategic attention. By integrating these insights into future planning, the municipality can enhance service delivery, reduce poverty, and achieve sustainable development outcomes more effectively.

2.7 Update on Critical Development and Poverty Issues in 2025

The analysis under this section focuses on government flagship programmes and other pro poor interventions as shown in table 13. The municipal assembly in 2025 closely monitored and evaluated these programmes/interventions and their implementation in the municipality.

Capitation grant, school feeding, free senior high policy, national health insurance scheme, LIPW among others did not realize their full annual budgetary allocations as planned for the year and hence, their targeted beneficiaries were also not met. This could explain why indicator targets within these policy intervention areas were largely not met during the year under review, in that, schools for instance, were not able to run efficiently by authorities and pupils from poor households could not afford to feed well at school nor buy learning materials as the case was.

LEAP beneficiaries did not receive the expected number of cycle payments, and this has economic consequence on the living conditions of the poor relating to their health, nutrition, shelter and general wellbeing especially in the rural set up of the municipality. This situation partly accounts

for the high numbers of nutritional cases recorded at the various health facilities among the aged and children from poor households who are mostly LEAP beneficiaries.

Table 19: Update on Critical Development and Poverty Issues in 2025

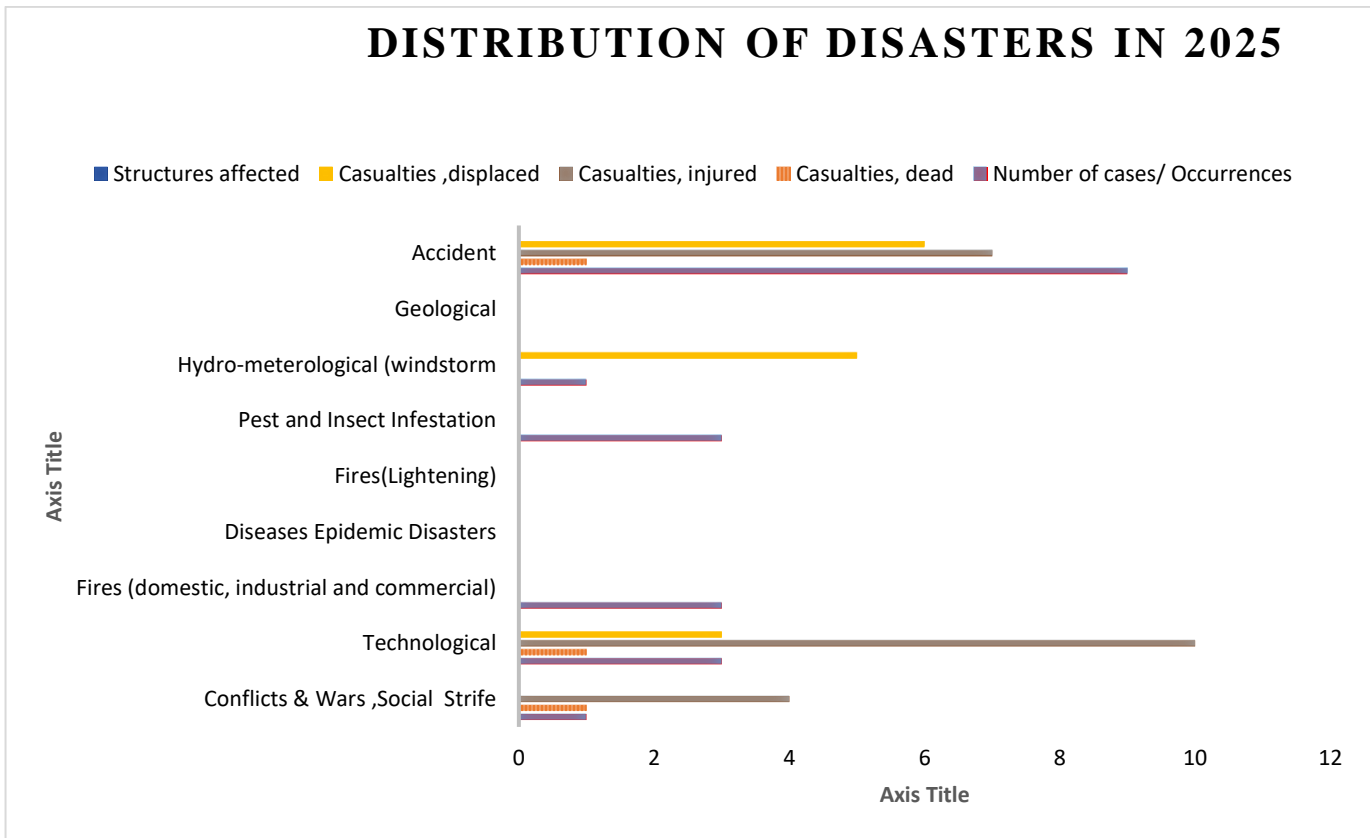
	Critical Development and Poverty Issues	2025 Allocation Gh¢/Quantity	2025 Actual Receipt Gh¢ /Quantity	No. of Beneficiaries	
				Target	Actuals
1.	*Ghana School Feeding Prog.	-	-	-	-
2.	Capitation Grant	16,504,759.44	7,501,805	30,526	25,212
3.	*National Health Insurance Scheme (NHIS)			Total=92,026 M-43,436 F-48,790	Total-92,000 M-43,336 F-48690
4.	Livelihood Empowerment Against Poverty (LEAP) 94th and 95th cycle	1,062,237.32	GHC 744,135.00	M-1026 F-1417	M-869 F-1015
5.	**Youth Employment programme (YEA)	GHC 0.00	GHC 0.00	137 people	M: 68 F: 69
6.	*Planting for Food & Jobs programme				
	Provision of bags of maize	0	0	0	0
	Provision of vegetable seeds	0	0	0	0
	Provision of fertilizers -(NPK)	500	120	250	60
	- (UREA)	1500	0	1500	0
	- (LIQUID FERT)	0	0	0	0
7.	*Free SHS programme	329,697.5	323,781.11	47,709	47,210
8.	PWDs	250,000	250,000	71 (M-28) (F-33)	61 (M-28) (F-33)

