AYAWASO WEST MUNICIPAL ASSEMBLY

2026-2029 MEDIUM TERM DEVELOPMENT PLAN

Theme: "Resetting - Ghana"
Agenda: "Creating Jobs, Ensuring Accountability, and Promoting Shared Prosperity".

JULY, 2025

Forward

The Ayawaso West Municipal Assembly (AWMA) was established by LI 2312 on 21st December, 2017 with its capital as Dzorwulu. The Assembly was subsequently inaugurated on 15th March 2018.

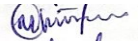
The 2026-2029 Medium Term Development Plan is the third Plan of the Assembly and will serve as a basis for the socio-economic development of the Municipality. The four-year Plan is based on the Medium-Term National Development Policy Framework. The Policy Framework is one of the ways the Government of Ghana through the National Development Planning Commission (NDPC) and Metropolitan, Municipal and District Assemblies (MMDAs) ensures development and decentralization at the local level. The Medium-Term Development Plan, therefore, incorporates all the development issues, goals, objectives and priorities of the Municipality. It further outlines a Programme of Action to address the identified issues.

This Medium-Term Development Plan 2026-2029 was prepared using the NDPC guidelines which is based on the five dimensions of the NMTDPF as follows:

1. Economic Development
2. Social Development
3. Environment and Human Settlement Development
4. Governance and Institutional Development
5. International Relations

A participatory approach was adopted in the preparation of the Plan. A Plan Preparation Team involving all Heads of Department was constituted to carry out series of working sessions, assignments and meetings toward of the Plan preparation. Consultations were carried out with relevant Stakeholders including Assembly Members, Unit Committee Members, Traditional Authorities, Teachers, PTA Associations, Business Groups, Cooperatives Groups, Farmer Groups, NGOs, CSOs, Security Services, and Youth Groups etc. to gather inputs for the Plan.

The Plan encapsulates the aspirations, needs and programmes that will ensure socio-economic development of people in the Ayawaso Municipality. The Assembly is also committed to all local and international collaborative efforts towards Plan implementation to ensure Sustainable Development.



HON. DR. MICHAEL MENSAH
MUNICIPAL CHIEF EXECUTIVE

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List of Acronyms

AAA	Annual Action Plans
AEAs	Agric Extension Agents
AFCFTA	African Continental Free Trade Area
APR	Annual Progress Report
ARV	Anti-Retroviral
AWMA	Ayawaso West Municipal Assembly
BAC	Business Advisory Center
BECE	Basic Education Certificate Examination
CAPEX	Capital Expenditure
CAP	Community Action Planning
CBD	Central Business District
CBOs	Community Based Organization
CHNs	Community Health Nurses
CHP	Community-Based Health Planning and Services
CPI	Consumer Price Index
CSOs	Civil Society Organisations
CSU	Client Service Unit
CTVET	Council for Technical and Vocational Education and Training
CWC	Child Welfare Clinic
ECG	Electricity Company of Ghana
DACF	District Assembly Common Fund
DACF-RFG	District Assembly Common Fund-Responsiveness Factor Grant
DHIMs	District Health Information Management System
DP's	Development Partners
DMTDP	District Medium Term Development Plan
DRIP	District Road Improvement Programme
DSW&CD	Department of Social Welfare and Community Development
EC	Electoral Commission

EDP-K	Enterprise Development Project
EPA	Environmental Protection Agency
FBO's	Farmer Based Organizations
GARID	Greater Accra Resilience Integrated Development
GETFund	Ghana Education Trust Fund
GES	Ghana Education Service
GIFTS	Girls Iron Folic Tablet Supplements
GHS	Ghana Health Service
GHWCL	Ghana Water Company Limited
GMET	Ghana Meteorological Agency
GNFS	Ghana National Fire Service
GOG	Government of Ghana
HIV /AIDS	Human Immune Virus / Acquired Immune Deficiency Syndrome
ICT	Information Communication and Technology
IFA	Iron and Folic Acid
IGF	Internal Generated Funds
IPSAS	International Public Sector Accounting Standard
ITN	Insecticide Treated Net
JHS	Junior High School
KGs	Kindergarten
LAD	Land Valuation Division
LEAP	Livelihood Empowerment against Poverty
LED	Local Economic Development
LI	Legislative Instrument
LUPMP	Land Use Planning and Management Project
MCE	Municipal Chief Executive
MCD	Municipal Coordinating Director
MDE	Municipal Director of Education
MDAs	Municipal Districts Assembly

MPO	Municipal Planning Officer
MIS	Management Information Systems
M&E	Monitoring and Evaluation
MMDAs	Metropolitan Municipal District Assemblies
MPCU	Municipal Planning Coordinating Unit
MSME	Medium Small Micro Enterprises
MSW	Municipal Solid Waste
MTDP	Medium Term Development Plan
MUSEC	Municipal Security Council
NADMO	National Disaster Management Organisation
NEIP	National Entrepreneurship and Innovation Programme
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NER	Net Enrolment Ratio
NGO's	Non-Governmental Organizations
NHIS	National Health Insurance Scheme
NVTI	National Vocational and Technical Institute
NYA	National Youth Authority
OPD	Out-Patient Department
PBB	Programme Based Budget
PM&E	Participatory Monitoring and Evaluation
PoA	Programme of Actions
POCC	Potential Opportunity Constraints Challenges
PRCC	Public Relations Complaints Committee
PPP	Public Private Partnership
PWD's	Persons with Disabilities
RCC	Regional Coordinating Council
RIAP	Revenue Improvement Action Plan
SEA	Strategic Environmental Assessment

SHS	Senior High School
SSNIT	Social Security and National Insurance Trust
SDGs	Sustainable Development Goals
SDF	Spatial Development Framework
SMEs	Small and Medium Sized Enterprises
SPC	Spatial Planning Committee
SOE	State Owned Enterprises
STL	Septic Tank Latrine
STIs	Sexually Transmitted Infections
TNA	Training Needs Assessment
WC	Water Closet
URTI	Upper Respiratory Tract Infections
YEA	Youth Employment Agency

Executive Summary

The Ayawaso West Municipal Assembly exists to provide Socio-Economic and Environmental Services by Leveraging on both Human and Material Resources for the Development of the Municipality.

The Plan was prepared based on the Guidelines for Preparing 2026-2029 Medium-Term Development Plan issued by National Development Planning Commission (NDPC). A participatory approach led by the Assembly with active involvement of all Stakeholders was adopted. Need assessment was conducted across all thirteen (13) Electoral Areas to identify and prioritize key development issues. Based on prioritized development issues, goals, objectives and strategies were formulated, followed by comprehensive programmes and a four-year Annual Action Plan to ensure the needs and aspirations of residents are met.

A thirty-two (32) Member Plan Preparation Team led by the Municipal Coordinating Director and made up of heads of Departments and Units of the Assembly was constituted. The Municipal Chief Executive was also actively involved in the Plan preparation process. The Assembly received technical support from the Regional Coordinating Council (RCC), National Development Planning Commission (NDPC), Ministry of Finance (MoF) and Land Use and Spatial Planning Authority (LUSPA). There was also collaboration with key Institutions including the District Electricity Company of Ghana (ECG), District Fire Service, District Ghana Water Company Limited (GHWCL), National Health Insurance Scheme (NHIS) and Police Service.

The 2026-2029 Medium Term Development Plan (MTDP) consists of eight chapters; Chapter One - General Introduction, Chapter Two - Situational Analysis, Chapter Three - Key Development Priorities, Chapter Four - Goals, Objectives and Strategies, Chapter Five - Development Programmes, Chapter Six - Annual Action Plan, Chapter Seven - Monitoring and Evaluation Matrix and Chapter Eight Communication Strategy. It has Fifty-Seven (57) Goals, One Hundred and Nineteen (119) Objectives and Four Hundred and Ten (410) strategies which have been linked with the objectives of the National Development Framework.

A total of Eight Hundred and Seventy-Six (876) projects has been outlined in the four-year Annual Action Plan, to be implemented across the development dimensions for the Plan period. It has monitoring indicators with annual targets to ensure goals and objectives for the Plan period are achieved.

The total cost of implementing the 2026-2029 Medium-Term Development Plan is estimated at GH₵ 346,712,875.10. With an expected revenue of GH₵ 242,770,069.00 and a gap of GH₵ 103,977,544.10 which we propose to make up for through IGF, Public Private Partnership (PPP), Community Help, DPs, Donors, NGO collaboration and other local and international Development Partners.

The Plan was adopted by the General Assembly at the First Ordinary Meeting of the Second Session of the Third Ayawaso West Municipal Assembly held from Thursday 14th to Friday 15th August, 2025. It is hoped this Plan will receive the needed support of all Stakeholders to ensure successful implementation.

CHAPTER ONE
GENERAL INTRODUCTION

1.0 Introduction

This chapter provides a brief background, vision, mission, functions, mandate, core values, organogram (organisational structure) and locational map of Ayawaso West Municipal Assembly. It also presents the structural Plan for the 2026-2029 Medium Term Development Plan.

The Ayawaso West Municipal Assembly (AWMA) was carved out of Accra Metropolitan Assembly (AMA) by LI 2312 on 21st December, 2017 with its capital as Dzorwulu. The Assembly was subsequently inaugurated on 15th March 2018. The 2026 - 2029 Medium Term Development Plan is the third Plan of the Assembly and will serve as a basis for the socio-economic development of the Municipality.

1.1 Vision

To Become a First-Class Client-Focused Assembly Providing Sustainable Development to the People.

1.2 Mission

The Ayawaso West Municipal Assembly exists to Provide Socio-Economic and Environmental Services by Leveraging on both Human and Material Resources for the Development of the Municipality.

1.3 Core Functions

The Assembly draws its functions from section (12) subsection (1) to (3) of the Local Governance Act, 2016 Act 936 as follows;

12. (1) A District Assembly shall

(a) Exercise political and administrative authority in the district;

(b) Promote local economic development; and

(c) Provide guidance, give directions to and supervise other administrative authorities in the district as may be prescribed by law.

(2) A District Assembly shall exercise deliberative, legislative and executive functions.

(3) Without limiting subsections (1) and (2), a District Assembly shall

(a) Be responsible for the overall development of the district;

(b) Formulate and execute Plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district;

(c) Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;

(d) Sponsor the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;

(e) Initiate programmes for the development of basic infrastructure and provide Municipal works and services in the district;

(f) Be responsible for the development, improvement and management of human settlements and the environment in the district;
(g) In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;
(h) Ensure ready access to courts in the district for the promotion of justice;
(i) Act to preserve and promote the cultural heritage within the district;
(j) Initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties
Conferred by this Act or any other enactment; and
(k) Perform any other functions that may be provided under another enactment.

1.4 Core Values

- Teamwork
- Professionalism
- Accountability
- Discipline
- Client-Focus

1.5 Organogram - Organizational Structure

The Ayawaso West Municipal Assembly has a hierarchical administrative and political structure. The administrative structure starts with the Municipal Chief Executive (MCE) to the Municipal Coordinating Director (MCD) to Heads of the fifteen Departments. Appendix 2 shows the Organogram of the Assembly.

The political structure has the General Assembly as the highest decision-making body of the Municipal Assembly, with twenty-one (21) members made up of one Municipal Chief Executive, one Member of Parliament, thirteen Elected Members and six (6) Government Appointees. The Public Relations and Complaints Committee (P.R.C.C.) and the Executive Committee (E.C.) are the two main committees of the Assembly. The Executive Committee has five statutory sub committees, namely Finance and Administration, Development Planning, Works, Social Services, Justice and Security, Development Sub-Committees and two (2) Adhoc Sub committees which are Sport and Recreational Development, Local Economic Development and Micro Small & Medium Scale Enterprise Promotion.

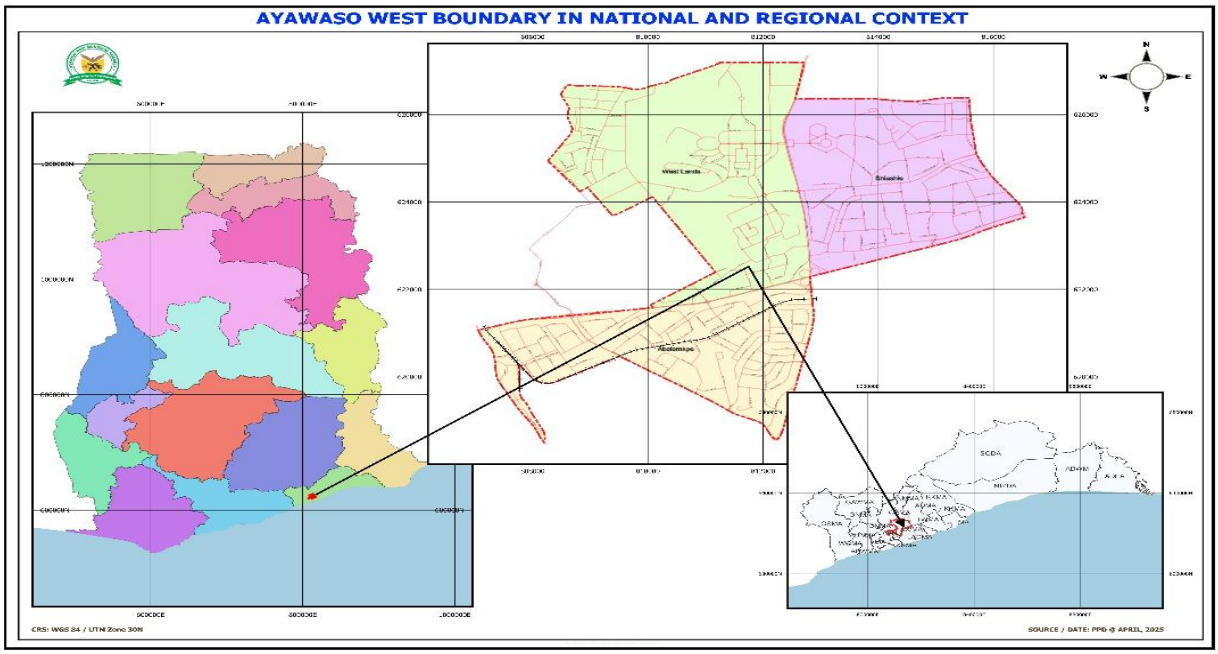
The Municipality has Three (3) Zonal Councils; Abelenkpe, Shiashie and Westlands Zonal Councils. The Zonal Councils consist of between ten (10) and fifteen (15) members from the Municipal Assembly and representatives from the Unit Committees in authority of the Council.

1.6 Locational Map

Ayawaso West Municipal Assembly (AWMA) is one of the 29 administrative districts in the Greater Accra Region. It has a total land space of 385km sq and occupies about 3.0 % of the Greater Accra Regional Land Area. It is located on Longitude 05°35'N and Latitude 00°06'W. It is bordered in the North by La Nkwantanang-Madina Municipal Assembly, North East by Adentan Municipal Assembly, East by Ledzokuku Municipal Assembly, South East by La

Dade Kotopon, South with Ayawaso North Municipal Assembly, South West with Accra Metropolitan Assembly, West with Okaikwei North Municipal Assembly and in the North West by Ga East Municipal Assembly. Figure 1.1 shows the location of the Municipality in the National and Regional context.

Figure 1.1: Boundary of Ayawaso West Municipality



Source: Physical Planning Department (AWMA), 2025

1.7 Overview of the 2026-2029 MTDP

The MTDP 2026-2029 through a participatory approach identified development issues, needs, formulated goals, objectives and strategies and outlined programmes to ensure the needs and aspiration of residents are met.

The Plan is in Eight (8) Chapters; Chapter one looks at the general introduction, which highlights the background, vision, mission, functions, mandate, core values, organogram and locational map of the Ayawaso West Municipal Assembly.

Chapter Two presents the 2022-2025 Medium Term Development Plan's performance on development outcomes and analysis of financial performance. It also includes the situational analysis and the estimated future needs of the 2026-2029 MTDP.

Chapter Three presents a list of prioritized development issues and a brief narrative on how prioritization was done.

Chapter Four outlines the development projections for the Plan period and outlines the goal, objectives and strategies of the Municipality which are aligned with the National Medium-Term Development Policy Framework.

Chapter Five explains the Matrix on Composite Development Programmes with indicative costs, programme status and implementing institutions. It also includes analysis of financial resources, revenue generation measures and a brief on the Strategic Environmental Assessment of formulated programmes.

Chapter Six contains the Annual Action Plans from 2026-2029 This will serve as a guide to address the various problems identified annually and provide the basis for annual budgeting.

Chapter Seven focuses on presents monitoring and evaluation arrangements of the MTDP. It includes a monitoring matrix with key indicators, timelines, and who is responsible. It also outlines Stakeholders Analysis, intended evaluations, Participatory Monitoring and Evaluation (PM&E) and Knowledge Management and Learning.

Chapter Eight focuses on a Communication Strategy that outlines the strategies to communicate the MTDP to all Stakeholders including decision-makers and citizenry to promote participation and deepen ownership of the Plan.

CHAPTER TWO
SITUATIONAL ANALYSIS

2.0 Introduction

This chapter presents the performance of the 2022–2025 Medium-Term Development Plan in terms of development outcomes and financial performance. It also provides a situational analysis and outlines the estimated future needs of the 2026–2029 MTDP.

2.1 Performance Review

2.1.1 Performance under an Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All 2022-2025.

The 2022–2025 Medium-Term Development Plan was the second Plan of the Assembly and was anchored on the Medium-Term National Development Policy Framework (An Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All, 2022–2025). The development goal of the Municipality for this period was "to promote sustainable development in all sectors within the Municipality." Accordingly, several policies, programmes, and projects were implemented during the period, as reviewed by the indicators in Table 2.1 below.

Table 2.1: Performance Review for 2022-2025 Medium Term Development Plan

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievements		Remarks
				Year	Data	
ECONOMIC DEVELOPMENT	**AVERAGE PRODUCTIVITY OF SELECTED CROP (MT/HA)**	0/9 mt/ha	5.8 mt/ha	2024	5.8 mt/ha	Strategic commitment to boosting agricultural output through extension services, input support, and technology adoption
	% OF ARABLE LAND UNDER CULTIVATION	20%	16%	2024	15.8%	Urbanization limits available arable land; a decrease is consistent with land-use patterns.
	% PERCENTAGE CHANGE IN IGF	15%	20%	2024	21.3%	IGF growth reflects strong property rates and business license collections, consistent with the Municipality's economic profile
SOCIAL DEVELOPMENT	**NET ENROLLMENT RATE Kindergarten**	65%	80%		77.4%	Increased access to public education facilities

	Primary **JHS**	88% 72%	84.1% 84%	2024	82.2% 81.8%	
	GENDER PARITY RATIO **Kindergarten** **Primary** **JHS**	 55% 85% 85%	 99% 94% 93%	2024	 98.1% 89.4% 80.1%	High urban literacy, awareness levels, and PTA involvement
	COMPLETION RATE **Kindergarten** **Primary** **JHS**	 97% 92% 95%	 97% 98% 88%	2024	 89.1% 99% 100%	Strengthen the intervention that has realigned progress with targets and has resulted in ultimate development outcomes.
	% INCREASE IN ACCESS TO PUBLIC HEALTH SERVICES IN THE MUNICIPALITY	1%	7%	2024	0%	The Municipality relies heavily on private providers. However, progress is hindered by land constraints, which limit the establishment of new public health facilities.
	% INCREASE IN CHILDREN IMMUNIZED	95%	100%	2024	230%	The target is more than 100% because the Health Directorate serves a larger population than the estimated target population, and there are more private health facilities.
	% OF POPULATION WHO HAVE TESTED POSITIVE FOR COVID-19	0.01%	1%	2024	0.1%	Public education, enforcement of COVID-19 protocols, Mass COVID-19 vaccination
ENVIRONMENTAL, INFRASTRUCTURE, AND HUMAN SETTLEMENT	**% IMPROVEMENT IN SUSTAINABLE ACCESS TO SAFE DRINKING WATER** District Urban	90%	95%	2024	98%	Adequate water supply by GHWCL

	% IMPROVEMENT IN ACCESS TO IMPROVED HYGIENE AND SANITATION SERVICE	85%	90%	2024	95.8%	Through continued hygiene promotion campaigns, stakeholder engagement, and community-led sanitation programmes, steady progress has been made in expanding access to improved hygiene and sanitation.
	% ROADS MAINTAINED IN THE MUNICIPALITY	50%	75%	2024	81%	Regular road maintenance
	IMPROVEMENT IN POLICE CITIZEN RATIO	1:262	1:500	2024	1:14077	Decline in police presence relative to population growth. Urgent strategic intervention services are required to reverse the trend.
	% INCREASE IN CITIZEN PARTICIPATION IN THE MUNICIPALITY	30%	50%	2024	65%	The focus is on active civic engagement, particularly through Residents Associations and digital platforms.
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY	**% OF STAFF TRAINED**	42%	60%	2024	78%	Strong institutional commitment to professional development and skills enforcement translated into improved service delivery, efficiency, and performance
	% OF TOWN HALL MEETINGS ORGANIZED	50%	100%	2024	100%	Regular interactions with residents
EMERGENCY PLANNING AND RESPONSE	**% INCREASE IN MTDP ACTIVITIES WITH CLIMATE CHANGE**	12%	25%	2024	30%	increasing the mainstreaming of climate resilience into urban Planning,

(INCLUDING COVID-19 RECOVERY PLAN)	**MITIGATION AND ADAPTATION STRATEGIES**					
	% OF FIRE OUTBREAK VICTIMS	8%	10%	2024	12%	Limited resources to support flood victims
IMPLEMENTATION, COORDINATION AND MONITORING AND EVALUATION	**% OF STRATEGIC GOALS MET WITHIN DEFINED TIMELINES**	60%	80%	2024	89%	Enforce periodic tracking and performance review

2.1.2 Financial Performance

A review of financial resources for the implementation of the 2022–2025 MTDP indicates that Internally Generated Funds (IGF) were the highest source of revenue, followed by the District Assemblies Common Fund (DACF), Government of Ghana (GoG), DACF–Responsive Factor Grant (DACF–RFG), and Development Partners (DPs).

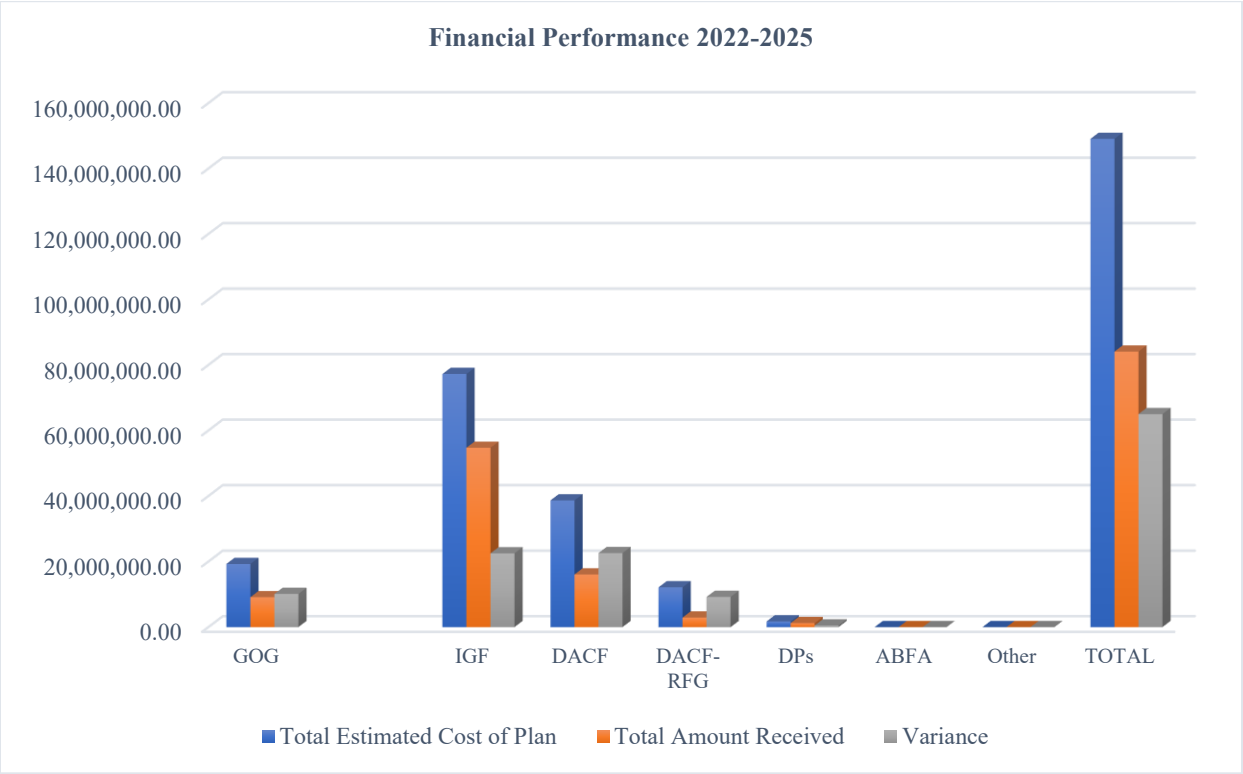
The estimated cost of the Plan was GH₵149,065,866.04, of which GH₵84,083,648.43 was received. This resulted in 81% implementation of the Assembly's programmes and projects. Challenges encountered in revenue mobilization included inadequate logistics, limited revenue collectors, and boundary disputes, among others. To improve revenue mobilization, the Assembly implemented measures such as the early printing and distribution of bills, regularization of development permits, enforcement of penalties for non-compliance, and valuation of unassessed properties. It also undertook revenue sensitization campaigns, deployed task forces, recruited additional revenue collectors, and provided logistics to enhance revenue collection.

Table 2.2: Financial Performance (2022-2025)

Source of Funds	Total Estimated Cost of Plan	Total Amount Received	Variance
GOG	19,256,212.85	9,129,482.03	10,126,730.82
IGF	77,251,085.45	54,722,671.22	22,528,414.23
DACF	38,674,206.67	16,075,598.10	22,598,608.57
DACF-RFG	12,150,872.52	2,930,940.80	9,219,931.72
DPs	1,733,488.55	1,224,956.28	508,532.27
ABFA	0.00	0.00	0.00
Other	0.00	0.00	0.00
Total	**149,065,866.04**	**84,083,648.43**	**64,982,217.61**

Source: Finance Department 2025

Figure 2.1: 2022-2025 Financial Performance



Source: Finance Department -AWMA, 2025

2.1.3 Key Issues/Way Forward

The Plan implementation was challenged by the following issues, amongst others;

- Delay in the release of statutory funds
- Inadequate internal generated funds (IGF)
- Inadequate office accommodation, equipment, and logistics
- Inadequate land for the provision of developmental projects
- Inadequate vehicles and logistics for M&E
- Inadequate staff capacity
- Inadequate spending on IGF CAPEX
- Poor coordination amongst Departments, Units, and Agencies
- Boundary Disputes (Ga East, Okaikwei North)

The Assembly will work towards improving data, revenue mobilization, provision of adequate office space and logistical support. Also, capacity of staff will be built to improve efficiency and service delivery.

2.2 Demographic Characteristics

i. Population Size and Growth Rate

The Ayawaso West Municipal Assembly has a total population of 75,303, according to the 2021 Population and Housing Census. This represents 1.4% of the total population of the Greater Accra Region. The Assembly has a male population of 38,614 (51.3%) and a female population of 36,689 (48.7%), resulting in a sex ratio of approximately 105 males per 100 females. However, this figure does not reflect the true population size. The discrepancy is attributed to the reassignment of portions of Ayawaso West's area to the Ga East, Okaikwei North, and Ayawaso Central Municipal Assemblies during enumeration. The Ghana Statistical Service has acknowledged this concern and is taking steps to address the issue. Currently, the projected population of the Municipality is 84,710, based on the Greater Accra Regional growth rate of 2.9%. Appendix 3 presents the detailed population projections over the Plan period, while Table 2.3 in Appendix 4 provides the population size of the Municipality.

ii. Population Density

Based on the projected population, the Ayawaso West Municipal Assembly has a population density of 220.03 persons per square kilometer. The fastest-growing communities include East Legon, Legon, Shiashie, and Bawaleshie.

iii. Household Characteristics

Households in the Municipality are largely made up of small to medium-sized families, students, and professionals. Due to limited housing options and increasing urban pressure, many residents live in rented apartments, compound houses, or shared spaces. This situation underscores the need for improved urban planning, enhanced infrastructure, and stronger community engagement to ensure decent living conditions and responsive service delivery.

iv. Religious Compositions

Ayawaso West Municipal Assembly has a diverse religious composition, with most residents identifying as Pentecostal/Charismatic (39.24%), followed by Protestants (26.37%), Catholics (13.64%), and other Christian denominations (7.44%). Overall, Christianity is the dominant faith, while Islam accounts for 8.68% of the population. The Municipality's inclusive and multicultural character underscores tolerance and interfaith collaboration in local governance and development efforts. Table 2.4 in Appendix 4 presents the religious distribution in AWMA.

v. Age and Sex Composition

The age and sex composition of the Ayawaso West Municipal Assembly shows a projected population of 84,710, comprising 43,438 males and 41,272 females, reflecting a fairly balanced gender distribution. The majority of the population is between 20 and 34 years old, consisting mainly of students, young professionals, and job seekers. This demographic trend presents challenges in housing, employment, education, and health services. In response, the Assembly plans to invest in youth development, strengthen service delivery, and create inclusive opportunities for all age groups.

vi. Occupation Distribution

The occupational distribution of the Ayawaso West Municipal Assembly is concentrated in the services sector, with residents engaged in education, healthcare, banking, hospitality, retail, and public administration. To expand employment opportunities, the Assembly will promote skills training for youth, women's groups, and artisans, while also supporting funding initiatives such as the MasterCard Programme. These efforts aim to empower residents and create sustainable job opportunities beyond the formal employment sector.

vii. Rural-urban Split

Ayawaso West Municipal Assembly is predominantly urban, with key areas including East Legon, Dzorwulu, Roman Ridge, Shiashie, and Westlands. However, pockets of low-income, poorly planned inner-city communities pose significant challenges to development. To address this, the Assembly will promote integrated redevelopment of these areas to bring them up to par with the rest of the Municipality.

viii. Dependency Ratio

The Municipality has a dependency ratio of 1:1.3, driven by its largely urban and economically productive population. It benefits from a robust labor force that supports growth and innovation; however, it must also ensure adequate support for dependents, particularly in education and healthcare. Rising urban living expenses pose risks to vulnerable groups. To address these challenges, the Assembly will invest more in skills development, health services, and educational infrastructure to promote inclusive growth and social progress.

2.3 Physical Characteristics

i. Topography of AWMA

Ayawaso West Municipal Assembly is characterized by a relatively flat to gently undulating terrain, with elevations ranging from 50 to 100 meters above sea level. The area consists of isolated hills and shallow valleys that shape the local drainage system. The Municipality has several seasonal streams and small water bodies that drain into the Odaw River Basin. A notable topographical feature is the University of Ghana campus, which is situated on comparatively higher ground with wide views over the surrounding area. The western sections of the Municipality exhibit slightly greater relief variation than the eastern sections. Topography has significantly influenced settlement patterns, as earlier developments were concentrated on higher ground to avoid seasonal flooding in low-lying areas.

ii. Geological Structure

The Ayawaso West Municipal Assembly consists of mixed quartzite sands, garnet, and hornblende gneiss. Garnet and hornblende gneiss are predominantly found in the western part of the Municipality, while mixed quartzite and sandstone occur mainly in the central portion of the Municipality.

iii. Vegetation

There is evidence to suggest that the vegetation of the Municipality has been significantly altered over the past century by climate change and other human activities. Much of the area is believed to have once been covered by dense forest,

of which only a few remnant trees remain. Today, the combined effects of climate change and rapid urbanization have transformed the vegetation into structures similar to those of the Southern Sahel.

iv. Weather

Ayawaso West Municipal Assembly is located in the Coastal Savanna Zone and experiences an average annual rainfall of 800–900 mm during its two rainy seasons (May–July and mid-August to mid-October). In recent times, however, rainfall has occasionally extended into December due to climate variability. Temperatures remain relatively consistent, with mean monthly values ranging from 24.7°C in August to 28°C in March, and an annual average of about 26°C. Due to its proximity to the equator, daylight hours remain uniform throughout the year, and relative humidity stays consistently high.

v. Water

The Assembly is currently supplied with water from the Weija Plant, Tema Booster Station, and Kpong Desalination Plant. Consequently, all distribution networks serving the Municipality are fed by these facilities. Approximately 98% of residents have access to potable water, supplemented by a few boreholes. In addition, many residents rely on treated sachet and bottled water for drinking purposes.

vi. Soil

The Municipality lies within the Coastal Savanna Zone and experiences an average annual rainfall of 800–900 mm during two rainy seasons: May to July and mid-August to mid-October. It has four main soil types: windblown erosion deposits; marine and alluvial mottled clay; residual gravels and clay derived from Accraian sandstone; and alluvial "black cotton" soils found in poorly drained lowlands. The organic black cotton soils pose serious challenges to building foundations, while acidic lateritic soils accelerate the deterioration of concrete structures. Predominantly sandy loam and clay soils support urban vegetation and small-scale farming; however, drainage problems during heavy rainfall continue to hinder infrastructure development and maintenance.

vii. Plant Life

The plant life of the Ayawaso West Municipal Assembly reflects a blend of urban development and green spaces, including home gardens, school compounds, roadside parks, and urban farms that showcase ornamental plants, flowers, and vegetables. These green spaces enhance environmental aesthetics, reduce heat, and improve air quality. The Assembly has designated areas in Abelenkpe and Mempeasem for landscaping and beautification projects to promote a greener and more attractive environment. Preserving and expanding plant life remains crucial to building a healthier and more livable community.

viii. Animal Life

Many residents keep poultry, goats, sheep, and rabbits in small backyard spaces or on urban farms to support household food security and income. Pets such as dogs and cats are also common in homes across the Municipality, providing companionship and security. Although wildlife is limited due to urbanization, domestic animal care and

small-scale farming remain important livelihood activities. During the Plan period, the Assembly intends to establish a veterinary clinic to promote responsible animal husbandry and strengthen veterinary services.

2.4 Economy

i. Internally Generated Funds (IGF)

Internally Generated Funds (IGF) remain the highest source of revenue for development. However, IGF mobilization is constrained by inadequate logistics, revenue leakages, and unreliable data. During the Plan period, the Assembly will intensify efforts to enhance IGF mobilization by addressing these bottlenecks to ensure increased revenue for sustainable development.

ii. Local Economic Development (LED)

The Municipality is pursuing Local Economic Development (LED) as an alternative strategy to maximize economic potential, create jobs, improve livelihoods, and reduce poverty. However, several challenges hinder these efforts, including negative attitudes toward interventions, insufficient funding, lack of basic machinery and equipment, weak managerial capacity, limited value addition, inadequate marketing skills, and restricted access to credit facilities.

The Assembly's LED approach, guided by the Local Governance Act, 2016 and the National Decentralization Policy, involves key departments such as Agriculture, Social Welfare and Community Development, the Cooperatives Department, and the Business Advisory Centre. Initiatives under this approach include skills training, business advisory services, and the formation of cooperative groups. The Assembly's LED Committee seeks to harness the Municipality's economic potential through both local and international collaborations.

iii. Agriculture

The Municipality primarily practices urban farming due to limited land availability. The farming system is organized into two zones and seven operational areas. The Municipality is noted for cultivating both exotic and local vegetables such as lettuce, cabbage, sweet pepper, cauliflower, cucumber, alefu, gboma, surey, maize, tomatoes, cowpeas, and okro. Livestock farming is also undertaken on a smaller scale.

Despite its potential, the sector faces challenges including rapid urbanization, climate change, loss of farmland, unsafe water sources for irrigation, limited access to funding, high input costs, and unpredictable rainfall. To address these constraints, the Department of Agriculture plans to adopt modern farming techniques, support women and youth, and deliver services such as farm education, livestock and crop support, technical assistance, and livelihood improvement programs for farmers, processors, and traders in the Municipality. These measures aim to ensure the sector's long-term sustainability.

Table 2.7: Core Crops Production Indicator for AWMA

No	Core Crops production indicator	Metric Tonnes per Hectare
1.	Lettuce	49.9
2.	Sweet pepper	22.8
3.	Cabbage	177.7

4.	Cucumber	34.4
5.	Gboma	32.8
6.	Alefu	36.3
7.	Surey	29.7

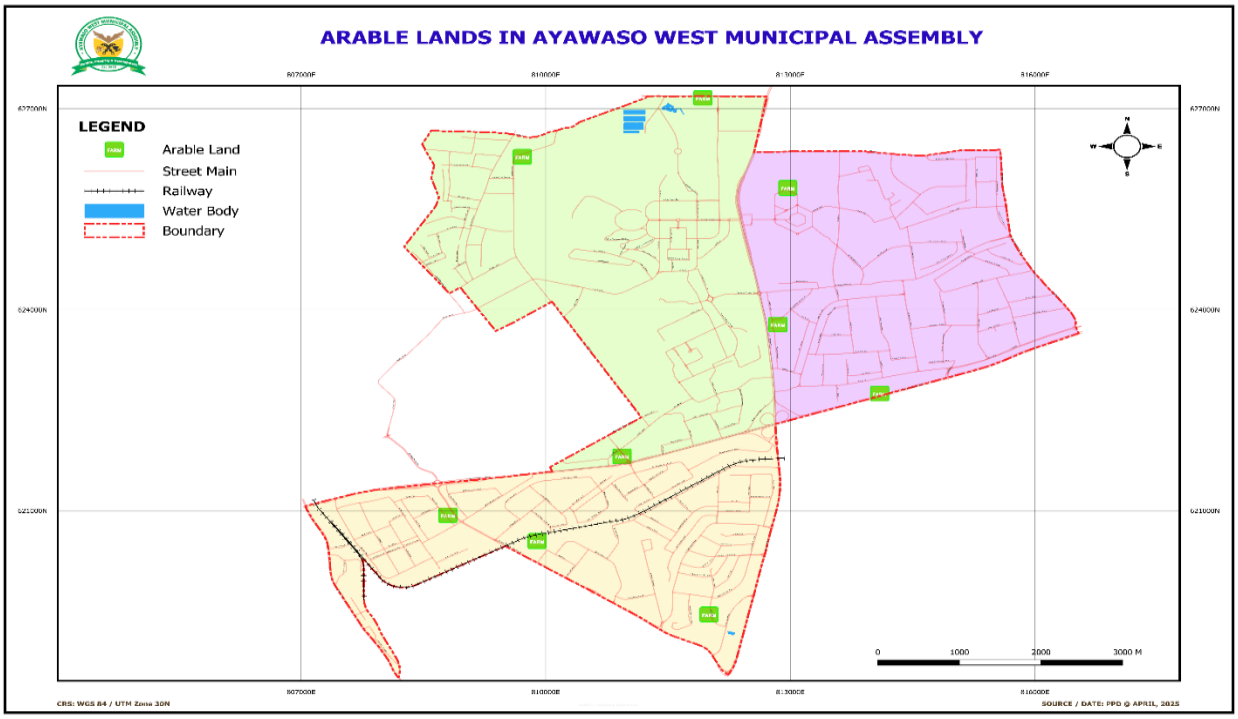
Source: Department of Agriculture – AWMA, 2025

Table 2.8: Core Animal Production Indicator for AWMA

No	Core animal production indicator	Total
1.	Cattle	28
2.	Sheep	35
3.	Goat	82
4.	Pig	264
5.	Poultry	1128
6.	Rabbit	106
7.	Duck	52

Source: Department of Agriculture – AWMA, 2025

Figure 2.2: Arable Land under Cultivation



Source: Department of Agric (AWMA), 2025

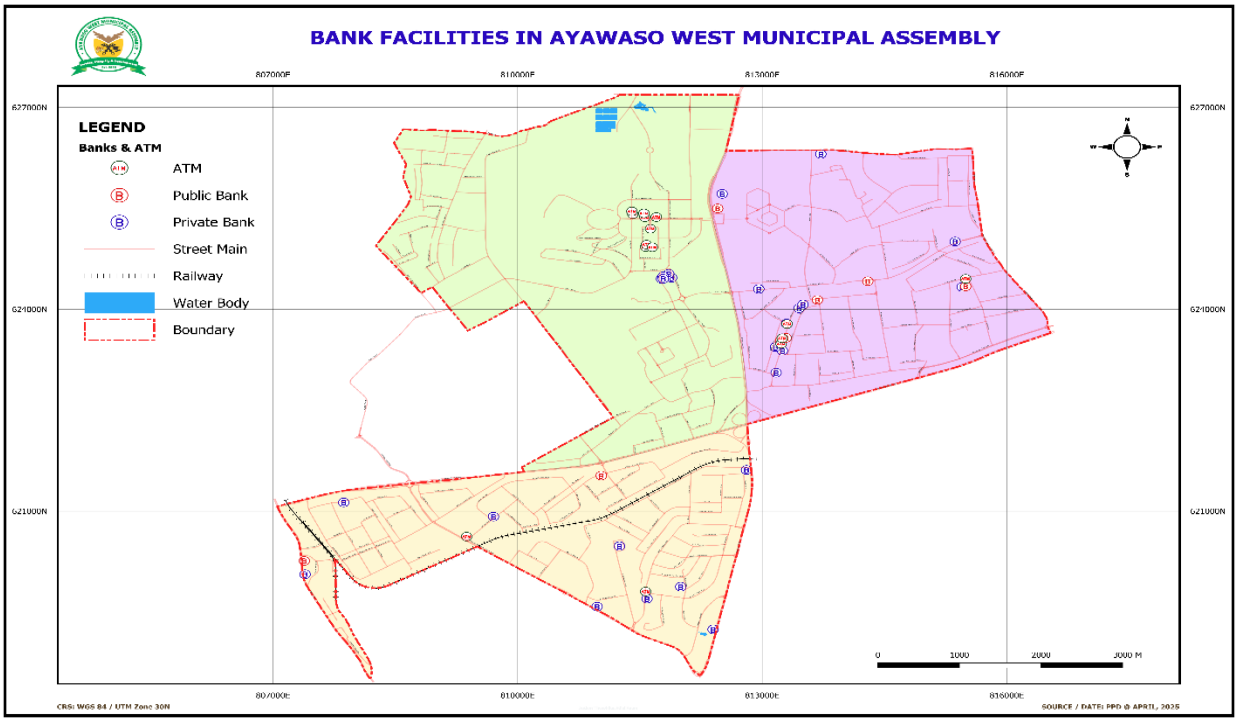
iv. Employment (Job Creation)

The Assembly provides a vibrant environment for employment growth, partly due to its proximity to major educational institutions such as the University of Ghana. However, employment opportunities are limited by obstacles such as inadequate space for industrial expansion, high living costs, and a mismatch between available skills and labor market demands. Despite these challenges, the Assembly, through the Youth Employment Agency and Internally Generated Funds (IGF), has employed 406 people, 70 of whom are currently self-employed. Going forward, the National Youth Authority, the Business Advisory Centre, and the Cooperatives Department plan to expand training programs, provide starter kits, and facilitate access to loans for micro, small, and medium enterprises (MSMEs) in order to foster self-employment and build relevant skills.

v. Business

The Municipality's business landscape is primarily service-oriented, with hospitality establishments, retail outlets, banks, financial institutions, and corporate organizations serving both residents and visitors. A smaller manufacturing sector and several real estate development companies are also present. The area lacks a major market center, with Santana Market and Legon Night Market functioning as mini markets. Land scarcity poses a challenge to infrastructure development; however, with the support of all stakeholders, the Assembly plans to establish a modern market to promote commerce.

Figure 2.3: Banks Facilities in Ayawaso West Municipal Assembly

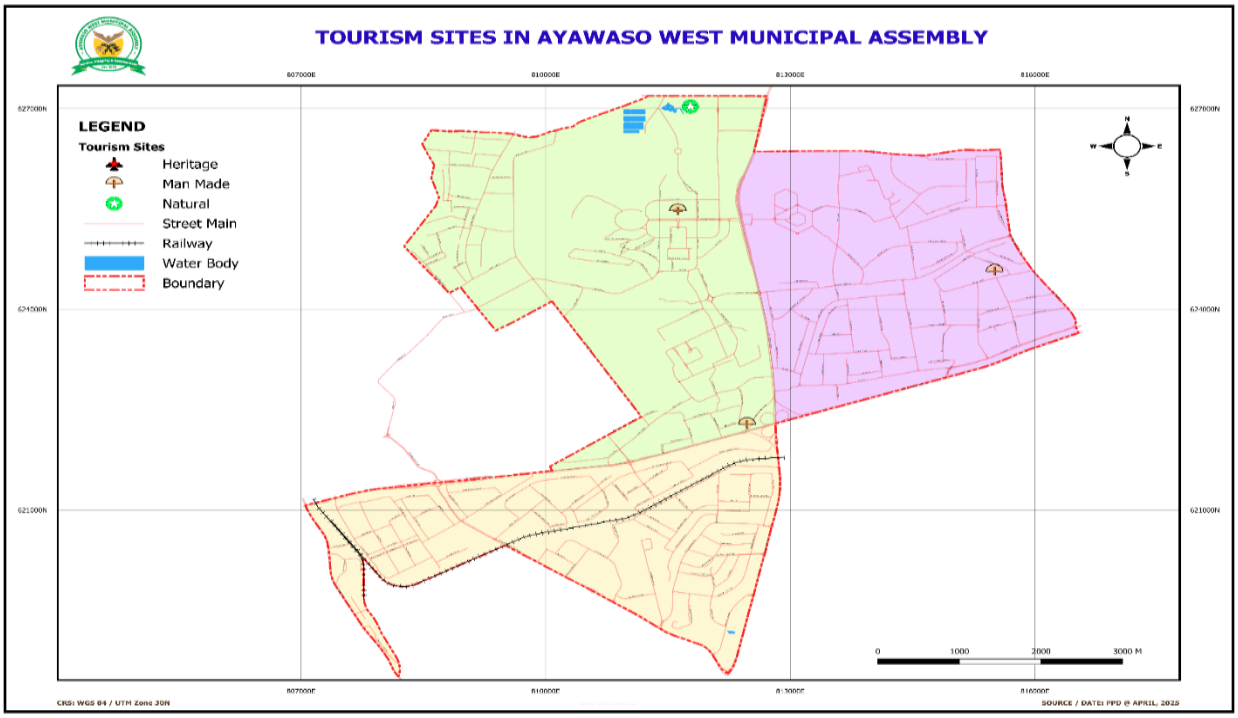


Source: Physical Planning Department – AWMA, 2025

vi. Tourism

Tourism in the Ayawaso West Municipal Assembly is anchored in its cultural diversity, educational hubs, green spaces, and urban amenities. A notable addition to the Municipality's attractions is the Despite Automobile Museum in East Legon, Ghana's first world-class automobile museum and one of the few in Africa. The museum showcases automotive history, engineering innovation, and luxury car design. These developments complement existing attractions such as the University of Ghana, the Balme Library, the Legon Botanical Gardens, and the Tetteh Quarshie Arts Centre. The Municipality's tourism potential can be further enhanced through improved infrastructure, targeted marketing, and technology integration. The various tourist locations are illustrated in Figure 2.4 below.

Figure. 2.4: Tourist Site in AWMA



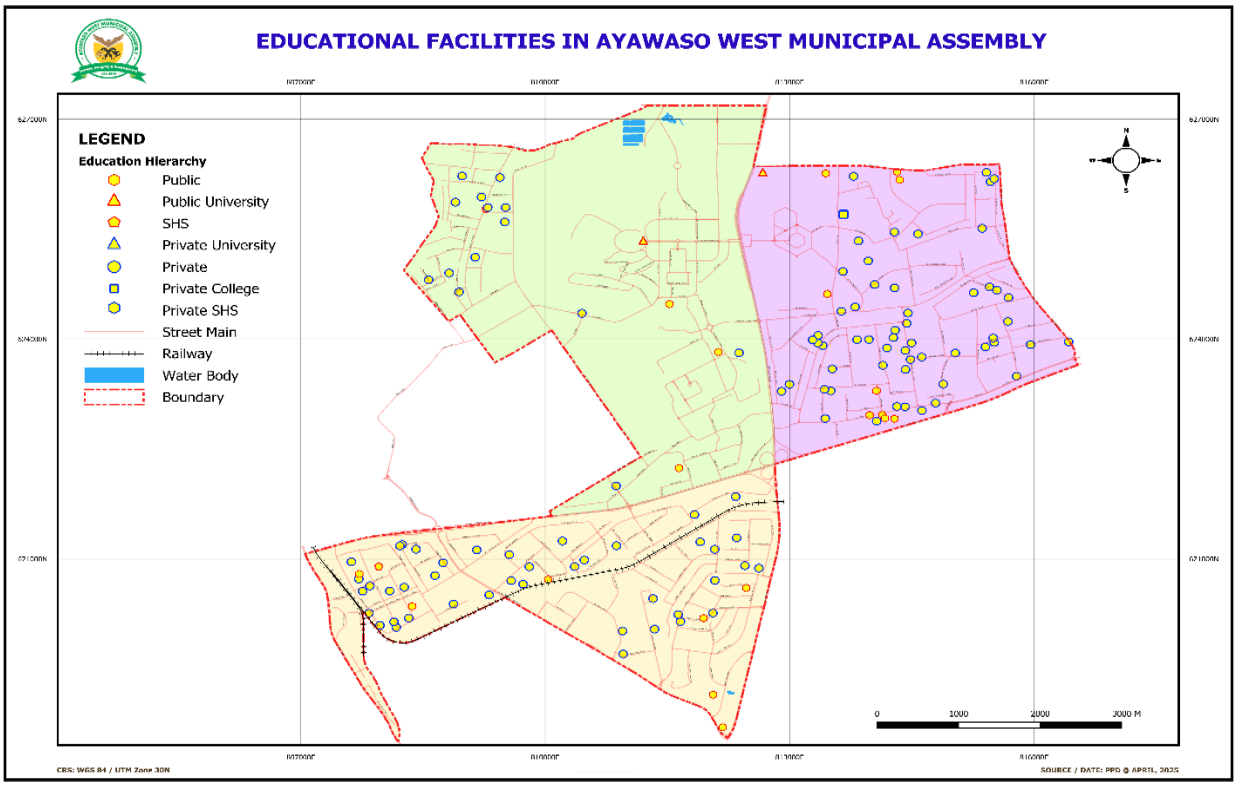
Source: Physical Planning Department – AWMA, 2025.

2.5 Social

i. Education

The Assembly prioritizes accessible education for all residents. A critical weakness, however, is the significant gap between private and public educational facilities (see Table 2.9), which limits access for low-income families. Leveraging its strength in infrastructure development, the Assembly has constructed several educational facilities in underserved communities. Despite resource constraints, it remains committed to improving public school infrastructure and enhancing teaching quality to ensure that all residents have access to quality education regardless of income level. Figure 2.5: Education Facilities in Ayawaso West Municipal Assembly.

Figure 2.5: Education Facilities in Ayawaso West Municipal Assembly



Source: Physical Planning Department – AWMA, 2025

Table 2.9: Educational Institution for AWMA

Type of Educational Institution	Number of institutions in the Municipality		
Institution	**Public**	**Private**	**Total**
Basic School	10	133	143
Junior High	10	25	35
SHS	1	5	6
Vocational School	1	1	2
Training College	1	-	1
University	3	2	5
Total	**22**	**174**	**192**

Source: Municipal Education Directorate – AWMA, 2025

Table 2.10: Basic School Enrolment and Staffing by Circuit for AWMA

DATA ON ENROLMENT AND STAFFING BY CIRCUIT																		
S/N	**CIR. NO**	**NAME OF SCHOOL**	**ENROLMENT**									**STAFFING**						**TOTAL NO OF TEACHERS**
			KG			**PRIMARY**			**JHS**			**TRAINED**			**UNTRAINED**			
			M	**F**	**T**	**M**	**F**	**T**	**M**	**F**	**T**	**M**	**F**	**T**	**M**	**F**	**T**	
DISTRICT: AYAWASO WEST																		
CIRCUIT: MAAMOBI																		
1		DZOROWULU SPECIAL SCHOOL	16	9	25	116	70	186	0	0	0	8	10	18	0	0	0	18
2	22	LA – BAWALESHIE PRESBY 2 BASIC SCHOOL	69	58	127	427	384	811	218	203	421	16	32	48	0	0	0	48
CIRCUIT: ABELENKPE																		
3		ACCRA STEM ACADEMY	34	24	58	140	119	259	33	23	56	2	16	18	0	0	0	48
4	22	UNIVERSITY STAFF VILLAGE PRIMARY /KG	40	42	82	276	265	541	0	0	0	1	15	16	0	0	0	16
5		LA BWALESHIE PRESBY 1 BASIC	45	45	90	227	235	462	177	149	326	6	22	28	0	0	0	28

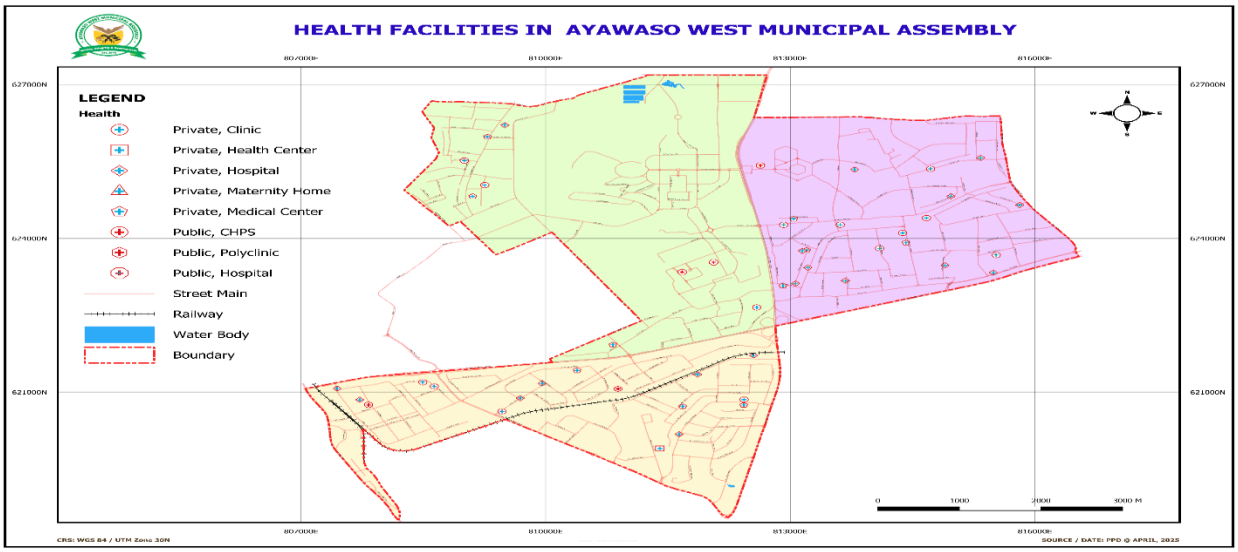
6	22	UNIVERSITY STAFF VILLAGE JHS	0	0	0	0	0	0	176	205	381	7	11	18	0	0	0	18
7		ABELENKPE 2 BASIC	22	19	41	112	122	234	82	111	193	4	14	18	2	0	2	20
8	21	BETHANY METHODIST BASIC SCHOOL	37	36	73	206	161	367	97	114	211	2	15	17	0	0	0	17
9	21	ROMAN RIDGE M/A BASIC SCHOOL	23	24	47	247	260	507	158	161	319	7	23	30	0	0	0	30
10	21	DZORWULU JHS	0	0	0	0	0	0	172	198	370	4	11	15	0	0	0	15
11		REFORMER" S JUNIOR HIGH SCHOOL	0	0	0	0	0	0	35	0	16	0	4	4	6	6	12	16
12	21	DZOROWULU KG/A&B PRIMARY	33	38	71	212	392	0	0	0	1	14	15	0	0	0	0	15
		TOTAL	**319**	**295**	**614**	**1963**	**2008**	**3367**	**1148**	**1164**	**2294**	**71**	**188**	**230**	**8**	**6**	**14**	**289**

Source: Municipal Education Directorate – AWMA, 2025

ii. Health

The Assembly currently has one public hospital at Mempeasem, which has recently been operationalized. Residents also access healthcare services from neighboring facilities such as the Maamobi Polyclinic, Achimota Hospital, and the 37 Military Hospital. To address the gap in public and private health facilities, construction of a CHPS Compound at Santana is ongoing. It is further anticipated that work on the Agenda 111 District Hospital at Roman Ridge will be recommended, thereby improving access to quality and affordable healthcare services within the Municipality. Table 2.11 presents the health facilities in the Municipality.