2.8 Disaster Management

The implementation and monitoring of disaster related activities were carried out by the Municipal NADMO in collaboration with the Municipal Assembly. In 2025, NADMO performed the following as part of its disaster risks reduction and climate change adaptability programmes:

- Education of citizens and communities on fire disasters, rainstorm/windstorm, and disease epidemics.
- Planted 3,500(Ofram, Mahogany, cashew, Cedrela, Prekese, coconut and palm) trees and 1,000 fruit bearing trees in major institutions of the municipality and other households.
- Figure 14 illustrates the spread of disasters which occurred across the municipality in 2025.

Figure 5: Distribution of Disasters in 2025



Source: NADMO, Akuapim South Municipal Assembly, 2025

2.9 Development and Settlement Planning

The Department of Physical Planning implemented several activities to regulate development of the physical space in the municipality. Key among them was the tracking of three district specific

indicators covering street naming, property addressing and obtaining development permits. Major activities undertaken in 2025 are presented in the table below.

Table 20: Development and Settlement Planning

Activity	Result	Remarks
1. Preparation of planning schemes	Planning scheme for I. Aburi	Completed
2. Street naming and property addressing system	1 street identified, 1 digitized and 4 named streets	Completed

Source: ASMA Physical Planning Department, 2025.

There are however logistical as well as financial challenges preventing the department from performing to its optimum. A strong recommendation has been made for the purchase of satellite images so as to facilitate naming and property addressing exercise embarked on by the Municipal Assembly. Also, develop and implement strategies to diversify revenue streams, reducing dependence on a single funding source.

2.10 Top Ten Disease Cases of OPD Attendance in 2025

The table below presents the causes of OPD attendance to health facilities in the municipality during the year under review. Malaria remains the highest reported case seen at OPD in the period contributing to 26 % of all cases received at OPD.