Figure 2.6: Health Facilities in Ayawaso West Municipal Assembly



Source: Physical Planning Department - AWMA, 2025

Table 2.11: Health Facilities in AWMA by Type and Ownership

Ownership	Government	Private	CHAG	Quasi-Government	Total
Hospital	0	11	1	2	14
Health Center	0	0	0	0	0
PolyClinic	1	0	0	0	1
Clinic	0	15	1	2	18
CHPS Zone	20	0	0	0	20
Maternity Home	0	0	0	0	0
Private Laboratory	0	0	0	0	2
Total	**21**	**26**	**2**	**4**	**55**

Source: Municipal Health Department – AWMA, 2025

- *Top Fifteen Diseases*

The Municipality continues to record recurring diseases in its health facilities, with Upper Respiratory Tract Infections (URTIs) being the most reported. Cases declined from 14.9% in 2023 to 13.7% in 2024, a trend partly attributed to the impact of COVID-19. Uncomplicated malaria cases have also reduced. Major health concerns include typhoid fever, hypertension, diarrheal diseases, skin infections, and anemia, particularly among children and women. In

addition, non-communicable diseases such as hypertension and diabetes are on the rise, underscoring the need for improved prevention, lifestyle education, and chronic disease management. Persistent challenges in sanitation, nutrition, and public health education further compound the health situation in the Municipality. This will be addressed through the expansion of community-led sanitation initiatives, improved waste management systems, targeted nutrition education and support programmes, stronger partnerships with private health providers, and continuous public health education campaigns within the Municipality.

Table 2.12: Top Fifteen Morbidity in AWMA

Rank	Diagnosis	No of Cases	%
1	Upper Respiratory Tract Infections	23,220	13.7
2	Hypertension	11,254	6.6
3	Acute Urinary Tract Infection	7,718	4.5
4	Diabetes Mellitus	5,316	3.1
5	Skin Diseases	5,295	3.1
6	Acute Eye Infection	5,249	3.1
7	Diarrhoeal Diseases	5,052	3
8	Typhoid Fever	4,989	2.9
9	Anaemia	4,463	2.6
10	Gynaecological conditions	4,037	2.4
11	Uncomplicated Malaria	3,366	2
12	Vaginal Discharge	3,115	1.8
13	Cataract	2,727	1.6
14	Rheumatism / Other Joint Pains / Arthritis	2,586	1.5
15	Pregnancy Related Complications	2,563	1.5
	All other Diseases	78,798	46.4
	Total OPD cases	**169748**	**100**

Source: Municipal Health Department – AWMA, 2025

Table 2.13: Key Family Planning Indicators in the Municipality

Indicator	2024
Family Planning Acceptor rate	63.1
Total family Planning Acceptors	12034
Total couple year protection	3721.59

Source: Municipal Health Department – AWMA, 2025

Table 2.14: Maternal Health Indicators in the Municipality

Indicators	2024
ANC Attendance	21,641
ANC Registrants	2,778
Mothers making 4th ANC visit	3707
Td 2+ vaccinations at ANC	3384
Td2+ Coverage (%)	118.25
Antenatal mother at registration - 10-14years	4
Antenatal mother at registration - 15 – 19years	14
Abortion mother at age 15-19	14
% ANC registrants registered in 1st trimester	78.73

Mothers registered in 1st trimester	2187
Mothers registered in 2nd trimester	531
Mothers registered in 3rd trimester	54
IPT3 coverage	91.3
Number of mothers, all deliveries	2525
Caesarean section deliveries	1474
Live births	2544
Total still births	17
Fresh still births	8
Macerated still births	9
Neonatal Deaths	30
Maternal death	2
PMTCT coverage	100
Number women initially Tested for HIV	2778
Number of Registrants Tested Positive for HIV	2
Number of Known HIV Positive before current pregnancy	1
Syphilis Screening Positive	1
Syphilis Screening Tested	2757

Source: Municipal Health Department – AWMA, 2025

Table 2.15: Records of Deaths in the Municipality

Age Group	Admission		Death	
	Male	**Female**	**Male**	**Female**
0-28 days	492	425	29	28
1-11 months	280	200	4	6
1 – 4 Years	677	584	4	6
5 – 9 Years	366	290	2	4
10 – 14 Years	233	157	2	2
15 – 17 Years	166	124	2	2
18 – 19 Years	141	190	5	7
20 – 34 Years	2009	4109	60	52
35 – 49 Years	1786	2359	116	104
50 – 59 Years	1021	988	109	93
60 – 69 Years	1121	1086	128	150
70 Yrs & Above	1392	1433	161	193
Total All Ages	**9684**	**11945**	**622**	**647**

Source: Municipal Health Department – AWMA, 2025

Table 2.16: Trend of Malaria Key Performance in Municipality

	Indicators	**2024**
Out-Patient Department	Total OPD New Cases	94,812
	Uncomplicated malaria suspected	58,047
	Suspected tested	57967
	%Tested	99.86%
	Uncomp. Mal tested positive	3366

	Test positivity rate.	5.80%
	% of OPD cases attributable to malaria.	3.55%
Incidence/Treatment.	Number of OPD malaria cases	3442
	No. of OPD malaria cases -pregnant	4
	OPD cases put on anti-malaria.	4360
	No. tested negative but treated as malaria.	959
	No. not tested but treated as malaria	76
	Number put on antimalarials under 5yrs	219
	Put on antimalarials 5yrs and above	4141
	OPD malaria cases per 1000 population	50.88
Admissions and Deaths.	Under-fives admitted with malaria	17
	Under-fives dying of malaria	0
	Five years and above admitted with malaria	247
	Five years and above dying of malaria	1
	Institutional malaria death per 1000 population	0.01

Source: Municipal Health Department – AWMA, 2025

Table 2.17: HIV/AIDS cases in AWMA

Parameters	2024	2025
Tested for HIV - Female	5993	564
Tested for HIV - Male	4666	755
Tested HIV positive - Female	139	17
Tested HIV positive - Male	133	21
Previously tested positive - Female	35	4
Previously tested positive - Male	28	1
Number Linked into HIV Care	103	0

Source: Municipal Health Department – AWMA, 2025

Table 2.18: Tuberculosis (TB) Screening Report for the Municipality

Unit	No. Screened for TB	No Presumed for TB	No. tested for TB	Number Diagnosed	No. Initiated on TB Treatment
Gen OPD	3036	153	173	28	9
ART clinic	935	37	37	29	3
Reproductive clinic	297	0	0	0	0
Diabetic clinic	0	0	0	0	0
Household contacts investigation	101	80	80	2	2
Pediatric clinic	158	22	22	0	0
Female ward	167	91	91	13	2
Males ward	135	76	76	14	4

Source: Municipal Health Department – AWMA, 2025

iii. Child Protection

In the Ayawaso West Municipality, child protection challenges are primarily driven by issues such as drug abuse, teenage pregnancy, discrimination, bullying, adolescent sexual and reproductive health concerns, and unsafe environments. The Department of Social Development, which is mandated to address child protection at the district level, will focus on areas including child maintenance, family welfare, custody and access, and the prevention of abuse. The Department will also collaborate with other stakeholders to promote child protection programmes and strengthen monitoring systems to ensure effective child protection in the Municipality.

iv. Social Protection

Social protection policies, programmes, and safety nets are designed to reduce poverty and vulnerability by reducing people's exposure to risk and enhancing their capacity to manage economic and social challenges such as unemployment, exclusion, sickness, disability, and old age. Despite its affluent neighborhoods, the Municipality still faces issues of gender inequality, poverty, vulnerability, and marginalization. Vulnerable groups requiring social protection interventions include women, children, persons living with HIV/AIDS, adolescents, the elderly, and persons with disabilities. As the Planning Authority, the Assembly supports livelihoods through interventions such as the Livelihood Empowerment against Poverty (LEAP) programme, the School Feeding Programme, Capitation Grants, the National Health Insurance Scheme (NHIS), and the Free Senior High School (SHS) policy. The Assembly integrates social protection into development planning and collaborates with local and international agencies, as well as non-governmental organizations, to ensure the protection and empowerment of these vulnerable groups.

v. Nutrition

The Assembly recognizes the critical role of nutrition in promoting a healthy population. However, rapid urbanization in areas such as Ayawaso West has altered food habits, increasing the demand for processed foods and contributing to poor nutrition, particularly among children in low-income communities. To address this, the Assembly is working to improve residents' nutritional well-being through strategies aimed at enhancing knowledge, attitudes, and practices related to nutrition. These interventions include integrating nutrition into primary healthcare, antenatal, postnatal, neonatal, and pediatric care, as well as community outreach programmes. Collaboration with nutrition partners is expected to strengthen these efforts by embedding nutrition services within the broader healthcare system. Despite limited resources, such collaborative initiatives can help reduce malnutrition and promote healthier lifestyles across the Municipality.

- *Underweight in Children*

Over the past three years, the percentage of underweight children under five in the Ayawaso West Municipality has remained below 1%, largely due to the relatively high economic status of the local population, which affords better access to food and healthcare. Service delivery has also improved through continuous training and mentoring of Community Health Nurses (CHNs), as well as regular data validation and feedback mechanisms. During the plan period, the Department of Health will continue to provide training and support to sustain these gains and extend assistance to vulnerable groups.

Table 2.19: Underweight Status of Children Weighed in the Municipality

Ages	Attendants	Underweight Status Z-Score >-2 To >-3	
	2024	2024	
		Moderate -2 to-3	Severe >-3
0 – 11 months	40812	11	0
12-23 months	22244	4	0
24-59 months	14856	4	0
Total weighed	**27090**	**39(0.05%)**	**0**

Source: Municipal Health Department – AWMA, 2025

- *Stunting in Children*

The Ayawaso West Municipality has achieved a 10% improvement in child growth monitoring over the past three years, with a 6.8% increase recorded in the most recent year. This progress is attributed to improved documentation, accurate data entry, and consistent measurement practices. Moving forward, the Municipality plans to focus on maternal nutrition education, timely complementary feeding, increased nurse supervision, enhanced formal and on-the-job training, and accurate data capture to further improve child health outcomes.

Table 2.20: Stunting Status of Children in the Municipality

Ages	Attendants	Number Measured	Percentages
AGES	**2024**	**2024**	**2024**
0 - 11 months	3392	1166	34.30%
12-23 months	1946	749	38.50%
24-59 months	1357	374	27.50%
Total	**6695**	**2289**	**34.20%**

Source: Municipal Health Department – AWMA, 2025

- *Nutrition/Girls Iron Folic Tablet Supplements (GIFTS) Monitoring*

The GIFTS programme, launched in June 2019, aims to reduce anemia among adolescent girls aged 10–19 by providing weekly iron and folic acid supplements. Despite challenges such as parental resistance, progress has been achieved through supervision, community sensitization, and stakeholder engagement. The Health Department plans to expand outreach, improve communication, and strengthen collaboration to increase acceptance and coverage.

Table 2.21: Number of Adolescent Girls 10-19 Years Dosed in In-School Gifts

Indicators	2024 (%)	
Total Number of Adolescents Out of School Registered	740	67%
Total Number of Girls Out of School Given IFA	547	74%
Total Number of Girls Enrolled	1698	98%
Total Number of Adolescents in School Registered	906	54%
Total Number of Girls in School Given IFA for at least 10 Tablets	579	64%

Source: Municipal Health Department – AWMA, 2025

vi. Water

The Ayawaso West Municipal Assembly is currently supplied with water from the Weija Waterworks, which feeds all distribution networks within the Municipality. Approximately 98% of residents have access to potable water. In addition, many residents rely on treated sachet and bottled water for drinking purposes.

vii. Sanitation

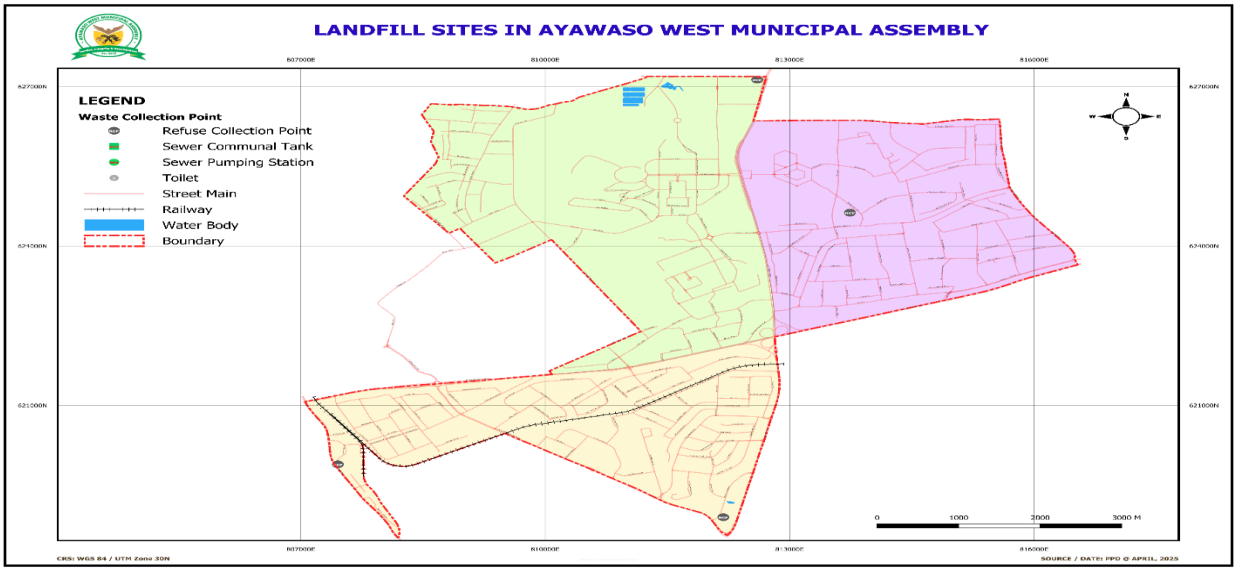
The Municipality generates an average of 250 metric tons of waste daily, with Zoomlion serving as the main waste collection company. The final disposal site for waste collected in the Municipality is the Adepa Landfill Site. Figure 2.7 shows the final waste disposal site.

Table 2.22: Waste Management activities

Activities	Quantity
Number of waste collection zones in AWMA	4
Tons of waste generated	91,250 metric tons
Tons of waste collected	68,720 metric tons
Number of notice given/served	5,126
Number of prosecutions	215
Number of waste bins acquired	0
Number of containers acquired	6
Number of trucks acquired	3
Number of public toilets operating	15

Source: Environmental Health Unit – AWMA, 2025

Figure 2.7: Landfill Site



Source: Environmental Health Unit – AWMA, 2025

viii. Housing

The Ayawaso West Municipal Assembly faces increasing housing demand driven by rapid urbanization and population growth. Key residential areas such as East Legon, Airport Residential, Airport West, Abelenkpe, and Dzorwulu attract students, professionals, and expatriates. However, rising rental prices and limited housing availability, particularly for low- to middle-income earners have led to the growth of informal settlements with inadequate services, which contribute to flooding and the spread of communicable diseases. Despite these challenges, there is potential for improvement through urban planning and affordable housing initiatives. The Assembly is also working to improve infrastructure in residential areas. Nonetheless, concerns remain about pressure from real estate development and environmental degradation resulting from poor regulation. Balancing development with inclusive housing policies is therefore crucial to ensuring sustainable housing accessibility.

ix. Poverty

Currently, 9.3% of residents in the Ayawaso West Municipal Assembly (AWMA) live in poverty, experiencing severe deprivations in living standards, education, health, and employment. Communities such as La Bawaleshie/ Mempeasem, Santana, and Okponglo record the highest poverty levels, characterized by overcrowding, poor sanitation, limited access to clean cooking fuel, low school attendance, and high unemployment. In contrast, areas such as Roman Ridge, Airport Residential, and Christian Centre show minimal deprivation. To promote equitable development, targeted interventions are required, including improved housing, expanded health insurance coverage, strengthened educational support, and enhanced employment opportunities.

x. Gender

Gender equality in Ghana is a challenge due to the traditional social structure, which often favors men in areas like economic independence, leadership, land ownership, and decision-making. In Ayawaso West Municipality, however, women often dominate both the formal and informal sectors of the economy, contributing significantly to households and supporting their male counterparts. To ensure equal opportunities for both men and women, gender mainstreaming is crucial. This includes improving access to social services; removing barriers to economic, political, and legal well-being; and promoting inclusion in the development process. The Assembly will also work towards better political representation and make a conscious effort to be inclusive during the implementation of the Municipality's development Plan.

xi. Migration

The Ayawaso West Municipal Assembly continues to attract people from across the country due to its vibrant urban environment, access to quality education, job opportunities, and better living conditions. This steady immigration is a key strength, contributing to the area's cultural diversity and economic activity. However, the increasing population also brings significant challenges, such as pressure on housing, public services, and infrastructure. Furthermore, there is a risk of informal settlements and congestion if this growth is not well managed. During the Plan period, the Municipality will continue to utilize the Spatial Development Framework (SDF) to guide urban planning, enhance infrastructure investment, and improve service delivery, thereby ensuring a balanced and inclusive community.

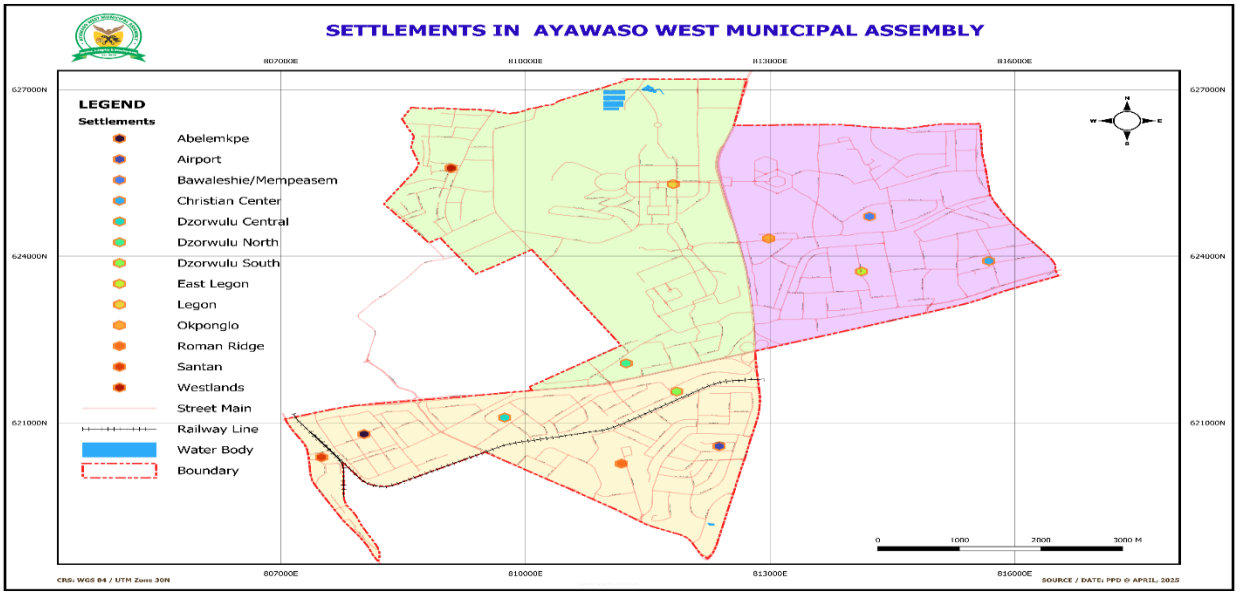
2.6 Environmental

i. Settlements and Built Environment

The Municipality features a mixed-use urban settlement pattern, with services and infrastructure primarily focused on education, health, banking, security, business, and leisure. However, the residential and civic settlement pattern has significantly evolved due to increased commercial activities, particularly in service industries such as hotels, retail outlets, banks, and cooperative institutions. Approximately 80% of roads in the Municipality are tarred, with cement blocks and concrete being the most widely used construction materials. Unplanned areas and unauthorized structures are common in indigenous settlements, and encroachment on public facilities like roads and drains poses a significant challenge for development control.

The Assembly will intensify the enforcement of building regulations and involve all stakeholders in upholding building laws. The distribution of services by settlement in the Municipality is analyzed using a scalogram, which indicates that Legon is the settlement with the highest level of functionality. Access to services is generally good, with minimal variation among areas, and most functions provided by Legon are accessible to all residents.

Figure 2.8: Ayawaso West Municipal Settlement Map



Source: Physical Planning Department (AWMA), 2025

Table 2.23: Scalogram for AWMA

NO	NAMES OF VARIOUS SETTLEMENTS	POPULATION (EST. 2024)	HEALTH FACILITIES						EDUCATIONAL FACILITIES						ENVIRONMENT		WATER		OTHERS											Total No of functions	Total Cent Score	Hierarchy level
			Tertiary Hospital	General Hospital	Polyclinic	Clinic	Health Center	Health Post	Tertiary	Secondary	Primary and JSS	Nursey	Public Toilet	WC	S.T.L	VIP (Household Toilet)	Pipe Borne	Bole Hole	Police Station	Fire Station	Filling Station	Lorry Station	Post Office	Restaurant	Guest Houses	Hotel	Library	Bank			
1.	ABELENPKE	6,374					x	x			x	x		x	x	x	x	x	x	x	x	x		x	x	x	x	x	18	69	2nd
2.	SANTANA	7,029				x	x			x			x	x	x	x	x	x	x		x	x		x	x	x		x	16	62	5th
3.	ROMAN RIDGE	4,175					x				x	x	x	x	x	x	x	x	x		x			x	x	x			14	54	8th
4.	AIRPORT RESIDENTIAL	3,798		x					x		x	x	x	x	x	x	x				x	x		x	x	x	x	x	16	62	5th
5.	DZORWULU SOUTH	4,921									x	x	x	x	x	x	x		x					x	x			x	11	42	11th
6.	DZORWULU CENTRAL	4,737				x					x	x	x	x	x	x	x					x		x				x	11	42	11th
7.	LEGON	14,819	x	x		x			x		x	x		x	x	x	x		x	x	x	x	x	x	x		x	x	19	73	1st
8.	NORTH DZORWULU	3,242							x					x	x	x	x				x			x	x			x	9	35	13th
9.	WESTLANDS	409				x			x		x	x		x	x	x	x	x	x		x			x	x	x			14	54	8th
10.	OKPONGLO	3,009				x			x		x	x	x	x	x	x	x				x	x		x	x				13	50	10th
11.	LA-BWALESHIE/ MEMPEASE	18,479		x		x			x	x	x	x		x	x	x	x		x		x	x		x	x		x	x	17	65	3rd
12.	EAST LEGON	6,939		x	x	x			x		x	x		x	x	x	x				x	x		x	x	x		x	16	62	5th
13.	CHRISTIAN CENTER	4,404		x	x	x			x		x	x		x	x	x	x		x		x	x		x	x	x		x	17	65	3rd

Source: MPCU – AWMA, 2025

ii. Climate Change

Ayawaso West Municipal Assembly, like most parts of Ghana, has begun experiencing the effects of climate change. Consequently, the mainstreaming of climate change, green economy, and broader environmental concerns is crucial for ensuring sustainable development. The Municipality plans to utilize opportunities for sustainable development by adopting local and external strategies to address green economy, climate change, and biodiversity protection issues within its development program. This approach will ensure resource allocation without compromising future development. These strategies will include, among others:

- Prevention of encroachment on protected areas, water bodies, and farmlands
- Identify public information and awareness campaigns on flood prevention, climate change, green economy, blue economy, and mitigation strategies
- Mainstream green economy through reuse, recycling, reclamation, permitting buildings, etc.
- Encourage sustainable socio-economic livelihoods among locals through agriculture, aquaculture, and ecotourism.
- Improve and introduce innovative ways in waste management and disposal systems, like sorting, composting.
  Bio-tills etc.
- Strengthen the capacities of agencies that are charged with promoting environmental standards. General public awareness on climate change and mitigation strategies through mass media education

iii. Transportation Network

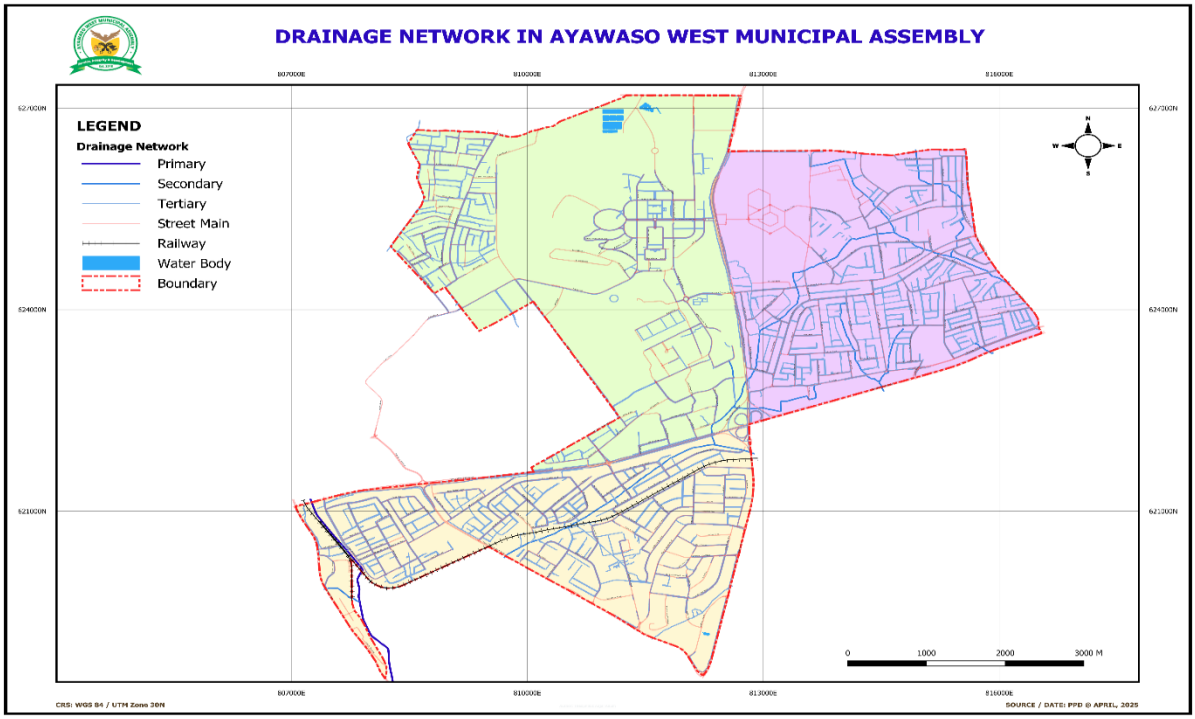
Ayawaso West Municipal Assembly manages a 387 km road network, 81% of which is paved. The Municipality hosts three major transport stations and 13 terminals, with fifteen transport unions currently operating. However, infrastructure at these facilities is inadequate: only 20% have functional washrooms, 35% have waste bins, and most lack proper lighting and permits. The Assembly plans to strengthen engagement with transport unions, enforce regulatory compliance, provide road safety training, and collaborate with stakeholders to improve terminal infrastructure, establishing a safer, cleaner, and more efficient transportation system.

Table 2.24: Road Condition in AWMA

Road Condition	Percentage
Good	42%
Fair	37%
Poor	21%

Source: Roads Department, 2025

Figure 2.9: Drainage Network Map



Source: Physical Planning Department - AWMA, 2025

iv. Communication

The Municipality is implementing its Medium-Term Development Plan (MTDP) through clear communication strategies designed to keep residents, leaders, and stakeholders informed and involved. The Assembly utilizes various methods to reach a wide range of people, promoting transparency, participation, and shared ownership of development projects. These methods include regular community meetings, public hearings, social media updates, flyers, and durbars. Modern tools such as the website, email newsletters, and virtual meetings are also employed, alongside traditional media like radio and town hall forums.

The Client Service Centre manages public feedback, while departments such as the MPCU coordinate community input and progress tracking. This comprehensive approach ensures that everyone, from elected officials to everyday residents, can stay informed, share ideas, and hold the Assembly accountable for achieving a better future.

v. Energy

The Ayawaso West Municipal Assembly benefits from reliable energy access due to its urban setting, which supports commercial, educational, and residential activities. Street lighting has improved, thereby enhancing safety and nightlife. However, challenges persist, particularly in underserved areas with limited or unstable electricity connections. Power outages and rising costs continue to affect residents and small businesses, disrupting daily activities. The Assembly is currently exploring alternative energy sources, such as solar power, for street lighting, schools, and health centers. To reduce pressure on the national grid, promote sustainability, and improve the quality of life, the Assembly plans to invest in renewable energy and energy efficiency initiatives.

vi. Asset Maintenance

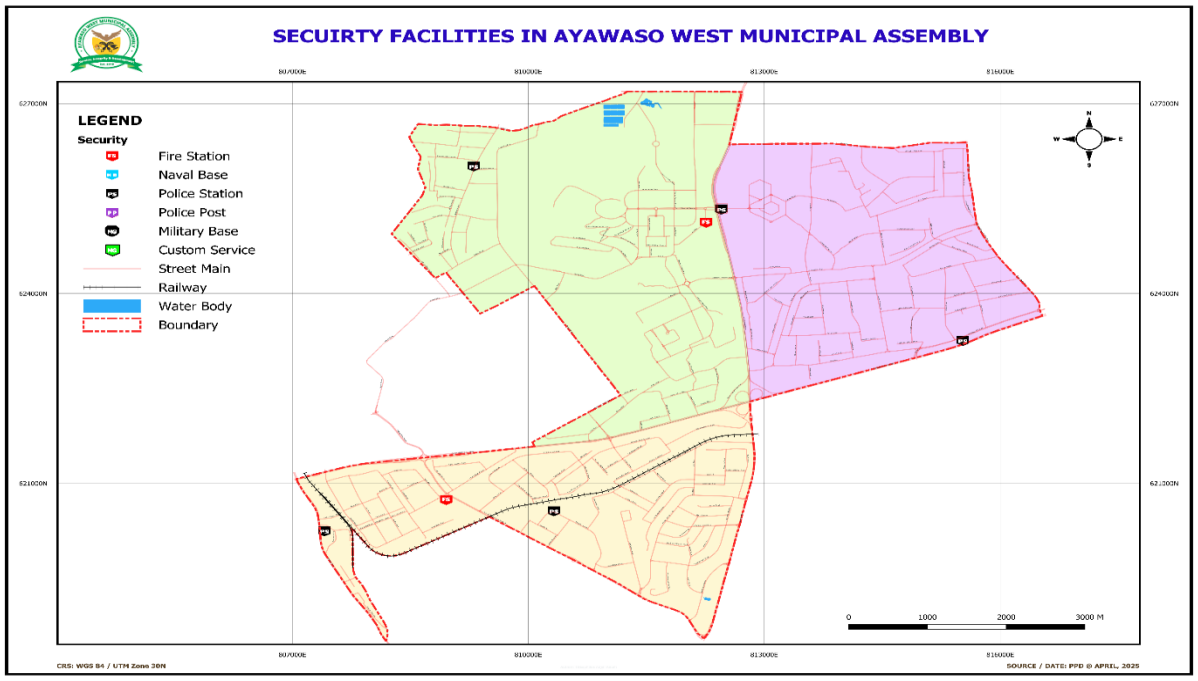
The Assembly faces challenges in maintaining public assets, such as roads, drains, school buildings, and streetlights, primarily due to limited funding, procurement delays, and weak tracking systems. Despite having yearly Asset Maintenance Plans, implementation is rare; maintenance action is often only taken when assets become faulty or damaged. Furthermore, insufficient technical personnel and poor community reporting mechanisms further complicate the situation. To address these issues, the Assembly plans to adopt Digital Asset Maintenance Systems, train local artisans, and collaborate with private and NGO sectors to mobilize both technical and financial resources.

2.7 Governance

i. Peace and Security

The Assembly is generally regarded as a safe place to live and work. Nonetheless, incidents of armed robbery, assault, and fraud have been reported in some communities, often linked to inadequate police presence, the growth of informal settlements, and insufficient street lighting. Land litigation is also a persistent challenge, driven by disputes over ownership and the multiple sale of family lands. To address these issues, the Assembly is prioritizing the improvement of street lighting, the construction of police stations, the formation of community watchdog committees, and the enhancement of property addressing systems. Resources will also be allocated to strengthen the capacity of security agencies, with the ultimate goal of creating a safer and more secure Municipality.

Figure 2.10 Security Facilities in Ayawaso West Municipal Assembly



Source: Physical Planning Department -AWMA, 2025

ii. Community Action Planning

Community Action Planning (CAP) in the Ayawaso West Municipal Assembly is becoming an important part of local development. The Assembly is promoting active participation from residents in shaping their communities. Following national CAP Guidelines, the Assembly collaborates with residents to identify challenges, set priorities, and co-create practical solutions.

Strategies include engaging with opinion leaders, youth, women, and other community groups to ensure inclusive participation. Assembly members, through their elected representatives, contribute to the development of an Annual Action Plan that addresses their unique needs and concerns. This approach builds community ownership and ensures projects reflect people's priorities. The Assembly plans to strengthen this model by expanding community mapping, data collection, and inclusive decision-making.

iii. Popular Participation

Popular participation plays a vital role in the development work of the Ayawaso West Municipal Assembly. The Assembly recognizes that involving citizens and community groups in decision-making leads to better results and stronger governance. The Municipality encourages participation by working closely with a diverse range of groups, including traditional leaders, CSOs, FBOs, transport unions, residents' and landlords' associations, women's groups, and youth groups. These organizations are instrumental in sharing ideas, raising concerns, and contributing to local development. To gather views and information about projects, budgets, and development plans, AWMA organizes town hall meetings, public forums, and consultations. The Assembly also provides information through its website and has established a Client Service Unit and a Public Relations and Complaints Committee. Despite this progress, challenges remain, notably limited resources and insufficient participation in certain areas. AWMA is committed to ensuring everyone has a voice in the Municipality's operations, thereby aiming to build a more open, responsive, and inclusive local government.

iv. Social Accountability and Implementation

Ayawaso West Municipal Assembly believes that social accountability is key to good governance. It helps build trust between the Assembly and the people by ensuring citizens are involved in decisions and can monitor how resources are used. The Assembly has implemented several strategies to involve the public in planning, decision-making, and follow-up activities. These include regular town hall meetings and public forums where citizens, traditional leaders, and groups like CSOs can ask questions, provide feedback, and learn about project and budget management. To maximize participation, these meetings will also be held at the zonal and electoral area levels.
The Assembly is enhancing information access through its website, a Client Service Unit, and a Public Relations Committee. Furthermore, it collaborates with over 105 NGOs, faith-based organizations (FBOs), and community groups in areas such as health, education, sanitation, and support for vulnerable groups. The Assembly aims to strengthen social accountability through better communication, partnerships, and digital tools. Despite challenges, such as limited resources and low participation, the Assembly remains committed to ensuring every resident has a voice and to holding leaders accountable in the development process.

v. Coordination, Monitoring, and Evaluation

Coordination, monitoring, and evaluation play a vital role in how the Municipality delivers on its development goals. The Assembly currently operates through a decentralized system where departments collaborate under the leadership of the Coordinating Director to implement and track projects and programs. This maintains a strong focus on real-time feedback and accountability to improve service delivery. Regular meetings, field visits, stakeholder engagements, and data collection are key mechanisms for tracking progress. However, challenges persist, notably limited logistics, delayed reporting, and inconsistent data quality, which can slow decision-making. Strengthening coordination across departments and investing in digital tools for data management and

reporting will help make planning more responsive, identify successful strategies, and effectively utilize resources to improve residents' lives.

2.8 Emergency Preparedness and Response

i. Disaster Incidents

The Municipality given its urban nature, is prone to natural and human-made disasters. Communities such as Dzorwulu, West Legon, Roman Ridge, Abelenkpe, Okponglo/Bawaleshie, and America House/Boundary Road have recently experienced flooding, resulting in property loss and disruption of daily activities. Fire outbreaks in Bawaleshie and near the Central Mosque in Abelenkpe are frequently linked to electrical faults, negligence, and unsafe practices. Other notable hazards include fallen trees blocking traffic, vehicular accidents, and gas explosions. The Assembly has strengthened its disaster preparedness and resilience through several initiatives: increased public education on fire and flood safety, regular fire prevention and safety training, and environmental health officers enforcing sanitation by-laws and leading clean-up campaigns. Community engagement on emergency response and collaboration with health institutions have successfully mitigated biological hazards such as cholera, monkeypox, dengue fever, and COVID-19. However, the Municipality still faces critical challenges, including inadequate drainage systems, limited early warning infrastructure, and the need for regular community-level disaster drills. The Assembly's integration of urban resilience into its development plans presents a valuable opportunity to build a safer, more prepared Municipality.

Table 2.25: Record of Disaster Incidents in AWMA

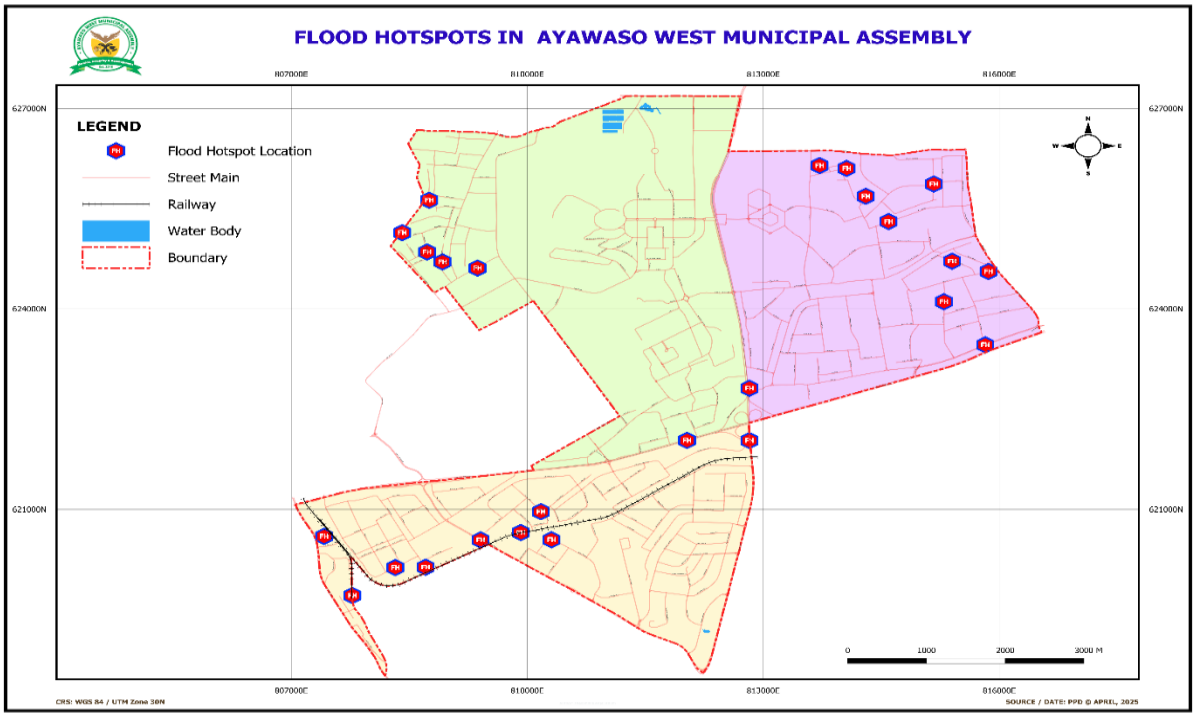
No	Type of Disaster	No. of Incidents
1.	Fire	154
2.	Flood	1,128
3.	COVID-19	400
4.	Cholera	3

Source: Department of NADMO, 2025

ii. Disaster Risk Management

Disaster risk management and response in the Ayawaso West Municipal Assembly has become increasingly crucial due to the area's growing urbanization and exposure to both natural and human-induced hazards. It has faced localized flooding, fire outbreaks, and sanitation-related public health risks in communities such as Dzorwulu, Abelenkpe, West Legon, Shiashie, Santana, Roman Ridge, Mempeasem, Christian Center, and Okponglo. These challenges stem from key factors, including poor drainage systems, rapid infrastructure development, and improper waste disposal practices. Over the years, the Assembly has improved its disaster management strategies by strengthening the role of NADMO and collaborating with key institutions such as the District Fire Service. Regular education and sensitization programs on fire safety and emergency response are held in communities, schools, and markets. Environmental Health Officers also enforce sanitation by-laws and organize community clean-up campaigns to prevent disease outbreaks. Despite resource limitations and infrastructure gaps, active stakeholder engagement and public education efforts continue to build a more resilient Municipality.

Figure 2.11: Flood Hotspots of the Assembly

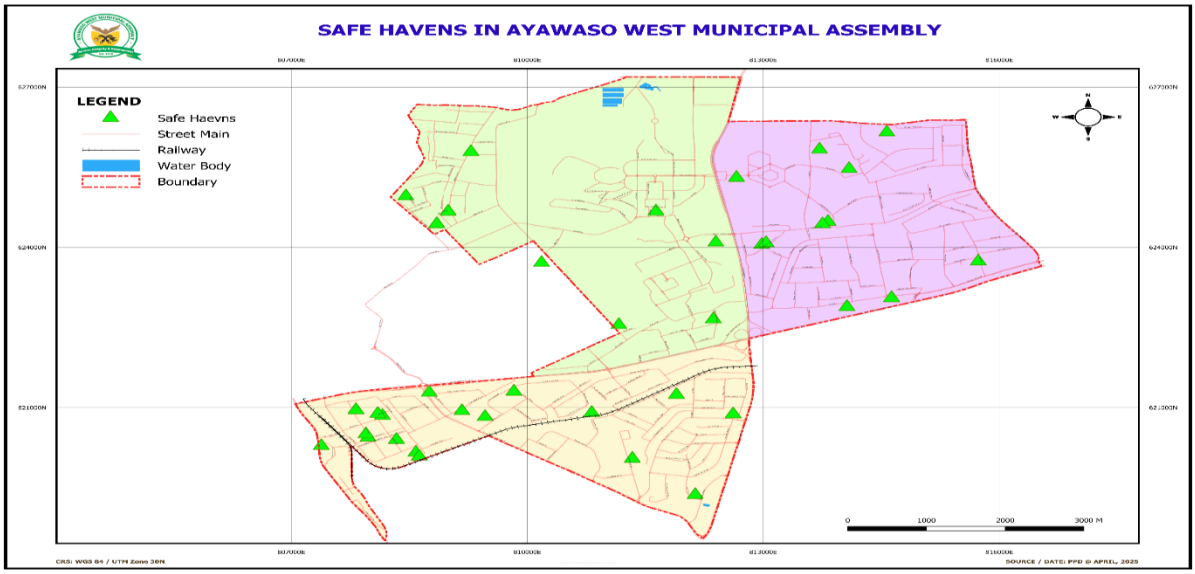


Source: NADMO - AWMA, 2025

iii. Disaster Preparedness and Response

The Ayawaso West Municipal Assembly actively engages in disaster preparedness and response through its National Disaster Management Organization (NADMO) Unit. It collaborates with the Ghana Fire Service and the Information Services Department to educate the public, train volunteers, and enforce safety regulations aimed at mitigating risks associated with hazards such as floods and fires. The Municipality has experienced incidents of flooding in areas such as East Legon, Dzorwulu, and Mempeasem, as well as fire outbreaks in locations including Opeibea House and Abelenkpe. In response, the Assembly has implemented initiatives such as evacuating long-standing dumping sites in La Bawaleshie, Okponglo, and Mempeasem to improve sanitation and reduce flood risks. While efforts are being made to reduce disaster risks, challenges persist with building regulation enforcement and waste management. To address these, the Assembly intends to strengthen community engagement and adopt proactive planning measures to enhance resilience. Table 2.26 and Figure 2.12 present details of safe havens within the Municipality.

Figure 2.12: Ayawaso West Municipal Safe Haven



Source: NADMO - AWMA, 2025

Table 2.26: Safe Haven in the Municipality

No.	Name of Place	Location
1.	Abelenkpe	Roman Catholic Church, Abelenkpe JHS, Presby Church, ARS and central Mosque.
2.	Roman Ridge	Assemblies of God Church and Jack & Jill, and Mplaza
3.	Dzorwulu	Dzorwulu JHS, Methodist Church and Dzorwulu JHS
4.	Bawaleshie	Bawaleshie Presby School, Shiashie Presby, Ecole Francaise, Meteor Yard
5.	Okponglo	Staff Village Basic School, United Baptist Church, Roman Catholic Church, Ekankar, and Legon
6.	Legon	UG Stadium
7.	Westlands	Presby Church, Mount Holiness Church, Pentecostal Church, and Brainy Bain Int. Sch.
8.	North Dzorwulu	ICGC near the block factory, GIMPA Campus, GS Plaza and Christ Embassy, Ebenezer Presby School, and Water Company Work yard.
9.	Dzorwulu South	Ebenezer Methodist Church, Dzorwulu JHS, Perez Chapel. Pride of the East.
10.	Mempeasem	Trinity Church, ATTRACO, Ideal College, and GMET
11.	Santana	Tesano police station yard, Methodist Church near the Railway line. Pentecost.
12.	Christian Center	Al-Rayan Int. Sch., O.I.C., Jesus Tent and Church of Pentecost.

Source: Department of NADMO -AWMA, 2025

2.9 Cross-Cutting and Emerging Development Theme of Ayawaso West Municipal Assembly

i. African Continental Free Trade Area (AFCFTA)

The African Continental Free Trade Area (AfCFTA) presents a transformative opportunity for Micro, Small, and Medium Enterprises (MSMEs) to expand their market access and contribute significantly to regional economic development. The Business Advisory Centre (BAC) is actively preparing local MSMEs for the AfCFTA. Their training focuses on entrepreneurship, financial literacy, digital marketing, and identifying promising products. However, MSMEs face ongoing challenges, including limited awareness of AfCFTA protocols, restricted access

to finance and trade infrastructure, and difficulties meeting regional trade standards. Ayawaso West's proximity to commercial hubs, dynamic service-oriented economy, and skilled population provides it with a competitive edge. Therefore, strengthening awareness campaigns, providing technical support, and improving integration into regional value chains are essential steps to ensure local MSMEs are AfCFTA-aware and market-ready.

ii. Air Quality

Ayawaso West Municipal Assembly records an average air quality level of 36µg/m³, with elevated levels of particulate matter. This relatively moderate air quality is influenced by the presence of affluent neighborhoods, well-maintained roads, green spaces, and fewer industrial activities. However, challenges such as vehicular emissions, waste burning, foul odors from the Odaw River, and dust from unpaved roads continue to affect air quality. To address these concerns, the Assembly plans to collaborate with stakeholders to raise awareness and enforce by-laws on air pollution, promote the adoption of electric vehicles, and enhance greening efforts through tree planting and urban landscaping. Meanwhile, affluent residents increasingly opt for processed and organic foods, whereas low-income communities continue to rely largely on traditional local foods.

iii. Blue Economy

The blue economy promotes sustainable use of ocean and inland water resources for economic growth, livelihood improvement, and marine ecosystem protection. In Ayawaso West Municipality, challenges like pollution, overuse, poor water management, rapid urbanization, inadequate waste systems, and low investment hinder ecosystem degradation, reduce clean water access, and limit economic opportunities, especially for marginalized groups. To address these challenges, aspects of the areas to keenly consider for economic growth are as follows:

- Capitalizing on Eco-tourism and Recreation by developing river front parks, boating and leisure activities along the Odo basin and the Onyasia River can attract tourists and create jobs in hospitality and industries.
- Also, enhanced investment in Waste Management and Water Purification to ensure controlled, proper solid waste management, wastewater treatment and recycling can improve water quality, sanitation, support urban agriculture, and promote public health.
- Consequently, the institution of better Flood Management systems and Green Infrastructure will lead to the restoration of the two riverbanks with green spaces that can reduce flooding risk in the communities while creating eco-friendly business opportunities.

In the next four years, these efforts could transform the Assembly into a model for sustainable urban development, ensuring healthier ecosystems, economic equity, and resilience to environmental challenges.

iv. Digitalization

Digitalization involves the integration of digital tools into governance, business, and daily activities to streamline processes, reduce paperwork, and improve accessibility. The Assembly is prioritizing digitalization to enhance transparency in financial record management. However, challenges such as inadequate staff training and poor data handling continue to hinder progress. These challenges are largely due to insufficient technological infrastructure and limited digital skills development. To improve efficiency, the Assembly plans to invest in staff training programs and adopt cloud-based financial management systems. Nonetheless, digitalization is not a cure-all; the Assembly must also safeguard against cyber threats and ensure strict data privacy measures.

v. Disability Inclusive

Disability inclusion refers to the intentional efforts to ensure that Persons with Disabilities (PWDs) have equal opportunities to participate in all aspects of society, including governance, economic activities, and social services. PWDs face significant challenges such as limited access to education, employment, healthcare, and mobility-friendly infrastructure, necessitating policies that improve both accessibility and services. The Assembly currently has 225 registered disabled individuals (including both females and males). This highlights the need for gender-responsive and inclusive planning. Key areas of focus are the promotion of active participation in decision-making, securing funding for disability-friendly infrastructure, providing assistive devices and vocational training, and enforcing accessibility standards in public spaces, education, and workplace accommodations. These efforts are designed to create a more equitable community.

vi. Food Security and Transformation

The food system in Ayawaso West is relatively stronger than in many other parts of Accra due to its wealthier population. However, challenges remain, including high food prices, heavy reliance on imports, significant food waste, and the presence of unhygienic food vendors. Rapid urbanization is also contributing to economic strain, inefficient supply chains, and limited awareness of sustainable food practices. To strengthen resilience, the Assembly plans to promote local food production, provide education on sustainable diets, improve food hygiene, and reduce food waste. It also intends to support climate-resilient agriculture and expand nutrition programs for women and children. These measures are designed to improve public health and advance food security objectives while addressing diet-related diseases, environmental degradation, and food insecurity.

vii. Water, Sanitation, and Hygiene (WASH)

Water, Sanitation, and Hygiene (WASH) services in the Ayawaso West Municipal Assembly (AWMA) are adequate compared to other urban Municipalities in Accra. This can be attributed to access to clean and safe drinking water, basic sanitation facilities, and good hygiene practices within the Municipality. The Assembly, through its Environmental Health Unit, is responsible for WASH coordination. The Ghana Water Company Limited (GWCL) is the main provider of potable drinking water, achieving 92% coverage. Low-income communities are served by water tanker services and communal boreholes, with Zoomlion operating as the main waste collection service provider.

However, challenges persist, including a lack of distribution lines in Bawaleshie, intermittent water supply in areas like Legon, West Legon, Christian Centre, and Dzorwulu, and the need for improved school sanitation facilities, better public toilet management, and enhanced waste collection services. The Assembly plans to improve sanitation facilities in schools, work with stakeholders to enhance public toilet management, collaborate with GWCL to ensure a regular supply of potable drinking water, and upgrade mechanized borehole systems. The Environmental Health Unit will also focus on sensitization, inspection, and enforcement of bylaws to improve service delivery and achieve a resilient and equitable WASH system.

viii. Youth

The youth in the Ayawaso West Municipal Assembly represent a pivotal force in the Municipality's growth. Its commitment to local development, particularly through youth-focused programs, was reflected in its 2024 rating as a top-performing assembly in Greater Accra, achieving a 97% performance score. However, the Assembly

faces challenges in providing adequate job opportunities for the youth due to factors such as high population density, migration, skills mismatch, and a strong preference for white-collar employment. To date, the Assembly has facilitated employment for 385 individuals under initiatives like the YEA, NYE, and BAC. Of these, 200 individuals received skills training, with 40 becoming self-employed, and 185 secured direct employment under the NYE. To further address these issues, the Assembly plans to provide additional training, startup kits, and access to credit facilities for Micro, Small, and Medium Enterprises (MSMEs).

2.10 Summarized Development Issues

The development issues have been summarized under the dimensions of NMTDPF. The issues have been subjected to a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, as indicated in Appendix 6.

ECONOMIC DEVELOPMENT

- Inadequate Local content
- Inadequate Market Facilities
- Incidence of Insufficient Household Food Security.
- Inadequate Credit for SME's
- Inadequate Internal Generate Funds (IGF)

SOCIAL DEVELOPMENT

- Inadequate Educational Infrastructure
- Inadequate Opportunities for PWDs and the Aged
- Inadequate Women Empowerment Programmes
- Incidence of Child Abuse
- Incidence of Prostitution
- Incidence of Drug Abuse
- Incidence of Teenage Pregnancy
- Lack of Public Health Infrastructure
- Lack of Sports and Recreational Centers
- Low Students Interest and Motivation for STEM
- Low Participation of Youth in Local Governance
- Outbreak of Communicable Diseases
- Poor Hygiene, Sanitation, and Waste Management
- Silted and Choked Drains
- Youth Unemployment and Underdevelopment

ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

- Growth of Unauthorized Structures and Slums
- Inadequate Installation and Maintenance of Streetlights
- Irregular and Inadequate Water Supply
- Inadequate Drainage Infrastructure
- Inadequate Speed Humps
- Inadequate Urban Transport Terminals
- Incidence of Noise Pollution
- Incidence of Air Pollution
- Incidence of Fire Outbreaks
- Incomplete Street Naming and Property Addressing System
- Limited use of ICT in Businesses and Provision of Services
- Poor Access to Local Road
- Poor Development Control
- Poor Maintenance Culture
- Poor Maintenance of Traffic Light
- Recurrent Incidence of Flooding

GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

- Boundary Disputes
- Erosion of Indigenous Cultural Values and Practices
- Inadequate Office Accommodation
- Inadequate Resources for Policing
- Inadequate Equipment, Logistics, and Vehicles
- Inadequate Service Delivery

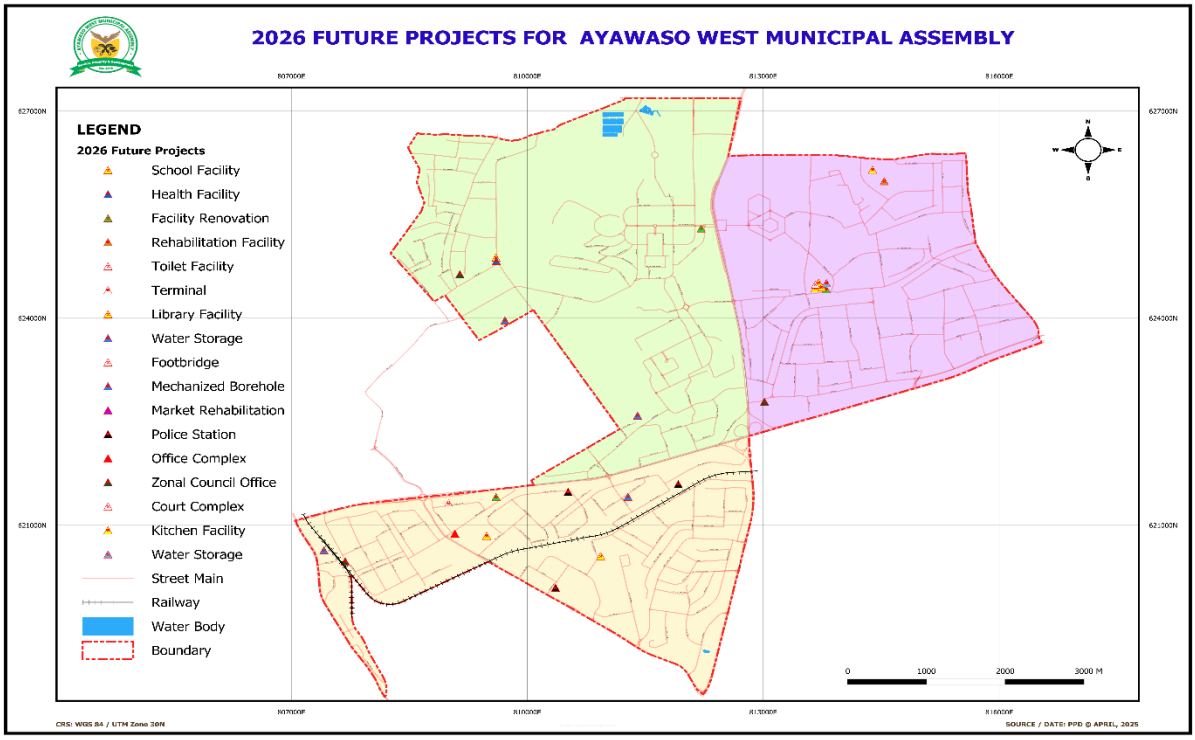
2.11 Harmonized Development Needs

The following list of harmonized development needs was derived from an analysis of the projected needs of Ayawaso West's future population, guided by applicable planning standards. These initial estimates were then aligned with community priorities identified through the needs assessment conducted across the Municipality's thirteen Electoral Areas.