Table 21: Top Ten Disease Cases of OPD Attendance, 2025

No	Data / Period	2022	2023	2024	2025	% of Reported cases	% Change of Incidence
1	Malaria	16454	18,583	19,714	20,029	21.04	1.59
2	Upper Respiratory Tract Infections	9148	10,790	13,524	14,547	15.28	7.56
3	Rheumatism / Other Joint Pains / Arthritis	3216	3,824	5,377	6,100	6.41	13.44
4	Diarrhoea Diseases	2262	3,221	3,801	2,406	2.52	-36.7
5	Anaemia	1894	3,290	3,701	3,968	4.16	7.21
6	Skin Diseases	1961	2,285	3,002	3,744	3.93	24.71
7	Acute Urinary Tract Infection	1698	1,978	3,211	4,240	4.45	32.04

8	Intestinal Worms	1207	1,716	3,058	2,148	2.25	-29.75
	Ulcer	664	1,060	1,689	1,722	1.80	1.95
9	Pneumonia	664	1,076	774	1,339	1.40	76.87
11	All other Diseases	16200	27,411	28,214	34,923	36.69	23.77
	Total OPD Cases		72,368	83,807	95,166	100	13.55
13	Re-Attendance	3107	4,089	4,871	6,523	6.85	49.96
14	Referrals	2133	753	263	560	0.58	112.92

Source: Municipal Health Directorate, 2025

Table 15. Analysis of OPD morbidity data from 2024 to 2025 reveals a steady increase in outpatient attendance in the Municipality, rising from 83,807 cases in 2024 to 95,166 cases in 2025, indicating increased service utilization and ongoing disease burden.

Malaria remains the highest among the top ten OPD cases recording a percentage change of 21 % in 2025 compared with the previous year (2024). The table above indicates an increase in trend of malaria reported cases by 1000 population from 255.84 to 257.66 per 1000 population. There was an increase in reported malaria cases for children under five years of age and a significant increase among pregnant women in 2025 as compared to 2024. A marked increase in malaria cases in 2025 after a decline in 2024, can possibly be because of gaps in vector control or seasonal variations. A malaria control program was implemented to address the overall prevalence of malaria in the nation by implementing both preventive and curative measures such as health education on malaria prevention, encouragement the use standard treatment protocol etc. Moving forward next year, more light will be thrown (interventions) on the vector control and preventive measures to reduce the malaria OPD recorded cases.

Also, the table above indicates that Malaria, Upper Respiratory Tract Infection, Rheumatism and Joint Pains and Acute Urinary Tract Infection respectively, constituted the top four diseases with most reported cases at the OPD. It is worthy of note that these diseases are non-communicable and are attributable to specific conditions such as insanitary practices in a given location, indicating persistent environmental and behavioural risk factors, occupational exposure, ageing population, nutritional status, and hygiene practices. Etc.

Generally, there was an upsurge in reported cases of most ailments at the OPD during the period under review compared to that of 2024. This has an implication on the health being of the people and their productivity levels. The Assembly is therefore putting in more measures to educate the public on personal hygiene and enforce bye laws on same and encourage the populace to adopt healthy lifestyles. This would go a long way to reduce the incidences of reported cases at the OPD.

2.11 Human Resource Management

Overall, there are 161 staff of the Municipal Assembly comprising 76 males and 85 females. This leaves a ratio of 76:85 males to female. Table 16 indicates the detailed breakdown of the existing staff consisting of senior and junior staff categories for the centralized and decentralized units/divisions/departments of the Akuapim South Municipal Assembly.