1. Construction of Drainage Infrastructure
2. Improvement in Solid and Liquid Waste Management

3. Enforcement of By-Laws
4. Hygiene Promotion
5. Installation and Maintenance of Streetlight
6. Improvement in Public Education Infrastructure (Basic/Senior High)
7. Construction of Road Network
8. Flood Management
9. Promotion of Youth Development Programmes
10. Provide Start-up kits, Start-up Capital, and Credit facilities for SMEs
11. Desilting of Drains
12. Counselling and Alternative Livelihood for Prostitutes
13. Improvement in Water supply
14. Noise Pollution Abatement
15. Construction of Police Station and Support for Operations
16. Community Sensitization on Drug Abuse
17. Rehabilitation of Drug Addicts
18. Intensify Security Surveillance on Drug Abuse, Prostitution etc.
19. Improvement of Market Facilities
20. Construction of Public Health Infrastructure
21. Development Control
22. Resolution of Boundary Disputes
23. Air Pollution Abatement
24. Fire Disaster Management
25. Development Control
26. Provision of Speed Humps
27. Maintenance of Traffic Light
28. Adolescence and Reproductive Health Care
29. Support for PWDs
30. Promotion of Women Economic Empowerment Initiatives
31. Construction of Transport Terminals
32. Provision of Sports and Recreational Facilities
33. Construction of Office Complex and Zonal Council Offices
34. Provision of Equipment, Logistics, and Vehicles
35. Improvement of Child Protection Services
36. Improvement of Local Content
37. Promote Indigenous Cultural Values
38. Provide Sustainable and Affordable Food Production Systems
39. Provide Comprehensive Street Naming and Property Addressing
40. Provision of ICT Infrastructure and Digital Skills

Figure 2.13: Future Needs Map



Source: Physical Planning Department -AWMA, 2025

CHAPTER THREE
KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This chapter presents the list of prioritized development issues and a brief narrative on how prioritization was done.

3.1 Process and Prioritization of Issues

The Assembly undertook a Community Needs Assessment within the Thirteen (13) Electoral Areas of the Municipality to understand the issues affecting community members to guide the preparation of the Plan. The key developmental issues from chapter two, which are situational analysis and needs assessments, were prioritized based on severity and diversity of the issues and intended benefits.

The Assembly also considered the SDGs targets as part of the prioritization process. The tool employed for the assessment was the Pairwise Ranking. The pairwise ranking was used because of its participatory method that helped Stakeholders to systematically compare and prioritize different developmental needs and goals.
Stakeholder consultative meetings were held with cross section of people within the Thirteen (13) Electoral Areas to identify developmental issues. These developmental issues were scored using the pairwise matrix and tallying the results at each Electoral Area. The scores at the various Electoral Areas were finally aggregated and ranked for the Municipality.

3.2 Ranked Prioritized Developed Issues

Table 3.1: Ranked Prioritized Development Issues

Development Issues	Rank
Inadequate Drainage Infrastructure	1st
Poor Hygiene, Sanitation and Waste Management	2nd
Inadequate Installation and Maintenance of Streetlights	3rd
Inadequate Educational Infrastructure	4th
Poor Access to Local Road	5th
Recurrent Incidence of Flooding	6th
Youth Unemployment and Under Development	7th
Inadequate Credit for SMEs	8th
Silted and Choked Drains	9th
Inadequate Resources for Policing	10th
Incidence of Drug Abuse	11th
Inadequate Market Facilities	12th
Lack of Public Health Infrastructure	13th
Growth of Unauthorized Structures and Slums	14th
Incidence of Prostitution	15th
Irregular and Inadequate Water Supply	16th
Incidence of Noise Pollution	17th
Poor Development Control	18th

Low Students' Interest and Motivation for STEM	19th
Inadequate Speed Humps	20th
Poor Maintenance of Traffic Light	21st
Inadequate Women Empowerment Programmes	22nd
Incidence of Teenage Pregnancy	23rd
Inadequate Opportunities for PWD's and Aged	24th
Inadequate Urban Transport Terminal	25th
Lack of Sports and Recreational Centers	26th
Boundary Disputes	27th
Incidence of Air Pollution	28th
Incidence of Child Abuse	29th
Inadequate Local Content	30th
Low Participation of Youth in Local Governance	31st
Incidence of Insufficient Household Food Security	32nd
Incidence of Fire Outbreak	33rd
Poor Maintenance Culture	34th
Inadequate Internal Generated Funds (IGF)	35th
Limited Use of ICT in Business and Provision of Service	36th
Incomplete Street Naming and Property Addressing System	37th
Erosion of Indigenous Cultural Values and Practices	38th
Inadequate Office Accommodation	39th
Inadequate Equipment's, Logistics and Vehicles	40th
Inadequate Service Delivery	41st
Outbreak of Communicable Diseases	42nd

CHAPTER FOUR
DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

This chapter presents development projections for the Plan period and outlines the goal, objectives and strategies of the Municipality which are aligned with the National Medium-Term Development Policy Framework.

4.1 Goals, Objectives and Strategies

The overall Municipal goal is to promote sustainable development in all sectors within the Municipality. In addition, goals, objectives and strategies have been defined for the various sectors and linked to MTNDPF as indicated in the table below.

Table 3.2 Goals, Objectives and Strategies

PRIORITIZED ISSUES	GOALS	OBJECTIVES	ALIGNED NATIONAL OBJECTIVES	STRATEGIES	DEVELOPMENT PROGRAMME
DIMENSION/ THEMATIC AREA: ECONOMIC DEVELOPMENT					
Inadequate Internal Generated Funds (IGF)	Improve Revenue Mobilization and Public Financial Management Services	95% Revenue achieved and leakages sealed by the end of 2029	Strengthening fiscal decentralization	• Sensitize revenue collectors on revenue mobilization • Motivate revenue collectors • Strengthen revenue institutions and Administration. • Provide logistics for revenue mobilization	Revenue Mobilization Programme
		90% BOP and PR bills printed annually by 31st January for the Planned period.		Train MIS staff on the basic use and troubleshooting of new systems.	
		Reduce financial infraction in the Auditor General's report to below 1% by the end of 2029	Deepen transparency and public accountability	• Strengthen and strictly enforce the Public Financial Management • Strictly enforce the Public Procurement Act, 2016 (Act 914) on sole sourcing and extend the GIFMIS system to all Departments.	Financial Management Programme

				• Provide refresher training to Finance staff	
Incidence of Insufficient Household Food Security.	Promote sustainable Agriculture for economic development	50% to 70% of climate-smart agricultural practices among 300 farmers increased by the end of 2029	Build Resilience to Vulnerabilities, Shock and Stresses	• Organise training for farmers on GAPS • Climate-smart agriculture programmes • Farm and home visits • Perform crop/livestock demonstrations on improved technologies.	Agriculture Modernization Programme
		Increase the adoption of home and backyard gardening from 100 to 200 households by the end of 2029	Enhance agricultural production and agri-business for economic transformation	• Organise training on garden management. • Conduct monitoring activities on garden establishment • AEAs to conduct follow-up visits • Provide technical support to home and backyard farmers • Provide agriculture inputs • Organise a Municipal food fair	
		Income-generating agricultural activities for 200 women by 2029	Promote agriculture as a viable business among the youth	• Organise agro-processing demonstrations for women • Monitoring of progress • Introduce climate-smart agriculture practices • Connect women farmers to local markets	

		40% to 80% surveillance in livestock and crops increased by 2029	Promote livestock and poultry development	• Organise vaccination campaigns • Train farmers on livestock health. • Conduct routine surveillance and pest/disease monitoring on farms. • Vaccination campaigns	
		Increase 60% of farmer-based cooperatives by 2029	Enhance Sustainable and Resilient Food Production System	• Collaborate with Cooperative Department to integrate cooperative education into existing farmer training sessions. • Carry out registration exercise. • Develop cooperative groups	
		Build 100% capacity of all field staff in modern agricultural tools and techniques by 2029	Improve post-harvest management	• Conduct staff training on modern agricultural tools and techniques. • Hold staff and management meetings	
		80% to 98% M&E of Agric operations improved by the end of 2029	Promote livestock and poultry development	• Deploy Agricultural Extension Agents (AEAs) • AEA Farm & Home Visit. • MAO monitoring and supervision. • MDA monitoring. • MPCU monitoring	Monitoring and Evaluation Programme
DIMENSION/ THEMATIC AREA: SOCIAL DEVELOPMENT					
Incidence of Teenage Pregnancy	Enhance the health literacy and well-	1000 youth educated in comprehensive health by the end of 2029	Improve maternal and adolescent reproductive health	• Develop and implement age-appropriate Sexual and Reproductive Health (SRH) education	Health Promotion Programme

	being of adolescents and youth			• Education on adolescent health programs	
Lack of Public Health Infrastructure	Improve public health service delivery within the Municipal	At least two functional public health facilities provided within the Municipality by 2027	Provide adequate health infrastructure and institute functional health logistics	• Complete construction of health facilities within the district. • Collaboration with Stakeholders, government agencies, and NGOs to support infrastructure, logistics, and equipment. • Capacity building of staff to provide efficient and quality health services.	Health Infrastructural Programme
		At least 95% of public health facilities equipped with the essential medical supplies and equipment by 2029		• Conduct an inventory assessment yearly to identify gaps and needs. • Develop a Plan for procuring essential medical supplies and equipment • Schedule regular inspections and testing of medical equipment to ensure functionality and safety. • Capacity Building of staff on the proper use, maintenance, and repair of medical equipment • Routine inspections to identify structural issues	
		24-hour service delivery within all public health facilities by the end of 2029	Ensure equitable,	• Ensure sufficient healthcare professionals are available to work varying shifts	

			affordable and quality Universal Health Coverage (UHC)	• Ensure facilities are equipped with the necessary infrastructure, including lighting, power back-up, and medical equipment. • Establish clear protocols for 24-hour operations, including emergency response Plans. • Educate communities on available services and hours of operation. • Establish feedback mechanisms to addressed Community concerns	
Incidence of Drug /Substance Abuse	Reduce the rising cases/ incidence of substance abuse in the Municipal	Capture 95% of data on all persons reporting to healthcare facilities with substance abuse cases by 2029	Improve mental health services at all levels	• Develop a standardized reporting form to collect relevant data on substance abuse cases. • Train healthcare providers on identifying and reporting substance abuse cases • Conduct regular analysis of substance abuse case records to identify trends and patterns • Utilize collected data to inform public health policies and guide substance abuse prevention initiatives. • Establish a functional youth council with school counselling units	Mental Health Programme

				• Organize drama, debate, quiz, and storytelling in schools and the community • Establish peer support groups. • Develop and distribute educational materials in the local language • Collaborate with Ghana Health Service, Social Welfare, and Information Department to sensitize the youth on the negative effects of substance abuse	
		Reach at least 80% of the target population with public awareness campaigns on the risks of substance abuse by 2029		• Utilize social media platforms to reach a wider audience • Partner with community organizations, schools, and local businesses to disseminate campaign materials • Organize events such as town hall meetings, workshops, and awareness walks. • Engage community leaders and influencers to amplify the campaign and encourage participation	
		Establish mental health unit in all public health facilities and 40% of private health facilities by 2029		• Designate space in health facilities for this unit.	

				• Recruit mental health professionals, psychiatrists, psychologists, and nurses for the unit • Develop capacity-building programs to enhance the skills of these mental health professionals. • Establish referral systems to ensure seamless care and support.	
Outbreak of Communicable Diseases	Reduce the incidence of communicable diseases within the Municipal	85% improve coordination and response in controlling disease outbreak by the end of 2029	Reduce incidence of non-communicable diseases	• Collaborating with the Municipal Health Directorate and media houses to sensitize communities on communicable diseases. • Intensify health education and promotion on the need to adhere to strict public health protocols. • Collaborate with the GHS to embark on public health education and communicable diseases	Health Promotion Programme
		Achieve a minimum of 95% coverage for all antigens under the Expanded Programme on Immunization (EPI) by the end of 2029	Reduce preventable disability, morbidity, and mortality	• Increase the accessibility of immunization services by increasing the CWC sites • Educate pregnant women about the benefits of immunization and the schedules during ANC visits. • Implement vaccination campaigns and routine immunizations.	Expanded Programme on Immunization Programme

				• Engage community leaders and influencers to promote immunization • Train healthcare workers on immunization protocols, vaccine management, and communication strategies.	
		Disease surveillance system strengthened to report and respond to outbreaks within 48 hours by the end of 2029	Enhance capacity for surveillance and management of epidemics and pandemics	• Train healthcare workers on disease surveillance, reporting, and response protocols. • Establish standardized reporting formats and protocols for disease surveillance • Enhance data collection mechanisms to capture disease reports from various sources - health facilities and laboratories • Public–private partnership to leverage resources and expertise • Establish Communication networks for disease reporting and response	
		Public awareness campaigns on disease prevention and control measures conducted at least twice every year till the end of 2029		• Develop educational materials • Train CHWs to disseminate information and promote disease prevention measures • Collaborate with local media outlets to broadcast public health messages	Health Promotion Programme

				• Leverage social media platforms to reach a wider audience and promote disease prevention measures.	
	Reduce the incidence and mortality associated with NCD (hypertension, diabetes and cancers) within the Municipal	25% premature mortality associated with NCD reduced by the end of 2029	Promote nutrition specific and sensitive programmes and interventions	• Launch public awareness campaigns to educate people about the risks associated with NCDs • Establish screening programmes for NCDs (hypertension, Diabetes, Cancers)	NCD Programme
		50% incidence of NCDs reduced by the end of 2029		• Ensure early diagnosis and treatment of NCDs through accessible and affordable healthcare services. • Improve the quality of healthcare services through regular training and capacity-building initiatives. • Establish a surveillance system to track NCD-related data, including mortality and risk factors	
Low Students Interest and Motivation for STEM	Promote Innovation and Creativity among learners	50% to 70% increase in rate of interest in STEM in Ayawaso West by the end of 2029	Enhance equitable access to, and participation in quality education at all levels	• Support/Assistance from the Assembly • Explore partnerships and collaborations with Local Organizations, businesses and government agencies to secure funding • Promote monitoring and supervision of all teaching/ learning activities • Organize Science and Mathematics quizzes and competitions	Science Technology, Engineering, and Mathematics (STEM) Education Programme

				• Organize exhibitions in public schools	
Low Access to Education	Reduce barriers to Education	90% access to education for all school-age children by 2029	Enhance equitable access to, and participation in quality education at all levels at all levels	• Support/Assistance from the Assembly • Explore partnerships and collaborations with government agencies to secure funding • Support from GES educational materials • Providing guidance and Counselling Services • Invite role models with disabilities to motivate pupils on Special occasions • Promoting enrolment drive	Access to Education Programme
	Enhancing 21st century Skills and Knowledge in Education	At least twenty (20) in service training and workshops for teachers and officers organised by the end of 2029	Strengthen school management systems	• Support/assistance from the Assembly. • Explore partnerships and collaborations with Local Organizations, businesses and government agencies to secure funding • Increase monitoring and supervision of all teaching/ learning activities • Provide regular training and support for teachers	Capacity Building Programme
Incidence of Child Abuse	Strengthen awareness and understanding of child rights, promotion, and protection among	At least 90% child right promotion and protection awareness improved by end of 2029	Promote the rights and welfare of children	• Awareness creation, social education and sensitization • Awareness creation on appropriate agencies for reporting • Collaborate with key Stakeholders	Child Right Promotion and Protection Programme

	children, caregivers, and the community			• Use of child protection tool kits in dissemination of information establish and operationalize • Create child rights awareness clubs in public schools	
		Capacity building for Care Givers increased from 50 & to 80% by the end of 2029		• Conduct sensitization, awareness creation, and advocacy programs for parents and caregivers to encourage the provision of basic needs for their children. • Advocacy on the need to strengthen social and family support • Ensure child promotion compliance • Training and capacity building for caregivers in ECDC	
		Reduce the incidence of missing, abandoned, stranded, abused, non - maintenance, custody and access cases from 80% to 30% by the end of 2029	Prevent and protect children from all forms of violence, abuse, neglect and exploitation	• Conduct social enquiry, tracing and reintegration of children in need of care and protection and case management • Prioritize funding for logistics and vehicle • Adopt drone technology for monitoring activities	

Inadequate Support for PWD's Aged and Vulnerable Groups	Improve access to inclusive services, opportunities, and support systems for Persons with Disabilities (PWDs) the aged and vulnerable groups	90% PWD's, aged and vulnerable groups supported and empowered by the end of 2029	Promote active participation and equal inclusion of PWDs in all dimensions of social and economic development	• Create awareness for parents/ caregivers to register their disabled children • Collect data of PWD's • Assist PWD's with assistive devices, educational and health needs. • Facilitate for the registration of PWD's unto the NHIS and further renew expired cards. • Conduct needs assessment on PWD's • Disability Fund Management Committee Meeting • Facilitate training of PWD's in skill training for economic empowerment. • Facilitate and supervise the disbursement process. • Collaborate with key Stakeholders such as NGO's / NPO's, CBO's and FBO's, GFD, NCPD to offer assistance to PWD's and other vulnerable groups • Conduct Social enquiry and needs assessment	Vulnerability Programme
		Improve M&E activities from 40% to 80% by the end of 2029	Strengthen social protection for the vulnerable	• Monitoring of utilization of the Funds • Monitoring and supervising the activities of NGO's	Monitoring and Evaluation Programme

				• Monitoring, supervising, and facilitating the registering and processing of Early childhood development centres • Monitoring of LEAP and Social Protection programmes	
	Improve vulnerable group access to and uptake of NHIS enrollment	At least 95 % of vulnerable and indigenes identified and enrolled on NHIS by the end of 2029	Enhance the wellbeing and inclusion of the aged in national development	• Collaborate with the NHIS and other Stakeholders to enroll vulnerable and indigenes unto NHIS • Sensitization and advocacy NHIS registration • Van announcement • Establish a designated registration site	Vulnerability Programme
Inadequate Women Empowerment Programs	Promote sustainable empowerment programs for women and youth	Empower 1000 women and youth by the end of 2029	Promote women's economic participation and access to resources.	• Collaborate with key Stakeholders such as NGO's, CBO's, faith-based organisations and other departments to train them in income generating activities. • Train youth and women in skills generating income • Capacity building for youth and women.	Local Economic Development Programme
		85% community sensitization programmes on gender-based violence conducted by the end of 2029	Attain gender equality and equity in political and social development	• Undertake advocacy, sensitization, education and awareness creation on social issues, health, environmental, economic issues e.g. Menstrual hygiene	Gender Empowerment Programme

				• Gender based intervention activities and programs.	
Youth Unemployment and Underdevelopment	Reduce youth unemployment by 20% and promote sustainable development for young people by 2029	Train 2,000 youth in employable vocations in apprenticeship skills by the end of 2029	Promote effective participation of the youth in socioeconomic development	• Enroll youth in a structured apprenticeship program with registered industry partners (master craftsperson's) • Partner with the private sector and MSMEs to secure employment placements in the private sector in MSMEs. • Introduce new modules in the green economy and ICT. • Digitize job-matching systems and launch mobile-friendly portals • Establish district-level YEA outreach and training centers • Promote agribusiness incubation centers in district areas. • Partner with industries and sector councils to co-design curricula. • Regularly conduct labour market intelligence surveys. • Establish skills advisory boards	National Apprenticeship Programme
		Youth-led support startup with funding and mentorship by December 31, 2029	Promote job creation and decent work	• Collaborate with development partners to provide startup kits for the beneficiaries	AGRI next Programme

				of the Apprentices and Agricultural Techniques program. • Promote youth to modern agricultural techniques	
		Train 1,000 youth in skills training by 2029		• Facilitate the training of Youth in a structured apprenticeship program with registered master craft persons. • Facilitate the registration of trained apprentices with TVET and NVTI. • Collaborate with Development Partners to provide startup kits internship, apprenticeship job placement and seed funding for Apprentices. • Launch youth employment programs • Monitor and evaluate outcomes	Local Economic Development Programme
Inadequate access to credit for MSME's	Promote inclusive and sustainable economic MSME's growth	Increase registered MSMEs by 40% by 2029	Improve support for entrepreneurship and MSME development	• Facilitate access to loan, microcredit and grant schemes • Organize business development workshops • Establish and MSME Support Centre • Digitize business registration processes • Provide incentives for formalization	Business Development Services Programme
		Support 60% of MSMEs with business advice and		• Organize quarterly mobile outreach • Engage and train a network of qualified coaches and mentors.	

		counselling services by the end of 2029		• Organise regular educational sessions focused on key business areas • Provide MSMEs with customized guides, templates, and checklists • Train MSMEs on Occupational, Safety, Health and Environment (OSHEM), Kaizen • Facilitate MSMEs access to finance through (Enterprise Development Project)	
		15% to 35% increase in participation of MSMEs in consultative forums by the end of 2029		• Promote programs and forums via radio, social media, and community influencers. • Collaborate with MSMEs, cooperatives, and local offices • Hold regular forums, both in-person and virtual • Conduct needs assessment for stakeholder	
		Formalize 80% of informal MSMEs and start-ups by the end of 2029		• Partner with Registrar General's Department (RGD), Ghana Revenue Authority (GRA), and local assemblies • Provide coaching, checklists, and help desks for informal businesses	Local Economic Development Programme

				• Collaborate with government and donor partners to support vulnerable PWD/youth entrepreneurs.	
		50% increase in registered and operational cooperative societies by the end of 2029		• Conduct sensitization programs for youth groups • Organize regular community engagement with youth groups • Conduct Stakeholder Engagement • Training and entrepreneurship development programs	Cooperative Programme
		80% increase in compliance and regulatory framework of cooperatives by the end of 2029		• Carry out an Audit • Regular inspection of cooperative societies • Regular visit to cooperative societies	Monitoring and Evaluation Programme
Low Participation of Youth in Local Governance	Empower the youth to participate in Socio-economic and Political Development	80% of youth participate in the district development Planning section by the end of 2029	Harness the demographic dividend	• Provide training and capacity-building programs for youth on local governance, leadership, and advocacy • Organise quarterly youth in parliament	National Apprenticeship Programme
Inadequate Sports and Recreational Centers	Improve access and quality of Sports and recreational centers	At least 50% community involvement in Sports and recreational programs by the end of 2029	Promote Lifelong Participation and Inclusivity in Sports	• Organize quarterly mobile outreach • Organize inter school sport activities • Organize monthly and annual inter district Sports festival • Collaborate with schools and local organizations to integrate Sports	Sport Development Programme

				activities into existing programs Collaborate with Sports clubs, and NGOs to offer real- world experience through mentorships and internships.	
		80% youth trained sports management by the end of 2029	Build capacity for sports and recreational development	• Organise training programmes for the youth • Organize sport coaching and mentorships • Implement skills training in sport facilities • Collaborate with BAC for job creations for athletes • Encourage female participation in Sports	
		Improve sport logistics from 10% to 50% by the end of 2029	Ensure sustainable funding sources for growth and development of sports	• Prioritize funding for logistics • Liaise with NGO's and Donors to support the procurement of logistics	
Low Birth and Death Registration Rate	Improve access and participation in birth and death registration services	30% to 90% coverage for birth registrations achieved by the end of 2029	Improve coordination of population governance	• Integrate birth registration services with community health outreach.	Birth Registration Programme
		At least 80% of death registration by the end of 2029		• Integrate death registration services with community health outreach.	Death Registration Programme
		70% of household's outreach campaigns by the end of		• Public Education Campaigns • Stakeholder and School Engagement	
		2029			

		100% birth and death registration updated by the end of 2029		• Monthly update of birth and death registration database	
Poor Hygiene, Sanitation and Waste Management	Improve Hygiene, Sanitation and Waste Management	60-80% improved sanitation in households and public spaces by 2029	Promote efficient and sustainable waste management	• Intensify domiciliary inspection in all communities. • Collaborate with GES to intensify hygiene education in schools. • Organize monthly clean-up exercises • Promote the use of household owned toilet facilities during routine inspections.	Safe Environment Programme
		Ensure a safe and conducive environment for residents by the end of 2029	Enhance access to improved and sustainable environmental sanitation services	• Implementing Community Led Total Sanitation in low-income communities. • Community sensitization on the need for dustbin acquisition	
		Strengthen 100% food safety practices and regulatory compliance across the Municipality by the end of 2029	Ensure access to safe and nutritious foods	• Organise Mass medical screening • Implement Nutrition intervention programme • Printing food vendors cards	Food Hygiene and Safety Programme
		95% increase in public health enforcement and compliance by the end of 2029	Reduce Environmental Pollution	• Enforcement of sanitation bye-laws • Train and equip enforcement officer • Utilize the use of new media for monitoring	Law Enforcement Programme

Silted and Choked Drains	Reduce environmental health risks and promoting sanitation	80-90% increase in public participation in sanitation clean-up by 2029 70-20% reduced public health risks related to environmental hazards by the end of 2029	Reduce Environmental Pollution	• Conduct regular desilting and operations during monthly clean-up exercises • Monitoring of drainage systems • Collaboration with the Roads Department to desilt bigger drains that may be out of our scope of work • Regular maintenance of roadside drains	Solid Waste Management Programme
DIMENSION/ THEMATIC AREA: ENVIRONMENTAL AND HUMAN SETTLEMENT DEVELOPMENT					
Incidence of Noise Pollution	Minimize the impact of noise pollution	40% reduction in reported cases of noise pollution by the end of 2029	Reduce Environmental Pollution	• Map high-risk areas using sound level meters and take the necessary action • Conduct training for staffs on noise pollution monitoring and response • Sensitization in communities on noise pollution • Collaborate with EPA and relevant agencies.	Law Enforcement Programme
Incidence of Air Pollution	Improve air quality and safeguard public health with significant reduction harmful emissions in pollution hotspots.	70-40% reduction in PM2.5 concentration, in all pollution hotspots, aligned with WHO standards by the end of 2029	Reduce Environmental Pollution	• Conduct quarterly air quality monitoring • Intensify community Health education and promotion on the risks of air pollution. • Distribute air quality materials to households and schools	

				• Collaborate with EPA and relevant institutions for community-based sensitization • Enforce stricter air quality laws and prosecute offenders.	
Inadequate Public Infrastructures (Education, Public Health. Sports and Recreational Centers, Market Facilities and Office Accommodation	Improve Municipal Infrastructure development	90% of all Municipal infrastructure is safe, sustainable and disability friendly is achieved by the end of 2029	• Ensure equitable, affordable and quality Universal Health Coverage (UHC) • Enhance sports and recreational infrastructure for all • Enhance Domestic Trade • Improve Human Capital Development and Management	• Facilitate the completion of district hospital • Completion of CHPS Compound • Renovate existing market into an ultra-modern market facility • Secure a suitable land • Partner with Private companies • Ensure contractors complete infrastructure within the require time schedule of 6 months • Suction delayed project contractors • Ensure quality in all aspects of construction • Conduct regular site supervision, monitoring and meetings • Availability of funds allocated for smooth implementation of projects (IGF & DACF)	Municipal Infrastructure Programme

Poor Maintenance Culture	Enhance the maintenance, functionality and lifespan of Municipal assets	90% of maintenance Plan on infrastructure and assets achieved by the end of 2029	Promote effective maintenance culture	• Identify the required equipment & furniture needs • Establish a timely and effective preventive maintenance Plan for all public infrastructure • Update asset registers quarterly	Operations and Maintenance Programme
Inadequate Installation and Maintenance of Streetlights	Improve public safety, visibility and community well-being	98% of street lighting fixed by the end of 2029	Enhance safety and security for all categories of road users	• Installation of Streetlights • Conduct quarterly inspection of streetlights • Maintain and repair malfunctioned streetlights	Operations and Maintenance Programme
Growth of Unauthorized Structures and Slums	Reduce the growth of unauthorized structures and prevent the expansions of slums	Reduce 70% of unauthorized structures and Slums expansions by the end of 2029	Improve basic social infrastructure and services and livelihood conditions of slum communities	• Increase Task Force Operations • Demolish and regularize unauthorized structures where necessary. • Equip the Task Force Team with adequate logistics • Protect public spaces and enforce the Land Use and Spatial Planning (Act 925). Act, 2019, the Building Regulation, 2022 (L.I 2465) and other related enactments	Development Control Programme
Poor Development Control	Ensure and maintain an effective development control system for physical infrastructure	100% compliance of Development Control Regulations by adhering to the various Acts and	Promote efficient and effective land administration	• Develop an online system for submission and tracking of Development/Building Permit Applications. • Conduct regular inspections and verify Development /Building Permits	Development Control Programme

		Regulations by the end of 2029		• Conduct education campaigns on Building Codes and Regulations including permit acquisition requirements • Increase enforcement of acquisition of Development /Building Permits	
		Train building inspectors and increase 50% staffing by the end of 2028	Improve decentralized Planning	• Build capacity of building Inspectorate Unit • Submit staffing request to Human Resource	
	Improve spatial Planning and management	100% completion and adoption of Spatial Development Framework by end of 2029	Promote sustainable spatially integrated development of human settlements	• Engage a consultant to prepare the Spatial Development Framework	Spatial Planning and Settlement Management Programme
		27 days to 20 days Turnaround time for processing Development Permit applications reduced by the end of 2029		• Organize a minimum of 12 Technical Sub Committee Inspections per year • Organize 12 Technical Sub Committee meetings per year • Organize 12 Spatial Planning Committee meetings per year	
		Ensure 95% local Plans updated and documented by the end of 2029	Promote sustainable spatially integrated development of human settlements	• Conduct community engagement • Collect data on the existing ground situation. • Analyze and processing data • Update the East Legon, East Legon	

				Ambassadorial, Westland, East Legon Extension, and East Legon Ambassadorial Extension Local Plans	
		95% open spaces landscaped by the end of 2029	Combat deforestation, desertification and soil erosion	• Plant grass and flowers at the frontage of the Assembly office • Place at least 2 potted trees/flowers within the porch of the office building • Liaise with Procurement Unit to procure the items for the department	
		4No. Assembly owned public schools' properties registered by the end of 2029	Promote efficient and effective land administration	• Prepare site Plans of the various schools • Write to the Lands Commission for the registration of the properties. • Dzorwulu Primary & JHS, and Abelenkpe Primary & JHS register and documented	
Incomplete Street Naming and Property Addressing System	Complete a comprehensive, accurate, and functional street naming and property addressing system delivery	100% street named and property addressed by the end of 2029	Promote sustainable spatially integrated development of human settlements	• Compile proposed street names at the two areas • Organize consultation with key Stakeholders on the names. • Install the street names and maintain existing ones	Spatial Planning and Settlement Management Programme
Boundary Dispute	Establish clear, recognized and peaceful boundaries	At least 95% existing boundary disputes with sister	Deepen political and administrative decentralization	Hold meetings with the Regional Coordinating Council and sister district to resolve boundary disputes.	Spatial Planning and Settlement

	with sister Municipalities	Municipalities resolved by the end of 2029			Management Programme
Incidence of Fire Outbreaks in the Municipality	Reduce the incidence and impact of fire outbreaks in the Municipality.	Achieve 60% reduction in fire outbreaks in high-risk communities by the end of 2029	Enhance public safety and security	• Collaborate with GNFS to sensitize the public. • Established partnerships with local institutions (Churches, Schools, Markets) to promote fire prevention awareness • Conduct quarterly fire Sensitization and safety inspection	Disaster Management & Prevention
Incidence of Flooding	Mitigate flood effects in the Municipality	Reduce the vulnerabilities (risk) and impact of disasters from 25% to 50% by the end of 2029	Improve national resilience to hydrological threats	• Flood sensitization • Collaborate with relevant departments to undertake preparedness measures • Conduct Monitoring and Inspection	Monitoring and Evaluation Programme
Inadequate Disaster Risk Preparedness and Response	Enhance disaster preparedness, risk management and emergency response in the Municipality	Strengthen risk assessment and early warning system forecasting from 15%-50% by the end of 2029	Improve national resilience to hydrological threats Reduce anthropogenic	• Organize quarterly Disaster committee meetings • Review of Disaster Preparedness and response Plan	Disaster Management & Prevention Programme
		10% - 50% increment of relief support to Disaster Victims by the end of 2029		• Collaborate with procurement unit to purchase items • Conduct post Disaster assessment. • Availability of funds allocation.	
		90% climate change effects reduced by the end of 2029	Combat deforestation, desertification and soil erosion	• Collaborate with Stakeholders in the tree Planting	Climate Change Adaption Programme

				• Develop and implement a maintenance Plan for planted trees • Monitor and evaluate progress of the tree-Planting initiative and evaluate its impact on the environment and communities. • Awareness creation programmes	
		Build 100% capacity of NADMO staff for Disaster management by the end of 2029	Enhance institutional capacity and coordination for effective climate action	• Practical exercise • Follow-up and refresher training • Organize exchange programs • Evaluation and feedback	Capacity Building Programme
Inadequate Drainage Infrastructure	Ensure proper drainage to prevent flooding and loss of life and property	Reduce 80% flooding incidence in hotspots area by 2029	Improve national resilience to hydrological threats	• Protect drainage buffers • Design and construct adequate drainage structures (Storm drains culverts and bridges)	Drain Construction & Maintenance Programme
Inadequate Speed Humps	Reduce vehicular speeds and vehicular-pedestrian accidents	Reduce 50% accidents attributable over speeding by 2029	Enhance safety and security for all categories of road users	• Construct speed humps at various location • Provide Road safety education for various classes of road users	Road Safety and Traffic Management Programme
Inadequate Urban Transport Terminals	Improve Urban Transport infrastructure within the Municipality	At least 80% of terminals complying with National Road Safety Regulations Act by the end of 2029	Improve efficiency and effectiveness of road transport infrastructure and services	• Distribute user friendly manuals on NRSA • Register public transport, operators, users and terminal • Develop a compliance inspection schedule	Urban Transport Services Programme

				• Issue route permits certificate • Capacity building for staff	
Poor Maintenance of Traffic Light	Ensure the traffic lights are in good working order always	85% vehicular-vehicular road crushes at signalized intersections reduced by 2029	Improve efficiency and effectiveness of road transport infrastructure and services	• Conduct regular condition survey of traffic lights	Road Safety and Traffic Management Programme
Poor Road User Behavior	Improve compliance with Road safety regulation	At least 70% road accident reduced by the end of 2029	Enhance safety and security for all categories of road users	• Education and Training for drivers • Enforcement and Advocacy on road regulations	Road Safety Programme
		20% to 60% road safety interventions improved by the end of 2029		• Organize quarterly sensitization programme for the Terminal operators and the unions	
Limited use of ICT in Businesses and Provision of Services	Enhance management information systems to improve service delivery.	Improve IT equipment and logistics from 30% to 75% by the end of 2029	Enhance application of ICT in national development	• Conduct a full audit of current equipment • Identify critical gaps affecting data processing, storage and communication. • Engage end-users to determine operational needs. • Develop maintenance and servicing schedules for all hardware.	Deployment, Installation and Routine Maintenance Programme
		Deploy essential IT hardware and software required for optimal MIS operations by the end of 2027		• Software is licensed, secure, and regularly updated. • Establish a support desk to log, track and resolve equipment issues.	

DIMENSION/ THEMATIC AREA: GOVERNANCE AND INSTITUIONAL DEVELOPMENT					
Low Utilization of Digital / E - Procurement Systems. (GHANEPS)	Ensure a transparent, accountable, and efficient E-procurement system (GHANEPS) that supports value for money in service delivery at AWMA	100% compliance of E-Procurement System (GHANEPS) by the end of 2029	Ensure improved fiscal performance and sustainability	• Collaborate with all departments and unit to develop an annual procurement Plan • Implement E- Procurement Systems to reduce delays and improve documentation. • Organize regular training programs and workshops for procurement staff and Stakeholders to improve compliance and efficiency	E-Procurement Programme
Inadequate Local Content	Improve competition and transparency in Procurement	50% increase in supplier, service providers and contractors' participation by the end of 2029	Strengthen anti-corruption measures and enhance public integrity	• Publicize tenders widely. • Hold extensive stakeholder/ supplier and service providers engagement forums • Advertise procurement opportunities through the Assembly's website, notice boards, newspapers and social media platform to reach a wider audience. • Publish procurement plans, contract awards, and procurement outcomes on Assembly's stakeholders social media platform, notice boards etc.	
Inadequate Resources for Policing	Improve the availability, quality and efficiency of policing resources and infrastructure	90% police stations established and equipped by 2029	Enhance public safety and security	• Partner with private sector to co fund logistics and infrastructure improvement • Implement community policing	Security Service Programme

				• Regular supply of fuel for security service operations	
Erosion of Indigenous Cultural Values and Practices	Promote indigenous culture and Tourism for sustainable development and national identity.	Achieve 80 % participation of youth in cultural and tourism activities in the Municipality by 2029	Promote cultural heritage for national development	• Conduct workshops to train teachers/ facilitators • Engage youth groups • Establish Culture clubs in school • Promote domestic tourism among youth	Tourism and Culture Programme
Low Public Awareness of Government Policies and Programs	Improve information dissemination and feedback on government policies, programs and activities to the public.	90% citizen awareness in national and local policies increased by the end of 2029	Strengthen democratic governance	• Frequent van for announcements • Organize durbars and community meetings to disseminate simplified government policy briefs • Engage media houses	Information Dissemination and Feedback Programme
Limited Data on Public Perception and Service Satisfaction on Implemented Policies		90% annual surveys on key issues and polices of government services by the end of 2029	Strengthen democratic governance	• Create and administer quarterly questionnaires to public. • Conduct market/street surveys • Produce bi-annual feedback reports • Share findings with Assembly units	
Low Visibility of Assembly Programs and Services in Public and Media Space		100% increase in media coverage of Assemblies activities by the end of 2029	Improve public access to development information	• Cover and report on all major Assembly activities. • Issue info bulletins on Assembly's webpage	Media Coverage Programme
Limited Use of RTI Provisions		Provide 100% response to all RTI requests from public by the end of 2029	Deepen transparency and public accountability	• Publicize RTI access procedures and support citizen requests • Liaise with media for transparency campaigns and regular spotlights	Right to Information (RTI) Law

					Implementation Programme
Low Public Participation in Local Governance		At least 95% increase in community attendance at engagement fora by the end of 2029	Deepen political and administrative decentralization	• Organize community engagement sessions across zones • Support Assembly members' engagements • Use local language media for inclusivity • Partner with NCCE for civic education	Community Engagement Programme
Enterprise Risk	Improve the effectiveness of risk management, internal controls and sound corporate governance processes.	Assist Management reduce audit infractions by 95% by the end of 2029	Deepen transparency and public accountability	Adopt quarterly Risk Assessment and Management.	Internal Control Programme
		Reduce organizational risk by 95% by the end of 2029		Conduct quarterly Internal Control Evaluation	Risk Management Programme
		Achieve 85% implementation of NACAP II by the end of 2029		Continuous Improvement in existing Internal Controls	NACAP II Programme
		Develop Corporate governance protocols for AWMA by the end of 2028		• Fraud prevention. • Assist in the reduction of revenue leakages	Internal Control Programme
Weak Implementation of Planning and Budgeting at District Levels	Improve Planning, implementation and M&E of public policies, programmes and projects for	At least 85% implementation of AAP achieved annually by the end of 2029	Improve decentralized Planning	• Track implementation of departmental AAP • Inclusion of stakeholder in the development process. • Adopt drone technology for monitoring activities	Planning, Coordination and Implementation Programme

	sustainable development	40% to 80% M&E logistics improved by the end of 2029		• Plan for M&E logistics annually	Monitoring and Evaluation Programme
		100% capacity building of HoDs in Planning and M&E tools by the end of 2029		• Capacity-building programs for HoDs in Planning and M&E skills	
	Deepen transparency and public accountability for effective Planning and budget execution	Develop Annual Composite Budgets to align with the Assembly's Medium-Term Development Plan by the end of 2029		• Ensure Efficient Allocation of Resources to all planned activities. • Ensure maintenance budget and monitoring are captured in annual budgets. • Monitor revenue compliance in the field. • Organize stakeholder engagement meetings on the Fee-Fixing for 2026-2029 • Ensure all transactions are accurately documented and recorded in (GIFMIS) systems • Organize Rate assessment committee meetings • Fixed Asset Committee Meeting • Organize Fixed Asset Committee Meeting • Undertake Data Collection and Valuation of Properties	Budgeting, Monitoring and Evaluation/ Fixed Asset Management and Accountability Programme

	Strengthen Administrative Support Service for decision making and implementation	100% of Assembly and Committee meetings organized according to schedule by the end of 2029	Deepen political and administrative decentralization	• Develop a meeting calendar Develop tracking system for all Assembly and Management meetings and Decisions.	Meeting Coordination Programme
Community Apathy	Improve popular participation	100% increase in participation of Stakeholders in town hall meetings by the end of 2029	Improve policy coherence and alignment with national development goals	• Inclusion of marginalized groups • Use of new media (virtual meeting, Website, WhatsApp, Facebook, Email, etc.) • Communicate feedback to communities	Popular Participation Programme
Limited Understanding of Civic Rights	Enhance public awareness and understanding of civic right, responsibilities and local governance	• At least 70% participation of residents in civic education, program by the end of 2029 • Build 100% capacity of civic educators in civic rights and responsibilities by the end of 2029	Promote civic and civil society engagement in development	• Develop and implement civic education programs for schools, communities, and vulnerable groups. • Engage the public through forums, town hall meetings. Etc. • Community outreach activities. • Utilize media platforms to disseminate information. • Collaborate with civil society organizations, community groups, and other Stakeholders • Build capacity of civic educators,	Civic Education Programme

Inadequate Service Delivery	Strengthen citizen engagement and establish responsive complaints resolution system	Achieve at least 80% public access of the client Service Unit by the end of 2029	Deepen political and administrative decentralization	• Develop a service delivery scorecard • Create a cross-Departmental/Unit task team • Organize public awareness campaigns on services and procedures of the Assembly • Celebration of customer service week • Adopt new medias to track complaints and delivery update	Client Service Improvement Programme
		100% capacity building of the client service staff by the end of 2029		• Conduct a Training Needs Assessment (TNA) to identify current knowledge gaps • Tailor training to service delivery challenges.	
Inadequate Socio-Economic Data for Planning and Decision-Making	Enhance data availability for evidence-based Planning	Achieve 100% coverage in the collection of socio-economic data in 13 electoral areas within the Municipality by the end of 2029	Improve decentralised Planning	• Train relevant Stakeholders, field officers, HOD's/Unit heads and agencies on data collection techniques. • Organise quarterly statistical meetings • Request for essential logistics and equipment for data collection and reporting	Statistical Database Programme
		Annual Research/ Surveys conducted on key developmental issues by the end of 2029	Improve coordination of population governance	• Develop and implement a structured annual research and survey Plan • Support Ghana Statistical Service on surveys and censuses, annual census	Community Research and Censuses Programme

Inadequate Capacity Building	Enhance staff skills and competencies to improve productivity	At Least 95% Capacity Building Plan Implemented by the end of 2029	Strengthen the effectiveness, accountability, and efficiency of public institutions	• Carry out a comprehensive skills gap • Undertake a comprehensive assessment on training needs • Develop annual capacity building Plan	Capacity Building Programme
		100% Training Needs Assessed by the end of 2029		• Schedule targeted training sessions • Ensure consistent funding for training programs	
		Increase 60% Employee Productivity by the end of 2029		• Professional training for Career progressions • Conduct regular performance review • Ensure timely submission of performance appraisal • Training and development • Career advancement opportunities	
	Create a comfortable and professional work environment	100% office equipment and furniture improved by end of 2029 .	Respect, protect human rights and provide access to effective remedies of victims of human rights abuses	• Survey all department/unit to identify needs • Update asset registers quarterly • Deploy a data Asset Management System (kobo collect, GIS • Develop fault tracking sheet • Implementation of FACU recommendation	Asset Management Programme
Inadequate Occupational Health Safety Services	Enhance employee's well-being and safety	• 80% Staff Health, Safety and Work Environment	Respect, protect human rights and provide access to	• Maintain a clean and well-equipped office	Staff Management Programme

		Improved by the end of 2029	effective remedies of victims of human rights abuses	• Establish clear guidelines for safety and environmental practices at work practices in • Health and safety measures programme • Provide comprehensive well being • Organize annual health screening programs • Offer performance-based incentive and promotion	
Inadequate Vehicles and Logistics	Strengthen Fleet Management for Efficient Service Delivery of the Assembly	40% increase in the Assembly's fleet of vehicles by the end of 2029	Improve human capital development and management	• Create a database of current vehicles including their condition. • Prepare and submit a consolidated vehicle procurement Plan to the Assembly. • Liaise with procurement unit and administration for the procurement of vehicles • Include vehicle needs in the Assembly's annual action Plan and budget.	Fleet Management Programme
		80% reduction of down time of Assembly's fleet of vehicles by the end of 2029		• Develop a vehicle maintenance schedule for servicing and repairs of both old and new vehicles. • Ensure that all vehicles are fueled • Ensure that roadworthy and insurance certificates are renewed yearly.	Operations and Maintenance Programme

				• Recruitment of qualified drivers • Conduct periodic training for both old and new drivers of the Assembly. • Enforce vehicle logs with supervisory oversight	

4.2 Structure Plan

The Ayawaso West Municipal Assembly Structure Plan aims to guide the development of the Municipality by ensuring a balanced and sustainable approach to growth.

4.2.1 Statement of the Structure Plan

The Ayawaso West Municipal Assembly exists to provide socio-economic and environmental services by leveraging human and material resources for the development of the Municipality. It also seeks to integrate its development infrastructure with that of neighboring Assemblies. The George Walker Bush Highway, which traverses the Municipality and connects to the Accra–Tema Motorway, serves as a major transportation corridor linking the Assembly to surrounding municipalities and the regional transport network. A section of the Achimota Forest contributes to the Municipality's ecosystem services, while the Legon Botanical Gardens serve as a green enclave supporting urban greening initiatives. Additionally, parts of the Municipality's land are utilized for agricultural activities.

4.2.2 Land Use Allocation

- Residential Areas: 40% of land area
- Commercial Areas: 20% of land area
- Industrial Areas: 15% of land area
- Open Spaces and Recreation: 10% of land area
- Agricultural Areas: 5% of land area
- Protected Areas: 5% of land area
- Educational and Institutional Areas: 5% of land area

4.2.3 Key Projects

- Infrastructure Development: Partial reconstruction of local roads
- Education: Construction of classroom blocks with ancillary facilities
- Health: Free health screening programs in collaboration with the private sector
- Environmental Conservation: Participation in the "Make Ghana Green" project for reforestation initiatives

4.2.4 Implementation Strategy

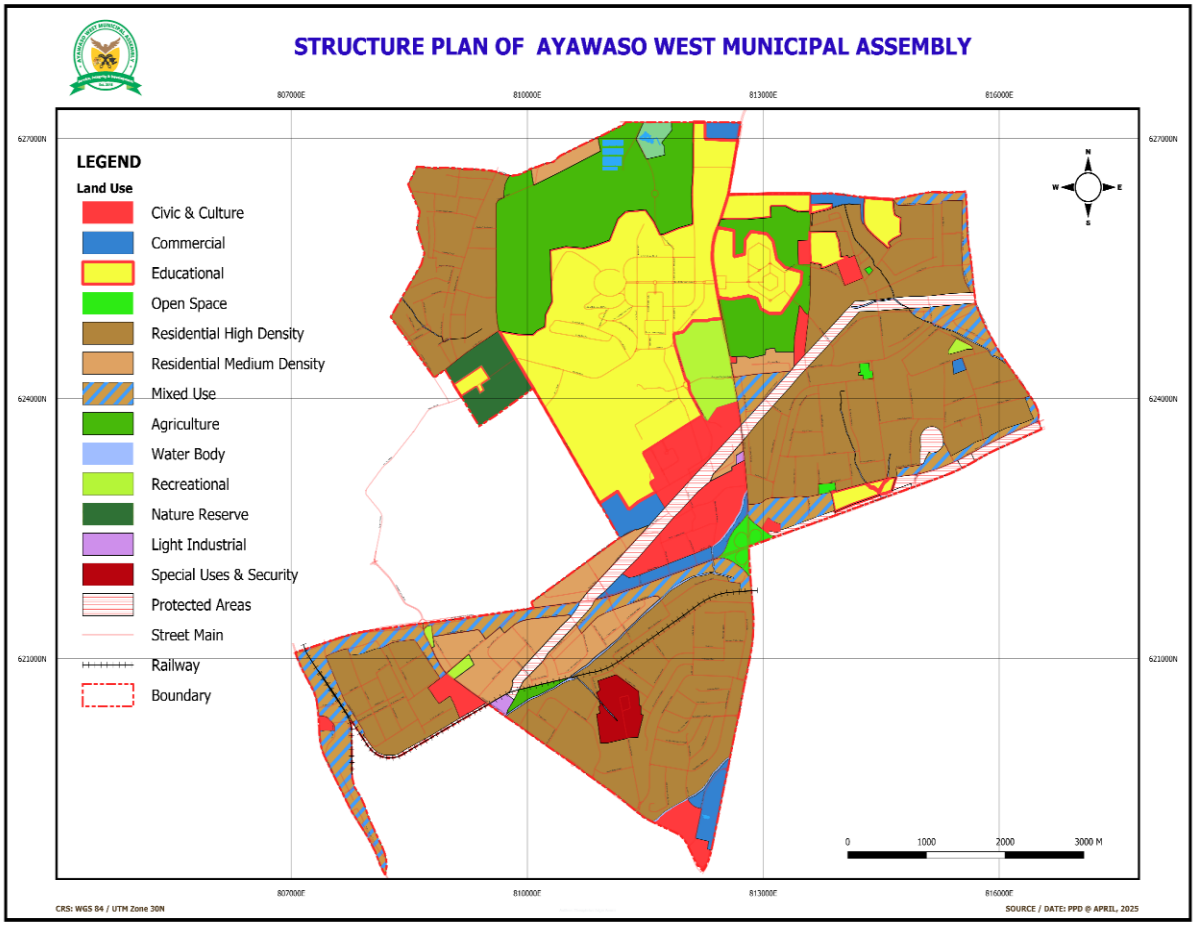
- Departmental Collaboration: Collaborate with departments such as Physical Planning, Works, and Environmental Health and Sanitation
- Community Engagement: Engage residents and Stakeholders through public forums and consultations
- Partnerships: Establish partnerships with organizations and institutions to support development projects

4.2.5 Monitoring and Evaluation

- Regular Progress Reports: Track progress and identify areas for improvement
- Performance Indicators: Establish metrics to measure the success and impact of projects
- Stakeholder Feedback: Collect input from residents and Stakeholders to inform decision-making

The Ayawaso West Municipal Assembly Structure Plan will serve as a guiding document for the Municipality's development, ensuring a coordinated and sustainable approach to growth.

Figure 4.1: Structure Plan of Ayawaso West Municipal Assembly



Source: Physical Planning Department -AWMA, 2025

CHAPTER FIVE
COMPOSITE DEVELOPMENT PROGRAMMES

5.0 Introduction

This chapter presents a Matrix of Composite Development Programmes, outlining indicative costs, programme status, and implementing institutions. It further provides an analysis of financial resources, revenue generation measures, and a summary of the Strategic Environmental Assessment of the formulated programmes.

5.1 Programme of Action (PoA)

The PoA was developed based on identified development programmes, with the assumed that, in collaboration with Stakeholders, all programmes will be implemented within the Plan period. The cost of programmes was guided by a transparent and evidence-based approach. Standard unit costs for common items such as stationery, logistics, fuel, and construction materials were derived from the Public Procurement Authority's (PPA) Average Price Database and Market Survey conducted by the Procurement Unit of the Assembly. For infrastructure projects, unit cost estimators from the Ministry of Works and Housing were applied. Inflationary trends were factored into the projections, with an annual rate of 10% assumed in line with National Macroeconomic Forecasts and recent Consumer Price Index Data (CPI). In addition, a projected annual currency depreciation of about 5% was considered for imported goods and equipment.

Table: 5.1: Programme of Action (PoA) of all Departments/Units

DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
Revenue Mobilization Programme							5,865,600.00		√		Dept. of Finance	Budget, Audit, Depts. and Units
Financial Management Programme							1,310,120.00		√		Dept. of Finance	Budget, Audit
Agriculture Modernization Programme					238,449.42	1,123,259.57	2,237,249.85		√		Dept. of Agric.	Admin, RAD, Procurement, Transport, Dev't Planning
Monitoring and Evaluation Programme					49,997.10		258,702.78		√		Dept. of Agric.	