Table 22: Human Resource Strength by Category and Sex, 2025

DEPARTMENT/UNIT		SENIOR STAFF		TOTAL	JUNIOR STAFF		TOTAL	TOTAL STAFF		TOTAL
		MALE	FEMALE		MALE	FEMALE		MALE	FEMALE	
Central Administration	Administration	7	9	16	1	1	2	8	10	18
	Planning Unit	2	2	4	1	0	1	3	2	5
	Budget Unit	2	8	10	0	0	0	2	8	10
	Internal Audit	5	3	8	0	0	0	5	3	8
	Procurement	0	5	5	0	0	0	0	5	5
	Executive officers	0	0	0	1	3	4	1	3	4
	Records	1	0	1	0	0	0	1	0	1
	MIS	2	2	4	2	0	2	4	2	6
	Secretaries	0	3	3	0	0	0	0	3	3
	Radio	0	1	1	1	0	1	1	1	2
	Security	0	0	0	7	0	7	7	0	7
	Transport (drivers)	0	0	0	6	0	6	6	0	6
	Finance	3	2	5	0	3	3	3	5	8
	Labourers/Cleaners	0	0	0	0	10	10	0	10	10
Department of Human Resources		0	2	2	0	0	0	0	2	2
Department of Statistics		1	0	1	0	0	0	1	0	1
Municipal Health Department	Health	0	0	0	0	0	0	0	0	0
	Environmental	3	0	3	4	10	14	7	10	17
Birth & Death		0	2	2	0	0	0	0	2	2
Works Department	Building Section	3	0	3	6	0	6	9	0	9
	Water Section	1	0	1	1	0	1	2	0	2
	Feeder Roads	1	1	2	1	0	1	2	1	3
Dept. of Trade, Ind & Tourism	Cooperatives/BAC	1	3	4	0	0	0	1	3	4
Department of Finance	Treasury	0	0	0	0	0	0	0	0	0
	Revenue Mobilization	0	0	0	0	1	1	0	1	1

	Levies	0	0	0	0	0	0	0	0	0
Department of Agriculture		2	3	5	3	1	4	5	4	9
Dep't of Education, Youth & Sports		0	0	0	0	0	0	0	0	0
Department for Disaster Prevention		0	0	0	0	0	0	0	0	0
Dept. of Natural Resources Conservation		0	0	0	0	0	0	0	0	0
Department of Social Welfare & Community Development		1	5	6	2	4	6	3	9	12
Department of Physical Planning		1	0	1	4	1	5	5	1	6
TOTAL		36	51	87	40	34	74	76	85	161

Source: Human Resource Department, Akuapim South Municipal Assembly, 2025

Table 23: Staff Strength of Akuapim South Municipal Assembly, 2025

Departments	Requirements (Specific Quarter)		Actual (Specific Quarter)	% Covered ACTUAL/MIN *100	Training Required
	Minimum	Maximum	2025		
Administration	4	5	18	450	1. Speech Writing Skills 2. Leadership and Strategic Management 3. Conflict Management and Communication Skills
Secretaries	2	4	3	150	1. Communication Skills 2. Minute and Report Writing Skills
Records	2	2	1	50	1. Records Keeping and Communication Skills
Transport	11	22	6	54.6	1. Road Safety Measures
Procurement	2	3	5	250	1. Risk Management Skills 2. Procurement Process Skills 3. Project Management Skills
Human Resource Department	3	4	2	66.7	1. Public Speaking Skills 2. Conflict Resolution Management/Skills
Planning	3	4	5	166.7	1. Monitoring and Evaluation Skills 2. Planning and Budgeting Skills
MIS	5	6	6	120	1. Information Communication Technology Skills
Budget	3	5	10	333.3	1. Budgeting and GIFMIS Systems
Statistics	2	3	1	50	1. Research Methods and Techniques Analysis

Security	2	4	7	350	1. Road Safety Measures Occupational Hazards and Workplace Safety	2.
Labourer/Cleaners	19	24	10	52.6	1. Health and Safety Measures	
Radio Operation	2	2	2	100.0	1. Interpretations of Coded Messages Skills	
Finance	6	9	8	133.3	1. Public Sector Financial Management/Resolution and other Cross Functional Activities Skills	
Revenue	12	18	1	8.3	1. Customer Care Services Skills	
Internal Audit	3	4	8	266.7	1. Auditing Skills Writing Skills	2. Report
Environmental Health	7	10	17	242.9	1. Health Education Skills/ Strategies Inspection Skills Communication Technology Skills	2. Food 3. Information
Birth And Death	3	5	2	66.7	1. Report Writing Skills	
Social Welfare	4	6	12	300	1. Participatory Rural Development Skills Information Communication Technology	2.
Agric	3	5	9	300	1. Global GAP 3. Safety Measures	2. Budgeting
Corporate And BAC	2	4	4	200	1. Report Writing Skills	
Works	7	11	14	200	1. Road Construction Skills 2. Cost Estimation Skills 3. Water System Skills	
Physical Planning	3	6	6	200	1. Project Management Skills Writing Skills Application in GIS Skills	2. Report 3. Computer
Executive Officers	4	4	4	100	1. Minute Writing Skills Keeping Management Skills	2. Records

Source: Human Resource Department, Akuapim South Municipal Assembly, 2025

The development of human resource has become indispensable to the work force in every organization. Therefore, the need for the development of staff of the Assembly for effective and efficient use of resources becomes very paramount.