Cooperative Programme					142,014.60				√		Dept. of Cooperatives	CUA
Monitoring and Evaluation Programme					88,179.00				√		Dept. of cooperatives	BAC, Agric, Social Welfare
Business Development Services Programme					1,019,949.43		263,186.20		√		Business Advisory Center	Cooperative, Agric, NYA, YEA, Social Welfare, Dev't Planning, Financial Institution, Agencies, Culture
Local Economic Development Programme					103,584.38		669,535.00		√		Business Advisory Center	Agric, Dev't Planning, Finance, Cooperative, Social Welfare, NYA

DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
Expanded Programme on Immunization Programme							928,185.00	1,856,400.00	√		Dept. of Health	NCCE, Education
Health Promotion Programme							1,487,320.00	371,280.00	√		Dept. of Health	NCCE, Social Welfare, Education, ISD
Mental Health Programme							944,360.00	464,100.00	√		Dept. of Health	Education, Social Welfare
NCD Programme							1,105,040.00	92,820.00	√		Dept. of Health	NCCE, Education
CHPS and Health Infrastructure Programme							5,449,518.00		√		Dept. of Health	Works, NCCE, Education
Access to Education Programme						924,358.00	5,538,169.00		√		Dept. Education	GES
Science, Technology, Engineering, and Mathematics (STEM) Education Programme						236,258.00			√		Dept. of Education	
Capacity Building Programme						275,734.00	736,566.00		√		Dept. of Education	

Child Rights Promotion and Protection Programme							167,076.00	116,025.00	√		Dept. of Social Welfare	DOVVSU, Residential Homes, Assembly Members, Community Members
Vulnerability Programme						931,292.62	370,136.40	67,108.86	√		Dept. of Social Welfare	PWD's, Disability Organizations, Assembly Members, DFMC Members NCPD, Resource Person
Local Economic Development Programme							658,371.66		√		Dept. of Social Welfare	Assembly Members, Groups, Community Members, Facilitators, NGO's/ CBO's
Gender Empowerment Programme							69,615.00		√		Dept. of Social Welfare	Assembly Members, Community

												Members, Schools, Gender desk, Education, Health, Env't Health, Opinion leaders
Monitoring and Evaluation Programme					37,128.00		120,666.00		√		Dept. of Social Welfare	ECDC, NGO's, LEAP Secretariat, Assembly Members, Groups, Community members
National Apprenticeship Programme							59,486.16	487,741.13	√		National Youth Authority	MPO, TVET, Registered Master Craftsperson
AgriNext Programme								1,176,026.45	√		National Youth Authority	Agric. Depart. Dev't Planning
Health Promotion Programme							242,224.41		√		National Youth Authority	Health, Education, PPAG

Human Capital Development and Management Programme							553,659.00		√		Youth Employment Agency	
Sport Development Programme							693,378.85	5,100,000.00	√		Dept. of Sports	Cooperatives, Agric, NYA, YEA, Dev't Planning, Social Welfare, Financial Institution Agencies, Culture
Birth Registration Programme							104,733.00		√		Birth and Death Registry	Ghana Health Service
Death Registration Programme							289,759.83		√		Birth and Death Registry	Ghana Health Service
Food Hygiene and Safety Programme							215,026.82		√		Env't Health Unit	Procurement, Health, Finance
Safe Environment Programme					339,999.66		46,456.41		√		Env't Health Unit	Health, EPA, Police Service, Breath Accra

												GARID, NADMO, NCCE, Social Welfare
Sanitation and Waste Management Programme					808,644.59	2,717,189.48	3,786,979.80		√		Env't Health Unit	Dev't Planning, Statistics, Works, Zoomlion, Roads, GARID

DEVELOPMENT DIMENSION: ENVIRONMENTAL AND HUMAN SETTLEMENT DEVELOPMENT

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
Law Enforcement Programme					77,597.76				√		Env't Health Unit	Tax Force, Police Service, Judiciary
Disaster Management Programme							1,356,143.44		√		NADMO	Hydrological Authority, GMET, GNFS, NADMO HQ,
Climate Change Adaptation Programme							993,040.66		√		NADMO	Forestry Commission,

												Assembly Members, Schools, Corporate Bodies
Road Safety Programme							142,903.47		√		NADMO	RSA, MTTD
Monitoring & Evaluation Programme							418,209.79		√		NADMO	Stake Holders
Municipal Infrastructure Programme					2,580,000.00	43,496,592.06	19,110,000.00	39,572,564.02	√		Works Dept	Procurement, Dev. Planning, Education, Health
Development Control Programme							1,467,518.00		√		Works Dept	Physical Planning, Roads
Spatial Planning and Settlement Management Programme							4,654,352.34		√		Physical Planning	LUSPA, Technical Sub Committee Members, SPC, SAT Members, Consultants
Routine Maintenance Programme					700,000.00	5,167,500.00	3,865,000.00		√		Roads Dept.	
Periodic Maintenance Programme					18,800,000.00	7,800,000.00			√		Roads Dept.	Works, Physical Planning

Drain Construction & Maintenance Programme					53,153,308.00	1,647,500.00	12,587,500.00	2,340,000.00	√		Roads Dept.	
Road Safety and Traffic Management Programme					7,901,136.00	2,950,000.00	9,730,000.00	4,824,000.00	√		Roads Dept.	
Urban Transport Services Programme							701,959.70		√		Transport Dept.	GPRTU, Terminal Operators, Transport Union, Roads, Human Resource
Revenue Mobilization Programme							270,150.00		√		MIS	Budget, Procurement, Finance, Internal Audit, Stores
Deployment, Installation and Routine Maintenance Programme							1,441,477.80		√		MIS	All Department

DEVELOPMENT DIMENSION: GOVERNANCE AND INSTITUIONAL DEVELOPMENT

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/ Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
Meeting Coordination Programme							22,324,580.31		√		General Admin.	Budget, Finance, Dev't Planning
Capacity Building Programme					354,193.48		737,072.00		√		Human Resource	Admin, Budget, Finance, Dev't Planning
Staff Management Programme							1,067,090.00		√		Human Resource	Finance, Health, Admin, Security, Env't Health
E-Procurement Programme							1,208,233.89		√		Procurement	Works, Roads Budget, Finance, Internal Audit Dev't Planning
Asset Management Programme							7,501,327.34		√		Estate	Procurement, Budget, Audit, Finance, Stores

Operations and Maintenance Programme							5,361,391.10		√		Estate	Works, Budget, Procurement, Finance, Audit
Information Dissemination and Feedback Programme							344,400.00		√		ISD	Media, NCCE
Community Engagement Programme					630,000.00		910,000.00		√		ISD	Media, Finance, Budget
Media Coverage Programme							134,000.00		√		ISD	Media, Finance, Budget
Right To Information (RTI) Law Implementation Programme							90,000.00		√		ISD	Finance, Budget
Fleet Management Programme							7,943,700.00		√		Transport Unit	Procurement
Operations and Maintenance Programme							10,474,950.00		√		Transport Unit	Admin, Finance
Risk Management Programme							370,400.00		√		Internal Audit	All Dept/Units
Internal Control Programme							876,160.00		√		Internal Audit	All Dept/Units, Education
NACAP II Programme							511,600.00		√		Internal Audit	All Dept/Units

Planning, Coordination and Implementation Programme						2,664,285.00	3,669,560.76	196,000.00	√		Dev't Planning	MPCU, PSU Members
Monitoring and Evaluation Programme						679,442.40	848,303.96		√		Dev't Planning	
Popular Participation Programme						386,584.83	386,584.83		√		Dev't Planning	
Budgeting, Monitoring and Evaluation Programme						398,068.13	1,415,450.61		√		Budget and Rating	Heads of Management Cost Centres Valuation Finance, Internal Audit Estate, Transport
Tourism and Culture Programme							363,800.00		√		Culture	Education
Civic Education Programme					304,000.00		265,000.00	304,000.00	√		NCCE	Education
Statistical Database Programme							225,015.01		√		Statistics Dept.	All units and departments
Community Research and Censuses Programme					40,051.00		29,416.31		√		Statistics Dept.	MIS, Dev't Planning, Social Welfare,

												Health, Env't Health
Client Service Improvement Programme							560,000.00		√		Client Service Unit	MIS Information

5.2 Programme Financing

The total cost of implementing the 2026-2029 Medium-Term Development Plan is estimated at of GH₵ 346,712,875.10. With an expected revenue of GH₵ 242,770,069.00 and a gap of GH₵ 103,977,544.10.

5.2.1 Revenue Generation Measures to bridge the gaps in the Programme Financing

The gaps in the programme financing will be bridged through Public Private Partnership (PPP), Community Help, DPs, Donors, NGO collaboration and other local and International Development Partners. IGF mobilization will be intensified through vigorous implementation of Revenue Improvement Action Plan (RIAP). The RIAP will roll out strategies including early printing and distribution of bills, regularization of development permits, enforcement of penalties for non-compliance, valuation of unassessed properties, and the use of on-site banking, electronic payment platforms (USSD Codes/Direct) and electronic bills and reminders to rate payers.

Also, third parties would be engaged to undertake the collection of revenue for outdoor advertisements and vehicle clamping. There will also be the registration of lorry parks, and distribution of property rate bills on weekends and early morning, monthly field monitoring exercise, routine inspections across all terminals and sensitization on property rate payment.

In addition, new revenue streams such as crane fees, sewer fees, marriage registration fees, vehicle towing fees, public and private toilet fees, commercial waste charges, and penalties for unauthorized parking will also be introduced to expand the revenue base.

Table 5.2: Programme Financing

Development Programme	Programme Cost	Expected Revenue & Source of Funding							Total (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others (Specify)		
Economic Development										
Revenue Mobilization Programme	5,865,600.00	0.00	0.00	5,865,600.00	0.00	0.00	0.00	0.00	5,865,600.00	0.00
Financial Management Programme	1,310,120.00	0.00	0.00	1,310,120.00	0.00	0.00	0.00	0.00	1,310,120.00	0.00
Agriculture Modernization Programme	3,598,958.84	138,449.42	1,058,516.06	823,259.57	0.00	0.00	0.00	0.00	2,020,225.05	1,578,733.79
Monitoring and Evaluation Programme	308,699.88	49,997.10	258,702.78	0.00	0.00	0.00	0.00	0.00	308,699.88	0.00
Cooperative Programme	142,014.60	142,014.60	0.00	0.00	0.00	0.00	0.00	0.00	142,014.60	0.00
Monitoring and Evaluation Programme	88,179.00	62,234.00	0.00	0.00	0.00	0.00	0.00	0.00	62,234.00	25,945.00
Business Development Services Programme	1,283,135.63	376,846.43	263,186.20	0.00	0.00	0.00	0.00	0.00	640,032.63	643,103.00

Local Economic Development Programme	773,119.38	103,584.38	35,046.00	0.00	0.00	0.00	0.00	0.00	138,630.38	634,489.00
Subtotal	**13,369,827.33**	**873,125.93**	**1,615,451.04**	**7,998,979.57**	**0.00**	**0.00**	**0.00**	**0.00**	**10,487,556.54**	**2,882,270.79**
Social Development										
Expanded Programme on Immunization Programme	2,784,585.00	0.00	928,185.00	0.00	0.00	0.00	0.00	856,400.00	1,784,585.00	1,000,000.00
Health Promotion Programme	1,858,600.00	0.00	1,487,320.00	0.00	0.00	0.00	0.00	371,280.00	1,858,600.00	0.00
Mental Health Programme	1,408,460.00	0.00	944,360.00	0.00	0.00	0.00	0.00	464,100.00	1,408,460.00	0.00
Non-Communicable Disease (NCD) Programme	1,197,860.00	0.00	1,105,040.00	0.00	0.00	0.00	0.00	92,820.00	1,197,860.00	0.00
CHPS/Health Infrastructure Programme	5,449,518.00	0.00	5,449,518.00	0.00	0.00	0.00	0.00	0.00	5,449,518.00	0.00
Access to Education Programme	6,462,527.00	0.00	5,538,169.00	924,358.00	0.00	0.00	0.00	0.00	6,462,527.00	0.00
Science, Technology, Engineering, and Mathematics (STEM) Education Programme	236,258.00	0.00	0.00	236,258.00	0.00	0.00	0.00	0.00	236,258.00	0.00

Capacity Building Programme	1,012,300.00	0.00	736,566.00	275,734.00	0.00	0.00	0.00	0.00	1,012,300.00	0.00
Child Rights Promotion and Protection Programme	283,101.00	0.00	167,076.00	0.00	0.00	0.00	0.00	116,025.00	283,101.00	0.00
Vulnerability Programme	1,368,537.88	0.00	150,136.40	331,292.62	0.00	0.00	0.00	37,108.86	518,537.88	850,000.00
Local Economic Development Programme	658,371.66	0.00	538,371.66	0.00	0.00	0.00	0.00	0.00	538,371.66	120,000.00
Gender Empowerment Programme	69,615.00	0.00	69,615.00	0.00	0.00	0.00	0.00	0.00	69,615.00	0.00
Monitoring and Evaluation Programme	157,794.00	37,128.00	120,666.00	0.00	0.00	0.00	0.00	0.00	157,794.00	0.00
National Apprenticeship Programme	547,227.29	0.00	59,486.16	0.00	0.00	0.00	0.00	127,741.13	187,227.29	360,000.00
Agri Next Programme	1,176,026.45	0.00	0.00	0.00	0.00	0.00	0.00	1,176,026.45	1,176,026.45	0.00
Health Promotion Programme	242,224.41	0.00	242,224.41	0.00	0.00	0.00	0.00	0.00	242,224.41	0.00
Human Capital Development and Management Programme	553,659.00	0.00	553,659.00	0.00	0.00	0.00	0.00	0.00	553,659.00	0.00

Sport Development Programme	5,793,378.85	0.00	693,378.85	0.00	0.00	0.00	0.00	1,100,000.00	1,793,378.85	4,000,000.00
Birth Registration Programme	104,733.00	0.00	104,733.00	0.00	0.00	0.00	0.00	0.00	104,733.00	0.00
Death Registration Programme	289,759.83	0.00	289,759.83	0.00	0.00	0.00	0.00	0.00	289,759.83	0.00
Safe Environment Programme	386,456.07	339,999.66	46,456.41	0.00	0.00	0.00	0.00	0.00	386,456.07	0.00
Sanitation and Waste Management	7,312,813.87	808,644.59	1,326,979.80	717,189.48	0.00	0.00	0.00	0.00	2,852,813.87	4,460,000.00
Law Enforcement Programme	77,597.76	77,597.76	0.00	0.00	0.00	0.00	0.00	0.00	77,597.76	0.00
Food Hygiene and Safety Programme	215,026.82	0.00	215,026.82	0.00	0.00	0.00	0.00	0.00	215,026.82	0.00
Subtotal	**39,646,430.89**	**1,263,370.01**	**20,766,727.34**	**2,484,832.10**	**0.00**	**0.00**	**0.00**	**4,341,501.44**	**28,856,430.89**	**10,790,000.00**
Environment and Human Settlement Development										
Disaster Management Programme	1,356,143.44	0.00	1,057,143.44	0.00	0.00	0.00	0.00	0.00	1,057,143.44	299,000.00
Road Safety Programme	142,903.47	0.00	142,903.47	0.00	0.00	0.00	0.00	0.00	142,903.47	0.00
Climate Change Adaptation Programme	993,040.66	0.00	693,040.66	0.00	0.00	0.00	0.00	0.00	693,040.66	300,000.00

Monitoring and Evaluation Programme	418,209.79	0.00	418,209.79	0.00	0.00	0.00	0.00	0.00	418,209.79	0.00
Municipal Infrastructure Programme	85,579,182.28	2,893,700.00	12,110,000.00	41,396,482.00	9,125,000.28	0.00	0.00	0.00	65,525,182.28	20,054,000.00
Development Control Programme	1,467,518.00	0.00	1,467,518.00	0.00	0.00	0.00	0.00	0.00	1,467,518.00	0.00
Spatial Planning and Settlement Management Programme	4,654,352.34	0.00	4,654,352.34	0.00	0.00	0.00	0.00	0.00	4,654,352.34	0.00
Routine Maintenance Programme	9,732,500.00	700,000.00	2,365,000.00	2,167,500.00	0.00	0.00	0.00	0.00	5,232,500.00	4,500,000.00
Periodic Maintenance Programme	26,244,974.44	11,800,000.00	0.00	3,888,669.44	2,556,305.00	0.00	0.00	0.00	18,244,974.44	8,000,000.00
Drain Construction & Maintenance Programme	69,728,408.00	15,320,581.70	9,622,238.00	1,647,500.00	1,832,826.30	0.00	0.00	2,340,000.00	30,763,146.00	39,000,000.00
Road Safety and Traffic Management Programme	17,349,136.00	7,500,000.00	13,570,000.00	3,878,000.00	0.00	0.00	0.00	1,840,000.00	26,788,000.00	1,160,000.00
Urban Transport Services	701,959.70	4,741,136.00	5,730,000.00	3,878,000.00	0.00	0.00	0.00	1,840,000.00	16,189,136.00	1,160,000.00

Revenue Mobilization Programme	270,150.00	0.00	270,150.00	0.00	0.00	0.00	0.00	0.00	270,150.00	0.00
Deployment, Installation and Routine Maintenance Programme	1,441,477.80	0.00	701,959.70	0.00	0.00	0.00	0.00	0.00	701,959.70	0.00
Subtotal	**220,079,955.92**	**42,955,417.70**	**52,802,515.40**	**56,856,151.44**	**13,514,131.58**	**0.00**	**0.00**	**6,020,000.00**	**172,148,216.12**	**74,473,000.00**
Governance and Institutional Development										
Meeting Coordination Programme	22,324,580.31	0.00	12,987,356.00	0.00	0.00	0.00	0.00	0.00	12,987,356.00	9,337,224.31
Capacity Building Programme	1,091,265.48	354,193.48	257,072.00	0.00	0.00	0.00	0.00	0.00	611,265.48	480,000.00
Staff Management Programme	1,067,090.00	0.00	1,067,090.00	0.00	0.00	0.00	0.00	0.00	1,067,090.00	0.00
E-Procurement Programme	1,208,233.89	0.00	1,208,233.89	0.00	0.00	0.00	0.00	0.00	1,208,233.89	0.00
Asset Management Programme	7,501,327.34	0.00	7,501,327.34	0.00	0.00	0.00	0.00	0.00	7,501,327.34	0.00
Operations and Maintenance Programme	5,361,391.10	0.00	5,361,391.10	0.00	0.00	0.00	0.00	0.00	5,361,391.10	0.00
Information Dissemination and Feedback Programme	344,400.00	0.00	344,400.00	0.00	0.00	0.00	0.00	0.00	344,400.00	0.00

Community Engagement Programme	1,540,000.00	630,000.00	910,000.00	0.00	0.00	0.00	0.00	0.00	1,540,000.00	0.00
Media Coverage Programme	134,000.00	0.00	134,000.00	0.00	0.00	0.00	0.00	0.00	134,000.00	0.00
Right to Information (RTI) Law Implementation Programme	90,000.00	0.00	90,000.00	0.00	0.00	0.00	0.00	0.00	90,000.00	0.00
Tourism and Culture Programme	363,800.00	0.00	173,800.00	0.00	0.00	0.00	0.00	0.00	173,800.00	190,000.00
Fleet Management Programme	7,943,700.00	0.00	7,943,700.00	0.00	0.00	0.00	0.00	0.00	7,943,700.00	0.00
Operations and Maintenance Programme	10,474,950.00	0.00	3,489,901.00	0.00	0.00	0.00	0.00	0.00	3,489,901.00	6,985,049.00
Risk Management Programme	370,400.00	0.00	370,400.00	0.00	0.00	0.00	0.00	0.00	370,400.00	0.00
Internal Control Programme	876,160.00	0.00	876,160.00	0.00	0.00	0.00	0.00	0.00	876,160.00	0.00
NACAP II Programme	511,600.00	0.00	511,600.00	0.00	0.00	0.00	0.00	0.00	511,600.00	0.00
Planning, Coordination and	6,529,845.76	0.00	3,669,560.76	2,664,285.00	0.00	0.00	196,000.00	0.00	6,529,845.76	0.00

Implementation Programme										
Monitoring and Evaluation Programme	1,527,746.36	0.00	848,303.96	679,442.40	0.00	0.00	0.00	0.00	1,527,746.36	0.00
Popular Participation Programme	773,169.66	0.00	386,584.83	386,584.83	0.00	0.00	0.00	0.00	773,169.66	0.00
Budgeting, Monitoring and Evaluation Programme	1,813,518.74	0.00	1,415,450.61	398,068.13	0.00	0.00	0.00	0.00	1,813,518.74	0.00
Civic Education Programme	915,000.00	304,000.00	265,000.00	346,000.00	0.00	0.00	0.00	0.00	915,000.00	0.00
Statistical Database Programme	225,015.01	0.00	225,015.01	0.00	0.00	0.00	0.00	0.00	225,015.01	0.00
Community Research and Censuses Programme	69,467.31	40,051.00	29,416.31	0.00	0.00	0.00	0.00	0.00	69,467.31	0.00
Client Service Improvement Programme	560,000.00	0.00	560,000.00	0.00	0.00	0.00	0.00	0.00	560,000.00	0.00
Subtotal	**73,616,660.96**	**1,328,244.48**	**50,625,762.81**	**4,474,380.36**	**0.00**	**0.00**	**196,000.00**	**0.00**	**56,624,387.65**	**16,992,273.31**
GRAND TOTAL(GH₵)	**346,712,875.10**	**62,579,436.42**	**119,537,678.39**	**42,131,930.47**	**5,125,000.28**	**0.00**	**196,000.00**	**8,521,501.44**	**242,770,069.00**	**103,977,544.10**

5.3 Strategic Environmental Assessment (SEA)

Ayawaso West Municipal Assembly is committed to sustainability of development programme earmark for the Plan period. The programmes identified were therefore subjected to Strategic Environmental Assessment to ensure long-term sustainability and alignment with strategic goals.

The assessment indicated that 99.8% of programmes will not have adverse impact on the environment. However, some infrastructure projects, particularly those related to roads and drainage, will have potential localized impacts. The Assembly will implement mitigation measures such as Environmental Impact Assessments (EIAs) for all affected projects, acquire EPA permits for projects, promote green infrastructure development and enforce environmental regulations.

Also, regular monitoring and reporting will be carried out to continuously track the environmental performance of all programmes. Appendix 7 details the Strategic Environmental Assessment conducted.

CHAPTER SIX
ANNUAL ACTION PLANS

6.0 Introduction

This chapter outlines the Annual Action Plans from 2026-2029 this will serve as the guide to addressing the various problems identified annually and provided the basis for annual budgeting.

6.1 Annual Action Plan

6.1.0 Annual Action Plans for 2026

DEPARTMENT OF FINANCE														
Objective: 95% Revenue achieved and leakages sealed by the end of 2029														
Programme: Revenue Mobilization Programme														
No.	**Projects**	**Location**	**Time Frame**				**Cost**				**Project Status**		**Implementing Institution/Department**	
			Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others (Specify)**	**New**	**Ongoing**	**Lead**	**Collaborating**
1.	Organize quarterly revenue monitoring, mobilization and taskforce by Dec. 2026	AWMA							1,000,000.00		√		Finance	Admin, Budget Audit, other Departs/Units
2.	T&T and call credit for Revenue Collectors by Dec. 2026	AWMA							120,200.00		√		Finance	Finance Dept.
Objective: Reduce financial infraction in the Auditor General's report to below 1% by the end of 2029														
Programme: Financial Management Programme														
3.	Organize • Training on the International Public Sector Accounting Standard (IPSAS) • Training on the GIFMIS Application by Dec. 2026	CAGD							150,800.00		√		Finance	All MMDA's
4.	Validation of quarterly Financials by CAGD by Dec. 2026	CAGD							70,000.00		√		CAGD RCC	All MMDA'S

5.	Preparation of monthly and annual Financial Statements by Dec. 2026	AWMA						60,000.00		√		Finance	Audit, Budget, Procurement and Stores
DEPARTMENT OF AGRICULTURE													
Objective: Increase climate-smart agricultural practices among 300 farmers from 50% to 70% by the end of 2029													
Programme: Agriculture Modernization Programme													
6.	Organize • 4No. training sessions for farmers on gaps/climate-smart agriculture • Study tour for farmers by Dec. 2026	AWMA					5,000.00		44,700.00		√		Agric	RAD Transport
7.	Facilitate • Crop/Livestock demonstration for farmers on improved technology • Promote Rabbit Rearing by Dec. 2026	AWMA							15,200.00		√		Agric	RAD
8.	Organize Municipal farmers day celebration by Dec. 2026	AWMA						120,000.00	80,000.00		√		Agric	
Objective: Increase the adoption of home and backyard gardening from 100 to 200 households by the end of 2029													
9.	Promote • Home/backyard gardening in 200 homes/10 schools • Small-holder household fish farming Dec. 2026	AWMA						30,000.00	300,000.00		√		Agric	Planning, Procurement
Objective: Income-generating agricultural activities for 200 women by the end of 2029													

10.	Demonstration for women on agro-processing/ income generation by Dec. 2026	AWMA						10,600.00		√		Agric	RAD Social Welfare
11.	Organize Municipal food fair to promote local foods by Dec. 2026	AWMAA						32,214.00		√		Agric	Admin
Objective: 40% to 80% surveillance in livestock and crops increased by the end of 2029													
12.	Organise • Routine Surveillance • Surveillance and monitoring of pests and diseases on farms • Anti-Rabies Vaccination by Dec. 2026	AWMA					6,200.00	10,000.00	24,300.00		√		Agric	Procurement, Transport
Objective: Build 100% capacity of all field staff in modern agricultural tools and techniques by the end of 2029													
13.	Ensure effective office administration by Dec. 2026	AWMA					3,500.00		22,785.76		√		Agric	Procurement
14.	Organize • Quarterly technical review meeting • Management meeting • Staff Meeting by Dec. 2026	AWMA					4,500.00		13,600.00		√		Agric	
15.	Organize RELC Planning session by Dec. 2026	AWMA							7,325.00		√		Agric	
16.	Facilitate • Staff Training	AWMA					4,500.00		7,200.00		√		Agric	

	• Capacity of staff on Improved Modern Agricultural Tools by Dec. 2026												
Objective: Increase 60% of farmer-based cooperatives by the end of 2029													
17.	Farmer group formalization by Dec. 2026							10,000.00		√		Agric	
Objective: 80% to 98% of M&E of Agric operations improved by the end of 2029													
Programme: Monitoring and Evaluation Programme													
18.	Organise • MAO monitoring and supervision • MDA monitoring • MPCU monitoring • AEA Farm & Home visit by Dec. 2026	AWMA					11,600.00		60,028.00		√		Agric	MPCU
DEPARTMENT OF COPERATIVES													
Objective: 50% increase in registered and operational cooperative societies by the end of 2029													
Programme: Cooperative Programme													
19.	Organize • Sensitization and education for forming cooperatives • Stakeholders' meetings in educational and financial institutions	AWMA					24,600.00				√		Cooperatives	BAC, Social Welfare, CUA

	• Capacity-building training for executives and members of cooperative societies by Dec. 2026												
20.	Registration • Groups into a cooperative • Farmers' groups by Dec. 2026	AWMA					6,000.00				√		Cooperatives	Agric
Objective: 80% increase in compliance and regulatory framework of cooperatives by the end of 2029														
Programme: Monitoring and Evaluation Programme														
21.	Facilitate • Audit of all cooperative societies • Supervision of annual general meetings of audited societies • Visitation and inspection of societies at meetings and offices by Dec. 2026	AWMA					19,000.00				√		Cooperatives	
DEPARTMENT OF BUSINESS ADVISORY CENTER (BAC)														
Objective: Support 60% of MSMEs with business advice and counselling services by the end of 2029														
Programme: Business Development Services Programme														
22.	Organize • 2 No. Training in financial management and bookkeeping • 2 No. Kaizen concept for MSMEs • Digitalization in marketing and branding for 120 MSMEs by Dec. 2026	AWMA					28,344.00		59,394.00		√		BAC	Cooperative, Agric, Social Welfare GEA/JICA

23.	Facilitate • OSHEM (Occupational, Safety, Health and Environment) for 40 MSMEs • Business counselling and advisory Services for 200 MSMEs • Follow-ups, Monitoring and Evaluation on 80 MSMEs by Dec. 2026	AWMA							55,004.20		√		BAC	Fire Service, Cooperative, Transport, Agric, Dev't Planning
24.	Train 300 Youth in Entrepreneurship by Dec. 2026	AWMA							36,220.00		√		BAC	Cooperative, Finance
Objective: Formalize 80% of informal MSMEs and start-ups by the end of 2029														
25.	Conduct • Regularization of 120 informal businesses with various regulatory bodies • 2 No. Step-by-step coaching, checklists, and help desks by Dec. 2026	AWMA							84,606.00		√		BAC	GEA, ORC, GSA, FDA Dev't Planning, Finance, Env't Health
Objective: 15% to 35% increase in participation of MSMEs in consultative forums by the end of 2029														
26.	Organize 2 No. Business Stakeholders Forum by Dec. 2026	AWMA							27,962.00		√		BAC	Cooperative, Agric, Social Welfare
Objective: Train 1,000 youth in vocational skills by the end of 2029														
Programme: Local Economic Development Programme														

27.	Conduct • Sensitization on Local Economic Development • Train 150 post apprentices in business development • Apprenticeship/Technical Training and Skills Development by Dec. 2026	AWMA					23,900.00		135,000.00		√		BAC	Agric, Dev't Planning, Finance, Cooperatives, NYA, Social Welfare
28.	Create Local Economic Development Forum by Dec. 2026	AWMA							10,000.00		√		BAC	Agric, Cooperatives
CENTER FOR NATIONAL CULTURE														
Objective: Achieve 80% participation of youth in cultural and tourism activities in the Municipality by the end of 2029														
Programme: Tourism and Culture Programme														
29.	Organize • 2-day training in beads works festival for twenty (20) youth • 1 day workshop on student drama and arts festivals for twenty (20) basic school teachers • 1 day competition in art and drama festival for ten (10) junior schools • 5-day arts and crafts bazaar for 20 Visual Artists by Dec. 2026	AWMA							44,000.00		√		Culture	Education, NYA

30.	Organise trade shows on tourism potential in the Municipality by Dec. 2026	AWMA							32,000.00		√		Culture	
DEPARTMENT OF HEALTH														
Objective: At least two functional public health facilities provided within the Municipality by the end of 2029														
Programme: CHPS/Health Infrastructure Programme														
31.	Organise • Capacity Building of staff on the proper use, maintenance, and repair of medical equipment • Capacity building of staff to provide efficient and quality health services by Dec. 2026	AWMA							22,000.00		√		Health	Procurement, ICD -GHS
Objective: 24-hour service delivery within all public health facilities by the end of 2029														
32.	Development of clear protocols for 24-hour operations, including emergency response Plans by Dec. 2026	AWMA							60,000.00		√		Health	ICD-GHS
Objective: Public health facilities equipped with at least 95% of the essential medical supplies and equipment by the end of 2029														
33.	Inventory assessment yearly to identify gaps and needs in the health infrastructure by Dec. 2026	AWMA							318,000.00		√		Health	Works, Procurement
34.	Inspection and testing of medical equipment to ensure functionality and safety by Dec. 2026	AWMA							80,000.00		√		Health	Procurement

35.	Procurement of furniture and medical equipment for CHPS services by Dec. 2026	AWMA							700,000.00		√		Health	Procurement
Objective: 95% minimum coverage of all antigens achieved in the Expanded Program of Immunization by the end of 2029														
Programme: EPI Programme														
36.	Implementation of vaccination campaigns and routine immunizations by Dec. 2026	AWMA							142,000.00	400,000.00	√		Health	EPI -RHD
37.	Facilitate • Capacity building of healthcare workers on immunization protocols, vaccine management, and communication strategies • Build capacity on data collection mechanisms to capture disease reports from various sources - health facilities and laboratories • Train healthcare workers on disease surveillance, reporting, and response protocols by Dec. 2026	AWMA							45,000.00		√		Health	EPI-RHD
Objective: Disease surveillance system strengthened to report and respond to outbreaks within 48 hours by the end of 2029														
38.	Develop communication networks for disease reporting and response by Dec. 2026	AWMA							13,000.00		√		Health	ISD
Objective: Public awareness campaigns on disease prevention and control measures conducted at least twice every year by the end of 2029														

Programme: Health Promotion Programme														
39.	Development of educational materials • Substance Abuse • NCD • Disease prevention by Dec. 2026	AWMA							70,000.00	80,000.00	√		Health	NCCE, Social Welfare, ISD, Education
40.	Training of CHWs to disseminate information and promote disease prevention measures by Dec. 2026	AWMA							50,000.00		√		Health	ISD
41.	Collaborate with local media outlets to broadcast public health messages by Dec. 2026	AWMA							20,000.00		√		Health	ISD, MIS
42.	Develop and use social media platforms to reach a wider audience by Dec. 2026	AWMA							10,000.00		√		Health	ISD, MIS
Objective: At least 80% of the target population reached with public awareness campaigns about the risk of substance abuse by the end of 2029														
43.	Organization of town hall meetings, workshops, and awareness walks • Substance Abuse • NCD • Disease prevention • Malaria prevention measures • Immunization by Dec. 2026	AWMA							20,000.00		√		Health	ISD, Dev't Planning, Env't Health

44.	Community engagement with leaders and influencers • Substance Abuse • NCD • Disease prevention • Malaria prevention measures • Immunization by Dec. 2026	AWMA							80,000.00		√		Health	Admin
45.	Dissemination of educational materials to schools, churches, mosques by Dec. 2026	AWMA							40,000.00		√		Health	ISD, Admin
46.	Community education and sensitization. • Available services and hours of operation. • Substance Abuse • NCD • Disease prevention • Malaria Prevention • Immunization by Dec. 2026	AWMA							30,000.00		√		Health	Education, ISD, Social Welfare
Objective: Reduce premature mortality associated with NCD by 25% by the end of 2029														
Programme: NCD Programme														
47.	Screening programmes for NCDs (hypertension, Diabetes, Cancers) by Dec. 2026	AWMA							60,000.00	20,000.00	√		Health	NCCE, ISD

48.	Training and capacity building on NCDs by Dec. 2026	AWMA							100,000.00		√		Health	
Objective: Reduce the incidence of NCDs by 50% by the end of 2029														
49.	Development of a surveillance system to track NCD-related data, including mortality and risk factors by Dec. 2026	AWMA							80,000.00		√		Health	
Objective: Data captured on all persons reporting to the health care facilities as cases of substance abuse by the end of 2029														
Programme: Mental Health Programme														
50.	Develop a standardized reporting form to collect relevant data on substance abuse cases by Dec. 2026	AWMA							50,000.00		√		Health	ICD-RHD
51.	Training for healthcare providers on identifying and reporting substance abuse cases by Dec. 2026	AWMA							80,000.00		√		Health	Social Welfare
Objective: Establish a mental health unit in all public health facilities by the end of 2029														
52.	Designate space in health facilities for this unit by Dec. 2026	AWMA							70,000.00	100,000.00	√		Health	Works
Objective: Establish mental health units in 40% of private health facilities by the end of 2029														
53.	Establish referral systems to ensure seamless care and support by Dec. 2026								10,000.00		√		Health	
DEPARTMENT OF EDUCATION														
Objective: 90% access to education for all school-age children by Dec. 2029 to promote equal opportunities by the end of 2029														
Programme: Access to Education Programme														
54.	Organize	All Schools						34,160.00	23,815.00		√		Education	

	• My first day at school • Menstrual Hygiene Day Celebration by Dec. 2026													
55.	Organize • 2 days under 13 (inter-district) games in soccer, netball, volleyball and hand ball in basic school • One day inter schools' athletics competition by Dec. 2026	Bawaleshie school park Elwak sports stadium						21,219.00	17,424.00		√		Education	
56.	Organize mock for final year JHS students in the public basic Schools by Dec. 2026	All final year learners						39,200.00			√		Education	
57.	Infrastructural Development in some Schools by Dec. 2026	Bethany Sch, ATTRACO Sch							200,000.00		√		Education	
58.	Monitoring the public basic schools in the Municipality and BECE Examination by Dec. 2026	All schools							83,875.00		√		Education	
59.	Supply of furniture for public schools by Dec. 2026	AWMA							550,000.00		√		Education	Procurement
60.	Supply of computer and accessories for public schools by Dec. 2026	University Staff Village							800,000.00		√		Education	Procurement

		Dzorwulu Primary ATTRAC O Abelenkpe Basic 1												
Objective: 50% to 70% increase in rate of interest in STEM by the end of 2029														
Programme: Science Technology, engineering, and Mathematics (STEM) Education Programme														
61.	Facilitate • Municipal Science, Technology, Mathematics, Innovation, Education (STMIE) Exhibition • Participating in Regional Science, Technology, Mathematics, Innovation, and Education (STMIE) Camping by Dec. 2026	All Public Schools						85,645.00			√		Education	
Objective: At least twenty (20) in service training and workshops for teachers and Officers organised by 2029														
Programme: Capacity Building Programme														
62.	Organize • One-day school performance appraisal meeting (SPAM) for stakeholders in the Municipality • Professional learning development for teachers • Training on Differentiated Learning	Pentecost Church Roman Ridge All schools						59,552.00	150,000.00		√		Education	

	• Schools march parade and KIDDIE March by Dec. 2026												
63.	Seminars and conferences for directors by Dec. 2026	AWMA						16,500.00		√		Education	
DEPRTMENT OF SOCIAL WELFARE AND COMMUNITY DEVELOPMENT													
Objective: At least 90% child right promotion and protection awareness improved by the end of 2029													
Programme: Child Rights Promotion and Protection Programme													
64.	Child right promotion and protection activities, child maintenance, access custody, family welfare a general welfare of children in need of care and protection by Dec. 2026	AWMA						8,000.00	(25,000.00)UNICEF	√		DSW&CD	Preschools, DOVVSU, Assembly Members, Residential Homes
65.	Facilitate tracing and reintegration by Dec. 2026	AWMA						7,000.00		√		DSW&CD	Assembly& Community Members
Objective: Reduce the incidence of missing, abandoned, stranded, abused, non -maintenance, custody and access cases from 80% to 30% by the end of 2029													
66.	Conduct Social investigations on Missing, abandoned, stranded, abused children by Dec. 2026	AWMA						10,000.00		√		DSW&CD	Assembly & Community Members
Objective: Capacity building for Care Givers increased from 50 & to 80% by the end of 2029													
67.	Training and capacity building for caregivers and attendance of Early childhood Development Center by Dec. 2026	AWMA						11,000.00		√		DSW&CD	Early Childhood Development

													Centre Operators, Caregivers Attendants
Objective: 90% PWD's, aged and vulnerable groups supported and empowered by the end of 2029													
Programme: Vulnerability Programme													
68.	Facilitate • Identification, and collection of data on Persons with Disability • Social Investigation by Dec. 2026	AWMA					12,600.00			√		DSW&CD	PWD's
69.	Facilitate the • Support and empower Persons with Disability • Support and assistance to the needy and vulnerable • Training for occupational empowerment by Dec. 2026	AWMA					190,420.00	30,000.00		√		DSW&CD	Disability organizations Assembly Members, PWD's Beneficiaries NGO's
70.	Facilitate • DFMC meeting • Initiate and supervise the Disbursement Process for persons with disabilities • Expenses on persons with disability on day of disbursement by Dec. 2026	AWMA						38,120.00	14,460.00	√		DSW&CD	NCPD, GFD, DFMC Members PWD's Resource Person

Objective: At least 95 % of vulnerable and indigenes identified and enrolled on NHIS by the end of 2029													
71.	Enrollment of vulnerable by Dec. 2026	AWMA							9,280.00		√		DSW&CD	NHIS Beneficiaries
Objective: Empower 1000 women and youth by the end of 2029													
Programme: Local Economic Development Programme													
72.	Organise skills training • Wig Cap • Soya beans processing • Freshener, toilet wash and floor cleaner • Decoration art by Dec. 2026	AWMA							141,860.00		√		DSW&CD	Groups, Community Members, Resource Person, NGO's/ FBO
Objective: 85% community sensitization programmes on gender-based violence conducted by the end of 2029													
Programme: Gender Empowerment Programme													
73.	Undertake advocacy, sensitization, education and awareness creation on social issues, health, environmental, economic issues eg. Menstrual hygiene by Dec. 2026	AWMA							7,500.00		√		DSW&CD	Assembly & Community Members, Schools, Gender desk, Education, Health, Env't Health, Opinion Leaders

74.	Gender based violence intervention activities and programs. eg. Menstrual Hygiene by Dec. 2026	AWMA							7,500.00		√		DSW&CD	Assembly & Community Members, Schools, Gender desk, Education, Health and Env't Health, Opinion Leaders
Objective: Improve M&E activities from 40% to 80% by the end of 2029														
Programme: Monitoring and Evaluation Programme														
75.	Monitoring of • Utilization of the Funds • LEAP and Social Protection programmes by Dec. 2026	AWMA					8,000.00		7,000.00		√		DSW&CD	PWD's Beneficiaries, Community & Assembly Members
76.	Monitoring and supervising the activities of Non-Governmental Organization (NGO's) by Dec. 2026	AWMA							10,000.00		√		DSW&CD	NGO
77.	Monitoring, supervising, and facilitating the registering and processing of Early childhood development centres by Dec. 2026	AWMA							9,000.00		√		DSW&CD	Early Childhood Development Centre, Operators,

													Caregivers Attendants
NATIONAL YOUTH AUTHORITY (NYA)													
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029													
Programme: National Apprenticeship Programme													
78.	Facilitate • Train and equip youth on apprenticeship skills – e.g., Dressmaking • Train and equip 200 youth on Commercial Riding – Okada by Dec. 2026	AWMA							94,094.00	√		NYA	Dev't Planning, TVET, Regt. Master Craftsperson, NRSA, Roads, YEA
79.	Facilitate • Register 500 unemployed youth • Select and vet qualified artisans in trade • Monitoring and Evaluation of apprentice by Dec. 2026	AWMA						9,580.00	11,000.00	√		NYA	**A**gric, Dev't Planning
Objective: 100% of qualified staff increased by the end of 2029													
80.	Capacity building for staff by Dec. 2026	AWMA						1,398.00		√		NYA	HR, Dev't Planning
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029													
Programme: AgriNext Programme													
81.	Facilitate	AWMA							69,880.00	√		NYA	**A**gric, Dev't Planning,

	• Support 50 graduates in the Agric value chain • Provide start-up kits for 50 youth in the Agric value chain by Dec. 2026												
82.	Organize 2-day training for 100 youth on the Agric. value chain – AgriNext by Dec. 2026	AWMA							8,735.00	√		NYA	**A**gric, Dev't Planning
Objective: Provide comprehensive health education to 1000 adolescents and youth within the Municipal 13 schools by the end of 2029													
Programme: Health Promotion Programme													
83.	Organize • 2 No. sensitization on Adolescent Reproductive Health • 2 No. sensitizations on substance abuse • 2 No. sensitizations on mental health and well-being (substance abuse) by Dec. 2026	AWMA						52,194.00		√		NYA	Health, Education, Dev't Planning, PPA, AIDS Comm. PPAG
YOUTH EMPLOYMENT AGENCY (YEA)													
Objective: 60% reduction in youth unemployment by the end of 2029													
Programme: Human Capital Development and Management Programme													
84.	Facilitate • Public education and sensitization exercise • Registration and recruitment of beneficiaries for YEA modules	AWMA						34,100.00		√		YEA	

	• Headcount of YEA beneficiaries • Frequent monitoring and evaluation of beneficiaries by Dec. 2026												
85.	Organise • Youth Training • Digital skills for livelihood • Capacity building workshop by Dec. 2026	AWMA						86,000.00		√		YEA	Security Services (Ghana Police Service), Env' t Health
DEPARTMENT OF SPORTS													
Objective: At least 50% community involvement in Sports and recreational programs by the end of 2029													
Programme: Sport Development Programme													
86.	Organise • Participate in the inter-district sports festivals • Quarterly inter-community and inter-school fun games • Annual sports festival by Dec. 2026	AWMA						111,445.00		√		Sports	NSA-Greater Accra, NYA
Objective: Improve sport logistics from 10% to 50% by the end of 2029													
87.	Procurement of sport logistics by Dec. 2026	AWMA						15,000.00		√		Sports	Procurement
88.	Construction of multipurpose court and gym by Dec. 2026	AWMA							1,500,000.00	√		Sports	NGOs, DPs
Objective: 80% youth trained in Sports management by the end of 2029													

89.	Organize 3 days coaches' clinic for 36 males and females by Dec. 2026	AWMA						24,805.00		√		Sports	BAC, YEA
BIRTH AND DEATH REGISTRY													
Objective: 30% to 90% coverage for birth registrations achieved by the end of 2029													
Programme: Birth Registration Programme													
90.	Organise mass registration on birth registration by Dec. 2026	AWMA						24,300.00		√		Birth & Death	Ghana Health Service
Objective: At least 80% of death registration by the end of 2029													
Programme: Death Registration Programme													
91.	Organise mass registration on death by Dec. 2026	AWMA						26,730.00		√		Birth & Death	Ghana Health Service
Objective: 70% of households' outreach campaigns conducted by the end of 2029													
92.	Organise community outreach on birth and death registration by Dec. 2026	AWMA						18,690.00		√		Birth & Death	Ghana Health Service
93.	Quarterly update of birth and death registration by Dec. 2026	AWMA						14,900.00		√		Birth & Death	
ENVIRONMENTAL HEALTH UNIT													
Objective: Ensure a safe and conducive environment for residents by the end of 2029													
Programme: Safe Environment Programme													
94.	Organize sensitization on • Solid waste management • Control of noise, air quality • Promotion of household toilets by Dec. 2026	AWMA					37,620.00		10,010.00		√		Env't Health	EPA, Police Service, A/M Breath Accra, GARID, NADMO

95.	Organize • Routine premises & churches inspection • Public hygiene education by Dec. 2026	AWMA					35,640.00				√		Env't Health	NCCE, Social Welfare
Objective: 60-80% improved sanitation in households and public spaces by the end of 2029														
Programme: Sanitation and Waste Management Programme														
96.	Collection of Data and update of DESSAP by Dec. 2026	AWMA							42,977.00		√		Env't Health	Dev't Planning, Statistic
97.	Evacuation of refuse heap and drain desilting to prevent flooding by Dec. 2026	AWMA					14,394.60		129,925.40		√		Env't Health	Works, Zoom Lion
98.	Facilitate the • Control of weeds & street Beautification • Disinfection and fumigation • Procurement of Cleansing materials and PPEs by Dec. 2026	AWMA					37,589.20		227,403.00		√		Env't Health	Tax Force, Police service Zoomlion, MSWR, Procurement
99.	Facilitate Sanitation Improvement Programme by Dec. 2026	AWMA						585,475.00			√		Env't Health	
100.	Monthly clean up exercise to prevent the outbreak of communicable diseases by Dec. 2026	AWMA					133,036.2		434,563.8		√		Env't Health	Ass. Members, Residence Association

Objective: 95% increase in public health enforcement and compliance by the end of 2029												
Programme: Law Enforcement Programme												
101.	Enforcement of Bye Laws and Prosecution by Dec. 2026	AWMA				16,720.00				√		Env't Health	Tax Force, Police Service, Judiciary
Objective: Strengthen food safety practices and regulatory compliance across the Municipality by the end of 2029												
Programme: Food Hygiene and Security Programme												
102.	Facilitate • Mass medical screening • Nutrition intervention programmes • Printing food vendors cards by Dec. 2026	AWMA						46,332.00		√		Env't Health	Procurement, Finance
NATIONAL DISASTER MANAGEMENT ORGANISATION (NADMO)												
Objective: Reduce the vulnerabilities (risk) and impact of disasters from 25% to 50% by the end of 2029												
Programme: Disaster Management & Prevention Programme												
103.	Organise • Hold Disaster Committee Meetings • World Disaster Day Celebration by Dec. 2026	AWMA						94,752.50		√		NADMO	Relevant Agencies
Objective: Strengthen risk assessment and early warning system forecasting from 15%-50% by the end of 2029												
104.	Prepare Disaster risk Preparedness Plan by Dec. 2026	AWMA						12,500.00		√		NADMO	
Objective: 10% - 50% increment of relief support to Disaster Victims by the end of 2029												

105.	Procure Relief Items by Dec. 2026	AWMA							177,075.00		√		NADMO	Procurement
Objective: Build 100% capacity of NADMO staff for Disaster management by the end of 2029															
106.	Staff Training by Dec. 2026	AWMA							7,881.50		√		NADMO	NADMO, Hydro Dept. HQ, GMET, Hydro Auth.
Objective: At least 70% road accidents reduced by the end of 2029															
Programme: Road Safety Programme															
107.	Organize road safety campaign in various Lorry Stations, Churches, Mosques and Markets by Dec. 2026	Lorry Stations							31,696.50		√		NADMO	RSA., MTTD
Objective: 90% climate change effects reduced by the end of 2029															
Programme: Climate Change Adaption Programme															
108.	Tree Planting Exercise by Dec. 2026	Municipal wide							181,500.00		√		NADMO	FC, Assembly Members, Schools
109.	Climate change sensitization programs by Dec. 2026	Municipal wide							34,716.00		√		NADMO	Hydro Dept., NADMO, HQ
Objective: Achieve 60% reduction in fire outbreaks in high-risk communities by the end of 2029															
110.	Sensitization on fire outbreak by Dec. 2026	Municipal wide							10,700.00		√		NADMO	
Objective: 90% of disaster preparedness and response timeliness improved by the end of 2029															
Programme: Monitoring and Evaluation Programme															

111.	Monitoring & Evaluation of Flood Prone areas & Other Disaster Risk by Dec. 2026	Flood Prone Areas							90,112.00		√		NADMO	Physical Planning, Works
DEPARTMENT OF WORKS														
Objective: Ensure 90% of all Municipal infrastructure is safe, sustainable and disability friend by the end of 2029														
Programme: Municipal Infrastructure Programme														
112.	Construction of 6 Unit Classroom Block with Ancillary Facility at ATTRACO Basic School Phase II by Dec. 2026	Mempeasem						1,800,000.00			√		Works Dept.	Dev't Planning, Procurement, Education
113.	Construction of ICT Centre at the Reformers (Roman Ridge) by Dec. 2026	Roman Ridge							800.000.00		√		Works Dept.	Procurement, MIS
114.	Construction of pavement and landscaping at ATTRACO School by Dec.2026	ATTRACO Mempehuasem								1,450,000.00	√		Works Dept.	Dev't Planning, Procurement, Education
115.	Construction of Police Station at Roman Ridge by Dec.2026	Roman Ridge						600,000.00			√		Works Dept.	Procurement, Planning, Police Serv.
116.	Construction of Mechanized Borehole for public toilet at Santana by Dec.2026	Santana							80,000.00		√		Works Dept.	Procurement, Market Executives

117.	Construction of 18-unit classroom block at Dzorwulu JHS PH1/2 by Dec.2026	Dzorwulu						2,000,000.00			√		Works Dept.	Dev't Planning, Education
118.	Construction of 12-unit classroom block at La-Bawaleshie School by Dec.2026	Bawaleshie						3,313,099.12			√		Works	
119.	Construction of office complex and court by Dec.2026	AWMA							5,000,000.00		√		Works	
120.	Construction of 24-Hour Economy Market by Dec.2026	AWMA						7,598,864.02			√		Works	
121.	Construction of Water Storage for Bawaleshie School by Dec.2026	La-Bawaleshie						800,000.00			√		Works	Dev't Planning, Ghana Water, Education
122.	Renovation of La-Bawaleshie School Toilet by Dec.2026	La-Bawaleshie							80.000.00		√		Works Dept.	Dev't Planning, Education, Env't Health, Ass. Man
123.	Walling of La-Bawaleshie School and Legon Staff Village School by Dec.2026	La-Bawalashie Legon							400,000.00		√		Works Dept.	Dev't Planning, Education
124.	Walling of Tesano Police Station by Dec.2026	Tesano						100,000.00			√		Works	Dev't Planning,

														Procurement, Police Service
125.	Installation and Maintenance of Street Lights by Dec.2026	Municipal wide						50,000.00	50,000.00		√		Works	Dev't Planning, Procurement, Road, Ass. Members
Objective: Reduce 70% of unauthorized structures and Slums expansions by the end of 2029														
Programme: Development Control Programme														
126.	Facilitate • Demolition exercises (unauthorized structures) • Regularization of temporary structure by Dec.2026	AWMA							238,000.00		√		Works	Physical Planning, Roads
127.	Procurement of construction materials, petty tools and development control tools by Dec.2026	AWMA							36,240.00		√		Works	Management, Procurement
Objective: Train 100% building inspectors and increase staffing by 50% by the end of 2028														
128.	Capacity for building inspectors by Dec.2026	AWMA							30,000.00		√		Works	Human Resource
DEPARTMENT OF ROADS														
Objective: Ensure 90% Road Infrastructure is safe motorists and pedestrians by the end of 2029														
Programme: Routine Maintenance Programme														
129.	Facilitate routine road maintenance • Grading of gravel roads	AWMA					700,000.00		1,590,000.00		√		Roads	

	• Pothole patching of roads • Minor drainage repairs • Replacement of metal gratings by Dec. 2026													
Objective: 80% local road paved by the end of 2029														
Programme: Periodic Maintenance Programme														
130.	Partial Reconstruction of Local Roads by Dec. 2026	Westlands Abelenkpe					1,843,695.00				√		Roads	Works, Physical Planning
131.	Gravelling of Local Roads by Dec. 2026	Mempeasem					800,000.00				√		Roads	
Objective: Reduce 80% flooding incidence in hotspots area by the end of 2029														
Programme: Drain Construction & Maintenance Programme														
132.	Construction of Storm Drains by Dec. 2026	East Legon Mempeasem					2,715,673.67				√		Roads	Works, Physical Planning
133.	Construction of Drains by Dec. 2026	Westlands Okponglo									√		Roads	
134.	Construction of Roadside Drains by Dec. 2026	North Dzorwulu					751,500.00				√		Roads	
135.	Construction Desilting and cleansing of Open Drains to prevent flooding by Dec. 2026	AWMA					830,000.00	250,000.00			√		Roads	

136.	Culvert Construction by Dec. 2026	Boundary Road					2,800,000.00				√		Roads	
137.	Desilting of Storm Channels by Dec. 2026	AWMA					720,000.00				√		Roads	
Objective: 85% vehicular-vehicular road crashes at signalized intersections reduced by the end of 2029														
Programme: Road Safety and Traffic Management														
138.	Construction of Pedestrian Walkway by Dec. 2026	Continental Road								1,450,000.00	√		Roads	
139.	Replacement of Road Signs by Dec. 2026	AWMA								150,000.00	√		Roads	
140.	Construction of Speed Humps by Dec. 2026	Okponglo, Roman Ridge								240,000.00	√		Roads	
141.	Traffic Light Supervision by Dec. 2026	Municipal Wide						72,000.00			√		Roads	
Objective: Develop 2 modern transport terminals in the Municipality by the end of 2029														
142.	Construction of Transport Terminal by Dec. 2026	Shiashie					2,250,000.00				√		Roads	
Objective: Reduce 50%-night accidents attributable to visibility by the end of 2029														
143.	Maintenance and Installation of Streetlights by Dec. 2026	AWMA					1,401,136.00				√		Roads	
PHYSICAL PLANNING DEPARTMENT														
Objective: 100% completion of the Spatial Development Framework by the end of 2029														
Programme: Spatial Planning and Settlement Management Programme														

144.	Continuation of spatial development frameworks and update of local Plans by Dec. 2026	AWMA						340,000.00		√		PPD	LUSPA, Technical Sub, SPC Members
Objective: Ensure 95% local Plans are updated and documented by the end of 2029													
145.	Update the East Legon and East Legon Ambassadorial Local Plans by Dec. 2026	AWMA						236,745.00		√		PPD	LUSPA, Technical Sub, SPC Members
Objective: Turnaround time for processing Development Permit applications reduced from 27 days to 20 days by the end of 2029													
146.	Organize • 12 No. technical- subcommittee inspections • 12 No. technical- subcommittee • 12 No. spatial Planning committee meetings by Dec. 2026	AWMA						418,740.00		√		PPD	Tech Sub Members
Objective: 95% open spaces landscaped by the end of 2029													
147.	Landscaping and beautification of open spaces to improve urban greening by Dec. 2026	AWMA						130,000.00		√		PPD	Consultancy
Objective: 100% street name and property addressed by the end of 2029													
148.	Organize 4 No. Street Naming Meeting by Dec. 2026	AWMA						35,280.00		√		PPD	SAT Members
149.	Installation and maintenance of street poles with street names by Dec. 2026	AWMA						230,000.00		√		PPD	Consultancy

Objective: 4No. Assembly owned public schools' properties registered by the end of 2029													
150.	Registration of land and landed properties by Dec. 2026	AWMA						70,000.00		√		PPD	Consultancy
Objective: At least 95% existing boundary with sister Municipalities by the end of 2029													
151.	Resolve boundary dispute with sister assemblies by Dec. 2026	AWMA						30,000.00		√		PPD	Ass. Members, RCC
TRANSPORT DEPARTMENT													
Objective: At least 80% of terminals complying with National Road Safety Regulations Act by the end of 2029													
Programme: Urban Transport Services Programme													
152.	Organize sensitization exercise for key stakeholders on urban passenger transport services and by law operational procedures by Dec. 2026	AWMA						16,500.00		√		Transport Dept.	GPRTU, Terminal Operators, Transport Unions, Roads
153.	Conduct route monitoring and enforcement activities by Dec. 2026	AWMA						18,150.00		√		Transport Dept.	GPRTU, Transport Union, Roads
154.	Update public transport, operators, vehicles, drivers and terminals by Dec. 2026	AWMA						19, 965.00		√		Transport Dept.	
155.	Capacity building for staff by Dec. 2026	AWMA						21,965.00		√		Transport Dept.	Human Resource

Objective: Improve road safety interventions from 20% to 60% by the end of 2029													
156.	Organize road safety campaign and sensitization for Transport Union and vehicle users by Dec. 2026	AWMA						24,161.00		√		Transport Dept.	GPRTU, Terminal Operators, Transport Unions, Roads
GENERAL ADMINISTRATION DEPARTMENT													
Objective: 100% of Assembly and Committee meetings organized according to schedule by the end of 2029													
Programme: Meeting Coordination Programme													
157.	Organize • 5 No. General Assembly meetings • 5 No. Executive Committee meetings by Dec. 2026	Dzorwulu						808,115.00		√		Admin	Budget, Finance, Dev't Planning
158.	Organize • 12 No. Finance & Admin. Sub-committee meetings • 5 No. Development Planning Sub-committee meetings • 5 No. Works Sub-committee meetings 4 No. Social Service Sub-committee meetings • 4 No. Justice & Security Sub-committee meetings • 4 No. LED Committee meetings	Dzorwulu						588,126.00		√		Admin	Budget, Finance, Social Welfare, Education, Dev't Planning, Works

	• 4 No. Sports & Recreation Sub-committee meetings by Dec. 2026												
159.	Organize • 12 No. Management meetings • 12 No. MUSEC meeting • 8 No. Audit Committee meeting by Dec. 2026	Dzorwulu						544,544.00		√		Admin	Budget, Finance, Audit, Police Service
160.	Organize 5 No. National celebrations (World Aids Day, Independence Day, Farmers Day, Sallah, Homowo) by Dec. 2026	Dzorwulu						379,500.00		√		Admin	Budget, Finance, Dev't Planning, Agric
161.	Organize 2 No. Inter-Sectoral Stakeholder Engagement meetings by Dec. 2026	Dzorwulu						114,048.00		√		Admin	Budget, Finance, Dev't Planning
162.	Organize • 4 No. District Health Management • 4 No. Mun. Education Oversight Committee • 4 No. PRCC • 4 No scholarships Committee • 4 No. HIV/AIDs Committee meetings by Dec. 2026	Dzorwulu						400,752.00		√		Admin	Budget, Finance, Health, Education, Dev't Planning

163.	Award scholarships to Brilliant but Needy students by Dec. 2026	Dzorwulu							88,000.00		√		Admin	Budget, Finance, Education
164.	Facilitate monitoring of Sub-structures by Dec. 2026	Dzorwulu							79,816.00		√		Admin	Budget, Finance, Dev't Planning
165.	Conduct • Church/Marriage Monitoring Activities • Inspection of Churches for Registration of Marriages by Dec. 2026	Dzorwulu							34,188.00		√		Admin	
166.	Facilitate 12 No. monthly mobilization for Assembly members by Dec. 2026	Dzorwulu							454,740.00		√		Admin	Budget, Finance
167.	Organize • 3No. sensitization programmes on HIV/AIDs in schools and communities • Sports and Health Activities • School Feeding Activities by Dec. 2026	Dzorwulu							146,200.00		√		Admin	Budget, Finance, Dev't Planning
168.	Facilitate • GALGA Conference	Dzorwulu							484,000.00		√		Admin	

	• DPA/CPA Training Programmes by Dec. 2026													
169.	Facilitate • Security operations • Procurement logistics for security service by Dec. 2026	Dzorwulu							748,800.00		√		Admin	
170.	Facilitate • Procure Marriage Registration Materials • Payment of Legal Fees and Retainer Services by Dec. 2026	Dzorwulu							129,536.00		√		Admin	
171.	Facilitate • MP Projects • Records Management Activities by Dec. 2026	Dzorwulu							179,000.00		√		Admin	
CLIENT SERVICE UNIT														
Objective: Achieve at least 80% access of the public to the client Service Unit by the end of 2029														
Programme: Client Service Improvement Programme														
172.	Organize public awareness campaigns on services and procedures of the Assembly by Dec. 2026	AWMA							45,000.00		√		Client Service	MIS, Information
173.	Celebration of customer service week by Dec. 2026	AWMA							30,000.00		√		Client Service	MIS, Information
174.	Capacity building for staff by Dec. 2026	AWMA							65,000.00		√		Client Service	MIS, Information

HUMAN RESOURCE DEPARTMENT														
Objective: At least 95% capacity building Plan implemented by the end of 2029														
Programme: Capacity Building Programme														
175.	Facilitate the implementation of Capacity building programs by Dec. 2026	AWMA					97, 280.00		42, 800.00		√		HR	Dev't Planning
176.	Facilitate • Local government Service protocols • Refresher training for Assembly Members on Local governance Act • Professional training for career progression by Dec. 2026	AWMA							219,987.00		√		HR	Admin
Objective: 100% training needs assessed by the end of 2029														
177.	Carry out training needs assessments by Dec. 2026	AWMA							3,000.00		√		HR	Admin
Objective: 80% of staff health, safety and work environment improved by the end of 2029														
Programme: Staff Management Programme														
178.	Facilitate the implementation of appraisal schedule by Dec. 2026	AWMA							20,000.00		√		HR	Admin
179.	Organize • Staff durbars • Staff performance management • Health screening for staff by Dec. 2026	AWMA							100,000.00		√		HR	Admin, Finance, Health

180.	Carry out • Monthly salary validation • Monitoring of security personnels/ Refuse Laborers by Dec. 2026	AWMA						35,000.00		√		HR	Finance, Security, Env't Health
181.	Facilitate • Provision of Support for staff welfare • Retirement packages and send packages off for national service personnel by Dec. 2026	AWMA						75,000.00		√		HR	Admin
PROCURMENT UNIT													
Objective: 100% compliance with E-Procurement System (GHANEPS) by the end of 2029													
Programme E- Procurement Programme													
182.	Prepare 4 No. procurement Plan and updates by Dec. 2026	AWMA						44,413.47		√		Procurement	ETC
183.	Organize • 5 No. tender opening meeting • 40 No. tender evaluation meetings • 10 No. tender committee meetings • 3 No. regional tender committee meetings by Dec. 2026	AWMA						23,150.00		√		Procurement	ETC
184.	Organize market survey for common user items by Dec. 2026	AWMA						11,682.00		√		Procurement	
185.	Procurement of • 2 No. laptop	AWMA						60,500.00		√		Procurement	Statistics, Estate

	• 1 No. Desktop computer by Dec. 2026												
ESTATE UNIT													
Objective: 100 % maintenance of Assembly assets by the end of 2029													
Programme: Operation and Maintenance Programme													
186.	Maintenance of Assembly's Properties by Dec. 2026	AWMA						330,000.00		√		Estate	Works, Budget, Procurement, Finance
187.	Facilitate • Payment of ECG Utilities • Payment of GHWCL Utilities by 2026	Dzorwulu Westland ATTRACO						690,960.00		√		Estate	Finance, Budget, Audit
188.	Facilitate A/C Servicing by Dec. 2026	AWMA						198,000.00		√		Estate	Finance, Audit Procurement
Objective: Improve 100% office equipment and furniture by the end of 2029													
Programme: Asset Management Programme													
189.	Organize • Quarterly Assets Condition Assessment • Quarterly updating of Asset Register by Dec. 2026	AWMA						24,240.00		√		Estate	Finance, Budget, Audit, Stores
190.	Embossing of Office Equipment's by Dec. 2026	AWMA						3,500.00		√		Estate	Budget, Procurement, Finance

191.	Facilitate • Assembly's Office Accommodation Rental • Health Directorate rental by Dec. 2026	AWMA						1,428,000.00		√		Estate	Finance, Budget, Audit
192.	Facilitate • Procurement of Generator & installation • Procurement of Equipment's & materials for Embossment by Dec. 2026	AWMA						330,000.00		√		Estate	Finance, Budget, Audit
DEPARTMENT OF INFORMATION SERVICE													
Objective: Increase citizen awareness by 90% in national and local policies by the end of 2029													
Programme: Information Dissemination and Feedback Programme													
193.	Disseminate information, announcement, and sensitization on government policies to residents by Dec. 2026	AWMA						45,600.00		√		ISD	Finance, Media, Budget
Objective: 90% annual surveys on key issues and policies of government services by the end of 2029													
194.	Facilitate • Design and administer 4 questionnaires on topical issues to the public • 4 No. market survey by Dec. 2026	AWMA						18,000.00		√		ISD	
Objective: At least 95% increase in community attendance at engagement fora by the end of 2029													

Programme: Community Engagement Programme													
195.	MCE's community engagement by Dec. 2026	AWMA					150,000.00		220,000.00		√		ISD	Media, Admin, Dev.t Planning
Objective: 100% increase in media coverage of Assemblies activities by the end of 2029													
Programme: Media Coverage Programme													
196.	Organize Media Coverage of Assembly's activities by Dec. 2026	AWMA							26,000.00		√		ISD	Media, MIS
Objective: Provide 100% response to all RTI requests from public by the end of 2029													
Programme: Right to Information (RTI) Law Implementation Programme													
197.	Educate public on RTI Law and Information requests by Dec. 2026	AWMA							15,000.00		√		ISD	NCCE
MANAGEMENT INFORMATION SYSTEMS (MIS) UNIT													
Objective. Deploy essential IT hardware and software required for optimal MIS operations by the end of 2029													
Programme: Deployment, Installation and Routine Maintenance Programme													
198.	Procurement • Anti-Virus • Microsoft Windows Server Application • Rack Server • UPS and Stabilizers Electronic Seal by Dec. 2026	AWMA							171,934.00		√		MIS	Budget, Finance, Procurement
199.	Hosting and License renewal	AWMA							100,000.00		√		MIS	Budget,

	• Hosting of the Server space for the CRM • Hosting of Website • SSL renewal • SMS data renewal for CRM by Dec. 2026												Finance, Procurement
200.	Website Updating by Dec. 2026	AWMA						5,000.00		√		MIS	Depts/Unit
Objective. Improve IT equipment and logistics from 30% to 75% by the end of 2029													
201.	Annual maintenance • Computers • Printers • Fix Telephones by Dec. 2026	AWMA						50,000.00		√		MIS	Departments
Objective. 90% BOP and PR bills printed annually by 31st January for the Planned period by the end of 2029													
Programme: Revenue Mobilization Programme													
202.	Printing of Bills • Business Operating Permit (BOP) • Property Rate by Dec. 2026	AWMA						55,000.00		√		MIS	Budget, Stores, Procurement, Finance, Audit
TRANSPORT UNIT													
Objective: 40% Increase of the Assembly's fleet of vehicles by the end of 2029													
Programme: Fleet Management Programme													
203.	Procurement • 2no. pickup	AWMA						3,523,400.00		√		Transport Unit	Procurement

	• 1no. Cargo Truck • Vehicle tires • 20No. vehicle logbooks by Dec. 2026												
Objective: 80% reduction of down time of Assembly's fleet of vehicles by the end of 2029													
Programme: Operations and Maintenance Programme													
204.	Facilitate • Purchase of fuel and lubricants for Assembly's fleet of vehicles • Monthly fuel for HOD and unit heads by Dec. 2026	AWMA						1,674,600.00		√		Transport Unit	Admin, Finance
205.	Facilitate • Maintenance of Assembly's fleet of vehicles • Renewal of roadworthy and insurance certificate for Assembly's fleet by Dec. 2026	AWMA						592,800.00		√		Transport Unit	Admin, Finance
INTERNAL AUDIT UNIT													
Objective: Assist Management reduce audit infractions and organizational risk by 95% by the end of 2029													
Programme: Internal Control Programme													
206.	Preparation of audit Plan by Dec. 2026	AWMA						60,000.00		√		Internal Audit	IAA
207.	Carry out • 4 No. quarterly audits	AWMA						128,000.00		√		Internal Audit	Procurement

	• 2 Special audits • Preparation and submission of Monthly ESPV audits by Dec. 2026													
Objective: Achieve 85% implementation of NACAP II by the end of 2029														
Programme: NACAP II Programme														
208.	Organize 3no. sensitizations on NACAP by Dec. 2026	AWMA							120,000.00				Internal Audit	Management
Objective: Reduce organizational risk by 95% by the end of 2029														
Programme: Risk Management Programme														
209.	Facilitate periodic review of Enterprise Risk Register by Dec. 2026	AWMA							80,000.00		√		Internal Audit	HR, Finance, Stores
DEVELOPMENT PLANNING UNIT														
Objective: Achieve at least 85% implementation of AAP annually by the end of 2029														
Programme: Planning, Coordination and Implementation Programme														
210.	Organize quarterly MPCU Meetings by Dec.2026	AWMA							158,160.00		√		Dev't Planning	MPCU
211.	Preparation • Community Action Plan (CAP) for 13 Electoral Areas • Strategic Environmental Assessment by Dec.2026	AWMA							148,595.00		√		Dev't Planning	MPCU Members, Works, Roads, Physical Planning
212.	Facilitate the • Preparation of Concept Notes	AWMA							127,800.00		√		Dev't Planning	Safeguard Team

	• Preparation of Environmental and Social Safeguards for projects implementation by Dec. 2026													
213.	Facilitate the implementation of Electoral Area Development Projects from April to Dec. 2026	AWMA						500,000.00	410,000.00		√		Dev't Planning	Procurement, Budget, Works, Finance, Roads, Audit
214.	Institutional coordination of GARID Project by Dec. 2026	AWMA								98,000.00(GARID)	√		Dev't Planning	PSU
Objective: 100% utilization of M&E results for preplanning by the end of 2029														
Programme: Monitoring and Evaluation Programme														
215.	Undertake monitoring and evaluation of projections programme and projects in the Municipality by Dec. 2026	AWMA						146,400.00	139,960.00		√		Dev't Planning	MPCU Members Technical Teams
Objective: Build 100% capacity of HoDs in Planning and M&E by the end of 2029														
216.	Capacity building for M&E Team by Sept 2026	AWMA							45,000.00		√		Dev't Planning	Human Resource
Objective: 100% increase in participation of Stakeholders in town hall meetings by the end of 2029														
Programme Popular Participation Programme														
217.	Organize 2 No. PFM Town Hall meetings from March and Sept. 2026	AWMA						106, 330.00	106, 330.00		√		Dev't Planning	MPCU, Ass. Members, Unit

														Committee, Stakeholders
BUDGET AND RATING UNIT														
Objective: Develop Annual Composite Budgets to align with the Assembly's Medium-Term Development Plan by the end of 2029														
Programme: Budgeting, Monitoring and Evaluation Programme														
218.	Organise • Quarterly Budget Committee Meeting • Review of Composite Budget by Dec. 2026	AWMA							55,128.00		√		Budget and Rating	Depts/Units
219.	Prepare and Gazetting 2026 Fee-Fixing Resolution by Dec. 2026	AWMA							68,629.00		√		Budget and Rating	Finance, MIS, Env't Health, Physical Planning, Social Welfare, Audit, Ghana Publishing
220.	Facilitate the • Preparation of 2026 Composite Budget • Departmental budget hearing • Data Collection and Valuation of Properties by Dec. 2026	AWMA						85,772.00	62,412.30		√		Budget and Rating	LAD, Finance, Statistics

221.	Organize • Rate assessment committee meetings • Fixed asset committee meeting by Dec. 2026	AWMA						51,833.70		√		Budget & Rating	LAD, Revenue Accountant, MIS, Physical Planning, Works, Finance, Estate, Transport, Audit
222.	Facilitate • Implementation and evaluation of the 2026 Composite budget • Revenue Team meeting	AWMA						45,738.00		√		Budget & Rating	
NATIONAL COMMISSION FOR CIVIC EDUCATION (NCCE)													
Objective: At least 70% participation of residents in civic education, program by the end of 2029													
Programme: Civic Education Programme													
223.	Organize • Education on Child Protection Issues • Civic education programmes • Public education on decentralization and local governance by Dec. 2026	AWMA					60,000.00	26,000.00	50,000.00	√		NCCE	Social Welfare, GES, Audit
224.	Citizenship week celebration by Dec. 2026	AWMA					10,000.00	10,000.00	10,000.00	√		NCCE	

Objective: Build 100% capacity of civic educators in civic rights and responsibilities by the end of 2029													
225.	Organize • Training programs for civic educators and community leaders • Workshops and training sessions for public officials and institutions by Dec. 2026	AWMA				30,000.00		15,000.00	35,000.00	√		NCCE	GES, MEDIA
DEPARTMENT OF STATISTICS													
Objective: 100% coverage of socio-economic data of all 13 electoral areas within the Municipality by the end of 2029													
Programme: Statistical Database Programme													
226.	Organize a quarterly data collection exercise to update socio-economic data by Dec. 2026	AWMA						41,360.00		√		Statistics	Finance, MIS, Dev't Planning, SW&CD, Budget
Objective: Annual research and surveys conducted on key developmental issues by the end of 2029													
Programme: Community Research and Censuses Programme													
227.	Conduct a survey to assess public satisfaction with support services for vulnerable populations and their impact on AWMA by Dec. 2026	AWMA				11,000.00		660.00		√		Statistics	Dev't Planning, SW&CD
Total Cost per Source of Funding (GH₵)						**15,493,148.67**	**15,191,307.00**	**31,555,736.13**	**10,354,669.00**				
ANNUAL ACTION PLAN COST(GH₵)						**72,594,860.80**							

6.1.1 Annual Action Plan for 2027

DEPARTMENT OF FINANCE														
Objective: 95% Revenue achieved and leakages sealed by the end of 2029														
Programme: Revenue Mobilization Programme														
No.	**Projects**	**Location**	**Time Frame**				**Cost**				**Project Status**		**Implementing Institution/Department**	
			Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others (Specify)**	**New**	**Ongoing**	**Lead**	**Collaborating**
1.	Organize quarterly revenue monitoring, mobilization and taskforce by Dec. 2027	AWMA							1,200,000.00		√		Finance	Admin, Audit, Budget, Depts/Units.
2.	Facilitate • T&T and call credit for revenue collectors • Purchase of value books by Dec. 2027	AWMA							234,800.00		√		Finance	
Objective: Reduce financial infraction in the Auditor General's report to below 1% by the end of 2029														
Programme: Financial Management Programme														
3.	Organize • Training on the International Public Sector Accounting Standard (IPSAS) • Training on PFM Act,2016 Act 921 by Dec. 2027	CAGD							170,800.00		√		Finance	All MMDA's

4.	Validation of Quarterly Financials by CAGD by Dec. 2027	CAGD							60,040.00		√		CAGD RCC	All MMDA'S
5.	Preparation of Monthly and Annual Financial Statements by Dec. 2027	AWMA							60,600.00		√		Finance	Audit, Budget, Procurement, Stores
DEPARTMENT OF AGRICULTURE														
Objective: Increase climate-smart agricultural practices among 300 farmers from 50% to 70% by the end of 2029														
Programme: Agriculture Modernization Programme														
6.	Organize • 4No. training sessions for farmers on gaps/climate-smart agriculture • Study tour for farmers by Dec. 2027	AWMA					5,250.00		46,935.00		√		Agric	RAD
7.	Facilitate • Crop/Livestock demonstration for farmers on improved technology • Promote Rabbit Rearing by Dec. 2027	AWMA							15,960.00		√		Agric	RAD
8.	Organize Municipal farmers day celebration by Dec. 2027	AWMA						126,000.00	84,000.00		√		Agric	
Objective: Increase the adoption of home and backyard gardening from 100 to 200 households by the end of 2029														
9.	Promote	AWMA						31,500.00	178,815.00		√		Agric	Planning, Procurement

	• Home/backyard gardening in 200 homes/10 schools • Small-holder household fish farming Dec. 2027												
Objective: Income-generating agricultural activities for 200 women by the end of 2029													
10.	Demonstration for women on agro-processing/ income generation by Dec. 2027	AWMA						11,130.00		√		Agric	RAD Social Welfare
11.	Organize Municipal food fair to promote local food by Dec. 2027	AWMA						33,824.70		√		Agric	Admin
Objective: 40% to 80% surveillance in livestock and crops increased by the end of 2029													
12.	Organise • Routine Surveillance • Surveillance and monitoring of pests and diseases on farms • Anti-Rabies Vaccination by Dec. 2027	AWMA					6,510.00	10,500.00	25,515,84		√		Agric	Procurement, Transport
Objective: Build 100% capacity of all field staff in modern agricultural tools and techniques by the end of 2029													
13.	Ensure Effective Office Administration by Dec. 2027	AWMA					3,675.00		23,925.05		√		Agric	Procurement
14.	Organize • Quarterly technical review meeting • Management meeting • Staff Meeting by Dec. 2027	AWMA					4,725.00		14,280.00		√		Agric	

15.	Facilitate • Staff Training • Capacity of staff on Improved Modern Agricultural Tools by Dec. 2027	AWMA					4,725.00		7,560.00		√		Agric	
16.	Organize the RELC Planning Session by Dec. 2027	AWMA							7,691.25		√		Agric	
Objective: Increase 60% of farmer-based cooperatives by the end of 2029														
17.	Farmer group formalization by Dec. 2027	AWMA							10,500.00		√		AGRIC	
Objective: 80% to 98% M&E of Agric operations improved by the end of 2029														
Programme: Monitoring and Evaluation Programme														
18.	Organise • MAO monitoring and supervision • MDA monitoring • MPCU monitoring • AEA Farm & Home Visit by Dec. 2027	AWMA					12,180.00		63,004.00		√		AGRIC	MPCU
DEPARTMENT OF COPERATIVES														
Objective: 50% increase in registered and operational cooperative societies by the end of 2029														
Programme: Cooperative Programme														
19.	Organize • Sensitization and education for forming cooperatives	AWMA					27,060.00				√		Cooperatives	CUA

	• Stakeholders' meetings in educational and financial institutions • Capacity-building training for executives and members of cooperative societies by Dec. 2027													
20.	Registration • Groups into a cooperative • Farmers' groups by Dec. 2027	AWMA					6,600.00				√		Cooperatives	CUA, Agric
Objective: 80% increase in compliance and regulatory framework of cooperatives by the end of 2029														
Programme: Monitoring and Evaluation Programme														
21.	Facilitate • Audit of all cooperative societies • Supervision of annual general meetings of audited societies • Visitation and inspection of societies at meetings and offices by Dec. 2027	AWMA					20,900.00				√		Cooperatives	
DEPARTMENT OF BUSINESS ADVISORY CENTER (BAC)														
Objective: Support 60% of MSMEs with business advice and counselling services by the end of 2029														
Programme: Business Development Services Programme														
22.	Organize • 2 No. Training in financial management and bookkeeping	AWMA					96,817.40				√		BAC	Cooperative, Agric, Social

	• 2 No. Kaizen concept for MSMEs • Digitalization in marketing and branding for 120 MSMEs by Dec. 2027												Welfare GEA/JICA
23.	Facilitate • OSHEM (Occupational, Safety, Health and Environment) for 40 MSMEs • Business counselling and advisory Services for 200 MSMEs • Follow-ups, Monitoring and Evaluation on 80 MSMEs by Dec. 2027	AWMA					53,647.020				√		BAC	Fire Service, Cooperative, Transport, Agric, Dev't Planning
24.	Train 300 Youth in Entrepreneurship by Dec. 2027	AWMA					38,750.00				√		BAC	Cooperative, Finance
Objective: Formalize 80% of informal MSMEs and start-ups by the end of 2029														
25.	Conduct • Regularization of 120 informal businesses with various regulatory bodies • 2 No. Step-by-step coaching, checklists, and help desks by Dec. 2027	AWMA					90,882.70				√		BAC	GEA, ORC, GSA, FDA Dev't Planning, Finance, Env't Health

Objective: 15% to 35% increase in participation of MSMEs in consultative forums by the end of 2029													
26.	Organize 2 No. Business Stakeholders Forum by Dec. 2027	AWMA					30,758.20				√		BAC	Cooperative, Agric, Social Welfare
Objective: Train 1,000 youth in vocational skills by the end of 2029													
Programme: Local Economic Development Programme													
27.	Conduct • Sensitization on Local Economic Development • Train 150 post apprentices in business development • Apprenticeship/Technical Training and Skills Development by Dec. 2027	AWMA					25,198.00		148,500.00		√		BAC	Agric, Dev't Planning, Finance, Cooperatives, NYA, Social Welfare
28.	Create Local Economic Development Forum by Dec. 2027	AWMA							11,000.00		√		BAC	Agric, Cooperatives
CENTER FOR NATIONAL CULTURE														
Objective: Achieve 80% participation of youth in cultural and tourism activities in the Municipality by the end of 2029													
Programme: Tourism and Culture Programme													
29.	Organize • 1 day workshop on storytelling for twenty (20) primary school teachers	AWMA							53,200.00		√		Culture	Education

	• 1 day competition in storytelling for twenty (20) primary school teachers • 5-day arts and crafts bazaar for 20 Visual Artists • 5 days visit to tourist sites by Dec. 2027												
30.	Organise trade shows on tourism potential in the Municipality by Dec. 2027	AWMA							37,000.00		√		Culture	
DEPARTMENT OF HEALTH														
Objective: At least two functional public health facilities provided within the Municipality by the end of 2029														
Programme: CHPS/Health Infrastructure Programme														
31.	Organise • Capacity Building of staff on the proper use, maintenance, and repair of medical equipment • Capacity building of staff to provide efficient and quality health services by Dec. 2027	AWMA							24,200.00		√		Health	ICD -GHS, Procurement
Objective: 24-hour service delivery within all public health facilities by the end of 2029														
32.	Development of clear protocols for 24-hour operations, including emergency response Plans by Dec. 2027	AWMA							66,000.00		√		Health	ICD-GHS

Objective: Public health facilities equipped with at least 95% of the essential medical supplies and equipment by the end of 2029														
33.	Inventory assessment yearly to identify gaps and needs in the health infrastructure by Dec. 2027	AWMA							349,800.00		√		Health	Works, Procurement
34.	Inspection and testing of medical equipment to ensure functionality and safety by Dec. 2027	AWMA							88,000.00		√		Health	Procurement
35.	Procurement of furniture and medical equipment for CHPS services by Dec. 2027	AWMA							770,000.00		√		Health	Procurement
Objective: 95% minimum coverage of all antigens achieved in the Expanded Program of Immunization by the end of 2029														
Programme: EPI Programme														
36.	Implementation of vaccination campaigns and routine immunizations by Dec. 2027	AWMA							156,200.00	440,000.00	√		Health	EPI -RHD
37.	Facilitate • Capacity building of healthcare workers on immunization protocols, vaccine management, and communication strategies • Build capacity on data collection mechanisms to capture disease reports from various sources - health facilities and laboratories	AWMA							49,500.00		√		Health	EPI-RHD

	• Train healthcare workers on disease surveillance, reporting, and response protocols by Dec. 2027													
Objective: Disease surveillance system strengthened to report and respond to outbreaks within 48 hours by the end of 2029														
38.	Develop communication networks for disease reporting and response by Dec. 2027	AWMA							14,300.00		√		Health	ISD
Objective: Public awareness campaigns on disease prevention and control measures conducted at least twice every year by the end of 2029														
Programme: Health Promotion Programme														
39.	Development of educational materials • Substance Abuse • NCD • Disease prevention by Dec. 2027	AWMA							77,000.00	88,000.00	√		Health	NCCE, Social Welfare, ISD, Education
40.	Training of CHWs to disseminate information and promote disease prevention measures by Dec. 2027	AWMA							55,000.00		√		Health	ISD
41.	Collaborate with local media outlets to broadcast public health messages by Dec. 2027	AWMA							22,000.00		√		Health	ISD, MIS
42.	Develop and use social media platforms to reach a wider audience by Dec. 2027	AWMA							11,000.00		√		Health	ISD, MIS

Objective: At least 80% of the target population reached with public awareness campaigns about the risk of substance abuse by the end of 2029														
43.	Organization of town hall meetings, workshops, and awareness walks • Substance Abuse • NCD • Disease prevention • Malaria prevention programmes • Immunization by Dec. 2027	AWMA							22,000.00		√		Health	ISD, Planning, Env't Health
44.	Community engagement with leaders and influencers • Substance Abuse • NCD • Disease prevention • Malaria prevention programme • Immunization by Dec. 2027	AWMA							88,000.00		√		Health	Admin
45.	Dissemination of educational materials to schools, churches, mosques by Dec. 2027	AWMA							44,000.00		√		Health	ISD, Admin
46.	Community education and sensitization. • Available services and hours of operation. • Substance Abuse • NCD • Disease prevention	AWMA							33,000.00		√		Health	Education, ISD, Social Welfare

	• Malaria prevention • Immunization by Dec. 2027												
Objective: Reduce premature mortality associated with NCD by 25% by the end of 2029													
Programme: NCD Programme													
47.	Screening programmes for NCDs (hypertension, Diabetes, Cancers) by Dec. 2027	AWMA							66,000.00	22,000.00	√		Health	NCCE, ISD
48.	Training and capacity building on NCDs by Dec. 2027	AWMA							110,000.00		√		Health	
Objective: Reduce the incidence of NCDs by 50% by the end of 2029														
49.	Development of a surveillance system to track NCD-related data, including mortality and risk factors by Dec. 2027	AWMA							88,000.00		√		Health	
Objective: Data captured on all persons reporting to the health care facilities as cases of substance abuse by the end of 2029														
Programme: Mental Health Programme														
50.	Develop a standardized reporting form to collect relevant data on substance abuse cases by Dec. 2027	AWMA							55,000.00		√		Health	ICD-RHD
Objective: At least 80% of the target population reached with public awareness campaigns about the risk of substance abuse by the end of 2029														
51.	Training for healthcare providers on identifying and reporting substance abuse cases by Dec. 2027	AWMA							88,000.00		√		Health	Social Welfare
Objective: Establish a mental health unit in all public health facilities by the end of 2029														

52.	Designate space in health facilities for this unit by Dec. 2027	AWMA							77,000.00	110,000.00	√		Health	Works
Objective: Establish mental health units in 40% of private health facilities by the end of 2029														
53.	Establish referral systems to ensure seamless care and support by Dec. 2027								11,000.00		√		Health	
DEPARTMENT OF EDUCATION														
Objective: 90% access to education for all school-age children by Dec. 2029 to promote equal opportunities by the end of 2029														
Programme: Access to Education Programme														
54.	Organize • My first day at school • Menstrual Hygiene Day Celebration by Dec. 2027	All Schools						26,196.00	37,576.00		√		Education	
55.	Organize • 2 days under 13 (inter-district) games in soccer, netball, volleyball and hand ball in basic school • One day inter schools' athletics competition by Dec. 2027	Bawaleshie school park Elwak sports stadium						19,166.00	23,340.00		√		Education	
56.	Organize mock for final year JHS students in the public basic Schools by Dec. 2027	All final year learners							47,432.00		√		Education	

57.	Infrastructural Development in some Schools by Dec. 2027	Bethany ATTRACO						300,000.00			√		Education	
58.	Monitoring of the public basic schools in the Municipality and BECE Examination by Dec. 2027	All schools							92,626.00		√		Education	
59.	Supply of furniture for public schools by Dec. 2027	AWMA							550,000.00		√		Education	Procurement
60.	Supply of computers and accessories for public schools by Dec. 2027	Dzorwulu JHS Bethany Methodist Bawaleshie Primary Schools							880,000.00		√		Education	Procurement
Objective: 50% to 70% increase in rate of interest in STEM by the end of 2029														
Programme: Science Technology, engineering, and Mathematics (STEM) Education Programme														
61.	Facilitate • Municipal Science, Technology, Mathematics, Innovation, Education (STMIE) Exhibition • Participating in Regional (STMIE) Camping by Dec. 2027	AWMA						55,998.00			√		Education	
Objective: At least twenty (20) in service training and workshops for teachers and Officers organised by the end of 2029														
Programme: Capacity Building Programme														

62.	Organize • One-day school performance appraisal meeting (SPAM) for stakeholders in the Municipality • Professional learning development for teachers • Training on Differentiated Learning • Schools march parade and KIDDIE March by Dec. 2027	Pentecost Church Roman Ridge All schools						64,861.00	160,000.00		√		Education	
63.	Seminars and conferences for Directors by Dec. 2027	AWMA							18,150.00		√		Education	
DEPARTMENT OF SOCIAL WELFARE AND COMMUNITY DEVELOPMENT														
Objective: At least 90% child right promotion and protection awareness improved by the end of 2029														
Programme: Child Rights Promotion and Protection Programme														
64.	Child right promotion and protection activities, child maintenance, access custody, family welfare a general welfare of children in need of care and protection by Dec. 2027	AWMA							8,800.00	(27,500.00) UNICEF	√		DSW&CD	Preschools, DOVVSU, Assembly Members, Residential Homes
65.	Facilitate tracing and reintegration by Dec. 2027	AWMA							7,700.00		√		DSW&CD	Assembly& Community Members
Objective: Reduce the incidence of missing, abandoned, stranded, abused, non -maintenance, custody and access cases from 80% to 30% by the end of 2029														

66.	Conduct Social investigations on Missing, abandoned, stranded, abused children by Dec. 2027	AWMA							11,000.00		√		DSW&CD	Assembly & Community Members
Objective: Capacity building for Care Givers increased from 50 & to 80% by the end of 2029														
67.	Training and capacity building for caregivers and attendance of Early childhood Development Center by Dec. 2027	AWMA							12,100.00		√		DSW&CD	Early Childhood, Dev't Centre Operators, Caregivers Attendants
Objective: 90% PWD's, aged and vulnerable groups supported and empowered by the end of 2029														
Programme: Vulnerability Programme														
68.	Facilitate • Identification, and collection of data on Persons with Disability • Social Investigation by Dec. 2027	AWMA						10,560.00	3,300.00		√		DSW&CD	PWD's
69.	Facilitate the • Support and empower Persons with Disability • Support and assistance to the needy and vulnerable • Training for occupational empowerment by Dec. 2027	AWMA						209,462.00	33,000.00		√		DSW&CD	Disability Organizations, Assembly Members, Beneficiaries, NGO's
70.	Facilitate • DFMC meeting	AWMA							41,932.00	15,906.00	√		DSW&CD	NCPD, GFD DFMC Members,

	• Initiate and supervise the Disbursement Process for persons with disabilities • Expenses on persons with disability on day of disbursement by Dec. 2027												PWD' s Resource
Objectives: At least 95 % of vulnerable and indigenes identified and enrolled on NHIS by the end of 2029													
71.	Enrollment of vulnerable by Dec. 2027	AWMA						10,208.00		√		DSW&CD	NHIS Beneficiaries
Objective: Empower 1000 women and youth by the end of 2029													
Programme: Local Economic Development Programme													
72.	Organise skills training • Wig Cap • Soya beans processing • Freshener, toilet wash and floor cleaner • Decoration art by Dec. 2027	AWMA						156,046.00		√		DSW&CD	Groups, Community Members, Resource Person, NGO's/ FBO
Objective: 85% community sensitization programmes on gender-based violence conducted by the end of 2029													
Programme: Gender Empowerment Programme													

73.	Undertake advocacy, sensitization, education and awareness creation on social issues, health, environmental, economic issues eg. Menstrual hygiene by Dec. 2027	AWMA						8,250.00		√		DSW&CD	Assembly & Community Members, Schools, Gender Desk Officer, Education, Health, Env't Health
74.	Gender based violence intervention activities and programs. eg. Menstrual Hygiene by Dec. 2027	AWMA						8,250.00		√		DSW&CD	Assembly & Community Members, Schools, Gender desk, Education, Health, Env't Health
Objective: Improve M&E activities from 40% to 80% by the end of 2029													
Programme: Monitoring and Evaluation Programme													
75.	Monitoring of • Utilization of the Funds • LEAP and Social Protection programmes by Dec. 2027	AWMA					8,800.00		7,700.00		√		DSW&CD	PWD's Beneficiaries, Community & Assembly Members
76.	Monitoring and supervising the activities of Non-Governmental Organization (NGO's) by Dec. 2027	AWMA							11,000.00		√		DSW&CD	NGO

77.	Monitoring, supervising, and facilitating the registering and processing of Early childhood development centres by Dec. 2027	AWMA							9,900.00		√		DSW&CD	Early Childhood Development Centre, Operators, Caregivers Attendants
NATIONAL YOUTH AUTHORITY (NYA)														
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029														
Programme: National Apprenticeship Programme														
78.	Facilitate • Train and equip youth on apprenticeship skills – e.g., Dressmaking • Train and equip 200 youth on Commercial Riding – Okada by Dec. 2027	AWMA								103,503.40	√		NYA	Dev't Planning, TVET, Regt. Master Craftsperson, NRSA, Roads, YEA
79.	Facilitate • Register 500 unemployed youth • Select and vet qualified artisans in trade • Monitoring and Evaluation of apprentices by Dec. 2027	AWMA							10,538.00	12,100.00	√		NYA	**A**gric, Dev't Planning,
Objective: 100% of qualified staff increased by the end of 2029														
80.	Capacity building for staff by Dec. 2027	AWMA							1,537.80		√		NYA	HRM, Dev't Planning
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029														

Programme: AgriNext Programme													
81.	Facilitate • Support 50 graduates in the Agric value chain • Provide start-up kits for 50 youth in the Agric value chain by Dec. 2027	AWMA							45,042.50	√		NYA	**A**gric, Dev't Planning
82.	Organize 2-day training for 100 youth on the Agric. value chain – AgriNext by Dec. 2027	AWMA							9,608.50	√		NYA	**A**gric, Dev't Planning,
Objective: Provide comprehensive health education to 1000 adolescents and youth within the Municipal 13 schools by the end of 2029													
Programme: Health Promotion Programme													
83.	Organize • 2 No. sensitization on Adolescent Reproductive Health • 2 No. sensitizations on substance abuse • 2 No. sensitizations on mental health and well-being (substance abuse) by Dec. 2027	AWMA						57,411.00		√		NYA	Health & Education, Dev't Planning, PPA, AIDS Comm. PPAG
YOUTH EMPLOYMENT AGENCY (YEA)													
Objective: 60% reduction in youth unemployment by the end of 2029													
Programme: Human Capital Development and Management Programme													
84.	Facilitate	AWMA						37,510.00		√		YEA	

	• Public education and sensitization exercise • Registration and recruitment of beneficiaries for YEA modules • Headcount of YEA beneficiaries • Frequent monitoring and evaluation of beneficiaries by Dec. 2027												
85.	Organise • Youth Training • Digital skills for livelihood • Capacity building workshop by Dec. 2027	AWMA						89,740.00		√		YEA	Security Services, Ghana Police Service, Env't Health
DEPARTMENT OF SPORTS													
Objective: At least 50% community involvement in Sports and recreational programs by the end of 2029													
Programme: Sport Development Programme													
86.	Organise • Participate in the inter-district sports festivals • Quarterly inter-community and inter-school fun games • Annual sports festival by Dec. 2027	AWMA						116,500.00		√		Sports	NSA-Greater Accra, NYA
Objective: Improve sport logistics from 10% to 50% by the end of 2029													

87.	Procurement of sport logistics by Dec. 2027	AWMA							20,000.00		√		Sports	Procurement
88.	Construction of multipurpose court and gym by Dec. 2027	AWMA								1,800,000.00	√		Sports	NGOs, Development Partners (DPs)
Objective: 80% youth trained in Sports management by the end of 2029														
89.	Organize 3 days coaches' clinic for 36 males and females by Dec. 2027	AWMA							27,285.50		√		Sports	BAC, YEA
BIRTH AND DEATH REGISTRY														
Objective: 30% to 90% coverage for birth registrations achieved by the end of 2029														
Programme: Birth Registration Programme														
90.	Organise mass registration on birth registration by Dec. 2027	AWMA							24,300.00		√		Birth & Death	Ghana Health Service
Objective: At least 80% of death registration by the end of 2029														
Programme: Death Registration Programme														
91.	Organise mass registration on death by Dec. 2027	AWMA							32,343.30		√		Birth & Death	Ghana Health Service
Objective: 70% of households' outreach campaigns conducted by the end of 2029														
92.	Organise community outreach on birth and death registration by Dec. 2027	AWMA							20,559.00		√		Birth & Death	Ghana Health Service
93.	Quarterly update of birth and death registration by Dec. 2027	AWMA							16,390.00		√		Birth & Death	
ENVIRONMENTAL HEALTH UNIT														
Objective: Ensure a safe and conducive environment for residents by the end of 2029														

Programme: Safe Environment Programme													
94.	Organize sensitization on • Solid waste management • Control of noise, air quality • Promotion of household toilets by Dec. 2027	AWMA					41,382.00		11,011.00		√		Env't Health	EPA, Police Service, Assembly Members, Breath Accra, GARID, NADMO
95.	Organize • Routine premises & churches inspection • Public hygiene education by Dec. 2027	AWMA					39,204.00				√		Env't Health	NCCE, Social Welfare
Objective: 60-80% improved sanitation in households and public spaces by the end of 2029													
Programme: Sanitation and Waste Management Programme													
96.	Collection of Data and update of DESSAP by Dec. 2027	AWMA							47,274.70		√		Env't Health	Dev't Planning, Statistic
97.	Evacuation of refuse heap and drain desilting to prevent flooding by Dec. 2027	AWMA					15,832.06		142,917.94		√		Env't Health	Works, Zoom lion
98.	Facilitate the • Control of weeds & street Beautification • Disinfection and fumigation	AWMA					41,348.12		240,143.30		√		Env't Health	Tax Force, Police Service, Zoomlion, MSWR, Procurement

	• Procurement of cleansing materials and PPEs by Dec. 2027												
99.	Facilitate the Sanitation Improvement Programme by Dec. 2027	AWMA					644,022.50			√		Env't Health	
100.	Monthly clean up exercise to prevent the outbreak of communicable diseases by Dec. 2027	AWMA					146,339.82		434,563.80		√		Env't Health	Assember Members, Residence Association
Objective: 95% increase in public health enforcement and compliance by the end of 2029													
Programme: Law Enforcement Programme													
101.	Enforcement of Bye Laws and Prosecution by Dec. 2027	AWMA					18,392.00				√		Env't Health	Tax force, Police Service, Judiciary
Objective: Strengthen food safety practices and regulatory compliance across the Municipality by the end of 2029													
Programme: Food Hygiene and Security Programme													
102.	Facilitate • Mass medical screening • Nutrition intervention programmes • Printing food vendors cards by Dec. 2027	AWMA							50,965.20		√		Env't Health	Procurement, Finance
NATIONAL DISASTER MANAGEMENT ORGANISATION (NADMO)													
Objective: Reduce the vulnerabilities (risk) and impact of disasters from 25% to 50% by the end of 2029													
Programme: Disaster Management & Prevention Programme													

103.	Organise • Hold Disaster Committee Meetings • World Disaster Day Celebration by Dec. 2027	AWMA							104,228.19		√		NADMO	Relevant Agencies
Objective: Strengthen risk assessment and early warning system forecasting from 15%-50% by the end of 2029														
104.	Prepare Disaster risk Preparedness Plan by Dec. 2027	AWMA							13,750.00		√		NADMO	
Objective: 10% - 50% increment of relief support to Disaster Victims by the end of 2029														
105.	Procure Relief Items by Dec. 2027	AWMA							194,782.50		√		NADMO	Procurement
Objective: Build 100% capacity of NADMO staff for Disaster management by the end of 2029														
106.	Staff Training by 2 Dec. 2027	AWMA							8,669.65		√		NADMO	NADMO Hydro Dept. HQ, GMET
Objective: At least 70% road accidents reduced by the end of 2029														
Programme: Road Safety Programme														
107.	Organize road safety campaign in various Lorry Stations, Churches, Mosques and Markets by Dec. 2027	Lorry Stations							34,866.15		√		NADMO	RSA., MTTD., etc.
Objective: 90% climate change effects reduced by the end of 2029														
Programme: Climate Change Adaption Programme														
108.	Tree Planting Exercise by Dec. 2027	Municipal wide							181,500.00		√		NADMO	FC, Assembly Members, Schools
109.	Climate change sensitization programs by Dec. 2027	Municipal wide							38,187.60		√		NADMO	Hydro Dept., NADMO HQ

Objective: Achieve 60% reduction in fire outbreaks in high-risk communities by the end of 2029													
110.	Sensitization on fire outbreak by Dec. 2027	Municipal wide						11,770.00		√		NADMO	
Objective: 90% of disaster preparedness and response timeliness improved by the end of 2029													
Programme: Monitoring and Evaluation Programme													
111.	Monitoring & Evaluation of Flood Prone areas & Other Disaster Risk by Dec. 2027	Flood Prone Areas						99,123.20		√		NADMO	Physical Planning, Works
DEPARTMENT OF WORKS													
Objective: Ensure 90% of all Municipal infrastructure is safe, sustainable and disability friend by the end of 2029													
Programme: Municipal Infrastructure Programme													
112.	Construction of Fire Service Station at Christian Center by Dec.2027	Christian Centre East Legon						2,500,000.00			√	Works	Procurement, Dev't Planning, Ghana Fire Service
113.	Construction of Library at Westlands by Dec.2027	Westlands						1,500,000.00			√	Works	
114.	Construction of Mechanized Boreholes at Dzorwulu South by Dec.2027	Dzorwulu South						140,000.00			√	Works.	Procurement, Dev't Planning, Env't Health
115.	Construction of Public Toilet at Hisense (North Dzorwulu) by Dec.2027	Dzorwulu South						580.000.00			√	Works	Procurement, Dev't Planning, Env't Health

116.	Construction of Mechanized Borehole (GIMPA) by Dec.2027	GIMPA-North Dzorwulu							140,000.00		√		Works.	Procurement, Dev't Planning, Env't Health
117.	Construction of School Feeding Kitchen by Dec.2027	La-Bawaleshie							400,000.00		√		Works	Procurement, Dev't Planning, Education
118.	Construction of office complex and court by Dec.2027	AWMA							5,000,000.00		√		Works	Procurement, Dev't Planning, Education
119.	Construction of 24-Hour Economy Market by Dec. 2027							7,598,864.02			√		Works	
120.	Construction of 12-unit School Block for Bethany Methodist School Dec.2027	Dzorwulu								1,800,000.00 (DACF-RFG)	√		Works	Procurement, Dev't Planning, Education
121.	Completion of police station by Dec. 2027	Kwabenya						1,000,000.00			√		Works	Procurement, Dev't Planning, Police Service
122.	Renovation of early childhood center at SCC Roman Ridge by Dec.2027	Roaman Ridge							500,000.00		√		Works	Procurement, Dev't Planning, Education
123.	Renovation of Santana market by Dec.2027	Santana							500,000.00		√		Works	Procurement, Dev't Planning, Market Executives

124.	Maintenance of Tesano Police Station by Dec. 2027	Tesano							800,000.00		√		Works	Tesano Police Station
125.	Installation and maintenance of streetlights by Dec.2027	Municipal wide						60,000.00	60,000.00		√		Works	Dev't Planning, Procurement, Roads, Ass. Members
Objective: Reduce 70% of unauthorized structures and Slums expansions by the end of 2029														
Programme: Development Control Programme														
126.	Facilitate • Demolition exercises (unauthorized structures) • Regularization of temporary structure by Dec.2027	AWMA							261,800.00		√		Works	Physical Planning, Roads
127.	Procurement of construction materials, petty tools and development control tools by Dec.2027	AWMA							47,240.00		√		Works	Procurement
Objective: Train 100% building inspectors and increase staffing by 50% by the end of 2028														
128.	Capacity for building inspectors by Dec.2027	AWMA							45,000.00		√		Works	Human Resource
DEPARTMENT OF ROADS														
Objective: Ensure 90% Road Infrastructure is safe motorists and pedestrians by the end of 2029														
Programme: Routine Maintenance Programme														
129.	Facilitate routine road maintenance • Grading of gravel roads	AWMA						1,590,000.00	700,000.00		√		Roads	

	• Pothole patching of roads • Minor drainage repairs • Replacement of metal gratings by Dec. 2027													
Objective: 80% local road paved by the end of 2029														
Programme: Periodic Maintenance Programme														
130.	Partial reconstruction of local by Dec. 2027	East Legon Dzorwulu					2,000,000.00	2,400,000.00			√		Roads	Works, Physical Planning
131.	Gravelling of local roads by Dec. 2027	Mempeasem					800,000.00				√		Roads	
Objective: Reduce 80% flooding incidence in hotspots area by the end of 2029														
Programme: Drain Construction & Maintenance Programme														
132.	Construction of storm drains by Dec. 2027	Westlands					6,600,000.00				√		Roads	Works, Physical Planning
133.	Construction of roadside drains by Dec. 2027	Westlands							2,300,000.00		√		Roads	
134.	Desilting and cleansing of open drains to prevent flooding by Dec. 2027	AWMA						430,000.00	650,000.00		√		Roads	
135.	Culvert construction by Dec. 2027	Boundary Road					2,201,036.00				√		Roads	
136.	Desilting of storm channels by Dec. 2027	AWMA								720,000.00	√		Roads	

Objective: 85% vehicular-vehicular road crashes at signalized intersections reduced by the end of 2029													
Programme: Road Safety and Traffic Management Programme													
137.	Construction of pedestrian walkway by Dec. 2027	Airport							1,450,000.00		√		Roads	
138.	Replacement of road signs by Dec. 2027	AWMA							150,000.00		√		Roads	
139.	Traffic light supervision by Dec. 2027	Municipal wide						72,000.00			√		Roads	
140.	Construction of speed humps by Dec. 2027	Okponglo, Roman Ridge							240,000.00		√		Roads	
141.	Construction of transport terminal by Dec. 2027	Abelenkpe					4,250,000.00				√		Roads	
Objective: Reduce 50%-night accidents attributable to visibility by the end of 2029													
142.	Maintenance and installation of streetlights by Dec. 2027	AWMA							1,000,000.00		√		Roads	
143.	Traffic light supervision by Dec. 2027	Municipal-wide						72,000.00			√		Roads	
PHYSICAL PLANNING DEPARTMENT														
Objective: 100% completion of the Spatial Development Framework by the end of 2029													
Programme: Spatial Planning and Settlement Management Programme													
144.	Continuation of spatial development frameworks and update of local Plans by Dec. 2027	AWMA							232,880.00		√		PPD	LUSPA, Technical Sub, Members, SPC Members

Objective: Ensure 95% of local Plans updated and documented by the end of 2029													
145.	Update the East Legon Ambassadorial Local Plans by Dec. 2027	AWMA						116,745.00		√		PPD	LUSPA Technical Sub Members Members, SPC Members
Objective: Turnaround time for processing Development Permit applications reduced from 27 days to 20 days by the end of 2029													
146.	Organize • 12 No. technical- subcommittee inspections • 12 No. technical- subcommittee • 12 No. Spatial Planning Committee meetings by Dec. 2027	AWMA						460,614.00		√		PPD	Tech Sub Members
Objective: Improve the Physical Planning Department logistics from 40% to 80% by the end of 2029													
147.	Landscaping and beautification of open spaces to improve urban greening by Dec. 2027	AWMA						150,000.00		√		PPD	Consultancy
Objective: 100% street name and property addressed by the end of 2029													
148.	Organize 4 No. Street Naming Meeting by Dec. 2027	AWMA						35,280.00		√		PPD	SAT Members
149.	Installation and maintenance of street name by Dec. 2027	AWMA						90,000.00		√		PPD	Consultancy
Objective: Improve the Physical Planning Department logistics from 40% to 80% by the end of 2029													

150.	Procure 3 Laptops, 2 GPS devices, A3 color laser jet printer, 2 office desks, 3 swivel chairs, and 2 visitors chairs	AWMA							150,000.00		√		PPD	Consultancy
TRANSPORT DEPARTMENT														
Objective: At least 80% of terminals complying with National Road Safety Regulations Act by the end of 2029														
Programme: Urban Transport Services Programme														
151.	Organize sensitization exercise for key stakeholders on urban passenger transport services and by law operational procedures by Dec. 2027	AWMA							26,577.00		√		Transport Dept.	GPRTU, Terminal Operators, Transport Unions, Roads
152.	Conduct route monitoring and enforcement activities by Dec. 2027	AWMA							29,235.00		√		Transport Dept.	GPRTU, Transport Union, Roads
153.	Update public transport, operators, vehicles, drivers and terminals by Dec. 2027	AWMA							32,158.00		√		Transport Dept.	
154.	Capacity building for staff by Dec. 2027	AWMA							26,577.00		√		Transport Dept.	Human Resource
Objective: Improve road safety interventions from 20% to 60% by the end of 2029														
155.	Organize road safety campaign and sensitization for Transport Union and vehicle users by Dec. 2027	AWMA							35,158.00		√		Transport Dept.	GPRTU, Terminal Operators, Transport Unions, Roads

GENERAL ADMINISTRATION DEPARTMENT													
Objective: 100% of Assembly and Committee meetings organized according to schedule by the end of 2029													
Programme: Meeting Coordination Programme													
156.	Organize • 5 No. General Assembly meetings • 5 No. Executive Committee meetings by Dec. 2027	AWMA							888,926.50		√		Admin	Budget, Finance, Dev't Planning
157.	Organize • 12 No. Finance & Admin. Sub-committee meetings • 5 No. Development Planning Sub-committee meetings • 5 No. Works Sub-committee meetings 4 No. Social Service Sub-committee meetings • 4 No. Justice & Security Sub-committee meetings • 4 No. LED Committee meetings • 4 No. Sports & Recreation Sub-committee meetings by Dec. 2027	Dzorwulu							644,364.48		√		Admin	Budget, Finance, Social Welfare, Education, Dev't Planning, Works
158.	Organize • 12 No. Management meetings • 12 No. MUSEC meeting • 8 No. Audit Committee meeting by Dec. 2027	Dzorwulu							598,997.80		√		Admin	Budget, Finance, Audit, Police Service

159.	Organize 5 No. National celebrations (World Aids Day, Independence Day, Farmers Day, Sallah, Homowo) by Dec. 2027	Dzorwulu							417,450.00		√		Admin	Budget, Finance, Dev't Planning, Agric
160.	Organize 2 No. Inter-Sectoral stakeholder engagement meetings by Dec. 2027	Dzorwulu							125,452.80		√		Admin	Budget, Finance, Dev't Planning
161.	Organize • 4 No. District Health Management • 4 No. Mun. Education Oversight Committee • 4 No. PRCC • 4 No scholarships Committee • 4 No. HIV/AIDs Committee meetings by Dec. 2027	Dzorwulu							424,637.40		√		Admin	Budget, Finance, Health, Education, Dev't Planning
162.	Award scholarships to brilliant but needy students by Dec. 2027	Dzorwulu							96,800.00		√		Admin	Budget, Finance, Education
163.	Facilitate monitoring of Sub-structures by Dec. 2027	Dzorwulu							87,797.60		√		Admin	Budget, Finance, Dev't Planning
164.	Conduct • Church/Marriage Monitoring Activities • Inspection of Churches - Registration of Marriages by Dec. 2027	Dzorwulu							37,606.80		√		Admin	

165.	Facilitate 12 No. monthly mobilization for Assembly Members by Dec. 2027	Dzorwulu							500,214.00		√		Admin	Budget, Finance
166.	Organize • 3No. sensitization programmes on HIV/AIDs in schools and communities • Sports and health activities • School feeding activities by Dec. 2027	Dzorwulu							216,590.00		√		Admin	Budget, Finance, Dev't Planning
167.	Facilitate • GALGA conference • DPA/CPA training programmes by Dec. 2027	Dzorwulu							508,200.00		√		Admin	
168.	Facilitate • Security operations • Procurement logistics for security service by Dec. 2027	Dzorwulu							823,680.00		√		Admin	
169.	Facilitate • Procure marriage registration materials • Payment of legal fees and retainer services by Dec. 2027	Dzorwulu							145,200.00		√		Admin	
170.	Facilitate • MP Projects	Dzorwulu							86,900.00		√		Admin	

	• Records Management Activities by Dec. 2027												
CLIENT SERVICE UNIT													
Objective: Achieve at least 80% of the public access to the client Service Unit by the end of 2029													
Programme: Client Service Improvement Programme													
171.	Celebration of Customer Service Week by Dec. 2027	AWMA							65,000.00		√		Client Service	MIS, Information
172.	Organize public awareness campaigns on services and procedures by Dec. 2027	AWMA							45,000.00		√		Client Service	MIS, Information
173.	Capacity building for staff by Dec. 2027	AWMA							30,000.00		√		Client Service	MIS, Information
HUMAN RESOURCE DEPARTMENT														
Objective: At least 95% capacity building Plan implemented by the end of 2029														
Programme: Capacity Building Programme														
174.	Facilitate the implementation of Capacity building programs by Dec. 2027	AWMA					107,008.00		46,200.00		√		HR	Budget, Finance, Dev't Planning
175.	Facilitate • Local government service protocols • Professional training for career progression Dec. 2027	OHLS GIMPA							110,000.00		√		HR	Budget, Finance
Objective: 100% training needs assessed by the end of 2029														

176.	Carry out training needs assessments by Dec. 2027	AWMA							3,300.00		√		HR	Admin
Objective: 80% staff health, safety and work environment improved by the end of 2029														
Programme: Staff Management Programme														
177.	Facilitate the implementation of appraisal schedule by Dec. 2027	AWMA							22,000.00		√		HR	Admin
178.	Organize • Staff durbars • Staff performance management • Health screening for staff by Dec. 2027	AWMA							110,000.00		√		HR	Admin, Finance, Health
179.	Carry out • Monthly salary validation • Monitoring of security personnels/ Refuse laborers by Dec. 2027	AWMA							38,500.00		√		HR	Finance, Security, Env't Health
180.	Facilitate • Provision of support for staff welfare • Retirement packages and send off packages for national service personnel by Dec. 2027	AWMA							82,500.00		√		HR	Admin
PROCURMENT UNIT														
Objective: 100% compliance with E-Procurement System (GHANEPS) by the end of 2029														
Programme E- Procurement Programme														