Table 24: 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
Training on Local Government Service Protocols	Akuapim South Municipal Assembly Hall	To enrich staff's Knowledge on Local Government Service Protocols	IGF	All Staff	Vida Amoah Priscilla Abankwah	110	46	64
Training on Minutes and Report Writing Skills	Akuapim South Municipal Assembly Hall	To enrich participants Knowledge on Minutes and Report Writing Skills	IGF	New Entrant/Newly posted staff, HODs and their Direct Report	James Atambilla Abugre Dora Kpodo	62	28	34
Training on Occupational Hazards and Workplace Safety	Akuapim South Municipal Assembly Hall	To sensitize staff on the need to be cautious of workplace related hazards and the measures to propose and adhere to, to stay safe and healthy	IGF	HODs, Unit Heads and Direct Reports	Vida Amoah	50	29	21
Training on Smart Workplace Portal	Akuapim South Municipal Assembly Hall	To empower participants to electronically submit reports, official documents and other correspondences to the OHLGS	IGF	HODs, Unit Heads and Direct Reports who assist with report preparation	Hauson – Howland J.E Bernard Agyei	57	32	25

Source: Human Resource Department, Akuapim South Municipal Assembly, 2025

Table 25: Logistical Analysis, 2025

Required	Required	Actual	Remarks
Computers	4	6	This will enable staff to carry out their daily functions effectively
Printers	3	5	Provision of Printer will ensure printing of documents and reports for proper records keeping and prevent the spread of virus from one machine to another
Projectors	1	2	Provision of this will enhance effective presentations during programmes
Office Space	1	1	This will boost Officers confidence and feel comfortable to deliver effectively
Vehicle	0	2	For effective monitoring and evaluation exercises

2.12 Evaluations conducted, findings and recommendations.

To assess the impact of the Medium-Term Development Plan (MTDP) 2022–2025 and the programmes and projects implemented under the 2025 Annual Action Plan (AAP), a systematic evaluation was conducted. The assessment covered a range of interventions, including development projects, programmes, and related initiatives implemented during the review period. These evaluations were undertaken to determine the extent to which the interventions achieved their intended objectives and contributed to the overall development outcomes of the municipality. Table 13 presents a summary of the evaluation results for the various projects, programmes, and other key interventions implemented.

Table 26: Update on Evaluations Conducted in 2025

No.	Name of Evaluation	Policy/Programme/Project involved	Consultant or resource persons involved	Methodology Used	Findings	Recommendations
1.	Terminal	<p>1.Complete the Construction of 1no. 6-unit Classroom block with ancillary facilities at Pokrom.</p> <p>2.Construction of 1 no. 6unit classroom block with Office, Staff Common Room, Store,4-Seater KVIP and 3unit urinals for boys and girls at Gyankama.</p>	MPO, YOWE, MPCU	<ul style="list-style-type: none"> - Review meetings - Surveys - Interviews - Qualitative assessment - Observations 	<ul style="list-style-type: none"> ▪ Enrolment in the 2 schools has increased on average by 40% ▪ Pupil and Teacher absenteeism has reduced by 80% and 90% over the 2025 period respectively. ▪ Reading abilities of the pupils have improved. ▪ Community ownership of the school facilities is guaranteed. ▪ Additional furniture is required for some of the classrooms at Pokrom and Gyankama. 	<ul style="list-style-type: none"> ▪ Furniture provision should form part of future contracts for school construction. ▪ Provision of borehole or any water source is needed. ▪ Provision of a mini library is recommended to improve and sustain the reading abilities of the pupils
2.	Ex-post Evaluation	<p>1. Construction of two Outhouse Semi – detached nurses’ bungalows with chain-link fence</p> <p>2.Construction of two Outhouse Semi –detached bungalows with chain-link fence at Dumpong</p>	Monitoring team Ghana Health Service	<ul style="list-style-type: none"> - Review meetings - Qualitative assessment - Focus group discussions. - Observations 	<ul style="list-style-type: none"> ▪ OPD attendance has increased. ▪ Health care of the people of Dumpong has improved. ▪ Family planning services seen a sharp increase. ▪ Poor access road to facility 	<ul style="list-style-type: none"> ▪ Mun. Assembly to liaise with ECG to extend electricity to facility. ▪ An access road to the facility should be Reshaped by the Assembly
3.	Mid-term	Completion of 1 No. 20 seater WC toilet Facility with	Monitoring team, MPCU Members, Assembly members	<ul style="list-style-type: none"> - Interviews - Qualitative assessment - Observation 	<ul style="list-style-type: none"> ▪ The execution is according to standards. ▪ Work programme is according to schedule. 	<ul style="list-style-type: none"> ▪ Assembly should pay the contractor’s certificates on time to facilitate early