181.	Prepare 4 No. Procurement Plan and updates by Dec. 2027	AWMA							48,854.81		√		Procurement	ETC
182.	Organize • 10 No. tender opening meeting • 50 No. tender evaluation meetings • 15 No. tender committee meetings • 5 No. regional tender committee meetings • Market survey for common user items by Dec. 2027	AWMA							275,115.20		√		Procurement	ETC
183.	Procurement of laptop by Dec. 2027	AWMA							16,500.00		√		Procurement	Estate
ESTATE UNIT														
Objective: 100 % Maintenance of Assembly Asset by the end of 2029														
Programme: Operation and Maintenance Programme														
184.	Maintenance of Assembly's properties by Dec. 2027	AWMA							363,000.00		√		Estate	Works, Budget, Procurement, Finance
185.	Facilitate • Payment of ECG Utilities • Payment of GHWCL Utilities by 2027	Dzorwulu Westland ATTRACO							740,856.00		√		Estate	Finance Budget, Audit

186.	Facilitate A/ C Servicing by Dec. 2027	AWMA							217,800.00		√		Estate	Finance, Audit Procurement
Objective: Improve 100% office equipment and furniture by the end of 2029														
Programme: Asset Management Programme														
187.	Organize • Quarterly assets condition assessment • Quarterly updating of Asset Register by Dec. 2027	AWMA							26,664.00		√		Estate	Finance, Budget, Audit, Stores
188.	Embossing of Office Equipment's by Dec. 2027	AWMA							3,850.00			√	Estate	Finance, Budget, Audit, Procurement
189.	Facilitate • Assembly's Office Accommodation Rental • Health Directorate rental by Dec. 2027	AWMA							1,570,600.00		√		Estate	Finance, Budget, Audit
190.	Facilitate • Procurement of Generator & installation • Procurement of Equipment's & materials for Embossment by Dec. 2027	AWMA							363,000.00		√		Estate	Finance, Budget, Audit
DEPARTMENT OF INFORMATION SERVICE														
Objective: Increase citizen awareness by 90% in national and local policies by the end of 2029														

Programme: Information Dissemination and Feedback Programme													
191.	Disseminate information, announcement, sensitization on government policies to residents by Dec. 2027	AWMA						50,600.00		√		ISD	Finance, Media Budget
Objective: 90% annual surveys on key issues and polices of government services by the end of 2029													
192.	Facilitate • Design and administer 4 questionnaires on topical issues • 4 No. market survey by Dec. 2027	AWMA						28,000.00		√		ISD	
Objective: At least 95% increase in community attendance at engagement fora by the end of 2029													
Programme: Community Engagement Programme													
193.	MCE's Community Engagement by Dec. 2027	AWMA					155,000.00		225,000.00		√		ISD	Media, Admin Dev't Planning
Objective: 100% increase in media coverage of Assemblies activities by the end of 2029													
Programme: Media Coverage Programme													
194.	Organize Media Coverage of Assembly's activities by Dec. 2027	AWMA						31,000.00		√		ISD	Media, MIS
Objective: Provide 100% response to all RTI requests from public by the end of 2029													
Programme: Right to Information (RTI) Law Implementation Programme													
195.	Educate public on RTI Law and Information requests by Dec. 2027	AWMA						20,000.00		√		ISD	NCCE
MANAGEMENT INFORMATION SYSTEMS (MIS) UNIT													
Objective. Deploy essential IT hardware and software required for optimal MIS operations by the end of 2029													

Programme: Deployment, Installation and Routine Maintenance Programme													
196.	Procurement • Anti-Virus • Microsoft Windows Server Application • Rack Server • UPS and Stabilizers Electronic Seal by Dec. 2027	AWMA							189,127.40		√		MIS	Budget, Finance, Procurement
197.	Hosting and License renewal • Hosting of the Server space for the CRM • Hosting of Website • SSL renewal • SMS data renewal for CRM by Dec. 2027	AWMA							110,000.00		√		MIS	Budget, Finance, Procurement
198.	Website Updating by Dec. 2027	AWMA							5,500.00		√		MIS	All Depts/Unit
Objective. Improve IT equipment and logistics from 30% to 75% by the end of 2029														
199.	Annual maintenance • Computers • Printers • Fix Telephones by Dec. 2027	AWMA							55,000.00		√		MIS	All Departments
Objective. 90% BOP and PR bills printed annually by 31st January for the Planned period by the end of 2029														
Programme: Revenue Mobilization Programme														

200.	Printing of Bills • Business Operating Permit (BOP) • Property Rate by Dec. 2027	AWMA							65,000.00		√		MIS	Budget, Stores Audit, Procurement, Finance
TRANSPORT UNIT														
Objective: 40% Increase of the Assembly's fleet of vehicles by the end of 2029														
Programme: Fleet Management Programme														
201.	Procurement of vehicle tires by Dec. 2027	AWMA							145,000.00		√		Transport Unit	Procurement
Objective: 80% reduction of down time of Assembly's fleet of vehicles by the end of 2029														
Programme: Operations and Maintenance Programme														
202.	Facilitate • Purchase of fuel and lubricants for Assembly's fleet of vehicles • Monthly fuel for HOD and unit heads • Procurement of 20No. vehicle logbooks by Dec. 2027	AWMA							1,802,500.00		√		Transport Unit	Administration, Finance
203.	Facilitate • Maintenance of Assembly's fleet of vehicles • Renewal of roadworthy and insurance certificate for Assembly's fleet of vehicle by Dec. 2027	AWMA							690,000.00		√		Transport Unit	Admin, Finance

INTERNAL AUDIT UNIT													
Objective: Assist Management reduce audit infractions and organizational risk by 95% by the end of 2029													
Programme: Internal Control Programme													
204.	Preparation of audit Plan by Dec. 2027	AWMA							66,000.00		√		Internal Audit	IAA
205.	Carry out • 4 No. Quarterly Audit • 2 Special audits • Preparation and submission of Monthly ESPV audits by Dec. 2027	AWMA							140,800.00		√		Internal Audit	Procurement
Objective: Achieve 85% implementation of NACAP II by the end of 2029													
Programme: NACAP II Programme													
206.	Organise sensitizations on NACAP by Dec. 2027	AWMA							132,000.00				Internal Audit	Management
Objective: Reduce organizational risk by 95% by the end of 2029													
Programme: Risk Management Programme													
207.	Facilitate periodic review of Enterprise Risk Register by Dec. 2027	AWMA							88,000.00		√		Internal Audit	HR, Finance, Stores
DEVELOPMENT PLANNING UNIT													
Objective: Achieve at least 85% implementation of AAP annually by the end of 2029													
Programme: Planning, Coordination and Implementation Programme													

208.	Organize quarterly MPCU and Review Meetings by the end of 2027	AWMA							173,976.00		√		DPU	MPCU
209.	Preparation of Plans LED, Popular Participation by the end of 2027	AWMA							60,920.00		√		DPU	BAC, Agric Cooperatives, Information, Client Service, Social Welfare
210.	Facilitate the • Preparation of Concept Notes • Preparation of Environmental and Social Safeguards for project implementation by the end of 2027	AWMA							140,580.00		√		DPU	Safeguard Team
211.	Facilitate the implementation of Electoral Area Development Projects from April to Dec. 2027	AWMA						550,000.00	451,000.00		√		DPU	Procurement, Budget, Finance, Audit, Works, Roads
212.	Institutional coordination of GARID Project by end of 2027	AWMA								98,000.00(GARID)	√		DPU	PSU
Objective: 100% utilization of M&E results for replanning by the end of 2029														
Programme: Monitoring and Evaluation Programme														
213.	Undertake monitoring and evaluation of projections	AWMA						161,040.00	153,956.00		√		DPU	MPCU Members

	programmes and projects in the Municipality by end of 2027												
Objective: Build 100% capacity of HoDs in Planning and M&E by the end of 2029													
214.	Capacity building for M&E Team by Sept 2027	AWMA							50,000.00				DPU	Human Resource
Objective: 100% increase in participation of stakeholders in town hall meetings by the end of 2029													
Programme Popular Participation Programme													
215.	Organize 2 No. PFM Town Hall meetings from March and Sept. 2027	AWMA						116,793.00	116,793.00		√		Dev't Planning	MPCU, Ass. Members, Unit Committee, Stakeholders
BUDGET AND RATING UNIT														
Objective: Develop Annual Composite Budgets to align with the Assembly's Medium-Term Development Plan by the end of 2029														
Programme: Budgeting, Monitoring and Evaluation Programme														
216.	Organise • Quarterly Budget Committee Meeting • Review of Composite Budget by Dec. 2027	AWMA							59,440.32		√		Budget & Rating	Depts/Units
217.	Prepare and Gazetting 2026 Fee-Fixing Resolution by Dec. 2027	AWMA							76,918.22		√		Budget & Rating	Finance, MIS, Env't Health, Physical Planning, Social Welfare,

														Audit, Ghana Publishing
218.	Facilitate the • Preparation of 2027 Composite Budget • Departmental budget hearing data collection exercise to rate new businesses by Dec. 2027	AWMA					94,349.20	15,324.54		√		Budget & Rating	Land Valuation Division, Finance, Statistics
219.	Organize • Rate assessment committee meetings • Fixed asset committee meeting • Data Collection and Valuation of Properties by Dec. 2027	AWMA						108,119.56		√		Budget & Rating	LAD, Estate, Revenue Accountant, MIS, Physical Planning, Works, Audit Finance, Transport
220.	Facilitate • Implementation and evaluation of the 2027 Composite budget • Revenue team meeting	AWMA						45,738.00		√		Budget & Rating	
NATIONAL COMMISSION FOR CIVIC EDUCATION (NCCE)														
Objective: At least 70% participation of residents in civic education, program by the end of 2029														
Programme: Civic Education Programme														
221.	Organize	AWMA					57,000.00		54,500.00	60,500.00	√		NCCE	Peace Council, Media, Education

	• Public forums and town hall meetings to engage citizens and promote civic awareness • Online games, social media campaigns on civic education • Public education on Public Order Act 2023 with residents by Dec. 2027												
222.	Citizenship week celebration by Dec. 2027	AWMA					10,000.00		10,000.00	10,000.00	√		NCCE	
DEPARTMENT OF STATISTICS													
Objective: 100% coverage of socio-economic data of all 13 electoral areas within the Municipality by the end of 2029													
Programme: Statistical Database Programme													
223.	Organize a quarterly data collection exercise to update socio-economic data by Dec. 2027	AWMA							57,596.00		√		Statistics	Finance, MIS, Dev't Planning, Social Welfare, Budget
Objective: Annual research and surveys conducted on key developmental issues by the end of 2029													
Programme: Community Research and Censuses Programme													
224.	Conduct a survey to assess public satisfaction by Dec. 2027	AWMA					12,100.00		6,776.00		√		Statistics	Dev't Planning, SW&CD
Total Cost per Source of Funding (GH₵)							**16,931,220.32**	**19,783,311.70**	**37,380,729.26**	**5,362,160.40**				
ANNUAL ACTION PLAN COST (GH₵)							**79,457,421.68**							

6.1.3 Annual Action Plan for 2028

DEPARTMENT OF FINANCE													
Objective: 95% Revenue achieved and leakages sealed by the end of 2029													
Programme: Revenue Mobilization Programme													
No.	**Projects**	**Location**	**Time Frame**				**Cost**				**Project Status**		**Implementing Institution/Department**	
			Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others (Specify)**	**New**	**Ongoing**	**Lead**	**Collaborating**
1.	Organize quarterly revenue monitoring, mobilization and taskforce by Dec. 2028	AWMA							1,360,000.00		√		Finance	Admin, Budget, Audit, Depts/Units.
2.	Facilitate • T&T and call credit for revenue collectors • Purchase of value books by Dec. 2028								249,800.00		√		Finance	Finance
Objective: Reduce financial infraction in the Auditor General's report to below 1% by the end of 2029														
Programme: Financial Management Programme														
3.	Organize • Training on the International Public Sector Accounting Standard (IPSAS) • Training on PFM Act,2016 Act 921 by Dec. 2028	CAGD							180,800 00		√		Finance	All MMDA's
4.	Validation of Quarterly Financials by CAGD by Dec. 2028	CAGD							80,040.00		√		CAGD RCC	All MMDA'S

5.	Preparation of monthly and annual financial statements by Dec. 2028	AWMA						70,600.00		√		Finance	Audit, Budget, Procurement, Stores
DEPARTMENT OF AGRICULTURE													
Objective: Increase climate-smart agricultural practices among 300 farmers from 50% to 70% by the end of 2029													
Programme: Agriculture Modernization Programme													
6.	Organize • 4No. training sessions for farmers on gaps/climate-smart agriculture • Study tour for farmers by Dec. 2028	AWMA					5,512.50		49,281.75		√		Agric	RAD, Transport
7.	Facilitate • Crop/Livestock demonstration for farmers on improved technology • Promote Rabbit Rearing by Dec. 2028	AWMA							16,380.00		√		Agric	RAD
8.	Organize Municipal farmers day celebration by Dec. 2028	AWMA						132,300.00	88,200.00		√		Agric	
Objective: Increase the adoption of home and backyard gardening from 100 to 200 households by the end of 2029													
9.	Promote • Home/backyard gardening in 200 homes/10 schools • Small-holder household fish farming by Dec. 2028	AWMA						33,074.00	187,755.75		√		Agric	Planning, Procurement
Objective: Income-generating agricultural activities for 200 women by the end of 2029													

10.	Demonstration for women on agro-processing/ income generation by Dec. 2028	AWMA						11,686.50		√		Agric	RAD, Social Welfare
11.	Organize Municipal food fair to promote local food by Dec. 2028	AWMAA						35,515.94		√		Agric	Admin
Objective: 40% to 80% surveillance in livestock and crops increased by the end of 2029													
12.	Organise • Routine Surveillance • Surveillance and monitoring of pests and diseases on farms • Anti-Rabies Vaccination by Dec. 2028	AWMA					6,835.00	11,025.00	26,791.63		√		Agric	Procurement, Transport
Objective: Build 100% capacity of all field staff in modern agricultural tools and techniques by the end of 2029													
13.	Ensure effective office administration by Dec. 2028	AWMA					3,858.75		25,121.30		√		Agric	Procurement
14.	Organize • Quarterly technical review meeting • Management meeting • Staff meeting by Dec. 2028	AWMA					4,961.25		14,994.00		√		Agric	
15.	Facilitate • Staff Training • Capacity of staff on Improved Modern Agricultural Tools by Dec. 2028	AWMA					4,961.25		7,938.00		√		Agric	

16.	Organize the RELC Planning session by Dec. 2028	AWMA						8,075.80		√		Agric	
Objective: Increase 60% of farmer-based cooperatives by the end of 2029													
17.	Farmer group formalization by Dec. 2028							11,025.00		√		Agric	
Objective: 80% to 98% M&E of Agric operations improved by the end of 2029													
Programme: Monitoring and Evaluation Programme													
18.	Organise • MAO monitoring and supervision • MDA monitoring • MPCU monitoring • AEA Farm & Home Visit by Dec. 2028	AWMA					12,789.00		66,180.87		√		Agric	MPCU
DEPARTMENT OF COPERATIVES													
Objective: 50% increase in registered and operational cooperative societies by the end of 2029													
Programme: Cooperative Programme													
19.	Organize • Sensitization and education for forming cooperatives • Stakeholders' meetings in educational and financial institutions • Capacity-building training for executives and members of cooperative societies by Dec. 2028	AWMA					29,766.00				√		Cooperatives	CUA

20.	Registration • Groups into a cooperative • Farmers' groups by Dec. 2028	AWMA					7,260.00				√		Cooperatives	CUA, Agric
Objective: 80% increase in compliance and regulatory framework of cooperatives by the end of 2029														
Programme: Monitoring and Evaluation Programme														
21.	Facilitate • Audit of all cooperative societies • Supervision of annual general meetings of audited societies • Visitation and inspection of societies at meetings and offices by Dec. 2028	AWMA					22,990.00				√		Cooperatives	
DEPARTMENT OF BUSINESS ADVISORY CENTER (BAC)														
Objective: Support 60% of MSMEs with business advice and counselling services by the end of 2029														
Programme: Business Development Services Programme														
22.	Organize • 2 No. Training on financial management and bookkeeping • 2 No. Kaizen concept for MSMEs • Digitalization in marketing and branding for 120 MSMEs by Dec. 2028	AWMA					103,222.34				√		BAC	Cooperative, Agric, Social Welfare, GEA, JICA
23.	Facilitate	AWMA					55,735.72				√		BAC	Fire Service, Cooperative, Transport,

	• OSHEM (Occupational, Safety, Health and Environment) for 40 MSMEs • Business counselling and advisory Services for 200 MSMEs • Follow-ups, Monitoring and Evaluation on 80 MSMEs by Dec. 2028												Agric, Dev't Planning
24.	Train 300 Youth in Entrepreneurship by Dec. 2028	AWMA					41,533.00				√		BAC	Cooperative, Finance
Objective: Formalize 80% of informal MSMEs and start-ups by the end of 2029														
25.	Conduct • Regularization of 120 informal businesses with various regulatory bodies • 2 No. Step-by-step coaching, checklists, and help desks by Dec. 2028	AWMA					97,783.86				√		BAC	GEA, ORC, GSA, FDA Dev't Planning, Finance, Env't Health
Objective: 15% to 35% increase in participation of MSMEs in consultative forums by the end of 2029														
26.	Organize 2 No. Business Stakeholders Forum by Dec. 2028	AWMA					33,834.02				√		BAC	Cooperative, Agric, Social Welfare
Objective: Train 1,000 youth in vocational skills by the end of 2029														
Programme: Local Economic Development Programme														

27.	Conduct • Sensitization on Local Economic Development • Train 150 post apprentices in business development • Apprenticeship/Technical Training and Skills Development by Dec. 2028	AWMA					25,198.00		163,350.00		√		BAC	Agric, Dev't Planning, Finance, Cooperatives, NYA, Social Welfare
28.	Create Local Economic Development Forum by Dec. 2028	AWMA							12,100.00		√		BAC	Agric, Cooperatives
CENTER FOR NATIONAL CULTURE														
Objective: Achieve 80% participation of youth in cultural and tourism activities in the Municipality by the end of 2029														
Programme: Tourism and Culture Programme														
29.	Organize • 1-day workshop on student drama and arts festivals for twenty (20) JHS teachers • 1-day competition in arts and drama festival for ten (10) junior high schools • 1 day meeting for visual artists • 5-day arts and crafts bazaar for 20 Visual Artists by Dec. 2028	AWMA							46,600.00		√		Culture	Education
30.	Organise trade shows on tourism potential by Dec. 2028	AWMA							40,700.00		√		Culture	

DEPARTMENT OF HEALTH														
Objective: At least two functional public health facilities provided within the Municipality by the end of 2029														
Programme: CHPS/Health Infrastructure Programme														
31.	Organise • Capacity Building of staff on the proper use, maintenance, and repair of medical equipment • Capacity building of staff to provide efficient and quality health services by Dec. 2028	AWMA							26,620.00		√		Health	ICD -GHS, Procurement
Objective: 24-hour service delivery within all public health facilities by the end of 2029														
32.	Development of clear protocols for 24-hour operations, including emergency response Plans by Dec. 2028	AWMA							72,600.00		√		Health	ICD-GHS
Objective: Public health facilities equipped with at least 95% of the essential medical supplies and equipment by the end of 2029														
33.	Inventory assessment yearly to identify gaps and needs in the health infrastructure by Dec. 2028	AWMA							384,780.00		√		Health	Works, Procurement
34.	Inspection and testing of medical equipment to ensure functionality and safety by Dec. 2028	AWMA							96,800.00		√		Health	Procurement
35.	Procurement of furniture and medical equipment for CHPS services by Dec. 2028	AWMA							847,000.00		√		Health	Procurement
Objective: 95% minimum coverage of all antigens achieved in the Expanded Program of Immunization by the end of 2029														

Programme: EPI Programme													
36.	Implementation of vaccination campaigns and routine immunizations by Dec. 2028	AWMA							171,820.00	484,000.00	√		Health	EPI -RHD
37.	Facilitate • Capacity building of healthcare workers on immunization protocols, vaccine management, and communication strategies • Build capacity on data collection mechanisms to capture disease reports from various sources - health facilities and laboratories • Train healthcare workers on disease surveillance, reporting, and response protocols by Dec. 2028	AWMA							54,450.00		√		Health	EPI-RHD
Objective: Disease surveillance system strengthened to report and respond to outbreaks within 48 hours by the end of 2029														
38.	Develop communication networks for disease reporting and response by Dec. 2028	AWMA							15,730.00		√		Health	ISD
Objective: Public awareness campaigns on disease prevention and control measures conducted at least twice every year by the end of 2029														
Programme: Health Promotion Programme														

39.	Development of educational materials • Substance Abuse • NCD • Disease prevention by Dec. 2028	AWMA							84,700.00	96,800.00	√		Health	NCCE, Social Welfare, ISD, Education
40.	Training of CHWs to disseminate information and promote disease prevention measures by Dec. 2028	AWMA							60,500.00		√		Health	ISD
41.	Collaborate with local media outlets to broadcast public health messages by Dec. 2028	AWMA							24,200.00		√		Health	ISD, MIS
42.	Develop and use social media platforms to reach a wider audience by Dec. 2028	AWMA							12,100.00		√		Health	ISD, MIS
Objective: At least 80% of the target population reached with public awareness campaigns about the risk of substance abuse by the end of 2029														
43.	Organization of town hall meetings, workshops, and awareness walks • Substance Abuse • NCD • Disease prevention • Malaria prevention programmes • Immunization by Dec. 2028	AWMA							24,200.00		√		Health	ISD, Planning, Env't Health
44.	Community engagement with leaders and influencers • Substance Abuse • NCD	AWMA							96,800.00		√		Health	Admin

	• Disease prevention • Malaria prevention programmes • Immunization by Dec. 2028													
45.	Dissemination of educational materials to schools, churches, mosques by Dec. 2028	AWMA							48,400.00		√		Health	ISD, Admin
46.	Community education and sensitization. • Available services and hours of operation. • Substance Abuse • NCD • Disease prevention • Malaria prevention • Immunization by Dec. 2028	AWMA							36,300.00		√		Health	Education, ISD, Social Welfare
Objective: Reduce premature mortality associated with NCD by 25% by the end of 2029														
Programme: NCD Programme														
47.	Screening programmes for NCDs (hypertension, Diabetes, Cancers) by Dec. 2028	AWMA							72,600.00	24,200.00	√		Health	NCCE, ISD
48.	Training and capacity building on NCDs by Dec. 2028	AWMA							121,000.00		√		Health	
Objective: Reduce the incidence of NCDs by 50% by the end of 2029														

49.	Development of a surveillance system to track NCD-related data, including mortality and risk factors by Dec. 2028	AWMA							88,000.00		√		Health	
Objective: Data captured on all persons reporting to the health care facilities as cases of substance abuse by the end of 2029														
Programme: Mental Health Programme														
50.	Development of a surveillance system to track NCD-related data, including mortality and risk factors by Dec. 2028	AWMA							96,800.00		√		Health	ICD-RHD
Objective: At least 80% of the target population reached with public awareness campaigns about the risk of substance abuse by the end of 2029														
51.	Training for healthcare providers on identifying and reporting substance abuse cases by Dec. 2028	AWMA							96,800.00		√		Health	Social Welfare
Objective: Establish a mental health unit in all public health facilities by the end of 2029														
52.	Designate space in health facilities for this unit by Dec. 2028	AWMA							84,700.00	121,000.00	√		Health	Works
Objective: Establish mental health units in 40% of private health facilities by the end of 2029														
53.	Establish referral systems to ensure seamless care and support by Dec. 2028								12,100.00		√		Health	
DEPARTMENT OF EDUCATION														
Objective: 90% access to education for all school-age children by Dec. 2029 to promote equal opportunities by the end of 2029														
Programme: Access to Education Programme														
54.	Organize • My first day at school	All Schools						26,816.00	41,334.00		√		Education	

	• Menstrual Hygiene Day Celebration by Dec. 2028													
55.	Organize • 2 days under 13 (inter-district) games in soccer, netball, volleyball and hand ball in basic school • One day inter schools' athletics competition by Dec. 2028	Bawaleshie school park Elwak sports stadium						21,083.00	25,674.00		√		Education	
56.	Organize mock for final year JHS students in the public basic Schools by Dec. 2028	AWMA							52,175.00		√		Education	
57.	Infrastructural Development in some Schools by Dec. 2028	Bethany ATTRACO						400,000.00			√		Education	
58.	Monitoring of the public basic schools and BECE Examination by Dec. 2028	AWMA							101,488.00		√		Education	
59.	Supply of furniture for public schools by Dec. 2028	AWMA							605,000.00		√		Education	Procurement
60.	Supply of computers and accessories for STEM by Dec. 2028	East Legon							900,000.00		√		Education	Procurement
Objective: 50% to 70% increase in rate of interest in STEM by the end of 2029														
Programme: Science Technology, engineering, and Mathematics (STEM) Education Programme														
61.	Facilitate • Municipal Science, Technology, Mathematics, Innovation, Education (STMIE) Exhibition	AWMA						61,597.00			√		Education	

	• Participating in Regional Science, Technology, Mathematics, Innovation, and Education (STMIE) Camping by Dec. 2028													
Objective: At least twenty (20) in service training and workshops for teachers and Officers organised by the end of 2029														
Programme: Capacity Building Programme														
62.	Organize • One-day school performance appraisal meeting (SPAM) for stakeholders • Professional learning development for teachers • Training on Differentiated Learning • Schools march parade and KIDDIE March by Dec. 2028	Pentecost Church Roman Ridge All schools						72,058.00	170,000.00		√		Education	
63.	Seminars and Conferences for Directors by Dec. 2028	AWMA							19,955.00		√		Education	
DEPRTMENT OF SOCIAL WELFARE AND COMMUNITY DEVELOPMENT														
Objective: At least 90% child right promotion and protection awareness improved by the end of 2029														
Programme: Child Rights Promotion and Protection Programme														
64.	Child right promotion and protection activities, child maintenance, access custody, family welfare a general welfare of children in need of care and protection by Dec. 2028	AWMA							9,680.00	(30,250.00) UNICEF	√		DSW&CD	Preschools, DOVVSU, Ass. Members,

													Residential Homes
65.	Facilitate tracing and reintegration by Dec. 2028	AWMA						8,470.00		√		DSW&CD	Assembly& Community Members
Objective: Reduce the incidence of missing, abandoned, stranded, abused, non -maintenance, custody and access cases from 80% to 30% by the end of 2029													
66.	Conduct Social investigations on missing, abandoned, stranded, and abused children by Dec. 2028	AWMA						12,100.00		√		DSW&CD	Assembly & Community Members
Objective: Capacity building for Care Givers increased from 50 & to 80% by the end of 2029													
67.	Training and capacity building for caregivers and attendance at the Early Childhood Development Centre by Dec. 2028	AWMA						13,310.00		√		DSW&CD	Early Childhood Dev't Centre, Operators Caregivers, Attendants
Objective: 90% PWD's, aged and vulnerable groups supported and empowered by the end of 2029													
Programme: Vulnerability Programme													
68.	Facilitate • Identification, and collection of data on Persons with Disability • Social Investigation by Dec. 2028	AWMA						11,616.00	3,630.00		√		DSW&CD	PWD' s
69.	Facilitate the • Support and empower Persons with Disability	AWMA						230,408.00	36,300.00		√		DSW&CD	Disability Organizations,

	• Support and assistance to the needy and vulnerable • Training for occupational empowerment by Dec. 2028												Assembly Members, Beneficiaries, NGO's
70.	Facilitate • DFMC meeting • Initiate and supervise the Disbursement process for persons with disabilities • Expenses on persons with disability on day of disbursement by Dec.2028	AWMA						46,125.20	17,496.60	√		DSW&CD	NCPD, GFD DFMC Members, PWD's Resource
Objective: At least 95 % of vulnerable and indigenes identified and enrolled on NHIS by the end of 2029													
71.	Enrollment of the vulnerable by Dec. 2028	AWMA						11,228.80		√		DSW&CD	NHIS Beneficiaries
Objective: Empower 1000 women and youth by the end of 2029													
Programme: Local Economic Development Programme													
72.	Organise skills training • Wig Cap • Soya beans processing • Freshener, toilet wash and floor cleaner • Decoration art by Dec. 2028	AWMA						171,650.00		√		DSW&CD	Assembly & Community Members, Resource person, NGO's, FBO
Objective: 85% community sensitization programmes on gender-based violence conducted by the end of 2029													
Programme: Gender Empowerment Programme													

73.	Undertake advocacy, sensitization, education and awareness creation on social issues, health, environmental, economic issues eg. Menstrual hygiene by Dec. 2028	AWMA						9,075.00		√		DSW&CD	Assembly & Community Members, Schools, Gender Desk Officer, Education, Health, Env't Health,
74.	Gender based violence intervention activities and programs. Eg. Menstrual Hygiene by Dec. 2028	AWMA						9,075.00		√		DSW&CD	Assembly & Community Members, Schools, Gender desk, Education, Health, Env't Health
Objective: Improve M&E activities from 40% to 80% by the end of 2029													
Programme: Monitoring and Evaluation Programme													
75.	Monitoring of • Utilization of the funds • LEAP and social protection programmes by Dec. 2028	AWMA					9,680.00		8,470.00		√		DSW&CD	PWD's Beneficiaries Community & Assembly Members

76.	Monitoring of utilization of the Funds by Dec. 2028	AWMA									√		DSW&CD	PWD's Community & Assembly Members
77.	Monitoring and supervising the activities of Non-Governmental Organization (NGO's) by Dec. 2028	AWMA							12,100.00		√		DSW&CD	NGO
78.	Monitoring, supervising, and facilitating the registration and processing of Early Childhood Development centres by Dec. 2028	AWMA							10,890.00		√		DSW&CD	Early Childhood Development Centre, Operators, Caregivers Attendants
NATIONAL YOUTH AUTHORITY (NYA)														
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029														
Programme: National Apprenticeship Programme														
79.	Facilitate • Train and equip youth on apprenticeship skills – e.g., Dressmaking • Train and equip 200 youth on Commercial Riding – Okada by Dec. 2028	AWMA							113,853.62		√		NYA	Dev't Planning, TVET, Regt. Master Craftsperson, NRSA, Roads, YEA

80.	Facilitate • Register 500 unemployed youth • Select and vet qualified artisans in trade • Monitoring and evaluation of apprentices by Dec. 2028	AWMA						11,591.80	13,310.00	√		NYA	**A**gric Dept. Dev't Planning
Objective: 100% of qualified staff increased by the end of 2029													
81.	Capacity Building for Staff by Dec. 2028	AWMA						10,691.58		√		NYA	HRM, Dev't Planning
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029													
Programme: AgriNext Programme													
82.	Facilitate • Support 50 graduates in the Agric value chain • Provide start-up kits for 50 youth in the Agric value chain by Dec. 2028	AWMA							84,554.80	√		NYA	**A**gric, Dev't Planning,
83.	Organize a 2-day training for 100 youth on the Agric value chain – AgriNext by Dec. 2028	AWMA							10,569.35	√		NYA	**A**gric, Dev't Planning
Objective: Provide comprehensive health education to 1000 adolescents and youth within the Municipal 13 schools by the end of 2029													
Programme: Health Promotion Programme													
84.	Organize • 2No. sensitization on Adolescent Reproductive Health	AWMA						63,152.10		√		NYA	Health, Education, Dev't Planning,

	• 2No. sensitization on substance abuse • 2No. sensitization on mental health and well-being (Substance Abuse) by Dec. 2028												PPA, AIDS Comm. PPAG
YOUTH EMPLOYMENT AGENCY (YEA)													
Objective: 60% reduction in youth unemployment by the end of 2029													
Programme: Human Capital Development and Management Programme													
85.	Facilitate • Public education and sensitization exercise • Registration and recruitment of beneficiaries for YEA modules • Headcount of YEA beneficiaries • Frequent monitoring and evaluation of beneficiaries by Dec. 2028	AWMA						41,801.00		√		YEA	
86.	Organise • Youth Training • Digital skills for livelihood • Capacity building workshop by Dec. 2028	AWMA						104,060.00		√		YEA	Security Services, Ghana Police Service, Env't Health
DEPARTMENT OF SPORTS													
Objective: At least 50% community involvement in Sports and recreational programs by the end of 2029													
Programme: Sport Development Programme													

87.	Organise • Participate in the inter-district sports festivals • Quarterly inter-community and inter-school fun games • Annual sports festival by Dec. 2028	AWMA							128,150.00		√		Sports	NSA-Greater Accra, NYA
Objective: Improve sport logistics from 10% to 50% by the end of 2029														
88.	Procurement of sport logistics by Dec. 2028	AWMA							22,000.00		√		Sports	Procurement
89.	Construction of multipurpose court and gym by Dec. 2028	AWMA								1,800,000.00	√		Sports	NGOs, DPs
Objective: 80% youth trained in Sports management by the end of 2029														
90.	Organize 3 days coaches' clinic for 36 males and females by Dec. 2028	AWMA							30,013.50		√		Sports	BAC, YEA
BIRTH AND DEATH REGISTRY														
Objective: 30% to 90% coverage for birth registrations achieved by the end of 2029														
Programme: Birth Registration Programme														
91.	Organise mass registration on birth registration by Dec. 2028	AWMA							26,730.00		√		Birth & Death	Ghana Health Service
Objective: At least 80% of death registration by the end of 2029														
Programme: Death Registration Programme														
92.	Organise mass registration on death by Dec. 2028	AWMA							35,577.30		√		Birth & Death	Ghana Health Service
Objective: 70% of households' outreach campaigns conducted by the end of 2029														

93.	Organise community outreach on birth and death registration by Dec. 2028	AWMA							22,654.90		√		Birth & Death	Ghana Health Service
94.	Quarterly update of birth and death registration by Dec. 2028	AWMA							18,029.00		√		Birth & Death	
ENVIRONMENTAL HEALTH UNIT														
Objective: Ensure a safe and conducive environment for residents by the end of 2029														
Programme: Safe Environment Programme														
95.	Organize Sensitization on • Solid waste management • Control of noise, air quality • Promotion of household toilet by Dec. 2028	AWMA					45,520.20		12,112.10		√		Env't Health	EPA, Police Service, Ass. Members, Breath Accra, GARID, NADMO
96.	Organize • Routine premises & churches inspection • Public Hygiene Education by Dec. 2028	AWMA					43,124.40				√		Env't Health	NCCE, Social Welfare
Objective: 60-80% improved sanitation in households and public spaces by the end of 2029														
Programme: Sanitation and Waste Management Programme														
97.	Collection of Data and update of DESSAP by Dec. 2028	AWMA							52,002.17		√		Env't Health	Dev't Planning, Statistic
98.	Evacuation of refuse heap and drain desilting to prevent flooding by Dec. 2028	AWMA					17,417.46		142,917.94		√		Env't Health	Works, Zoomlion

99.	Facilitate the • Control of weeds & street Beautification • Disinfection and fumigation • Procurement of Cleansing materials and PPEs by Dec. 2028	AWMA					45,482.93		275,157.63		√		Env't Health	Tax Force, Police Service, Zoomlion, MSWR, Procurement
100.	Facilitate the Sanitation Improvement Programme by Dec. 2028	AWMA						708,424.75			√		Env't Health	
101.	Monthly clean up exercise to prevent the outbreak of communicable diseases by Dec. 2028	AWMA					160,973.80		525,822.20		√		Env't Health	Ass. Members, Residence Association
Objective: 95% increase in public health enforcement and compliance by the end of 2029														
Programme: Law Enforcement Programme														
102.	Enforcement of Bye Laws and Prosecution by Dec. 2028	AWMA					20,231.20				√		Env't Health	Tax force, Police Service, Judiciary
Objective: Strengthen food safety practices and regulatory compliance across the Municipality by the end of 2029														
Programme: Food Hygiene and Security Programme														
103.	Facilitate • Mass medical screening • Nutrition intervention programmes • Printing food vendors cards by Dec. 2028	AWMA							56,061.72		√		Env't Health	Procurement, Finance
NATIONAL DISASTER MANAGEMENT ORGANISATION (NADMO)														

Objective: Reduce the vulnerabilities (risk) and impact of disasters from 25% to 50% by the end of 2029													
Programme: Disaster Management & Prevention Programme													
104.	Organise • Hold Disaster Committee Meetings • World Disaster Day Celebration by Dec. 2028	AWMA							114,651.01		√		NADMO	Relevant Agencies
Objective: Strengthen risk assessment and early warning system forecasting from 15%-50% by the end of 2029													
105.	Prepare Disaster risk Preparedness Plan by Dec. 2028	AWMA							15,125.00		√		NADMO	
Objective: 10% - 50% increment of relief support to Disaster Victims by the end of 2029													
106.	Procure Relief Items by Dec. 2028	AWMA							214,260.75		√		NADMO	Procurement
Objective: Build 100% capacity of NADMO staff for Disaster management by the end of 2029													
107.	Staff Training by Dec. 2028	AWMA							9,536.62		√		NADMO	NADMO, Hydro Dept. HQ, GMET.
Objective: At least 70% road accidents reduced by the end of 2029													
Programme: Road Safety Programme													
108.	Organize road safety campaign in various Lorry Stations, Churches, Mosques and Markets by Dec. 2028	Lorry Stations							36,352.77		√		NADMO	RSA, MTTD
Objective: 90% climate change effects reduced by the end of 2029													
Programme: Climate Change Adaption Programme													

109.	Tree Planting Exercise by Dec. 2028	Municipal wide							199,650.00		√		NADMO	FC, Ass. Members, School
110.	Climate change sensitization programs by Dec. 2028	Municipal wide							42,006.36		√		NADMO	Hydro Dept., NADMO HQ
Objective: Achieve 60% reduction in fire outbreaks in high-risk communities by the end of 2029														
111.	Sensitization on fire outbreak by Dec. 2028	Municipal wide							12,947.00		√		NADMO	
Objective: 90% of disaster preparedness and response timeliness improved by the end of 2029														
Programme: Monitoring and Evaluation Programme														
112.	Monitoring & Evaluation of Flood Prone areas & Other Disaster Risk by Dec. 2028	Flood Prone Areas							109,035.52		√		NADMO	Physical Planning, Works
DEPARTMENT OF WORKS														
Objective: Ensure 90% of all Municipal infrastructure is safe, sustainable and disability friend by the end of 2029														
Programme: Municipal Infrastructure Programme														
113.	Construction of a New Public Toilet at Okponglo by Dec. 2028	Okponglo							500,000.00		√		Works	Procurement, Dev't Planning, Env't Health
114.	Construction of Police Station at Dzorwulu Central by Dec. 2028	Dzorwulu							800,000.00		√		Works	Dev't Planning, Procurement Ghana Police Service

115.	Construction of Satellite Market Dec. 2028	Roma Ridge					2,893,700.00				√		Works	
116.	Construction of office complex and court by Dec. 2028	AWMA							5,000,000.00		√		Works	Procurement
117.	Construction of 24-Hour Economy Market by Dec. 2028							7,598,864.02			√		Works	
118.	Construction of Astroturf at Westland by Dec. 2028	West Legon						1,800,000.00			√		Works	Dev't Planning, Procurement, Sports
119.	Renovation of reading rooms at Legon Campus (Traditional Halls) by Dec. 2028	Legon						600,000.00			√		Works	Procurement, Dev't Planning, Education
120.	Renovation of Dzorwulu Special School by Dec. 2028	Dzorwulu							1,500,000.00		√		Works	Procurement, Dev't Planning, Education
121.	Renovation of La-Bawaleshie School by Dec. 2028	La-Bawaleshie							800,000.00		√		Works	Procurement, Dev't Planning, Education,
122.	Maintenance of Legon Police Station by Dec. 2028	Legon							880,000.00		√		Works	Legon Police Station

123.	Installation and Maintenance of Street Lights by Dec. 2028	Municipal Wide						70,000.00	70,000.00		√		Works	Procurement, Dev't Planning, Ass. Members
Objective: Reduce 70% of unauthorized structures and Slums expansions by the end of 2029														
Programme: Development Control Programme														
124.	Facilitate • Demolition exercises (unauthorized structures) • Regularization of temporary structure by Dec.2028	AWMA							287,980.00		√		Works	Physical Planning, Roads
125.	Procurement of construction materials, petty tools, and development control tools by Dec. 2028	AWMA							62,240.00		√		Works	Procurement
Objective: Train 100% building inspectors and increase staffing by 50% by the end of 2028														
126.	Capacity for building inspectors by Dec.2028								65,000.00		√		Works	Human Resource
DEPARTMENT OF ROADS														
Objective: Ensure 90% Road Infrastructure is safe for motorists and pedestrians by the end of 2029														
Programme: Routine Maintenance Programme														
127.	Facilitate routine road maintenance • Grading of gravel roads • Pothole patching of roads • Minor drainage repairs	AWMA						1,590,000.00	700,000.00		√		Roads	

	• Replacement of metal gratings by Dec. 2028													
Objective: 80% local road paved by the end of 2029														
Programme: Periodic Maintenance Programme														
128.	Partial Reconstruction of Local by Dec. 2028	Westlands Abelenkpe					4,000,000.00	2,400,000.00			√		Roads	Works, Physical Planning
129.	Gravelling of Local Roads by Dec. 2028	Santana					800,000.00				√		Roads	
Objective: Reduce 80% flooding incidence in hotspots area by the end of 2029														
Programme: Drain Construction & Maintenance Programme														
130.	Construction of Storm Drains by Dec. 2028	Santana					4,600,000.00				√		Roads	Works, Physical Planning
131.	Construction of Roadside Drains by Dec. 2028	Santana							2,300,000.00		√		Roads	
132.	Desilting and cleansing of Open Drains by Dec. 2028	AWMA						430,000.00	650,000.00		√		Roads	
133.	Culvert Construction by Dec. 2028	Dzorwulu					2,201,136.00				√		Roads	
134.	Desilting of Storm Channels by Dec. 2028	AWMA								720,000.00	√		Roads	
Objective: 85% vehicular-vehicular road crashes at signalized intersections reduced by the end of 2029														
Programme: Road Safety and Traffic Management Programme														

135.	Construction of Pedestrian Walkway by Dec. 2028	Abelenkpe						1,450,000.00		√		Roads	
136.	Replacement of Road Signs by Dec. 2028	AWMA						150,000.00		√		Roads	
137.	Construction of Speed Humps by Dec. 2028	Okponglo, Roman Ridge						240,000.00		√		Roads	
138.	Traffic Light Supervision by Dec. 2028	Municipal Wide					72,000.00			√		Roads	
Objective: Reduce 50%-night accidents attributable to visibility by the end of 2029													
139.	Maintenance and installation of streetlights by Dec. 2028	Municipal Wide						1,000,000.00		√		Roads	
140.	Traffic Light Supervision by Dec. 2028	Municipal Wide					72,000.00			√		Roads	
PHYSICAL PLANNING DEPARTMENT													
Objective: Ensure 95% of local Plans updated and documented by the end of 2029													
Programme: Spatial Planning and Settlement Management													
141.	Update the Westland Local Plans by Dec. 2028	AWMA						116,745.00		√		PPD	LUSPA, Technical Sub Members, SPC Members
Objective: Turnaround time for processing Development Permit applications reduced from 27 days to 20 days by the end of 2029													
142.	Organize • 12 No. technical- subcommittee inspections	AWMA						506,675.40		√		PPD	Tech Sub Members

	• 12 No. technical- subcommittee • 12 No. spatial Planning committee meetings by Dec. 2028												
Objective: Improve the Physical Planning Department logistics from 40% to 80% by the end of 2029													
143.	Landscaping and beautification of open spaces to improve urban greening by Dec. 2028	AWMA							170,000.00		√		PPD	Consultancy
Objective: 100% street name and property addressed by the end of 2029													
144.	Organize 4 No. Street Naming Meeting by Dec. 2028	AWMA							45,280.00		√		PPD	SAT Members
145.	Installation and maintenance of street name by Dec. 2028	AWMA							90,000.00		√		PPD	Consultancy
TRANSPORT DEPARTMENT														
Objective: At least 80% of terminals complying with National Road Safety Regulations Act by the end of 2029														
Programme: Urban Transport Services														
146.	Organize sensitization exercise for key stakeholders on urban passenger transport services and by law operational procedures by Dec. 2028	AWMA							38,673.00		√		Transport Dept.	GPRTU, Terminal Operators, Transport Unions, Roads
147.	Conduct route monitoring and enforcement activities by Dec. 2028	AWMA							42,540.00		√		Transport Dept.	GPRTU, Transport Union, Roads

148.	Update public transport, operators, vehicles, drivers, and terminals by Dec. 2028	AWMA							46,794.00		√		Transport Dept.	
149.	Capacity building for staff by Dec. 2028	AWMA							29,234.70		√		Transport Dept.	Human Resource
Objective: Improve road safety interventions from 20% to 60% by the end of 2029															
150.	Organize road safety campaign and sensitization for Transport Union and vehicle users by Dec. 2028	AWMA							51,472.00		√		Transport Dept.	GPRTU, Terminal Operators, Transport Unions, Roads
GENERAL ADMINISTRATION DEPARTMENT															
Objective: 100% of Assembly and Committee meetings organized according to schedule by the end of 2029															
Programme: Meeting Coordination Programme															
151.	Organize • 5 No. General Assembly meetings • 5 No. Executive Committee meetings by Dec. 2028	AWMA							977,819.10		√		Admin	Budget, Finance, Dev't Planning
152.	Organize • 12 No. Finance & Admin. Sub-committee meetings • 5 No. Development Planning Sub-committee meetings	Dzorwulu							699,876.13		√		Admin	Budget, Finance, Social Welafre, Education, Dev't

	• 5 No. Works Sub-committee meetings 4 No. Social Service Sub-committee meetings • 4 No. Justice & Security Sub-committee meetings • 4 No. LED Committee meetings • 4 No. Sports & Recreation Sub-committee meetings by Dec. 2028												Planning, Works
153.	Organize • 12 No. Management meetings • 12 No. MUSEC meeting • 8 No. Audit Committee meeting by Dec. 2028	Dzorwulu							658,895.20		√		Admin	Budget, Finance, Audit, Police Service
154.	Organize 5 No. National celebrations (World Aids Day, Independence Day, Farmers Day, Sallah, Homowo) by Dec. 2028	Dzorwulu							459,195.00		√		Admin	Budget, Finance, Dev't Planning, Agric
155.	Organize 2 No. Inter-Sectoral Stakeholder Engagement meetings by Dec. 2028	Dzorwulu							137,998.08		√		Admin	Budget, Finance, Dev't Planning
156.	Organize • 4 No. District Health Management • 4 No. Mun. Education Oversight Committee • 4 No. PRCC	Dzorwulu							415,564.82		√		Admin	Budget, Finance, Health, Education,

	• 4 No scholarships Committee • 4 No. HIV/AIDs Committee meetings by Dec. 2028													Dev't Planning
157.	Award scholarships to Brilliant but Needy students by Dec. 2028	Dzorwulu							106,480.00		√		Admin	Budget, Finance, Education
158.	Facilitate monitoring of Sub-structures by Dec. 2028	Dzorwulu							96,577.36		√		Admin	Budget, Finance, Dev't Planning
159.	Conduct • Church/Marriage Monitoring Activities • Inspection of Churches for Registration of Marriages by Dec. 2028	Dzorwulu							41,412.48		√		Admin	
160.	Procure Marriage Registration Materials by Dec. 2028	Dzorwulu							26,620.00		√		Admin	
161.	Facilitate 12 No. monthly mobilization for Assembly members by Dec. 2028	Dzorwulu							550,235.40		√		Admin	Budget, Finance
162.	Organize • 3No. sensitization programmes on HIV/AIDs • Sports and Health Activities • School Feeding Activities by Dec. 2028	Dzorwulu							238,249.00		√		Admin	Budget, Finance, Dev't Planning

163.	Facilitate • GALGA Conference • DPA/CPA Training Programmes by Dec. 2028	Dzorwulu						186,340.00		√		Admin	
164.	Facilitate • Security operations • Procurement logistics for security service by Dec. 2028	Dzorwulu						906,048.00		√		Admin	
165.	Facilitate • Procure Marriage Registration Materials • Payment of Legal Fees and Retainer Services by Dec. 2028	Dzorwulu						159,720.00		√		Admin	
166.	Facilitate • MP Projects • Records Management Activities by Dec. 2028	Dzorwulu						95,590.00		√		Admin	
CLIENT SERVICE UNIT													
Objective: Achieve at least 80% of the public access to the client Service Unit by the end of 2029													
Programme: Client Service Improvement Programme													
167.	Organize public awareness campaigns on services and procedures by Dec. 2028	AWMA						45,000.00		√		Client Service	MIS, Information
168.	Organise Celebration of Customer Service Week by Dec. 2028	AWMA						30,000.00		√		Client Service	MIS, Information

169.	Capacity building for staff by Dec. 2028	AWMA							65,000.00		√		Client Service	MIS, Information
HUMAN RESOURCE DEPARTMENT														
Objective: At least 95% capacity building Plan implemented by the end of 2029														
Programme: Capacity Building Programme														
170.	Facilitate the implementation of Capacity building programs by Dec. 2028	AWMA					117,708.80		50,820.00		√		HR	Budget, Finance, Dev't Planning
171.	Facilitate • Local government Service protocols • Professional training for career progression Dec. 2028	OHLS GIMPA							114,400.00		√		HR	Budget, Finance
Objective: 100% training needs assessed by the end of 2029														
172.	Carry out training needs assessments by Dec. 2028	AWMA							3,630.00		√		HR	Admin
Objective: 80% of staff health, safety and work environment improved by the end of 2029														
Programme: Staff Management Programme														
173.	Facilitate the implementation of appraisal schedule by Dec. 2028	AWMA							24,200.00		√		HR	Admin
174.	Organize • Staff durbars • Staff performance management • Health screening for staff by Dec. 2028	AWMA							121,000.00		√		HR	Admin, Finance, Health

175.	Carry out • Monthly salary validation • Monitoring of security personnels/ Refuse Laborers by Dec. 2028	AWMA						42,350.00		√		HR	Finance, Security, Env't Health
176.	Facilitate • Provision of Support for staff welfare • Retirement packages and send off packages for national service personnel by Dec. 2028	AWMA						90,950.00		√		HR	Admin
PROCURMENT UNIT													
Objective: 100% compliance with E-Procurement System (GHANEPS) by the end of 2029													
Programme E- Procurement Programme													
177.	Prepare 4 no. procurement Plan and update by Dec. 2028	AWMA						53,740.30		√		Procurement	ETC
178.	Organize • 15 No. tender opening meeting • 55 No. tender evaluation meetings • 20 No. tender committee meetings • 10 No. regional tender committee • Market Survey by Dec. 2028	AWMA						282,597.92		√		Procurement	ETC
ESTATE UNIT													
Objective: 100 % Maintenance of Assembly Asset by the end of 2029													
Programme: Operation and Maintenance Programme													

179.	Maintenance of Assembly's Properties by Dec. 2028	AWMA							399,300.00		√		Estate	Works, Budget, Procurement, Finance
180.	Facilitate • Payment of ECG Utilities • Payment of GHWCL Utilities by 2028	AWMA							622,941.60		√		Estate	Finance, Budget, Audit
181.	Facilitate A/ C Servicing by Dec. 2028	AWMA							239,580.00		√		Estate	Finance, Audit Procurement
Objective: Improve 100% office equipment and furniture by the end of 2029														
Programme: Asset Management Programme														
182.	Organize • Quarterly Assets Condition Assessment • Quarterly updating of Asset Register by Dec. 2028	AWMA							29,330.40		√		Estate	Finance, Budget, Audit, Stores
183.	Embossing of Office Equipment's by Dec. 2028	AWMA							4,235.00			√	Estate	Finance, Budget, Audit Procurement
184.	Facilitate • Assembly's Office Accommodation Rental • Health Directorate rental by Dec. 2028	AWMA							1,724,660.00		√		Estate	Finance, Budget, Audit

185.	Procurement of equipment & materials for embossment by Dec. 2028	AWMA							26,620.00			√	Estate	Procurement, Finance, Audit Budget
DEPARTMENT OF INFORMATION SERVICE														
Objective: Increase citizen awareness by 90% in national and local policies by the end of 2029														
Programme: Information Dissemination and Feedback Programme														
186.	Disseminate information, announcement, and sensitization on government policies to residents by Dec. 2028	AWMA							55,600.00		√		ISD	Finance, Media, Budget
Objective: 90% annual surveys on key issues and policies of government services by the end of 2029														
187.	Facilitate • Design and administer 4 questionnaires on topical issues to the public • 4 No. market survey by Dec. 2028	AWMA							38,000.00		√		ISD	
Objective: At least 95% increase in community attendance at engagement fora by the end of 2029														
Programme: Community Engagement Programme														
188.	MCE's Community Engagement by Dec. 2028	AWMA					160,000.00		230,000.00		√		ISD	Media, Admin Dev't Planning
Objective: 100% increase in media coverage of Assemblies activities by the end of 2029														
Programme: Media Coverage Programme														
189.	Organize Media Coverage of Assembly's activities by Dec. 2028	AWMA							36,000.00		√		ISD	Media, MIS

Objective: Provide 100% response to all RTI requests from public by the end of 2029													
Programme: Right to Information (RTI) Law Implementation Programme													
190.	Educate public on RTI Law and Information requests by Dec. 2028	AWMA							25,000.00		√		ISD	NCCE
MANAGEMENT INFORMATION SYSTEMS (MIS) UNIT													
Objective. Deploy essential IT hardware and software required for optimal MIS operations by the end of 2029													
Programme: Deployment, Installation and Routine Maintenance Programme													
191.	Procurement • Anti-Virus • Microsoft Windows Server Application • Rack Server • UPS and Stabilizers Electronic Seal by Dec. 2028	AWMA							171,934.00		√		MIS	Budget, Finance, Procurement
192.	Hosting and License renewal • Hosting of the Server space for the CRM • Hosting of Website • SSL renewal • SMS data renewal for CRM by Dec. 2028	AWMA							121,000.00		√		MIS	Budget, Finance, Procurement
193.	Website Updating by Dec. 2028	AWMA							6,050.00		√		MIS	Depts/Unit
Objective. Improve IT equipment and logistics from 30% to 75% by the end of 2029													

194.	Annual maintenance • Computers • Printers • Fix Telephones by Dec. 2028	AWMA						60,500.00		√		MIS	All Departments
Objective. 90% BOP and PR bills printed annually by 31st January for the Planned period by the end of 2029													
Programme: Revenue Mobilization Programme													
195.	Printing of Bills • Business Operating Permit (BOP) • Property Rate by Dec. 2028	AWMA						71,500.00		√		MIS	Budget, Stores Procurement, Finance, Audit
TRANSPORT UNIT													
Objective: 40% Increase of the Assembly's fleet of vehicles by the end of 2029													
Programme: Fleet Management Programme													
196.	Procurement • 2no. pickup • 1no. cargo truck • Vehicle tyres • Vehicle accessories by Dec. 2028	AWMA						4,115,300.00		√		Transport Unit	Procurement
Objective: 80% reduction of down time of Assembly's fleet of vehicles by the end of 2029													
Programme: Operations and Maintenance Programme													
197.	Facilitate • Purchase of fuel and lubricants for Assembly's fleet of vehicles • Monthly fuel for HOD and unit heads	AWMA						2,062,100.00		√		Transport Unit	Admin, Finance

	• Procurement of 20no. vehicle logbooks by Dec. 2028												
198.	Facilitate • Maintenance of Assembly's fleet of vehicles • Renewal of roadworthy and insurance certificate for Assembly's fleet of vehicle by Dec. 2028	AWMA						660,800.00		√		Transport Unit	Admin, Finance
INTERNAL AUDIT UNIT													
Objective: Assist Management reduce audit infractions and organizational risk by 95% by the end of 2029													
Programme: Internal Control Programme													
199.	Preparation of Audit Plan by Dec. 2028	AWMA						72,600.00		√		Internal Audit	IAA
200.	Carry out • 4 No. Quarterly Audit • 2 Special audits • Preparation and submission of Monthly ESPV audits by Dec. 2028	AWMA						154,880.00		√		Internal Audit	Procurement
Objective: Achieve 85% implementation of NACAP II by the end of 2029													
Programme: NACAP II Programme													
201.	Organise sensitizations on NACAP by Dec. 2028	AWMA						145,200.00				Internal Audit	Management
Objective: Reduce organizational risk by 95% by the end of 2029													
Programme: Risk Management Programme													

202.	Facilitate periodic review of Enterprise Risk Register by Dec. 2028	AWMA							96,800.00		√		Internal Audit	HR, Finance, Stores
DEVELOPMENT PLANNING UNIT														
Objective: Achieve at least 85% implementation of AAP annually by the end of 2029														
Programme: Planning, Coordination and Implementation Programme														
203.	Organize quarterly MPCU Meetings by Dec.2028	AWMA							158,160.00		√		DPU	MPCU
204.	Facilitate the • Preparation of Concept Notes • Preparation of Environmental and Social Safeguards for projects implementation by Dec.2028	AWMA							154,638.00		√		DPU	Safeguard Team
205.	Facilitate the implementation of Electoral Area Development Projects by Dec. 2028	AWMA						605,000.00	496,100.00		√		DPU	Procurement, Budget, Audit, Finance, Road Works
Objective: 100% utilization of M&E results for replanning by the end of 2029														
Programme: Monitoring and Evaluation Programme														
206.	Conduct mid-term evaluation of 2026-2029 MTDP Plan and zonal council Plan by Dec.2028								43,750.00		√		DPU	MPCU Members
207.	Undertake monitoring and evaluation of projections programmes and projects in the Municipality by Dec.2028	AWMA						177,144.00	169,351.20			√	DPU	MPCU Members Technical Team

Objective: Build 100% capacity of HoDs in Planning and M&E by the end of 2029													
208.	Capacity building for M&E Team by Sept 2028	AWMA						60,000.00			√	DPU	Human Resource
Objective: 100% increase in participation of stakeholders in town hall meetings by the end of 2029													
Programme Popular Participation Programme													
209.	Organize 2 No. PFM Town Hall meetings from March and Sept. 2028	AWMA					128,472.30	128,472.30		√		Dev't Planning	MPCU, Ass. Members, Unit Committee, Stakeholders
BUDGET AND RATING UNIT													
Objective: Develop Annual Composite Budgets to align with the Assembly's Medium-Term Development Plan by the end of 2029													
Programme: Budgeting, Monitoring and Evaluation Programme													
210.	Quarterly • Budget Committee Meeting • Review of Composite Budget by Dec. 2028	AWMA						65,812.00		√		Budget & Rating	Depts/Units
211.	Prepare and Gazetting 2028 Fee-Fixing Resolution by Dec. 2028	AWMA						82,381.79		√		Budget & Rating	Finance, MIS, Env't Health, Physical Planning, Social Welfare, Audit, Ghana Publishing

212.	Facilitate the • Preparation of 2028 Composite Budget • Departmental budget hearing • Data collection exercise to rate new businesses by Dec. 2028	AWMA						103,784.12	75,490.00		√		Budget & Rating	Land Valuation Division, Finance, Statistics
213.	Organize • Rate assessment committee meetings • Fixed asset committee meeting by Dec. 2028	AWMA							60,290.00		√		Budget & Rating	LAD, Audit, Revenue Accountant, MIS, Physical Planning, Works, Estate, Finance, Transport
214.	Facilitate • Implementation and evaluation of 2028 composite budget • Revenue Team meeting by Dec. 2028	AWMA							59,343.00		√		Budget & Rating	
NATIONAL COMMISSION FOR CIVIC EDUCATION (NCCE)														
Objective: At least 70% participation of residents in civic education, program by the end of 2029														
Programme: Civic Education Programme														
215.	Organize • Public forums and town hall meetings on civic awareness	AWMA					52,000.00		62,000.00	80,500.00	√		NCCE	Peace Council, Social Welfare

	• Online games, social media campaigns, and digital tools to expand the reach of civic education initiatives • Education on Child Protection Issues • Community outreach on voter education by Dec. 2028												Electoral Commission, Media
216.	Organise Citizenship week celebration by Dec. 2028	AWMA					10,00.00		10,000.00	10,000.00	√		NCCE	
DEPARTMENT OF STATISTICS														
Objective: 100% coverage of socio-economic data of all 13 electoral areas within the Municipality by the end of 2029														
Programme: Statistical Database Programme														
217.	Organize a quarterly data collection exercise to update socio-economic data by Dec. 2028	AWMA							60,028.10		√		Statistics Department	Finance, MIS, Budget, Dev't Planning, Social Welfare
Objective: Annual research and surveys conducted on key developmental issues by the end of 2029														
Programme: Community Research and Censuses Programme														
218.	Public perception of waste collection services and environmental cleanliness by Dec. 2028	AWMA					13,310.00		10,781.10		√		Statistics Department	Dev't Planning, SW&CD
Total Cost per Source of Funding (GH₵)							**15,742,825.00**	**17,355,666.19**	**45,131,227.89**	**3,606,534.37**				
ANNUAL ACTION PLAN COST(GH₵)							**81,836,253.91**							

6.1.4 Annual Action Plan for 2029

DEPARTMENT OF FINANCE														
Objective: 95% Revenue achieved and leakages sealed by the end of 2029														
Programme: Revenue Mobilization Programme														
No.	**Projects**	**Location**	**Time Frame**				**Cost**				**Project Status**		**Implementing Institution/Department**	
			Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others (Specify)**	**New**	**Ongoing**	**Lead**	**Collaborating**
1.	Quarterly revenue monitoring, mobilization and taskforce by Dec. 2029	AWMA							1,400,000.00		√		Finance	Admin, Audit, Budget, Depts/Units.
2.	Facilitate • T&T and call credit for revenue collectors • Purchase of value books by Dec. 2029								300,800.00		√		Finance	
Objective: Reduce financial infraction in the Auditor General's report to below 1% by the end of 2029														
Programme: Financial Management Programme														
3.	Organize • Training on the International Public Sector Accounting Standard (IPSAS) • Training on PFM Act,2016 Act 921 by Dec. 2029	CAGD							220,800.00		√		Finance	All MMDA's
4.	Validation of quarterly financials by CAGD by Dec. 2029	CAGD							95,040.00		√		CAGD RCC	All MMDA'S

5.	Preparation of monthly and annual financial statements by Dec. 2029	AWMA						90,600.00		√		Finance	Audit, Budget, Procurement, Stores
DEPARTMENT OF AGRICULTURE													
Objective: Increase climate-smart agricultural practices among 300 farmers from 50% to 70% by the end of 2029													
Programme: Agriculture Modernization Programme													
6.	Organize • 4No. training sessions for farmers on gaps/climate-smart agriculture • Study tour for farmers by Dec. 2029	AWMA					5,788.10		51,745.84		√		Agric	RAD, Transport
7.	Facilitate • Crop/Livestock demonstration for farmers on improved technology • Promote Rabbit Rearing by Dec. 2029	AWMA							16,821.00		√		Agric	RAD
8.	Organize Municipal farmers day celebration by Dec. 2029	AWMA						145,530.00	97,020.00		√		Agric	
Objective: Increase the adoption of home and backyard gardening from 100 to 200 households by the end of 2029													
9.	Promote • Home/backyard gardening in 200 homes/10 schools • Small-holder household fish farming by Dec. 2029	AWMA						34,728.76	197,143.59		√		Agric	Dev't Planning, Procurement
Objective: Income-generating agricultural activities for 200 women by the end of 2029													

10.	Demonstration for women on agro-processing/ income generation by Dec. 2029	AWMA						12,270.83		√		Agric	RAD, Social Welfare
11.	Organize Municipal food fair to promote local foods by Dec. 2029	AWMAA						37,291.73		√		Agric	Admin
Objective: 40% to 80% surveillance in livestock and crops increased by the end of 2029													
12.	Organise • Routine Surveillance • Surveillance and monitoring of pests and diseases on farms • Anti-Rabies Vaccination by Dec. 2029	AWMA					7,177.25	11576.25	28,131.21		√		Agric	Procurement, Transport
Objective: Build 100% capacity of all field staff in modern agricultural tools and techniques by the end of 2029													
13.	Ensure Effective Office Administration by Dec. 2029	AWMA					4,051.70		26,377.37		√		Agric	Procurement
14.	Organize • Quarterly technical review meeting • Management meeting • Staff meeting by Dec. 2029	AWMA					5,209.31		15,743.70		√		Agric	
15.	Facilitate • Staff Training • Capacity of staff on Improved Modern Agricultural Tools by Dec. 2029	AWMA					5,209.31		8,334.90		√		Agric	

16.	Organize the RELC Planning Session by Dec. 2029	AWMA						8,479.60		√		Agric	
Objective: Increase 60% of farmer-based cooperatives by the end of 2029													
17.	Farmer group formalization by Dec. 2029	AWMA						11,576.25		√		Agric	
Objective: 80% to 98% M&E of Agric operations improved by the end of 2029													
Programme: Monitoring and Evaluation Programme													
18.	Organise • MAO monitoring and supervision • MDA monitoring • MPCU monitoring • AEA Farm & Home Visit by Dec. 2029	AWMA					13,428.10		69,489.91		√		Agric	MPCU
DEPARTMENT OF COPERATIVES													
Objective: 50% increase in registered and operational cooperative societies by the end of 2029													
Programme: Cooperative Programme													
19.	Organize • Sensitization and education for forming cooperatives • Stakeholders' meetings in educational and financial institutions • Capacity-building training for executives and members of cooperative societies by Dec. 2029	AWMA					32,742.60				√		Cooperatives	CUA

20.	Registration • Groups into a cooperative • Farmers' groups by Dec. 2029	AWMA					7,986.00				√		Cooperatives	CUA, Agric
Objective: 80% increase in compliance and regulatory framework of cooperatives by the end of 2029														
Programme: Monitoring and Evaluation Programme														
21.	Facilitate • Audit of all cooperative societies • Supervision of annual general meetings of audited societies • Visitation and inspection of societies at meetings and offices by Dec.2029	AWMA					25,289.00				√		Cooperatives	
DEPARTMENT OF BUSINESS ADVISORY CENTER (BAC)														
Objective: Support 60% of MSMEs with business advice and counselling services by the end of 2029														
Programme: Business Development Services Programme														
22.	Organize • 2 No. Training on financial management and bookkeeping • 2 No. Kaizen concept for MSMEs • Digitalization in marketing and branding for 120 MSMEs by Dec. 2029	AWMA					113,545.45				√		BAC	Cooperative, Agric, Social Welfare, GEA, JICA
23.	Facilitate	AWMA					61,309.30				√		BAC	Fire Service, Cooperative, Transport,

	• OSHEM (Occupational, Safety, Health and Environment) for 40 MSMEs • Business counselling and advisory Services for 200 MSMEs • Follow-ups, Monitoring and Evaluation on 80 MSMEs by Dec. 2029													Agric, Dev't Planning
24.	Train 300 Youth in Entrepreneurship by Dec. 2029	AWMA					45,686.30				√		BAC	Cooperative, Finance
Objective: Formalize 80% of informal MSMEs and start-ups by the end of 2029														
25.	Conduct • Regularization of 120 informal businesses with various regulatory bodies • 2 No. Step-by-step coaching, checklists, and help desks by Dec. 2029	AWMA					90,882.70				√		BAC	GEA, ORC, GSA, FDA, Dev't Planning, Finance, Env't Health
Objective: 15% to 35% increase in participation of MSMEs in consultative forums by the end of 2029														
26.	Organize 2 No. Business Stakeholders Forum by Dec. 2029	AWMA					37,217.42				√		BAC	Cooperative, Agric, Social Welfare
Objective: Train 1,000 youth in vocational skills by the end of 2029														
Programme: Local Economic Development Programme														

27.	Conduct • Sensitization on Local Economic Development • Train 150 post apprentices in business development • Apprenticeship/Technical Training and Skills Development by Dec.2029	AWMA					29,288.38		179,685.00		√		BAC	Agric, Dev't Planning, Finance, Cooperatives, NYA, Social Welfare
28.	Create Local Economic Development Forum by Dec. 2029	AWMA							13,310.00		√		BAC	Agric, Cooperatives
CENTER FOR NATIONAL CULTURE														
Objective: Achieve 80% participation of youth in cultural and tourism activities in the Municipality by the end of 2029														
Programme: Tourism and Culture Programme														
29.	Organize • 1-day workshop on storytelling for twenty (20) primary teachers • 1-day competition in storytelling for ten (10) primary schools • 2 days training in fabric fan making • 5-day arts and crafts bazaar for 20 Visual Artists by Dec. 2029	AWMA							65,600.00		√		Culture	Education
30.	Organise trade shows on tourism potential in the Municipality by Dec. 2029	AWMA							44,770.00		√		Culture	
DEPARTMENT OF HEALTH														
Objective: At least two functional public health facilities provided within the Municipality by the end of 2029														

Programme: CHPS/Health Infrastructure Programme														
31.	Organise • Capacity Building of staff on the proper use, maintenance, and repair of medical equipment • Capacity building of staff to provide efficient and quality health services by Dec. 2029	AWMA							29,040.00		√		Health	ICD -GHS, Procurement
Objective: 24-hour service delivery within all public health facilities by the end of 2029														
32.	Development of clear protocols for 24-hour operations, including emergency response Plans by Dec. 2029	AWMA							79,860.00		√		Health	ICD-GHS
Objective: Public health facilities equipped with at least 95% of the essential medical supplies and equipment by the end of 2029														
33.	Inventory assessment yearly to identify gaps and needs in the health infrastructure by Dec. 2029	AWMA							423,258.00		√		Health	Works, Procurement
34.	Inspection and testing of medical equipment to ensure functionality and safety by Dec. 2029	AWMA							106,480.00		√		Health	Procurement
35.	Procurement of furniture and medical equipment for CHPS services by Dec. 2029	AWMA							931,700.00		√		Health	Procurement
Objective: 95% minimum coverage of all antigens achieved in the Expanded Program of Immunization by the end of 2029														
Programme: EPI Programme														

36.	Implementation of vaccination campaigns and routine immunizations by Dec. 2029	AWMA							189,002.00	532,400.00	√		Health	EPI -RHD
37.	Facilitate • Capacity building of healthcare workers on immunization protocols, vaccine management, and communication strategies • Build capacity on data collection mechanisms to capture disease reports from various sources - health facilities and laboratories • Train healthcare workers on disease surveillance, reporting, and response protocols by Dec. 2029	AWMA							59,880.00		√		Health	EPI-RHD
Objective: Disease surveillance system strengthened to report and respond to outbreaks within 48 hours by the end of 2029														
38.	Develop communication networks for disease reporting and response by Dec. 2029	AWMA							17,303.00		√		Health	ISD
Objective: Public awareness campaigns on disease prevention and control measures conducted at least twice every year by the end of 2029														
Programme: Health Promotion Programme														
39.	Development of educational materials • Substance Abuse • NCD • Disease prevention by Dec. 2029	AWMA							93,170.00	106,480.00	√		Health	NCCE, Social Welfare, ISD, Education

40.	Training of CHWs to disseminate information and promote disease prevention measures by Dec. 2029	AWMA							66,550.00		√		Health	ISD
41.	Collaborate with local media outlets to broadcast public health messages by Dec. 2029	AWMA							26,620.00		√		Health	ISD, MIS
42.	Develop and use social media platforms to reach a wider audience by Dec. 2029	AWMA							15,510.00		√		Health	ISD, MIS
Objective: At least 80% of the target population reached with public awareness campaigns about the risk of substance abuse by the end of 2029														
43.	Organization of town hall meetings, workshops, and awareness walks • Substance Abuse • NCD • Disease prevention • Malaria prevention programmes • Immunization by Dec. 2029	AWMA							26,620.00		√		Health	ISD, Dev't Planning, Env't Health
44.	Community engagement with leaders and influencers • Substance Abuse • NCD • Disease prevention • Malaria prevention programme • Immunization by Dec. 2029	AWMA							106,480.00		√		Health	Admin

45.	Dissemination of educational materials to schools, churches, mosques by Dec. 2029	AWMA						53,240.00		√		Health	ISD, Admin
46.	Community education and sensitization. • Available services and hours of operation. • Substance Abuse • NCD • Disease prevention • Malaria prevention • Immunization by Dec. 2029	AWMA						39,930.00		√		Health	Education, ISD, Social Welfare
Objective: Reduce premature mortality associated with NCD by 25% by the end of 2029													
Programme: NCD Programme													
47.	Screening programmes for NCDs (hypertension, Diabetes, Cancers) by Dec. 2029	AWMA						79,860.00	26,620.00	√		Health	NCCE, ISD
48.	Training and capacity building on NCDs by Dec. 2029	AWMA						133,100.00		√		Health	
Objective: Reduce the incidence of NCDs by 50% by the end of 2029													
49.	Development of a surveillance system to track NCD-related data, including mortality and risk factors by Dec. 2029	AWMA						106,480.00		√		Health	
Objective: Data captured on all persons reporting to the health care facilities as cases of substance abuse by the end of 2029													
Programme: Mental Health Programme													

50.	Develop a standardized reporting form to collect relevant data on substance abuse cases by Dec. 2029	AWMA							66,550.00		√		Health	ICD-RHD
Objective: At least 80% of the target population reached with public awareness campaigns about the risk of substance abuse by the end of 2029														
51.	Training for healthcare providers on identifying and reporting substance abuse cases by Dec. 2029	AWMA							106,480.00		√		Health	Social Welfare
Objective: Establish a mental health unit in all public health facilities by the end of 2029														
52.	Designate space in health facilities for this unit by Dec. 2029	AWMA							93,170.00	133,100.00	√		Health	Works
Objective: Establish mental health units in 40% of private health facilities by the end of 2029														
53.	Establish referral systems to ensure seamless care and support by Dec. 2029	AWMA							13,310.00		√		Health	
DEPARTMENT OF EDUCATION														
Objective: 90% access to education for all school-age children by Dec. 2029 to promote equal opportunities by the end of 2029														
Programme: Access to Education Programme														
54.	Organize • My first day at school • Menstrual Hygiene Day Celebration by Dec. 2029	All Schools						45,464.00	31,697.00		√		Education	
55.	Organize • 2 days under 13 (inter-district) games in soccer, netball, volleyball and handball in basic school	Bawaleshie school park						28,241.00	23,191.00		√		Education	

	• One day inter schools' athletics competition by Dec. 2029	Elwak sports stadium												
56.	Organize mock for final year JHS students in the public basic Schools by Dec. 2029	All final year learners						57,392.00			√		Education	
57.	Infrastructural Development in some Schools by Dec. 2029	Bethany ATTRACO Schs							400,000.00		√		Education	
58.	Monitoring of the public basic schools and BECE Examination by Dec. 2029	All schools							111,636.00		√		Education	
59.	Supply of furniture for public schools by Dec. 2029	AWMA							665,000.00		√		Education	Procurement
60.	Supply of computer and accessories for public schools by Dec. 2029	AWMA							950,000.00		√		Education	Procurement
Objective: 50% to 70% increase in rate of interest in STEM by the end of 2029														
Programme: Science Technology, engineering, and Mathematics (STEM) Education Programme														
61.	Facilitate • Municipal Science, Technology, Mathematics, Innovation, Education (STMIE) Exhibition • Participating in Regional Science, Technology, Mathematics, Innovation, and Education (STMIE) Camping by Dec. 2029	AWMA						67,756.00			√		Education	

Objective: At least twenty (20) in service training and workshops for teachers and Officers organised by the end of 2029														
Programme: Capacity Building Programme														
62.	Organize • One-day school performance appraisal meeting (SPAM) for stakeholders • Professional learning development for teachers • Training on Differentiated Learning • Schools march parade and KIDDIE March by Dec. 2029	Pentecost Church Roman Ridge All schools						79,263.00	180,000.00		√		Education	
63.	Seminars and conferences for directors by Dec. 2029	AWMA							21,961.000		√		Education	
DEPARTMENT OF SOCIAL WELFARE AND COMMUNITY DEVELOPMENT														
Objective: At least 90% child right promotion and protection awareness improved by the end of 2029														
Programme: Child Rights Promotion and Protection Programme														
64.	Child right promotion and protection activities, child maintenance, access custody, family welfare a general welfare of children in need of care and protection by Dec. 2029	AWMA							10,648.00	(33,275.00) UNICEF	√		DSW&CD	Preschools DOVVSU Ass. Members Residential Homes
65.	Facilitate tracing and reintegration by Dec. 2029	AWMA							9,317.00		√		DSW&CD	Assembly & Community Members
Objective: Reduce the incidence of missing, abandoned, stranded, abused, non -maintenance, custody and access cases from 80% to 30% by the end of 2029														

66.	Conduct Social investigations on Missing, abandoned, stranded, abused children by Dec. 2029	AWMA						13,310.00		√		DSW&CD	Assembly & Community Members
Objective: Capacity building for Care Givers increased from 50 & to 80% by the end of 2029													
67.	Training and capacity building for caregivers and attendance of Early childhood Development Center by Dec. 2029	AWMA						14,641.00		√		DSW&CD	Early Childhood Dev't Centre, Operators Caregivers Attendants
Objective: 90% PWD's, aged and vulnerable groups supported and empowered by the end of 2029													
Programme: Vulnerability Programme													
68.	Facilitate • Identification, and collection of data on Persons with Disability • Social Investigation by Dec. 2029	AWMA					12,777.60	3,993.00		√		DSW&CD	PWD's
69.	Facilitate the • Support and empower Persons with Disability • Support and assistance to the needy and vulnerable • Training for occupational empowerment by Dec. 2029	AWMA					253,449.02	39,930.00		√		DSW&CD	Disability Organizations, Assembly Members, Beneficiaries NGO's
70.	Facilitate • DFMC meeting	AWMA						50,737.72	19,246.26	√		DSW&CD	NCPD, GFD

	• Initiate and supervise the Disbursement Process for persons with disabilities • Expenses on persons with disability on day of disbursement by Dec. 2029												DFMC Members, PWD's Resource Person
Objective: At least 95 % of vulnerable and indigenes identified and enrolled on NHIS by the end of 2029													
71.	Enrollment of vulnerable by Dec. 2029	AWMA							12,351.68		√		DSW&CD	NHIS Beneficiaries
Objective: Empower 1000 women and youth by the end of 2029													
Programme: Local Economic Development Programme													
72.	Organise skills training • Wig Cap • Soya beans processing • Freshener, toilet wash and floor cleaner • Decoration art by Dec. 2029	AWMA							188,815.66		√		DSW&CD	Assembly & Community Members, Resource Person, NGO's, FBO
Objective: 85% community sensitization programmes on gender-based violence conducted by the end of 2029													
Programme: Gender Empowerment Programme													

73.	Undertake advocacy, sensitization, education and awareness creation on social issues, health, environmental, economic issues eg. Menstrual hygiene by Dec. 2029	AWMA						9,982.50		√		DSW&CD	Assembly & Community Members, Schools, Gender Desk Person, Education, Health, Env't Health
74.	Gender based violence intervention activities and programs. eg. Menstrual Hygiene by Dec. 2029	AWMA						9,982.50		√		DSW&CD	Assembly & Community Members, Schools, Gender Desk Person, Education, Health, Env't Health
Objective: Improve M&E activities from 40% to 80% by the end of 2029													
Programme: Monitoring and Evaluation Programme													
75.	Monitoring of • Utilization of the Funds • LEAP and Social Protection programmes by Dec. 2029	AWMA					10,648.00	9,317.00		√		DSW&CD	PWD's Beneficiaries Community, Assembly Members

76.	Monitoring and supervising the activities of Non-Governmental Organization (NGO's) by Dec. 2029	AWMA							13,310.00		√		DSW&CD	NGO
77.	Monitoring, supervising, and facilitating the registering and processing of Early childhood development centres by Dec. 2029	AWMA							11,979.00		√		DSW&CD	Early Childhood Dev't Centre Operators, Caregivers Attendants
NATIONAL YOUTH AUTHORITY (NYA)														
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029														
Programme: National Apprenticeship Programme														
78.	Facilitate • Train and equip youth on apprenticeship skills – e.g., Dressmaking • Train and equip 200 youth on Commercial Riding – Okada by Dec. 2029	AWMA								125,239.11	√		NYA	Dev't Planning, TVET, Regt. Master Craftsperson, NRSA, Roads, YEA
79.	Facilitate • Register 500 unemployed youth • Select and vet qualified artisans in trade • Monitoring and Evaluation of apprentices by Dec. 2029	AWMA							12,750.98	14,641.00	√		NYA	**A**gric, Dev't Planning,

80.	Capacity building for staff by Dec. 2029	AWMA						1,398.00		√		NYA	HRM, Dev't Planning
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029													
Programme: AgriNext Programme													
81.	Facilitate • Support 50 graduates in the Agric value chain • Provide start-up kits for 50 youth in the Agric value chain by Dec. 2029	AWMA							936,010.28	√		NYA	**A**gric., Dev't Planning
82.	Organize a 2-day training for 100 youth on the Agric value chain – AgriNext by Dec. 2029	AWMA							11,626.30	√		NYA	**A**gric, Dev't Planning
Objective: Provide comprehensive health education to 1000 adolescents and youth within the Municipal 13 schools by the end of 2029													
Programme: Health Promotion Programme													
83.	Organize • 2No.sensitization on Adolescent Reproductive Health • 2No. sensitization on substance abuse • 2No. sensitization on mental health and well-being (Substance Abuse) by Dec. 2029	AWMA						69,467.31		√		NYA	Health, PPA Education, Dev't Planning, AIDS Comm. PPAG
YOUTH EMPLOYMENT AGENCY (YEA)													
Objective: 60% reduction in youth unemployment by the end of 2029													
Programme: Human Capital Development and Management													

84.	Facilitate • Public education and sensitization exercise • Registration and recruitment of beneficiaries for YEA modules • Headcount of YEA beneficiaries • Frequent monitoring and evaluation of beneficiaries by Dec. 2029	AWMA						45,982.00		√		YEA	
85.	Organise • Youth Training • Digital skills for livelihood • Capacity building workshop by Dec. 2029	AWMA						114,466.00		√		YEA	Security Services, Ghana Police Service, Env't Health
DEPARTMENT OF SPORTS													
Objective: At least 50% community involvement in Sports and recreational programs by the end of 2029													
Programme: Sport Development Programme													
86.	Organise • Participate in the inter-district sports festivals • Quarterly inter-community and inter-school fun games • Annual sports festival by Dec. 2029	AWMA						140,965.00		√		Sports	NSA-Greater Accra, NYA
Objective: Improve sport logistics from 10% to 50% by the end of 2029													
87.	Procurement of sport logistics by Dec. 2029	AWMA						24,200.00		√		Sports	Procurement

Objective: 80% youth trained in Sports management by the end of 2029													
88.	Organize 3 days coaches' clinic for 36 males and females by Dec. 2029	AWMA						33,014.85		√		Sports	BAC, YEA
BIRTH AND DEATH REGISTRY													
Objective: 30% to 90% coverage for birth registrations achieved by the end of 2029													
Programme: Birth Registration Programme													
89.	Organise mass registration on birth registration by Dec. 2029	AWMA						29,403.00		√		Birth & Death	Ghana Health Service
Objective: At least 80% of death registration by the end of 2029													
Programme: Death Registration Programme													
90.	Organise mass registration on death by Dec. 2029	AWMA						39,135.03		√		Birth & Death	Ghana Health Service
Objective: 70% of households' outreach campaigns conducted by the end of 2029													
91.	Organise community outreach on birth and death registration by Dec. 2029	AWMA						24,919.40		√		Birth & Death	Ghana Health Service
92.	Quarterly update of birth and death registration by Dec. 2029	AWMA						19,831.90		√		Birth & Death	
ENVIRONMENTAL HEALTH UNIT													
Objective: Ensure a safe and conducive environment for residents by the end of 2029													
Programme: Safe Environment Programme													
93.	Organize Sensitization on • Solid waste management • Control of noise, air quality	AWMA					50,072.22		13,323.31		√		Env't Health	EPA, Police Service, Assembly Members, Breath Accra

	• Promotion of household toilet by Dec. 2029												GARID, NADMO
94.	Organize • Routine premises & churches inspection • Public Hygiene Education by Dec. 2029	AWMA					47,436.84				√		Env't Health	NCCE, Social Welfare
Objective: 60-80% improved sanitation in households and public spaces by the end of 2029														
Programme: Sanitation and Waste Management														
95.	Collection of Data and update of DESSAP by Dec. 2029	AWMA							57,202.39		√		Env't Health t	Dev. Planning, Statistic
96.	Evacuation of refuse heap and drain desilting to prevent flooding by Dec. 2029	AWMA					19,159.22		153,030.71		√		Env't Health	Works, Zoomlion
97.	Facilitate the • Control of weeds & street Beautification • Disinfection and fumigation • Procurement of Cleansing materials and PPEs by Dec. 2029	AWMA					50,391,22		302,673.40		√		Env't Health	Tax Force, Police Service, Zoomlion, MSWR, Procurement
98.	Facilitate the Sanitation Improvement Programme by Dec. 2029	AWMA						779,267.23			√		Env't Health	

99.	Monthly clean up exercise to prevent the outbreak of communicable diseases by Dec. 2029	AWMA					177,071.18		578,404.42		√		Env't Health	Ass. Members, Residence Association
Objective: 95% increase in public health enforcement and compliance by the end of 2029														
Programme: Law Enforcement Programme														
100.	Enforcement of Bye Laws and Prosecution by Dec. 2029	AWMA					22,254.56				√		Env't Health	Tax force, Police Service, Judiciary
Objective: Strengthen food safety practices and regulatory compliance across the Municipality by the end of 2029														
Programme: Food Hygiene and Security Programme														
101.	Facilitate • Mass medical screening • Nutrition intervention programmes • Printing food vendors cards by Dec. 2029	AWMA							61,667.90		√		Env't Health	Procurement, Finance
NATIONAL DISASTER MANAGEMENT ORGANISATION (NADMO)														
Objective: Reduce the vulnerabilities (risk) and impact of disasters from 25% to 50% by the end of 2029														
Programme: Disaster Management & Prevention Programme														
102.	Organise • Hold Disaster Committee Meetings • World Disaster Day Celebration by Dec. 2029	AWMA							126,116.11		√		NADMO	Relevant Agencies
Objective: Strengthen risk assessment and early warning system forecasting from 15%-50% by the end of 2029														

103.	Prepare Disaster Risk Preparedness Plan by Dec. 2029	AWMA							16,637.50		√		NADMO	
Objective: 10% - 50% increment of relief support to Disaster Victims by the end of 2029														
104.	Procure Relief Items by Dec. 2029	AWMA							235,686.83		√		NADMO	Procurement
Objective: Build 100% capacity of NADMO staff for Disaster management by the end of 2029														
105.	Staff Training by Dec. 2029	AWMA							10,490.28		√		NADMO	NADMO Hydro Dept. HQ, GMET
Objective: At least 70% road accidents reduced by the end of 2029														
Programme: Road Safety Programme														
106.	Organize road safety campaign in various Lorry Stations, Churches, Mosques and Markets by Dec. 2029	Lorry Stations							39,988.05		√		NADMO	RSA., MTTD., etc.
Objective: 90% climate change effects reduced by the end of 2029														
Programme: Climate Change Adaption Programme														
107.	Tree Planting Exercise by Dec. 2029	Municipal wide							219,615.00		√		NADMO	FC, Assembly Members, School
108.	Climate change sensitization programs by Dec. 2029	Municipal wide							46,207.00		√		NADMO	Hydro Dept., NADMO HQ
Objective: Achieve 60% reduction in fire outbreaks in high-risk communities by the end of 2029														
109.	Sensitization on fire outbreak by Dec. 2029	Municipal wide							14,241.70		√		NADMO	
Objective: 90% disaster preparedness and response timeliness improved by the end of 2029														

Programme: Monitoring and Evaluation Programme													
110.	Monitoring & Evaluation of Flood Prone areas & Other Disaster Risk by Dec. 2029	Flood Prone Areas							119,939.07		√		NADMO	Physical Planning, Works
DEPARTMENT OF WORKS														
Objective: Ensure 90% of all Municipal infrastructure is safe, sustainable and disability friend by the end of 2029														
Programme: Municipal Infrastructure Programme														
111.	Construction of a Community Library at Roman Ridge by Dec.2029	Roman Ridge							1,200,000.00		√		Works	Procurement, Dev't Planning, Education
112.	Construction of Classroom block at Bethany School by Dec.2029	Dzorwulu						2,000,000.00			√		Works	Procurement, Dev't Planning, Education
113.	Construction of 18-unit classroom block at Westland by Dec.2029	West Legon						1,500,000.00			√		Works	Procurement, Dev't Planning, Education
114.	Construction of Public Health Infrastructure at Westland by Dec.2029	West Legon						1,600,000.00			√		Works.	Procurement, Dev't Planning, Health
115.	Completion of the Library at La Bawaleshie School by Dec.2029	Bawaleshie							1,000,000.00		√		Works	Procurement, Dev't

													Planning, Education
116.	Construction of 24-Hour Economy Market by Dec. 2029						7,598,864.02			√		Works	
117.	Renovation of 6-unit at ATTRACO Basic School by Dec.2029	Mempehuasem						900,000.00 0		√		Works	Procurement, Dev't Planning, Education
118.	Maintenance of Dzorwulu Police Station by Dec. 2029	Legon						950,000.00		√		Works	Dzorwulu Police Station
119.	Installation and Maintenance of Street Lights by Dec.2029	Municipal Wide					80,000.00	80,000.00		√		Works	Procurement, Dev't Planning, Ass. Members
Objective: Reduce 70% of unauthorized structures and Slums expansions by the end of 2029													
Programme: Development Control Programme													
120.	Facilitate • Demolition exercises • Regularization of temporary structure by Dec.2029	AWMA						316,778.00		√		Works	Physical Planning, Roads
121.	Procurement of construction materials, petty tools and development control tools by Dec.2029	AWMA						77,240.00		√		Works	Management, Procurement
DEPARTMENT OF ROADS													
Objective: Ensure 90% Road Infrastructure is safe for motorists and pedestrians by the end of 2029													

Programme: Routine Maintenance Programme													
122.	Facilitate routine road maintenance • Grading of gravel roads • Pothole patching of roads • Minor drainage repairs • Replacement of metal gratings by Dec. 2029	AWMA						1,987,500.00	875,000.00		√		Roads	
Objective: 80% local road paved by the end of 2029													
Programme: Periodic Maintenance Programme													
123.	Partial Reconstruction of Local by Dec. 2029	Westlands Abelenkpe					5,000,000.00	3,000,000.00			√		Roads	Works, Physical Planning
124.	Gravelling of Local Roads by Dec. 2029	Mempeasem					1,000,000.00				√		Roads	
Objective: Reduce 80% flooding incidence in hotspots area by the end of 2029													
Programme: Drain Construction & Maintenance Programme													
125.	Construction of Storm Drains by Dec. 2029	Mempeasem Bawaleshie					18,151,136.00				√		Roads	Works, Physical Planning
126.	Construction of Roadside Drains by Dec. 2029	Dzorwulu Bawaleshie							5,875,000.00		√		Roads	
127.	Desilting and cleansing of Open Drains to prevent flooding by Dec. 2029	AWMA						537,500.00	812,500.00		√		Roads	
128.	Culvert Construction by Dec. 2029	Boundary Road					9,750,000.00				√		Roads	

		Christian Center												
129.	Desilting of Storm Channels by Dec. 2029	AWMA								900,000.00	√		Roads	
Objective: 85% vehicular-vehicular road crushes at signalized intersections reduced by 2029														
Programme: Road Safety and Traffic Management Programme														
130.	Construction of Pedestrian Walkway by Dec. 2029	Santana							1,812,500.00		√		Roads	
131.	Construction of footbridge by Dec. 2029	Airport East Legon						2,500,000.00			√		Roads	
132.	Replacement of Road Signs by Dec. 2029	AWMA							187,500.00		√		Roads	
133.	Construction of Speed Humps by Dec. 2029	East Legon, Abelenkpe							300,000.00		√		Roads	
134.	Traffic Light Supervision by Dec. 2029	AWMA						90,000.00			√		Roads	
Objective: Reduce 50%-night accidents attributable to visibility by the end of 2029														
135.	Maintenance and installation of Streetlights by Dec. 2029	AWMA							1,750,000.00		√		Roads	
PHYSICAL PLANNING DEPARTMENT														
Objective: Ensure 95% local Plans are updated and documented by the end of 2029														
Programme: Spatial Planning and Settlement Management Programme														
136.	Update the East Legon Extension Local Plans by Dec. 2029	AWMA							116,745.00		√		PPD	LUSPA

													Technical Sub Members, SPC Members
Objective: Turnaround time for processing Development Permit applications reduced from 27 days to 20 days by the end of 2029													
137.	Organize • 12 No. technical- subcommittee inspections • 12 No. technical- subcommittee • 12 No. spatial Planning committee meetings by Dec. 2029	AWMA						557,342.94		√		PPD	Tech Sub Members
Objective: Improve the Physical Planning Department logistics from 40% to 80% by the end of 2029													
138.	Landscaping and beautification of open spaces to improve urban greening by Dec. 2029	AWMA						190,000.00		√		PPD	Consultancy
Objective: 100% street name and property addressed by the end of 2029													
139.	Organize 4 No. Street Naming Meeting by Dec. 2029	AWMA						45,280.00		√		PPD	SAT Members
140.	Maintenance of street name installations by Dec. 2029	AWMA						90,000.00		√		PPD	Consultancy
TRANSPORT DEPARTMENT													
Objective: At least 80% of terminals complying with National Road Safety Regulations Act by the end of 2029													
Programme: Urban Transport Services Programme													
141.	Organize sensitization exercise for key stakeholders on urban passenger	AWMA						56,619.00		√		Transport Dept.	GPRTU, Terminal Operators,

	transport services and by law operational procedures by Dec. 2029													Transport Unions
142.	Conduct route monitoring and enforcement activities by Dec. 2029	AWMA							62,280.00		√		Transport Dept.	GPRTU, Transport Union
143.	Update public transport, operators, vehicles, drivers and terminals by Dec. 2029	AWMA							68,508.00		√		Transport Dept.	
Objective: Improve road safety interventions from 20% to 60% by the end of 2029														
144.	Organize road safety campaign and sensitization for Transport Union and vehicle users by Dec. 2029	AWMA							75,358.00		√		Transport Dept.	GPRTU, Terminal Operators, Transport Unions, Roads
GENERAL ADMINISTRATION DEPARTMENT														
Objective: 100% of Assembly and Committee meetings organized according to schedule by the end of 2029														
Programme: Meeting Coordination Programme														
145.	Organize • 5 No. General Assembly meetings • 5 No. Executive Committee meetings by Dec. 2029	AWMA							1,075,601.10		√		Admin	Budget, Finance, Dev't Planning
146.	Organize • 12 No. Finance & Admin. Sub-committee meetings	Dzorwulu							769,863.76		√		Admin	Budget, Finance, Social Welfare,

	• 5 No. Development Planning Sub-committee meetings • 5 No. Works Sub-committee meetings 4 No. Social Service Sub-committee meetings • 4 No. Justice & Security Sub-committee meetings • 4 No. LED Committee meetings • 4 No. Sports & Recreation Sub-committee meetings by Dec. 2029												Education, Dev't Planning, Works
147.	Organize • 12 No. Management meetings • 12 No. MUSEC meeting • 8 No. Audit Committee meeting by Dec. 2029	Dzorwulu							724,788.07		√		Admin	Budget, Finance, Audit, Police Service
148.	Organize 5 No. National celebrations (World Aids Day, Independence Day, Farmers Day, Sallah, Homowo) by Dec. 2029	Dzorwulu							505,114.50		√		Admin	Budget, Finance, Dev't Planning, Agric
149.	Organize 2 No. Inter-Sectoral Stakeholder Engagement meetings by Dec. 2029	Dzorwulu							151,797.89		√		Admin	Budget, Finance, Dev't Planning

150.	Organize • 4 No. District Health Management • 4 No. Mun. Education Oversight Committee • 4 No. PRCC • 4 No scholarships Committee • 4 No. HIV/AIDs Committee meetings by Dec. 2029	Dzorwulu						340,696.07		√		Admin	Budget, Finance, Health, Education, Dev't Planning
151.	Award scholarships to Brilliant but Needy students by Dec. 2029	Dzorwulu						117,128.00		√		Admin	Budget, Finance, Education
152.	Facilitate monitoring of Sub-structures by Dec. 2029	Dzorwulu						106,235.10		√		Admin	Budget, Finance, Dev't Planning
153.	Conduct • Church/Marriage Monitoring Activities • Inspection of Churches for Registration of Marriages by Dec. 2029	Dzorwulu						45,504.23		√		Admin	
154.	Facilitate 12 No. monthly mobilization for Assembly members by Dec. 2029	Dzorwulu						605,258.94		√		Admin	Budget, Finance

155.	Organize • 3No. sensitization programmes on HIV/AIDs in schools and communities • Sports and Health Activities • School Feeding Activities by Dec. 2029	Dzorwulu						262,073.90		√		Admin	Budget, Finance, Dev't Planning
156.	Facilitate • GALGA Conference • DPA/CPA Training Programmes by Dec. 2029	Dzorwulu						204,974.00		√		Admin	
157.	Facilitate • Security operations • Procurement logistics for security service by Dec. 2029	Dzorwulu						996,652.80		√		Admin	
158.	Facilitate • Procure Marriage Registration Materials • Payment of Legal Fees and Retainer Services by Dec. 2029	Dzorwulu						175,692.00		√		Admin	
159.	Facilitate • MP Projects • Records Management Activities by Dec. 2029	Dzorwulu						105,149.00		√		Admin	
CLIENT SERVICE UNIT													

Objective: Achieve at least 80% of the public access to the client Service Unit by the end of 2029														
Programme: Client Service Improvement Programme														
160.	Organize public awareness campaigns on services and procedures by Dec. 2029	AWMA							45,000.00		√		Client Service	MIS, Information
161.	Organise customer Service Week by Dec. 2029	AWMA							30,000.00		√		Client Service	MIS, Information
162.	Capacity building for staff by Dec. 2029	AWMA							65,000.00		√		Client Service	MIS, Information
HUMAN RESOURCE DEPARTMENT														
Objective: At least 95% capacity building Plan implemented by the end of 2029														
Programme: Capacity Building Programme														
163.	Facilitate the implementation of Capacity building programs by Dec. 2029	AWMA					129,476.68		55,902.00		√		HR	Budget, Finance, Dev't Planning
164.	Facilitate • Local government Service protocols • Professional training for career progression Dec. 2029	OHLS GIMPA							125,840.00		√		HR	Budget, Finance
Objective: 100% training needs assessed by the end of 2029														
165.	Carry out training needs assessments by Dec. 2029	AWMA							3,993.00		√		HR	Admin
Objective: 80% of staff health, safety and work environment improved by the end of 2029														
Programme: Staff Management Programme														

166.	Facilitate the implementation of appraisal schedule by Dec. 2029	AWMA							26,620.00		√		HR	Admin
167.	Organize • Staff durbars • Staff performance management • Health screening for staff by Dec. 2029	AWMA							133,100.00		√		HR	Admin, Finance, Health
168.	Carry out • Monthly salary validation • Monitoring of security personnels/ Refuse Laborers by Dec. 2029	AWMA							46,585.00		√		HR	Finance, Security, Env't Health
169.	Facilitate • Provision of Support for staff welfare • Retirement packages and send off packages for national service personnel by Dec. 2029	AWMA							99,285.00		√		HR	Admin
PROCURMENT UNIT														
Objective: 100% compliance with E-Procurement System (GHANEPS) by the end of 2029														
Programme E- Procurement Programme														
170.	Prepare 4 no. procurement Plan and update by Dec. 2029	AWMA							59,114.32		√		Procurement	ETC
171.	Organize • 20 No. tender opening meeting • 60 No. tender evaluation meetings	AWMA							332,565.87		√		Procurement	ETC

	• 15 No. tender committee meetings • 5 No. regional tender committee meetings • Market survey for common user items by Dec. 2029												
ESTATE UNIT													
Objective: 100 % Maintenance of Assembly Asset by the end of 2029													
Programme: Operation and Maintenance Programme													
172.	Maintenance of Assembly's properties by Dec. 2029	AWMA							439,230.00		√		Estate	Works, Budget, Procurement
173.	Facilitate • Payment of ECG Utilities • Payment of GHWCL Utilities by 2029	AWMA							856,185.50		√		Estate	Finance, Budget, Audit
174.	Facilitate A/ C Servicing by Dec. 2029	AWMA							263,538.00		√		Estate	Finance, Audit Procurement
Objective: Improve 100% office equipment and furniture by the end of 2029														
Programme: Asset Management Programme														
175.	Organize • Quarterly Assets Condition Assessment • Quarterly updating of Asset Register by Dec. 2029	AWMA							32,261.44		√		Estate	Finance, Budget, Audit, Stores

176.	Embossing of Office Equipment's by Dec. 2029	AWMA							4,658.50			√	Estate	Finance, Budget, Audit, Procurement
177.	Facilitate • Assembly's Office Accommodation Rental • Health Directorate rental by Dec. 2029	AWMA							1,900,426.00		√		Estate	Finance, Budget, Audit
178.	Procurement of Equipment's &materials for Embossment by Dec. 2029	AWMA							29,282.00			√	Estate	Procurement, Finance, Budget, Audit Stores
DEPARTMENT OF INFORMATION SERVICE														
Objective: Increase citizen awareness by 90% in national and local policies by the end of 2029														
Programme: Information Dissemination and Feedback Programme														
179.	Disseminate information, announcement, sensitization on government policies to residents 2029	AWMA							60,600.00		√		ISD	Finance, Media, Budget
Objective: 90% annual surveys on key issues and policies of government services by the end of 2029														
180.	Facilitate • Design and administer 4 questionnaires on topical issues • 4 No. market survey by Dec. 2029	AWMA							48,000.00		√		ISD	

Objective: At least 95% increase in community attendance at engagement fora by the end of 2029												
Programme: Community Engagement Programme												
181.	MCE's Community Engagement by Dec. 2029	AWMA				165,000.00		235,000.00		√		ISD	Media, Admin, Dev't Planning
Objective: 100% increase in media coverage of Assemblies activities by the end of 2029												
Programme: Media Coverage Programme												
182.	Organize Media Coverage of Assembly's activities by Dec. 2029	AWMA						41,000.00		√		ISD	Media, MIS
Objective: Provide 100% response to all RTI requests from public by Dec. 2029												
Programme: Right to Information (RTI) Law Implementation Programme												
183.	Educate public on RTI Law and Information requests by Dec. 2029	AWMA						30,000.00		√		ISD	NCCE
MANAGEMENT INFORMATION SYSTEMS (MIS) UNIT												
Objective. Deploy essential IT hardware and software required for optimal MIS operations by the end of 2029												
Programme: Deployment, Installation and Routine Maintenance Programme												
184.	Procurement • Anti-Virus • Microsoft Windows Server Application • Rack Server • UPS and Stabilizers Electronic Seal by Dec. 2029	AWMA						189,127.40		√		MIS	Budget, Finance, Procurement

185.	Hosting and License renewal • Hosting of the Server space for the CRM • Hosting of Website • SSL renewal • SMS data renewal for CRM by Dec. 2029	AWMA						133,100.00		√		MIS	Budget, Finance, Procurement
186.	Website Updating by Dec. 2029	AWMA						6,655.00		√		MIS	Depts/Unit
Objective: Improve IT equipment and logistics from 30% to 75% by the end of 2029													
187.	Annual maintenance • Computers • Printers • Fix Telephones by Dec. 2029	AWMA						66,550.00		√		MIS	All Departments
Objective: 90% BOP and PR bills printed annually by 31st January for the Planned period by the end of 2029													
Programme: Revenue Mobilization Programme													
188.	Printing of Bills • Business Operating Permit (BOP) • Property Rate by Dec. 2029	AWMA						78,650.00		√		MIS	Budget, Audit, Stores, Procurement, Finance
TRANSPORT UNIT													
Objective: 40% Increase of the Assembly's fleet of vehicles by the end of 2029													
Programme: Fleet Management Programme													
189.	Procurement of vehicle tires by Dec. 2029	AWMA						160,000.00		√		Transport Unit	Procurement

Objective: 80% reduction of down time of Assembly's fleet of vehicles by the end of 2029													
Programme: Operations and Maintenance Programme													
190.	Facilitate • Purchase of fuel and lubricants for Assembly's fleet of vehicles • Monthly fuel for HOD and unit heads • Procurement of 20no. vehicle logbooks by Dec. 2029	AWMA							2,272,150.00		√		Transport Unit	Admin, Finance
191.	Facilitate • Maintenance of Assembly's fleet of vehicles • Renewal of roadworthy and insurance certificate for Assembly's fleet of vehicle by Dec. 2029	AWMA							720,000.00		√		Transport Unit	Admin, Finance
INTERNAL AUDIT UNIT														
Objective: Assist Management reduce audit infractions and organizational risk by 95% by the end of 2029														
Programme: Internal Control Programme														
192.	Preparation of Audit Plan by Dec. 2029	AWMA							81,400.00		√		Internal Audit	IAA
193.	Carry out • 4 No. Quarterly Audit • 2 Special audits • Preparation and submission of Monthly ESPV audits by Dec. 2029	AWMA							172,480.00		√		Internal Audit	Procurement

Objective: Achieve 85% implementation of NACAP II by the end of 2029													
Programme: NACAP II Programme													
194.	Organise sensitizations on NACAP by Dec. 2029	AWMA							114,400.00				Internal Audit	Management
Objective: Reduce organizational risk by 95% by the end of 2029													
Programme: Risk Management Programme													
195.	Facilitate periodic review of Enterprise Risk Register by Dec. 2029	AWMA							105,600.00		√		Internal Audit	HR, Finance, Stores
DEVELOPMENT PLANNING UNIT													
Objective: Achieve at least 85% implementation of AAP annually by the end of 2029													
Programme: Planning, Coordination and Implementation Programme													
196.	Organize quarterly MPCU Meetings by Dec. 2029	AWMA							210,510.96		√		DPU	MPCU
197.	Preparation • 2030-2034 Medium Term Development Plan (MTDP) • 2030-2034 Zonal Council Development Plans by Aug. 2029	AWMA						343,785.00	595,445.00		√		DPU	MPCU Members, Zonal Council
198.	Facilitate the • Preparation of Concept Note • Preparation of Environmental and Social Safeguards for project implementation by end of 2029	AWMA							170,101.80		√		DPU	Safeguard Team

199.	Facilitate the implementation of Electoral Area Development Projects from April to Dec. 2029	AWMA						665,500.00	545,710.00		√		DPU	Procurement, Budget, Audit Finance, Works, Roads
Objective: 100% utilization of M&E results for PrePlanning by the end of 2029														
Programme: Monitoring and Evaluation Programme														
200.	Undertake monitoring and evaluation of projections programmes and projects in the Municipality by Dec. 2029	AWMA						194,858.40	186,286.76			√	DPU	MPCU Members, Technical Team
Objective: 100% increase in participation of stakeholders in town hall meetings by the end of 2029														
Programme Popular Participation Programme														
201.	Organize 2 No. PFM Town Hall meetings from March and Sept. 2029	AWMA						141,319.53	141,319.53		√		Dev't Planning	MPCU, Ass. Members, Unit Committee, Stakeholders
BUDGET AND RATING UNIT														
Objective: Develop Annual Composite Budgets to align with the Assembly's Medium-Term Development Plan by the end of 2029														
Programme: Budgeting, Monitoring and Evaluation Programme														
202.	Organise • Quarterly Budget Committee Meeting	AWMA							71,293.26		√		Budget & Rating	Heads of Management Cost Centres

	• Review of Composite Budget by Dec. 2029												
203.	Prepare and Gazetting 2029 Fee-Fixing Resolution by Dec. 2029	AWMA						87,152.11		√		Budget & Rating	Finance, MIS, Env't Health, Physical Planning, Social Welfare, Audit, Ghana Publishing
204.	Facilitate the • Preparation of 2029 Composite Budget • Departmental Budget Hearing • Data Collection exercise to rate new businesses by Dec. 2029	AWMA					114,162.81	197,198.97		√		Budget & Rating	Land Valuation Division, Finance, Statistics
205.	Organize • Rate assessment committee meeting • Fixed asset committee meeting by Dec. 2029	AWMA						66,330.54		√		Budget & Rating	LAD, Rev. Accountant, MIS, Physical Planning, Works, Audit, Finance, Estate, Transport

206.	Facilitate • Implementation and evaluation of 2029 Composite budget • Revenue Team meeting by Dec. 2029	AWMA						60,877.30		√		Budget & Rating	
NATIONAL COMMISSION FOR CIVIC EDUCATION (NCCE)													
Objective: At least 70% participation of residents in civic education, program by the end of 2029													
Programme: Civic Education Program													
207.	Organize • University-level civic education courses • Demonstration in public and private schools on civic education rights and responsibilities • Education on Child Protection Issues • Public education on decentralization and local governance by Dec. 2029	AWMA					105,000.00		82,500.00	115,000.00	√		NCCE	Peace Council, Media, Social Welfare
208.	Citizenship week celebration by Dec. 2029						10,000.00		10,000.00	10,000.00	√		NCCE	Electoral Commission
DEPARTMENT OF STATISTICS													
Objective: 100% coverage of socio-economic data of all 13 electoral areas within the Municipality by the end of 2029													
Programme: Statistical Database Programme													

209.	Organize a quarterly data collection exercise to update socio-economic data by Dec. 2029	AWMA							66,030.91		√		Statistics Department	Finance, MIS, Budget, Dev't Planning, Social Welfare
Objective: Annual research and surveys conducted on key developmental issues by the end of 2029														
Programme: Community Research and Censuses Programme														
210.	Conduct a poverty prevalence survey by Dec. 2029	AWMA					14,641.00		11,859.21		√		Statistics Department	Dev't Planning, Social Welfare
Total Cost per Source of Funding (GH₵)							**34,136,707.00**	**27,368,935.00**	**46,338,276.81**	**2,963,637.95**				
ANNUAL ACTION PLAN COST(GH₵)							**110,807,555.98**							

CHAPTER SEVEN
MONITORING AND EVALUATION ARRANGEMENTS

7.0 Introduction

This chapter presents the monitoring and evaluation (M&E) arrangements for the MTDP. It includes a monitoring matrix with key indicators, timelines, and responsible institutions. It further outlines stakeholder analysis, intended evaluations, participatory monitoring and evaluation (PM&E), as well as knowledge management and learning strategies.

7.1 Stakeholder Analysis

Stakeholder analysis identifies both primary and secondary stakeholders who have a vested interest in the issues addressed by the project or policy. The purpose of this analysis is to develop a strategic understanding of the human and institutional landscape, as well as the relationships between stakeholders and issues of greatest concern to them. It is expected that all identified stakeholders will contribute their respective roles and responsibilities to ensure the successful implementation of this M&E Plan.

Table 7.1: Stakeholder Analysis

Stakeholder	Class	Needs/ Interest/Responsibility	Involvement in M&E
NDPC	Primary	• Provision of technical support • Monitor the Assembly to deliver on requirements • Status of project implementation • Amount of money spent on project • Quarterly and Annual Progress Reports	• Monitoring • Dissemination of M&E results • Compilation of Reports
MLG&RD	Primary	• Status of project implementation	• Monitor progress of implementation • Provide necessary advice
MPCU	Primary	• To Plan, monitor & evaluate, report on implementation of programs/ projects and disseminate results. • Capacity building • Data collection • Dissemination of logistic support	• All M&E activities • Disseminate M & E reports/findings • Development of a database • Capacity building through workshops • Data collection • Report writing
RCC	Primary	• Status of project implementation	• Monitor progress of implementation

			• Provide necessary advice • Dissemination of M&E results
DECENTRALISED DEPARTMENTS/UNITS	Primary	• Data collection • Validation of MPCU report • To Plan, monitor & evaluate, report on implementation of programs/ projects and disseminate results. • Use of MTDP • Use of M&E Guidelines • Baseline data, Indicators & Targets • Enhanced institutional strengthening	• Involving M&E activities • Preparation of M&E Plans • Capacity building • Organization of workshops • Data collection • Disseminate M & E reports/findings • Coalition

7.2 Monitoring and Evaluation

The extent to which the MTDP will achieve its set goals and objectives depends, to a considerable extent, on a well-structured M&E framework that tracks the use of resources, ensures a high level of efficiency, and considers P&ME. The overall M&E condition and capacity of AWMA are adequate, with the M&E intended to serve as a check and guide in the implementation of the MTDP by;

- Tracking the use of resources in order to ensure prudent management and accountability to sustain the interest of all Stakeholders in the Plan.
- Ensuring effective and efficient delivery of services to meet the intended needs of beneficiaries and society at large.
- Evaluating the level of progress, outcomes and impacts made in implementing the MTDP and its goals, objectives and targets to improve decision.