		Mechanized Borehole at Yaw Nyarkokrom		<ul style="list-style-type: none"> - Review and or site meetings 	<ul style="list-style-type: none"> ▪ Contractor uses local artisans for execution. 	completion of the project for use.
4.	Feasibility Studies	Construction of 1No. 6unit classroom block with ancillary facilities including office, staff room, store and 2 urinals for boys and girls each phase 1 at Aburi Demonstration	MPCU Members, MPO, Judicial Service	<ul style="list-style-type: none"> - Focus Group Discussions - Qualitative assessment - Interviews 	High incidence of overcrowding in Aburi Demonstration School.	<ul style="list-style-type: none"> ▪ Assembly should proceed in implementing the project

Source: MPCU, 2025

2.13 Participatory Monitoring and Evaluation Performed in 2025

The overarching objective of the PM&E conducted in 2025 was to increase local level participation in development planning and administration. It created an avenue for citizens' engagement in and with the development process and promoted accountability as well. All stakeholders in the process had the opportunity to evaluate the Assembly's efforts towards the implementation of the 2025 Annual Action Plan and the development of the municipality. Table 12 details the PM&E as carried in 2025.

Table 27: Update on Participatory M&E Conducted in 2025

	Name of the PM&E Tool	Policy/Programme/ Project Involved	Consultant or Resource Persons involved	Methodology used	Findings	Recommendation
1.	Participatory Rural Appraisal	Educational infrastructure. Construction of Aburi Demonstration	Monitoring Team, Member of Parliament, Chiefs/Elders HoDs, MPCU	Focus group discussion, Qualitative assessment, Stakeholder meetings	The pupils do not have a conducive environment and modern facilities for teaching & learning activities. The communities identified roles each stakeholder should play in project execution	There is the need for duty bearers to constantly engage and involve communities in decision making and the execution of development projects to instil sense of ownership in them
2.	Participatory Rural Appraisal	People With Disabilities (PWDs) support programme	- SW/CD - OSIWA, YOWE, Assembly members, Traditional leaders	Focus group discussion, Qualitative interviews, Need assessment, Observation	Low level of skills in the use of equipment provided to PWDs. Stigmatization of PWDs persistent and high	Continuous training of parents, caregivers to equip beneficiaries with the necessary skills to manage the equipment provided them by the Assembly
3.	Participatory Rural Appraisal	Health Infrastructure. CHPS centres with a mechanized Borehole at Dumpong Semi-detached bungalow with a chain link fence at Dumpong	Monitoring Team	Quantitative Qualitative	1. Proximity to the nearest CHPS centre was a problem for the people of obodan and Dumpong. 2. Work on CHPS and bungalow facilities progressing steadily	Certificate for payments should be raised periodically for contractors to deliver on time.
4.	Participatory Rural Appraisal	Construction of 1No. CHPS Compound with ancillary facilities at Fahiakor	Monitoring Team, Member of Parliament, executives of sub structures Chiefs/Elders HoDs, MPCU	Qualitative Focus group discussions, Interviews	Poor road network which retards their involvement in economic and other developmental activities	There was the need for the Assembly to construct road for easy conveyance of farm produce.

Source: MPCU, 2025.

2.14 Implementation of the District Monitoring & Evaluating Plan

Though some Monitoring and Evaluation exercises were carried out, the activities of the M&E Plan were not followed to the latter and timely due to non-availability of funds and lack of mobility.

The challenges to conduct M&E in the municipality are attributed to the high cost involved, time constraints, late disbursement of funds, and technical complexities of the exercise as well as lack of quality data.

PART THREE

CONCLUSION AND THE WAY FORWARD

3.0 Key Issues Addressed in 2025

The Assembly, cognizant of the expectations of citizens for improved social services and infrastructure, implemented a number of pragmatic measures to address existing challenges that impede effective service delivery within the municipality. During the year under review, priority was given to addressing key development concerns, particularly improving access to quality healthcare and inclusive education. In this regard, the Assembly successfully completed and commissioned two major projects funded through the District Assemblies Common Fund (DACF). These projects fall within the sectors of economic and social development, governance and security, and environmental management. The completed projects include the construction of a 20-seater water closet (WC) toilet facility with a mechanized borehole at Yaw Nyarkokrom/Ahyiresu and the construction of a six-unit classroom block with ancillary facilities at Pokrom.

The completion of the six-unit classroom block with ancillary facilities at Pokrom has significantly improved access to quality education for residents of the community and the municipality at large. Prior to this intervention, the absence of adequate classroom infrastructure posed a major challenge to effective teaching and learning in the area. The project therefore contributes directly to the Assembly's development objective of creating equal opportunities for all, as articulated in the Medium-Term Development Plan (MTDP). By providing adequate educational infrastructure, the Assembly has strengthened the delivery of quality education services and enhanced learning conditions for pupils in the community.

Another critical intervention undertaken during the period was the provision of improved sanitation facilities in public spaces, particularly at transport terminals and other high-traffic areas. The completion of the toilet facility at Yaw Nyarkokrom/Ahyiresu is expected to significantly reduce open defecation and enhance access to improved sanitation within the municipality. Both the classroom block at Pokrom and the sanitation facility at Yaw Nyarkokrom are located in relatively underserved areas of the municipality, thereby promoting equitable distribution of development infrastructure. These projects demonstrate the Assembly's commitment to ensuring that access to essential services such as education and sanitation is not constrained by geographical location.

In addition to completed projects, several development initiatives are currently ongoing within the municipality. These include the construction of Community-based Health Planning and Services (CHPS) compounds with ancillary facilities at Obodan, Adejinase Piem, and Fahiakor; the construction of a clinic at Obotweri; the construction of nurses' quarters at Berekuso; and the construction of a two-unit kindergarten classroom block with ancillary facilities at Ottopaw. Other projects include the construction of a six-unit classroom block with ancillary facilities at Aburi Demonstration School (Phase I), the rehabilitation of the Yaw Duodu–Kobiso (3.9 km) feeder road, the installation and connection of seven communities to the national electricity grid, the completion of a 500-seater community centre with a library, ICT centre, and banking hall at Aburi, as well as the construction of a three-storey office complex for the Akuapim South Municipal Assembly. Collectively, these projects aim to enhance equitable access to education, healthcare, electricity, and transportation infrastructure, thereby promoting inclusive socio-economic development within the municipality.

Despite these efforts, the Assembly continues to face significant financial challenges, particularly its overreliance on central government transfers. Delays in the release of statutory funds and periodic reductions in budgetary allocations from central government have historically constrained the Assembly's ability to effectively implement its development plans. To mitigate this challenge, the Assembly introduced several new revenue mobilization measures in 2025 aimed at strengthening internally generated funds (IGF). These measures included the deployment of revenue management software for the printing, distribution, and monitoring of bills, the recruitment of additional revenue collectors, and enhanced supervision of revenue collection activities. These reforms resulted in a substantial increase in IGF performance, making it the second-largest source of funding for municipal activities during the year under review.

Furthermore, the Municipal Planning Coordinating Unit pursued additional funding opportunities through proposal development and engagement with development partners. This effort contributed to the successful completion of DACF-funded projects and supported the implementation of several ongoing projects funded through the Social Investment Fund (SIF). Additional projects are also being financed under the Ghana Productive Safety Net Project (GPSNP). However, it is noteworthy that no funds were received from donor partners during the year to support previously initiated projects.

The Assembly also took steps to address persistent delays in project completion. These delays have largely resulted from contractor-related issues, including the abandonment of project sites

due to delayed payments, as well as the initiation of projects without secured funding. To address this, the Assembly adopted a more cautious project initiation approach during the 2025 fiscal year by limiting the number of new projects and prioritizing the completion of ongoing and legacy projects. Contractors who unjustifiably delayed project execution had their contracts terminated in accordance with established procurement procedures and were replaced with competent contractors with proven track records.

3.1 Key issues yet to be Addressed

Notwithstanding the above efforts, several challenges remain unresolved. These include limited financial resources to support monitoring and evaluation (M&E) activities due to the Assembly's constrained fiscal position, inadequate logistics and equipment for effective M&E operations, insufficient funds to implement all projects outlined in the 2025 Annual Action Plan, and weak reporting systems characterized by unreliable data from some departments and agencies. These issues continue to affect the Assembly's capacity to effectively monitor development interventions and ensure evidence-based planning.

To address these challenges, several recommendations have been proposed.

First, the Assembly should pursue a comprehensive revenue diversification strategy aimed at expanding its revenue base and reducing dependence on central government transfers.

Second, revenue mobilization efforts should be further strengthened to enhance the financial capacity of the Assembly to complete ongoing development projects.

Third, greater emphasis should be placed on prioritizing projects with secured funding to minimize the incidence of rolled-over projects in subsequent planning cycles.

Finally, the provision of adequate office equipment and logistics including furniture, computers, and printing accessories—should be prioritized to enhance institutional productivity, improve data management systems, and strengthen monitoring and evaluation activities across departments.

These measures will collectively enhance the Assembly's capacity to effectively deliver development outcomes and improve the overall welfare of residents within the municipality.

3.2. Recommendations

1. Pursue a revenue diversification agenda to expand the revenue base of the Assembly.

2. Improve revenue mobilization to broaden the financial capacity of the Municipal Assembly to complete all on-going projects.
3. Focus on prioritized projects for completion in the year to avoid rolled-over projects.
4. Office equipment and logistics such as furniture, computers, printing accessories and others should be provided to increase output and productivity.

3.3 Conclusion

Overall, the implementation of programmes and projects during the period under review generated measurable developmental benefits that contributed to improving the socio-economic well-being of residents in the municipality. The most notable gains were recorded in key sectors such as education, health, water and sanitation, as well as governance and security. These interventions collectively enhanced service delivery, strengthened social infrastructure, and contributed to improving the general living conditions of the population.

In terms of implementation performance, the Municipal Assembly achieved 98.0 percent of the activities outlined in the 2025 Annual Action Plan, compared to 98.8 percent recorded in 2024. A substantial proportion of planned projects were successfully completed by the end of the year. These implementation outcomes have important implications for the attainment of the targets and strategic objectives of the 2022–2025 Medium-Term Development Plan (MTDP), which is currently in its fourth year of execution. The progress made across various sectors demonstrates the Assembly’s commitment to advancing development priorities and improving the quality of life for residents within the municipality.

Notwithstanding these achievements, the implementation of the 2025 Annual Action Plan was constrained by several challenges. Prominent among these were the late release of central government funds, the absence of donor funding during the year under review, and the inability to fully meet several internally generated revenue targets. These financial constraints significantly affected the pace of project execution and the Assembly’s overall capacity to implement planned interventions.

Despite these challenges, the Municipal Assembly remains optimistic that ongoing efforts to strengthen revenue mobilization and the gradual recovery of economic activities will improve the availability of financial resources for development programmes. Enhanced fiscal management, coupled with improved resource mobilization strategies, is expected to strengthen the implementation of future plans and accelerate the municipality’s development trajectory. Ultimately, these efforts are anticipated to sustain improvements in service delivery and promote inclusive socio-economic development across the municipality.