Table 7.2: Monitoring Matrix

ECONOMIC DEVELOPMENT

Goal: Improve Revenue Mobilization and Public Financial Management Services										
Objective: 95% Revenue achieved and leakage sealed by the end of 2029 Programme: Revenue Mobilization Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2024**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2026	**2027**	**2028**	**2029**			
% Change in IGF	The difference of the current and previous year's IGF expressed as a percentage of the previous year's IGF	Outcome	25.2%	45%	55%	65%	80%	• Male • Female	Annually	Finance Department
Goal: Promote sustainable Agriculture for Economic Development										
Objective: 50% to 70% of climate-smart agricultural practices among 300 farmers increased by the end of 2029 Programme: Agriculture Modernization Programme										
Modernized and enhanced agricultural production systems	Agricultural production systems enhanced and modernized	Outcome	50%	55%	60%	65%	70%	• Male • Female	Quarterly, Annually	Agric Dept. /MPCU

% increase in the adoption of science and technology in Agriculture production	Percentage rise in the adoption of new technologies applied by farmers	Outcome	50%	55%	60%	65%	70%	• Male • Female	Annually	Agric Dept.
Coverage of flagship agriculture programme of Planting for food and jobs	% of beneficiaries, extensions officers recruited under the flagship agriculture programme of Planting for food and jobs	Outcome	50%	55%	60%	65%	70%	• Male • Female	Quarterly	MPCU, Agric Department.
Objective: Increase the adoption of home and backyard gardening from 100 to 200 households by the end of 2029 Programme: Agriculture Modernization Programme										
% of households engaged in backyard gardening	Number of households registered as against the total number of households	Outcome	10%	30%	50%	70%	90%	• Male • Female	Annually	Agric Dept.

	expressed as percentage									
Objective: Income-generating agricultural activities for 200 women by the end of 2029 Programme: Agriculture Modernization Programme										
Total output in crop production	Count of total crops harvested per hectare	Outcome						Farming Zones	Annually	Agric Dept.
	Maize		66.4mt/ha	66.8mt/ha	70.1mt/ha	70.1mt/ha	71.1mt/ha			
	Lettuce		8.9mt/ha	9.2mt/ha	10.1mt/ha	10.1mt/ha	12mt/ha			
	Hot Pepper		5.16mt/ha	5.20mt/ha	5.20mt/ha	5.22mt/ha	5.24mt/ha			
	Cucumber		4.1mt/ha	4.4mt/ ha	4.6mt/ha	4.9mt/ha	5.3mt/ha			
	Tomato		4.1mt/ha	4.4mt/ha	4.6mt/ha	4.9mt/ha	5.2mt/ha			
	Gboma		18.5mt/ha	19.5mt/ha	20.1mt/ha	22.1mt/ha	22.6mt/ha			
	Ayoyo		1.6mt/ha	1.8mt/ha	2.0mt/ha	2.2mt/ha	2.4mt/ha			
Percentage of arable land under cultivation	Total area of arable land cultivated as a % of total arable land available	Outcome	18.5%	19%	20%	21%	22%	Electoral Area	Annually	Agric Dept.
Average productivity of selected crop (mt/ha)	Average yield per hectare of selected crops cultivated	Outcome	2.1 mt/ha	2.4 mt/ha	2.7 mt/ha	2.9 mt/ha	3.1 mt/ha	• Male • Female	Annually	Agric Dept.
Objective: 40% to 80% surveillance in livestock and crops increased by the end of 2029										

Programme: Agriculture Modernization Programme										
Proportion of livestock production	% increase in livestock produced; Cattle, Sheep, Goat, Pig, Poultry and Rabbit	Outcome	40%	45%	50%	60%	75%	Electoral Areas	Annually	Agric Dept.
Objective: Build 100% capacity of all field staff in modern agricultural tools and techniques by the end of 2029 Programme: Agriculture Modernization Programme										
Proportion of AEAs trained on modern Agric tools and Techniques	% of AEAs trained on modern Agric tools and techniques	Outcome	50%	60%	75%	85%	95%	• Male • Female	Quarterly	Agric Department
Objective: Increase 60% of farmer-based cooperatives by 2029 Programme: Agriculture Modernization Programme										
% of farmer-based cooperatives groups created	Percentage of farmer group registered and actively under cooperative societies	Outcome	15%	25%	35%	45%	55%	• Male • Female	Monthly	Agric Department
Objective: 80% to 98% M&E of Agric operations improved by the end of 2029 Programme: Monitoring and Evaluation Programme										

% of AEAs deployed	Number of AEAs assigned to support and monitor Agric operations against the Total number of AEAs expressed as a percentage	Outcome	80%	84%	88%	94%	98%	• Male • Female	Annually	Agric Dept, Human Resource
Goal: Fostering the Establishment of sustainable cooperative societies.										
Objective: 50% increase in registered and operational cooperative societies by the end of 2029 Programme: Cooperative Programme										
% of functional cooperative societies	% of cooperative societies legally registered and active against the total cooperative societies	Outcome	15%	20%	35%	40%	45%	Electoral areas	Annually	Dept. of Cooperative
Objective: 80% increase in compliance and regulatory framework of cooperatives by the end of 2029 Programme: Monitoring and Evaluation Programme										

% of cooperative groups complying with regulatory framework	The percentage of registered cooperative groups that comply to the regulatory framework against the total cooperative groups	Outcome	100%	100%	100%	100%	100%	Zonal Council	Annually	Dept. of Cooperative
Goal: Improve the growth and resilience of MSME										
Objective: Formalize 80% of informal MSMEs and start-ups by the end of 2029 Programme: Business Development Services Programme										
% of MSMEs Supported	% of MSMEs identified against the total MSMEs supported	Outcome	20%	30%	40%	60%	100%	Electoral Areas	Annually	Business Advisory Center (BAC)
% Improvement in MSMEs access to financial market	% of MSMEs access to financial market against total MSMEs identified Financial	Outcome	15%	20%	25%	30%	35%	Electoral Areas	Annually	BAC

Objectives: 15% to 35% increase in participation of MSMEs in consultative forums by the end of 2029										
Proportion of MSMEs participation in consultative forums	% of MSMEs that participate in consultative forums	Outcome	15%	18%	24%	27%	32%	• Male • Female	Annually	Business Advisory Center (BAC)
Goal: Promote inclusive and sustainable economic growth in Ayawaso West Municipal Assembly										
Objective: Train 1,000 youth in skills training by the end of 2029 Programme: Local Economic Development Programme										
Percentage of trained youths demonstrated improved employability.	% of Youth who obtained employable skills training compared to total youths trained.	Outcome	45%	50%	60%	75%	80%	• Male • Female	Annually	Business Advisory Center (BAC)

SOCIAL DEVELOPMENT

Goal: Improve public health service delivery within the Municipal										
Objective: At least two functional public health facilities provided within the Municipality by the end of 2029 Programme: CHPS/Health Infrastructure Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2024**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2026	**2027**	**2028**	**2029**			
Proportion of health facilities that are functional	The total number of functional health facilities							• Public Facilities • Private Facilities	Annually	Municipal Directorate of Health (MDH)
	CHPS Compound	Outcome	0%	0%	0%	0%	0%			
	Clinic	Outcome	56%	58%	60%	64%	69%			
	Health Centre	Outcome	0%	0%	0%	0%	0%			
	Hospital	Outcome	43%	45%	48%	50%	54%			
Objective: 24-hour service delivery within all public health facilities by the end of 2029										
Proportion of population with valid NHIS Card	Improvement in treatment coverage among populations with valid NHIS Card	Outcome	61%	64%	66%	68%	70%	• Male • Female	Annually	Municipal Directorate of Health (MDH)
Objective: Reduce premature mortality associated with NCD by 25% by the end of 2029 Programme: NCD Programme										

% of malnutrition (Institution) reported cases among children	Incidence of malnutrition among children									
	Wasting	Outcome	0	0	0	0	0	• Male • Female	Quarterly	Municipal Directorate of Health (MDH)
	Underweight	Outcome	0.28%	0.30%	0.35%	0.40%	0.45%			
	Stunting	Outcome	0	0	0	0	0			
Objective: Public awareness campaigns on disease prevention and control measures conducted at least twice every year by the end of 2029 Programme: Health Promotion Programme										
Under-five (per 1,000 live births) mortality ratio	Number of deaths occurring in children under-5 years per 1,000 live births	Impact	6/1000	7/1000	6/1000	8/1000	6/1000	• Public Facilities • Private Facilities	Annually	Municipal Directorate of Health (MDH)
Maternal mortality ratio	Maternal deaths recorded per 100,000 live births	Impact	2/100,000	3/100,000	4/100,000	5/100,000	6/100,000	• Public Facilities • Private Facilities	Annually	Municipal Directorate of Health (MDH)
HIV prevalence rate	Percentage of people living with HIV	Outcome	1.0%	1.2%	1.4%	1.5%	1.6%	• Male • Female	Annually	Municipal Directorate of Health (MDH)
% of Malaria case fatality (Institutional)	Malaria deaths in health facilities									

	expressed as a percentage of total malaria admissions in health facilities									
	District	Outcome	0	0	0	0	0	• Male • Female	Annually	Municipal Directorate of Health (MDH)
	Under five	Outcome	0	0	0	0	0			
	Women between 15-49	Outcome	1.5/100,000	1.9/100,000	2.2/100,000	2.5/100,000	2.8/100,000			
Objective: 95% minimum coverage of all antigens achieved in the Expanded Program of Immunization by the end of 2029 Programme: EPI Programme										
% of children immunized	Proportion of children 12-23 months fully immunized by 12 months of age	Outcome	85%	86%	89%	92%	95%	• Male • Female	Annually	Municipal Directorate of Health (MDH)
Proportion of the population who have tested positive for COVID-19	Proportion of the population as against the population who tested positive for COVID-19	Outcome	0%	0%	0%	0%	0%	• Male • Female	Annually	Municipal Directorate of Health (MDH)
Goal: Reduce barriers to Education										
Objective: 90% access to education for all school-age children by the end of 2029										

Programme: Access to Education Programme										
Net enrolment rate in kindergarten primary JHS	Rate of appropriately aged pupils/student enrolled in the schools to the number of children in							• Public Schools • Private Schools	Annually	Municipal Directorate of Education
	Kindergarten	Outcome	80%	80%	80%	82%	85%			
	Primary		69%	78%	80%	85%	88%			
	JHS		74%	75%	80%	85%	85%			
Gender parity index in kindergarten, primary, JHS	Ratio of male to female enrolment rates							• Male • Female	Annually	Municipal Directorate of Education
	Kindergarten	Outcome	1:0.98	1:1	1:1	1:1	1:1			
	Primary		1:0.97	1:1	1:1	1:1	1:1			
	JHS		1:0.95	1:1	1:1	1:1	1:1			
Completion rate kindergarten, primary, JHS	The rate of students who graduated out of the total students who started;							• Public Schools • Private Schools	Annually	Municipal Directorate of Education
	kindergarten	Outcome	80%	85%	85%	88%	90%			

	Primary		87%	87%	87%	88%	89%			
	JHS		90%	90%	90%	90%	92%			
Pass rate (JHS)	The percentage of students who achieve a passing grade	Outcome	0%	45%	50%	55%	60%	• Public Schools • Private Schools	Annually	Municipal Directorate of Education
Number of school furniture procured	Number of school furniture purchased against the total number required	Outcome	143	200	300	400	500	• Public Schools • Private Schools	Annually	GES
Pupils-to-trained teacher ratio in basic schools KG, Primary, JHS	Number of pupils per trained teacher;	Outcome						• Public Schools • Private Schools	Annually	Municipal Directorate of Education
	KG		31:1		31:1	31:1	31:1			
	Primary		31:1		31:1	31:1	31:1			
	JHS		15:1		15:1	15:1	15:1			
Basic schools needing major repairs (pub./priv.)	Number of basic schools that requires major repairs expressed as percentage of	Outcome	2	5	5	6	7	• Public Schools • Private Schools	Annually	Municipal Directorate of Education

	total number of basic schools									
Goal: Strengthen awareness and understanding of child rights, promotion, and protection among children, caregivers, and the community										
Objective: At least 90% child right promotion and protection awareness improved by the end of 2029 Programme: Child Rights Promotion and Protection Programme										
Recorded cases of child abuse; Child trafficking, Child labour, Sexual abuse, Emotional abuse, Neglect, Early Marriage, Female genital mutilation, Family-child separation	% of child abuse cases recorded;	Outcome						• Male • Female	Annually	DSW&CD
	Child trafficking		0%	1%	1%	1%	1%			
	Child labour		0%	1%	1%	1%	1%			
	Sexual abuse		0%	1%	1%	1%	1%			
	Emotional abuse		4%	3%	4%	5%	6%			
	Neglect		24%	25%	26%	28%	30%			
	Early Marriage		0%	1%	1%	1%	1%			
	Female genital mutilation		0%	1%	1%	1%	1%			
	Family-child separation		0%	1%	1%	1%	1%			
Reported cases of crime; rape, armed robbery, defilement, murder, peddling abuse, drug	% of crime cases recorded;	Output	0%	1%	1%	1%	1%	• Male • Female	Annually	DSW&CD
	Rape		17%	20%	22%	23%	24%			
	Armed robbery		0	1%	1%	1%	1%			
	Defilement		0	1%	1%	1%	1%			
	Murder		1%	2%	2%	3%	3%			

abuse, domestic violence	Peddling abuse		2%	3%	3%	4%	4%			
	Drug abuse		6%	7%	8%	9%	10%			
	Domestic violence		0%	1%	2%	3%	3%			
Proportion of case workers trained in child protection and family Welfare	% of trained case workers trained in child protection and family Welfare against total number of workers in the dept.	Outcome	100%	100%	100%	100%	100%	• Male • Female	Annually	DSW&CD
Proportion of trainings conducted on ISSOPs	% of trainings conducted on ISSOPs	Outcome	40%	45%	48%	50%	55%	Electoral Areas	Annually	DSW&CD
Proportion of child violence cases benefiting from Social Welfare/social services	% of child violent cases benefiting from Social Welfare/social services	Outcome	16%	18%	20%	23%	26%	• Male • Female	Annually	DSW&CD
Proportion of children reached	% of children reached by	Outcome	20%	22%	24%	27%	30%	• Male • Female	Annually	DSW&CD

by Social Work/Social Services	Social Work/Social Services									
Proportion of people reached with child protection and SGBV information	% of people reached with child protection and SGBV information	Outcome	20%	23%	25%	28%	32%	• Male • Female	Annually	DSW&CD
Proportion of LEAP household members on NHIS	% of LEAP household members enrolled in NHIS	Outcome	22%	24%	27%	30%	34%	• Male • Female	Annually	DSW&CD
Proportion of households with adolescent girls benefiting from LEAP	% of adolescent girls in various households benefiting from LEAP	Outcome	18%	21%	25%	28%	31%	• Male • Female	Annually	DSW&CD
Proportion of outreach visits to communities with LEAP households	% of outreach visits to households with LEAP in communities	Outcome	16%	18%	21%	23%	26%	• Male • Female	Annually	DSW&CD

% of referrals received from GHS	Number of referrals received as against total referrals received from GHS	Outcome	5%	10%	15%	20%	30%	• Male • Female	Annually	DSW&CD
Proportion of referrals receiving adequate follow-up	% of referrals that have successfully received adequate follow-up	Outcome	80%	85%	88%	90%	92%	• Male • Female	Annually	DSW&CD
Proportion of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	% of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	Outcome	10%	15%	18%	22%	24%	• Male • Female	Annually	DSW&CD
Proportion of regional intersectoral monitoring visits conducted	% of regional intersectoral monitoring visits conducted	Outcome	10%	20%	25%	30%	40%	• Male • Female	Annually	DSW&CD

Proportion of meetings organized to discuss integrated services	% of meetings organized to discuss integrated services	Outcome	20%	25%	30%	35%	40%	• Male • Female	Annually	DSW&CD
Proportion of girls reached by prevention and care services	% of girls reached by prevention and care services	Outcome	20%	30%	35%	40%	50%	Electoral Areas	Annually	DSW&CD
Proportion of CP/SGBV cases referred to other services and followed up	% of CP/SGBV cases referred to other services and followed up	Outcome	8%	14%	20%	30%	40%	Electoral Areas	Annually	DSW&CD
Proportion of NGOs, including RHCs, trained	% of NGOs, including RHCs, trained	Outcome	18%	20%	25%	28%	30%	Electoral Areas	Annually	DSW&CD
Proportion of children in RHCs profiled and reunified	Total number of children expressed as a % against number of children in RHCs who have	Outcome	20%	25%	28%	30%	35%	• Male • Female	Annually	DSW&CD

	been profiled and reunified									
Proportion of sub-standard RHCs closed	% of sub-standard RHCs closed	Outcome	0%	10%	10%	10%	10%	Electoral Areas	Annually	DSW&CD
Proportion of children placed in foster care	% of children placed under foster care	Outcome	0%	2%	4%	6%	8%	• Male • Female	Annually	DSW&CD
Proportion of population with access to basic drinking water sources	% of population with access to basic and reliable sources of drinking water	Outcome	99%	99%	99%	99%	99%	Electoral Areas	Annually	DSW&CD
Proportion of population with access to improved sanitation services	% of population with access to improved sanitation services	Outcome	98%	99%	99%	99%	99%	Electoral Areas	Annually	DSW&CD
Goal: Reduce youth unemployment by 20% and promote sustainable development for young people by 2029										
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029 Programme: National Apprenticeship Programme										
Proportion of new jobs created	% of new jobs generated	Outcome	20%	22%	25%	26%	30%	• Male • Female	Quarterly	National Youth

	through special initiatives such as Youth Enterprise Support (YES) Fund									Authority (NYA)
Entrepreneurial skills development	% of young people provided with entrepreneurial skills	Outcome	15%	16%	17%	18%	20%	• Male • Female	Quarterly	National Youth Authority (NYA)
Objective: Provide comprehensive health education to 1000 adolescents and youth within the Municipal by the end of 2029 Programme: Health Promotion Programme										
Proportion of adolescents and youth reached with comprehensive health education	% of adolescents and youth in the Municipality who have received comprehensive health education	Outcome	10%	15%	20%	25%	30%	• Male • Female	Quarterly	National Youth Authority (NYA)
Objective: Engage 2,000 youth in employment and entrepreneurship programs by the end of 2029 Programme: AgriNext Programme										

Proportion of youths engaged in Agri-business	% of young people (ages 18-35) who have been trained, mentored and supported in agri-business initiatives	Outcome	20%	25%	28%	30%	35%	• Male • Female	Quarterly	National Youth Authority (NYA)
Goal: Reduce youth unemployment										
Objective: 60% reduction in youth unemployment by the end of 2029 Programme: Human Capital Development and Management Programme										
Proportion of youths provided with employable skills	% of youth provided with employable skills by key government agencies including (NVTI), (COTVET), Youth Enterprises Support and the Youth Employment Authority	Outcome	20%	25%	30%	40%	50%	• Male • Female	Annually	Youth Employment Agency (YEA)

Proportion of jobs created under the Youth Enterprise Scheme (YES), National Entrepreneurship and Innovation Plan (NEIP)	% of youths employed under NEIP, and YES	Outcome	22%	24%	27%	30%	40%	• Male • Female	Annually	Youth Employment Agency (YEA)
Goal: Improve access and quality of Sports and recreational centers										
Objective: At least 50% community involvement in Sports and recreational programs by the end of 2029 Programme: Sport Development Programme										
% change of community involvement in sports and recreational programs	% of participating members against the total number of community members	Outcome	25%	25%	26%	26%	28`%	• Male • Female	Annually	Department of Sports, AWMA
Objective: Improve sport logistics from 10% to 50% by the end of 2029 Programme: Sport Development Programme										
% change in sports logistics	% of sports logistics procured against the	Outcome	10%	15%	25%	30%	40%	N/A	Annually	Department Sports, AWMA

	required logistics									
Goal: Improve access and participation in birth and death registration services.										
Objective: 30% to 90% coverage for birth registrations achieved by the end of 2029 Programme: Birth Registration Programme										
% of births registered	% of registered births as against the expected total number	Outcome	M -30% F-30%	M-40% F-40%	M -50% F-50%	M-60% F-60%	M -70% F-70%	• Male • Female	Quarterly	Birth & Death
Objective: At least 80% of death registration by the end of 2029 Programme: Death Registration Programme										
% of deaths registered	% of registered deaths as against the expected total number	Outcome	M-15% F-15%	M-10% F-10%	M-7% F-7%	M -5% F-5%	M -3% F-3%	• Male • Female	Quarterly	Birth & Death
Goal: Improve Hygiene, Sanitation and Waste Management										
Objective: Ensure a safe and conducive environment for residents by the end of 2029 Programme: Safe Environment Programme										
Tons of waste collected	Number of wastes collected out of the overall waste present in the Municipality	Outcome	89,250	90,000	92,000	93,000	95,000	Electoral Areas	Annually	Env't Health (EHU), AWMA

Objective: 60-80% improved sanitation in households and public spaces by the end of 2029 Programme: Sanitation and Waste Management Programme										
% of population with access to improved sanitation services	% of population with access to improved sanitation services over the total number of populations	Outcome	Urban-98%	Urban-98%	Urban- 98%	Urban-98%	Urban-98%	• Male • Female	Annually	Env't Health (EHU), AWMA
Proportion of population with access to improved liquid waste management	% of population with access to improved liquid waste management out of the total population	Outcome	15%	17%	17%	19%	20%	• Male • Female	Annually	Env't Health (EHU), AWMA MDA, MAOs, AEAs

ENVIRONMENT, INFRASTRUCTURE AND SETTLEMENTS

Goal: Improve Hygiene, Sanitation and Waste Management										
Objective: Ensure a safe and conducive environment for residents by the end of 2029 Programme: Safe Environment Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2024**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2026	**2027**	**2028**	**2029**			
Proportion of population with sustainable access to safe drinking water sources	% of population with sustainable access to safe drinking water sources against the total population	Outcome	Urban-99%	Urban-99%	Urban-99%	Urban-99%	Urban-99%	Electoral Areas	Annually	Env't Health,
Objective: Strengthen food safety practices and regulatory compliance across the Municipality by the end of 2029 Programme: Food Hygiene and Security Programme										
Proportion of food vendors screened	% of food vendors screened out of the total number of food vendors present in the Municipality	Outcome	59.3%	89.3%	92.9%	96.4%	98.1%	Electoral Areas	Annually	Env't Health,
Goal: Reduce the incidence and impact of fire outbreaks in the Municipality.										
Objective: Reduce the vulnerabilities (risk) and impact of disasters from 25% to 50% by the end of 2029 Programme: Disaster Management & Prevention Programme										

Proportion of persons affected by disaster	Proportion of people affected by disasters	Impact	1:37,650	1:25,100	1:25,100	1:25,100	1:25,100	• Male • Female	Annually	NADMO AWMA
Proportion of fire outbreak victims supported	Proportion of fire outbreak victims supported against the total number of people affected by disaster	Outcome	5:10	7:10	7:10	8:10	9:10	• Male • Female	Annually	NADMO AWMA
% of communities affected by disaster (bush fire, floods)	% of communities affected by disaster against the total number of communities	Outcome						Electoral Areas	Annually	NADMO AWMA
	Bush Fire		0%	0%	0%	0%	0%			
	Floods		15%	13%	13%	14%	14%			
Objective: Build 100% capacity of NADMO staff for Disaster management by the end of 2029										
Proportion of communities trained in disaster prevention and	% of communities that benefit from disaster prevention and	Outcome	4:13	7:13	9:13	12:13	12:13	Electoral Areas	Annually	NADMO AWMA

management	management training per annum (especially bush fires and flooding)									
Goal: Improve Municipal Infrastructure Programme										
Objective: Ensure 90% of all Municipal infrastructure is safe, sustainable, and disability friendly by the end of 2029 Programme: Municipal Infrastructure Programme										
Proportion of Classroom blocks constructed	Proportion of constructed classroom blocks in the Municipal	Outcome	10%	15%	20%	30%	35%	Electoral Areas	Annually	Works Department
% change in the public infrastructure maintained in the Assembly	Public infrastructure maintained as a percentage of public infrastructure	Outcome	30%	35%	45%	50%	60%	Shiashie Zonal Council Westland Zonal Council Abelenkpe Zonal Council	Annually	Works Department
Proportion of hospital facilities constructed	% of constructed hospital facilities	Outcome	10%	15%	20%	25%	30%	Electoral Areas	Annually	Works Department

Proportion of sports and recreational facilities established	% of new sports and recreational facilities established	Outcome	0%	10%	20%	30%	40%	Electoral Areas	Annually	Works Department
Objective: 98% of street lighting fixed by the end of 2029										
Proportion of streetlights installed and maintained	% of maintained and newly installed Streetlights	Outcome	10%	20%	30%	40%	50%	Electoral Areas	Annually	Works Department
Objective: Reduce 70% of unauthorized structures and slum expansions by the end of 2029 Programme: Development Control Programme										
% of building permit issued	% of building permits approved	Outcome	60%	55%	50%	50%	45%	Electoral Areas	Annually	Works Department
Goal: Improve Municipal Road Infrastructure										
Objective: Ensure 90% Road Infrastructure is safe for motorists and pedestrians by the end of 2029 Programme: Routine Maintenance Programme										
Percentage of road network in good condition	Percentage of the classified road network which is good condition	Outcome	80.5%	83%	86%	88%	90%	Electoral Areas	Quarterly	Roads Department
% of Roads Maintained	Roads maintained as a	Outcome	67%	70%	75%	80%	85%	Shiashie Zonal Council	Annually	Roads Department

	percentage of the classified road network							Westland Zonal Council Abelenkpe Zonal Council		
% change of roads paved	% of road paved against the total length of road	Outcome	81%	83%	85%	87%	88%	Electoral Areas	Annually	Roads Department
Goal: Improve spatial Planning and management.										
Objective: 27 days to 20 days Turnaround time for processing Development Permit applications reduced by the end of 2029 Programme: Spatial Planning and Settlement Management Programme										
Average number of days to process development permit applications	Average calendar days from application submission to permits issuance for development projects	Outcome	27	25	24	22	20	Electoral Areas	Quarterly	Physical Planning Department
Objective Ensure 95% local Plans updated and documented by the end of 2029										
Proportion of local Plans updated	Number of local Plans that have been updated divided by the total number of	Outcome	35.7%	45%	55%	65%	75%	Electoral Areas	Quarterly	Physical Planning Department

	existing local Plans expressed as percentage									
Objective :95% open spaces landscaped by the end of 2029										
Proportion of open spaces landscaped	The number of open spaces landscaped divided by the total number of identified open spaces expressed a percentage	Outcome	0	30%	50%	60%	75%	Electoral Areas	Quarterly	Physical Planning Department
Goal: Register Assembly-owned school properties to secure legal ownership and protection										
Objective: 4No. Assembly owned public schools' properties registered by the end of 2029 Programme: Spatial Planning and Settlement Management Programme										
Proportion of Assembly-owned school properties registered	Number of Assembly-owned school properties registered divided by the Total number of Assembly-Owned School	Outcome	0%	10%	30%	60%	95%	• Primary • JHS	Annually	Physical Planning Department

	Properties expressed as a percentage									
Goal: Complete a comprehensive, accurate, and functional street naming and property addressing system delivery										
Objective: 100% street named and property addressed by the end of 2029 Programme: Spatial Planning and Settlement Management										
% of street named and property addressed	Number of street names and properties identified against the total number of street and properties in the Assembly	Outcome	60%	70%	80%	90%	100%	Electoral Areas	Quarterly	Physical Planning Department /MPCU
Goal: Improve Urban Transport infrastructure within the Municipality										
Objective: At least 80% of terminals complying with National Road Safety Regulations Act by the end of 2029 Programme: Urban Transport Services Programme										
Rate of Road Safety Compliance by terminals	The % of terminals complying with the National Road Safety Regulations	Outcome	40%	50%	60%	70%	80%	Electoral Areas	Quarterly	Transport Department
Objective: Improve road safety interventions from 20% to 60% by end of 2029										

% change in road safety interventions implemented	The % of road safety interventions implemented as against the % of road safety interventions Planned	Outcome	20%	30%	40%	50%	60%	Electoral Areas	Annually	Transport Department
Goal: Enhance management information systems to improve service delivery										
Objective: 90% BOP and PR bills printed annually by 31st January for the Planned period. Programme: Revenue Mobilization Programme										
% change of BOP and PR bills printed by 2029	BOP and PR bills printed by 31st January as a % of the total number of BOP and PR bills expected to be printed for the Planned period	Outcome	70%	80%	80%	90%	100%	Budget and Rating Unit, Finance Department, Procurement Unit	Annually	Management Information System (MIS)
Objective: Deploy essential IT hardware and software required for optimal MIS operations by the end of 2027 Programme: Deployment, Installation and Routine Maintenance Programme										

% of infrastructure functioning optimally	Proportion of installed hardware and software against the total % of deployed systems.	Outcome	1:10	10:30	30:60	40:80	50:100	Finance Department, Procurement Unit	Annually	Management Information System (MIS)

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

Goal: Strengthen Administrative Support Service for decision making and implementation										
Objective: 100% of Assembly and Committee meetings organized according to schedule by the end of 2029 Programme: Meeting Coordination Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2024**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2026	**2027**	**2028**	**2029**			
Proportion of general Assembly meetings held	% of general Assembly meetings held against the total number of meetings Planned	Outcome	6:6	4:6	5:6	6:6	6:6	• Ordinary • Special • Emergency	Quarterly	Admin, AWMA
% of subcommittee meetings held	% of subcommittee meetings held against the total number of meetings Planned	Outcome	88%	96%	96%	100%	100%	• Statutory • Ad hoc	Quarterly	Admin, AWMA

Goal: To provide timely, transparent, and client-focused services.										
Objective: Achieve at least 80% of public access to the client Service Unit by the end of 2029 Programme: Client Service Improvement Programme										
Number of complaints resolved	Number of complaints resolved out of the total number of complaints received	Outcome	23	30	38	45	50	Electoral Areas	Annually	Client Service Unit
Goal: Enhance staff skills and competencies to improve productivity										
Objective: At least 95% capacity building Plan implemented by the end of 2029 Programme: Capacity Building Programme										
Proportion of capacity building programs	% of capacity building programs recorded against the projected total expressed as %	Outcome	19.0%	19.7%	20.1%	20.4%	20.8%	• Male • Female	Annually	Human Resource
Goal: To ensure a transparent, accountable, and efficient E-procurement system (GHANEPS) that supports value for money in service delivery at AWMA										
Objective: 100% compliance with the E-Procurement System (GHANEPS) by the end of 2029 Programme: E- Procurement Programme										
Number of E-procurement transactions recorded	Count of E-procurement transactions	Outcome	80%	85%	85%	88%	90%	N/A	Annually	Procurement, AWMA
Goal: Secure and establish adequate office accommodation										

Objective: 100 % Maintenance of Assembly Asset by the end of 2029 Programme: Operation and Maintenance Programme										
% change in public infrastructure maintained	Public infrastructure maintained as against total public infrastructure	Outcome	25%	30%	30%	40%	50%	Shiashie Zonal Council Westland Zonal Council Abelenkpe Zonal Council	Annually	Estate Unit Works Department
Objective: Improve 100% office equipment and furniture by Dec. 2026 Programme: Asset Management Programme										
% of Office Equipment procured	% of office Equipment procured against the total number Planned expressed as percentage	Outcome	45.5%	10.7%	13.7%	21.0%	9.0%	All Department All Unit	Quarterly	Estate Unit Procurement Unit
Goal: Improve information dissemination and feedback on government policies, programs and activities to the public										
Objective: At least 95% increase in community attendance at engagement fora by the end of 2029 Programme: Community Engagement Programme										
% increase in community attendance	% change in number of residents attending community fora in the current year	Outcome	25%	25%	25%	25%	25%	• Male • Female	Quarterly	Department of Information Services

	compared to the baseline year.									
Goal: To promote indigenous culture and Tourism for sustainable development and national identity										
Objective: Achieve 80% participation of youth in cultural and tourism activities in the Municipality by the end of 2029 Programme: Tourism and Culture Programme										
% change in youth participating in Cultural and Tourism activities	% of youth participating in cultural and tourism activities against total number of youths in the Municipality	Outcome	25%	45%	60%	70%	75%	• Male • Female	Annually	Culture, AWMA
Goal: Strengthen fleet management for efficient service delivery of the Assembly										
Objective: 40% increase in the Assembly's fleet of vehicles by the end of 2029 Programme: Fleet Management Programme										
% of vehicles in the Assembly fleet	%of Vehicles in the Assembly fleet against the total % of Vehicles required	Outcome	15%	21%	27%	33%	39%	Pickups Trucks Mini bus	Annually	Transport Unit
Objective: 80% reduction of downtime of Assembly's fleet of vehicles by the end of 2029 Programme: Operations and Maintenance Programme										
Average number of days vehicles are out for service	Average number of days each Assembly vehicle	Outcome	15 days	12 days	9 days	6 days	3 days	Pickups Trucks Min bus	Quarterly	Transport Unit

	is not operational due to servicing									
Goal: Improve the effectiveness of risk management, internal controls and sound corporate governance processes.										
Objective: Reduce organizational risk by 95% by the end of 2029 Programme: Risk Management Programme										
% change in internal audit recommendations implemented	Internal Audit recommendation implemented as against the total internal audit	Outcome	80%	90%	100%	100%	100%	Expenditure Revenue Payroll Special audit	Quarterly	Internal Audit Unit
% reduction in high-risk audit findings	% risk assessment that have documented and approved mitigation strategies as a % of risks identified.	Outcome	50%	60%	70%	70%	100%	Departments Units	Annually	Internal Audit Unit
Goal: Establish clear, recognized, and peaceful boundaries with sister Municipalities										
Objective At least 95% existing boundary disputes with sister Municipalities resolved by the end of 2029 Programme: Spatial Planning and Settlement Management Programme										
% change in boundary issues resolved	Percentage change in the number of boundary disputes resolved compared to the previous year	Outcome	25%	30%	50%	70%	85%	Electoral Areas	Quarterly	Physical Planning Department /MPCU

Goal: Improve Planning, Implementation and M&E of Public Policies, Programme and Projects for Sustainable Development.										
Objective: Achieve at least 85% implementation of AAP annually by the end of 2029 Programme: Planning, Coordination and Implementation Programme										
Proportion of Annual Action Plan implemented	% of activities implemented divided by the total number of Planned activities each year expressed as a percentage	Outcome	96%	97%	98%	98%	99%	• Physical activities • Non-Physical • activities	Annually	Development Planning Unit , MPCU
Objective: 100% utilization of M&E results for replanning by the end of 2029 Programme: Monitoring and Evaluation Programme										
% in M&E result implemented for replanning	The percentage of actionable M&E recommendations that lead to changes in future Planning	Outcome	30%	40%	60%	70%	90%	• Male • Female	Quarterly	Development Planning Unit
Objective: 100% increase in participation of Stakeholders in town hall meetings by the end of 2029 Programme: Popular Participation Programme										
% change in public participation in town hall meetings	Percentage increase or decrease in the number of town hall meetings participants	Outcome	426	434	437	440	450	• Male • Female	Quarterly	Development Planning Unit, MPCU

	compared to the previous year									
Goal: Deepen transparency and public Accountability for Effective budget execution										
Objective: Develop Annual Composite Budgets to align with the Assembly's Medium-Term Development Plan from 2026-2029 by the end of 2029 Programme: Budgeting, Monitoring and Evaluation Programme.										
% of DA expenditure within the DMTDP Budget	How much of DA's expenditures was not in the annual budget	Outcome	0%	0%	0%	0%	0%	Shiashie Zonal C Westland Zonal Council Abelenkpe Zonal Council	Annually	Budget Unit Finance Department
Goal: Enhance public awareness and understanding of civic right, responsibilities and local governance										
Objective: At least 70% participation of residents in civic education, program by the end of 2029 Programme: Civic Education Programme										
% of participants who identify civic duties	Proportion of civic education participants who can correctly list or describe at least three civic duties.	Outcome	40%	40%	50%	70%	80%	Peace Council	Annually	NCCE Ghana Education Service
Goal: To generate timely, reliable, and comprehensive data for informed decision-making and inclusive development										
Objective: 100% coverage of socio-economic data of all 13 electoral areas within the Municipality by the end of 2029 Programme: Statistical Database Programme										
% change in coverage of socio-	Total number of coverages in socio-	Outcome	2	1	1	1	1	Electoral Areas	Quarterly	Statistics Department

economic data collected.	economic data collected.									
Objective: Annual research and surveys conducted on key developmental issues by the end of 2029 Programme: Community Research and Censuses Programme										
% increase in research informed projects in the AAP.	% Increase in the number of development projects in the AAP that are directly based on findings.	Outcome	38%	28%	28%	28%	28%	Electoral Areas	Quarterly	Statistics Department

7.3 Intended Evaluations

Evaluation is a rigorous process undertaken to assess the impacts of interventions, and three main evaluations will be conducted to examine the social, economic, and environmental impacts of the goals and objectives of the MTDP. An ex-ante evaluation will be carried out before implementation to determine the feasibility of key projects and programmes planned for the period.

A mid-term evaluation will then be conducted midway through implementation to assess progress made and the effects of interventions undertaken, as well as to determine whether outcome and impact indicators are being achieved and to provide insights for the mid-term review of the Plan.

Finally, a terminal evaluation will be undertaken at the end of the Plan period to assess the overall impact of the MTDP, with performance evaluated in terms of relevance, efficiency, effectiveness, and other critical dimensions. The outcomes of these evaluations will generate lessons and recommendations to inform future development planning and strengthen implementation processes.

Other activities to be undertaking include:

- Review meetings
- Quarterly and Annual Progress Reports
- Citizen Reaction Surveys

7.4 Intended Participatory Monitoring and Evaluation (PM&E)

Participatory M&E is a tool used to capture perceptions and assess whether interventions have met expectations, especially of the poor and vulnerable in society. It is broad-based and encourages the participation of the beneficiary communities and other Stakeholders such as CBOs, NGOs, CSOs, beneficiary groups, Assembly members, etc. The Ayawaso West Municipal Assembly will use the Community Score Card method to ensure a very successful Participatory M&E process. The community score card is a participatory method that will use focus group discussions to collect data from community members for analysis, with the main objective of influencing the quality, efficiency, and accountability with which services are provided at the local level.

7.5 Knowledge Management and Learning

Knowledge Management and learning are important in enhancing service delivery. It improves institutional performance by capturing key expertise, utilizing training and manuals, and identifying gaps and addressing existing gaps, ultimately strengthening service delivery. To strengthen service delivery, the Assembly has developed a knowledge mapping matrix to assess the knowledge gaps of key executive officers, supported by a competency matrix to guide targeted learning and capacity building efforts. Tables 7.3 and 7.4 show details of the knowledge mapping matrix and competency matrix for learning the Assembly.

Table 7.3: Knowledge Mapping Matrix

No.	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
1.	Project Management	Bernard K. P. Sakyiama	Training, Manuals	New Tools Needed
2.	Public Sector Management	Felix Ameyaw-Boachie Ashiorkor Osei-Frimpong	Public Management Manuals/ Training	Strategic Planning

3.	Records Management	Alhassan Ibrahim	Software/ Trainings	Advanced Software Needed
4.	Training in Labour Laws	Latifah Hashim	Trainings/ Labour Law Manuals	Effective Enforcement Mechanisms
5.	Needs Assessment, Analysis and Change Management	Charity Yeboah	Trainings	New Tools Needed
6.	Organizational Development	Bridget Hagan	Trainings	360- Degree Feedback
7.	Monitoring and Evaluation	Kofi Simpeh Anokwah	Manuals, Training	New Tools Needed
8.	Research Methods and Impact Assessment	Afua Assi Okai	Trainings	New Tools Needed
9.	Project Management	Ambrose Kunorvi	Manuals, Trainings	New Tools Needed
10.	Basic Statistics for Administration and Management	1. Bless Adzedakor 2. Zakaria Abdul-Rahim	Manuals, Trainings	Advanced Tools
11.	Data Management and Analysis	1. Afua Frimpomah Boamah 2. Priscilla Bonsu	Data Reports, Software	Advanced Methods
12.	Professional Development in Procurement Management	1. Selassie Akortiah Kumah 2. Michael Osei	Trainings	Advanced Methods
13.	Database System Programming	1. Jasper Dzabaku Katei 2. Ignatius Adewu-Mensah	Training/ Software	Advanced Modules
14.	Data Collection and Analysis	1. Perpetual H. Dakpo 2. Agboklu Linda Asamoabea	Data Reports, Software	Advanced Methods
15.	Client Management	Abena Konama Adampah	Trainings	360 Degree Feedback from Clients
16.	Environmental and Social Impact Assessment	Shani Mutala	Trainings	Stakeholder Analysis
17.	Geographical Information Systems and Land Use Systems	Anthony Frederick Mompi	Trainings	Advanced Tools
18.		1. Julius Nathan Caesar	Trainings	

	Contract Administration and Management	2. Eugene Abekah		Effective Risk Management
19.	Social Mobilization for Development	1. Charleen Adongo 2. Kate Danso-Acheampong	Trainings	Team Development
20.	Project Management	Domingo da Pilma Lekettey	Trainings Project Manuals	New Tools Needed
21.	Project Management	Matilda Odonkor	Project Manuals, Training	New Tools Needed
22.	Analytical Skills for Data Collection	Nana Kwaku Sintim-Aboagye	Data Reports, Software	Advanced Methods of Data Collection

Table 7.4: Competency Matrix for Learning

No.	Competency	Training Program	Evaluation Criteria	Learning Objectives
1.	Project Management	Training on Project Management Tools	Performance Contract	Improve Assembly's Project Management
2.	Innovation and Strategic Thinking	Strategic Thinking and Planning Training	Performance Assessment	Enhanced Innovation
3.	Organization and Management	Advanced Software Training	Creativity	Improve Efficiency
4.	Job Knowledge and Technical Skills	Advanced Knowledge and Technical Skills	Performance Assessment	Improve Performance
5.	Organizational Development and Improvement	Training in Organizational Development	Sustainability	Increase Efficiency
6.	Leaderships	Leadership Development Programs	360-Degree Feedback	Develop Team Management Skills
7.	Technical Skills	Advanced Data Analysis Training	Performance Assessment	Enhance Data Interpretation
8.	Impact Assessment	Post Training Impact Report	Performance Assessment	Identify Areas for Improvement
9.	Job Knowledge and Technical Skills	Training in New Tools	Performance Assessment	Better Decision Making
10.	Developing and Managing Budget	Training in Budget Development	Performance Assessment	Enhanced Accountability
11.	Job Knowledge and Technical Skills	Training on Data Analysis	Performance Assessment	Improved Efficiency
12.	Procurement Management	Training in Procurement Fundamentals	Performance Assessment	Improved Quality

13.	Data Base System Modeling	Training in Data Base Management	Performance Assessment	Improve Data Base Management
14.	Technical Skills in Data Analysis and Collection	Training on Data Analysis/ Collection	Performance Assessment	Improved Efficiency
15.	Customer Relations	Training in Customer Relations	360-Degree-Feedback	Improve Customer Relations
16.	Environmental Impact Assessment	Training on Stakeholder Analysis	360-Degree-Feedback	Enhanced Sustainability
17.	Land Use Mapping and Planning	Training in Spatial Management	Spatial Analysis	Visualizing Spatial Data
18.	Contract Performance Monitoring	Training in Contract Administration	Performance Assessment	Improved Contract Compliance
19.	Develop Team Management Skills	Training in Social Mobilization	360-Degree-Feedback	Increased Transparency and Accountability
20.	Project Management	Training on Project Management Tools	Performance Appraisal	Improve Project Management
21.	Project Management	Training on Project Management Tools	Performance Appraisal	Improve Project Management
22.	Data Analytical Skills	Training on Data Analysis	Performance Assessment	Improved Efficiency

CHAPTER EIGHT
COMMUNICATION STRATEGY

8.0 Introduction

This chapter outlines the strategies to communicate the MTDP to all Stakeholders, including decision-makers and the citizenry, to promote participation and deepen ownership of the Plan. The Assembly aims at upholding the tenets of Good Governance, Transparency, and Accountability to elicit public trust in performing their Constitutional mandates and intends to utilize multiple channels to disseminate the programmes as contained in the Medium-Term Development Plan and engage Stakeholders on the progress of implementation.

8.1 Communication Strategy

The goal of the Communication Strategy is to disseminate the Plan to relevant Stakeholders and decision makers to ensure accountability and transparency. The tendency is that once accountability and transparency become the bedrock of governance, it will stimulate their support and commitment towards the implementation of the interventions contained in the Plan. Thus, the objectives of the Strategy are:

- To share the content of the MTDP with all Stakeholders
- To promote participation and ownership of MTDP
- To attract external support for interventions earmarked in the MTDP

The targeted audience for the MTDP includes; Decentralized and Non-Decentralized Departments, RCC, NDPC, SOE, MDAs, Development Authorities, Sub-District Structures, Traditional Authority, Opinion Leaders, Residents, Religious Leaders, NGOs, CSOs, PWDs, Gender Groups, Corporate Institutions, and Development Partners, amongst others.

In addition, key messages that encapsulate the aspiration of the Plan will be developed to suit the various audiences with consideration for gender and vulnerable groups. This will be done through needs assessment, consultative meetings, general Assembly meetings, sub–committee meetings, MPCU meetings, public hearings, stakeholder meetings, town hall meetings, notice and billboards, flyers, brochures, etc.

We will also use traditional media like newspapers, radio, and TV in addition to new media forms like online newspapers, websites, emails, virtual meetings, social media, public announcements, and community engagement.

The Client Service Centre Unit will also facilitate access to information and management of public or citizen expectations. Furthermore, relevant information would also be put on the Assemblies' website, *www.aywma.gov.gh,* periodically.

Table 8.1: Communication Activity

Indicator	Activity	Purpose	Audience	Channels	Time Frame	Responsibility
% of population engaged in the Plan preparation process.	MPCU Meeting	• To orient members on the Framework and Draft Guidelines • Validation of Plan	• MPCU Members • Selected Heads of Departments, Agencies and Units	• Orientation meetings • Social Media Platform • Website	March and May 2025	• MCD • MPO
	Conduct Community Needs Assessment	To collect needs and developmental issues of citizens for the MTDP	• Assembly Members, • Unit Committee Members • NGO's • CSO's, • Resident Associations, • Chiefs, Elders & Opinion leaders • Departmental Heads/ Units	• Meeting using flip chart stand pair-wise ranking, notice boards • Social Media Platform • Website	March, 2025	• MCD • MPO • Chairman of Development Sub-committee
	Community sensitization	To create awareness on the preparation of DMTDP to enable them to make relevant inputs	• Assembly Members, • Unit Committee Members • NGO's • CSO's, • Resident Associations, • Chiefs, Elders & Opinion leaders	• Community Durbars • Social Media Platform	March, 2025	• MPO • Information • Officer • MIS

			• Departmental Heads/ Units			
	Organize 2No. Public Hearing	• Present Municipal profile for inputs • Present Spatial Development options for Municipality • Present Draft MTDP for final inputs	• Assembly Members, • Unit Committee Members • NGO's • CSO's, • Resident Associations, • Chiefs, Elders & Opinion leaders • Departmental Heads/ Units	• Public Forum. • Social Media Platform	April and May 2025	• MPO • Plan Preparation Team
	Adoption of MTDP by Assembly	To enable Assembly, own the Plan to guide development	• Development Planning Subcommittee • Executive Committee • General Assembly	• Social Media Platforms • Website	May, 2025	• MCE • MCD • MPO • Presiding Member • Assembly Members
	Submit Draft MTDP to NDPC through RCC	To enable review of the Draft MTDP for feedback and harmonization.	• RCC • NDPC	• Email	May, 2025	• MPO

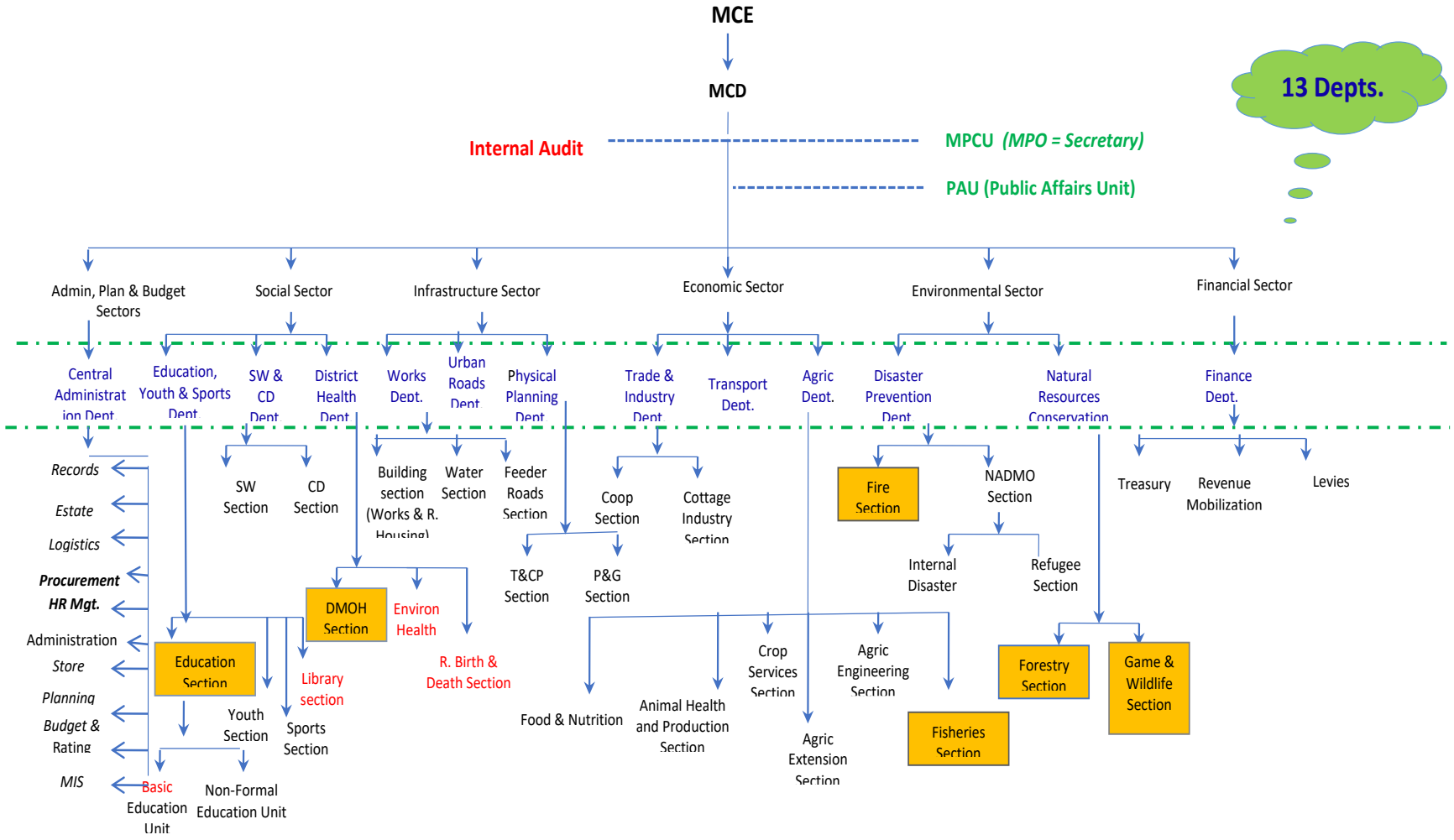
% of population aware of the MTDP	Share MTDP to all Stakeholders	To share the MTDP to all Stakeholders to inform them of the content of the MTDP	• Assembly Members, • Unit Committee Members • NGO's • CSO's, • Resident Associations, • Chiefs, Elders & Opinion leaders • Departmental Heads/ Units	• Town hall meetings • Emails, • Assembly's Website • Social Media Platforms	2026- 2029	• MCD • MPO • Information Officer • MIS Officer
	Town Hall Meeting	• To get stakeholders to appreciate the DMTDP. • Assess the level of implementation	• Assembly Members, • Unit Committee Members • NGO's • CSO's, • Resident Associations, • Chiefs, Elders & Opinion leaders • Departmental Heads/ Units	• Public Forum • Social Media platforms • Assembly's website	First Quarter and Third Quarter	• MPO • MIS
	Assembly Meetings	To update stakeholders on the status of implementation	• Executive Committee • General Assembly	• Round-table discussion • Assembly's website • Social Media platforms	Second Quarter	

Source: MPCU – AWMA, 2025

Appendix 1: Composition of Plan Preparation Team (PPT)

No.	Designation	Member
1.	Municipal Coordinating Director	Team Leader
2.	Municipal Planning Officer	Member
3.	Head Physical Planning Department	Member
4.	Municipal Statistician	Member
5.	Municipal Budget Analyst	Member
6.	Municipal Finance Officer	Member
7.	Municipal Agriculture Director	Member
8.	Municipal Education Director	Member
9.	Municipal Health Director	Member
10.	Municipal Sport Director	Member
11.	Head, Works Department	Member
12.	Head, Roads Department	Member
13.	Municipal Information Service Officer	Member
14.	Municipal Director, Dept of Social Development	Member
15.	Municipal MIS Officer	Member
16.	Head, Human Resource Manager	Member
17.	Municipal NADMO Director	Member
18.	Municipal Environmental Health Officer	Member
19.	Head, General Administration	Member
20.	Head, Estate Unit	Member
21.	Head Procurement Unit	Member
22.	Head, Internal Audit Unit	Member
23.	Head, Client Service Unit	Member
24.	Municipal Culture Officer	Member
25.	BAC Officer	Member
26.	Cooperatives Officer	Member
27.	Birth &Death Officer	Member
28.	YEA Coordinator	Member
29.	NYA Coordinator	Member
30.	Mun. Director, NCCE	Member
31.	Transport Officer	Member
32.	Urban Transport Officer	Member
Technical Support and Collaboration		
1.	Technical Support	RCC, NDPC etc.
2.	Collaborations	ECG, GHWCL, Fire Service, NHIS, Police Service

Appendix 2: Organogram of Ayawaso West Municipal Assembly



Appendix 3: Zonal Councils with their respective Electoral Areas and Major Communities

ZONAL COUNCIL	ELECTORAL AREA	SOME MAJOR COMMUNITIES
WESTLAND	Westland	Soba Down
		Police Station Down
		Eagle International School
		Santigo
	Legon	University Avenue
	North Dzorwulu	Ayibe Town
		Red Flamingo
		Gimpa
		Red Cross
		Shiashie
	Dzorwulu Central	Last Chance
		Methodist
		Dimples
		Baba Yara
SHIASHIE	East Legon	Shiashie
		Abokyeman
		Eye Clinic
		Red Light
		Part of America House
	La-Bawaleshie	Mempeasem
		America House
		Ideal College
		Akplega
		Solid Rock
	Okponglo	Okponglo
		University Staff Village
		La Bawaleshie
	Christian Center	America House
		Ampomaa
		AnC Mall
		Christian Center
ABELENKPE	Abelenkpe	Central Mosque
		Taxi Rank
		Hill Top
		Commodore
	Santana	Twenty-Four Hours
		Tesano

		Adaama
	Roman Ridge	Boxing Gym
		Police Station
		Sewage
	Airport	Airport Residential
	South Dzorwulu	De Saint
		138
		Railway

Source: MPCU – AWMA, 2025

Appendix 4: Demographic Characteristics

Table 2.3 Projected Population for AWMA

Electoral Area	Population Size (2021)	2025	2026	2027	2028	2029
Abelenkpe	5830	6558	6718	6896	7074	7254
Santana	6429	7232	7408	7604	7801	7999
Roman Ridge	3818	4295	4399	4516	4633	4750
Airport Residential	3474	3908	4003	4109	4215	4322
Dzorwulu South	4501	5063	5186	5324	5462	5600
Dzorwulu Central	4332	4873	4991	5124	5257	5390
Legon	13,553	15246	15616	16030	16446	16862
North Dzorwulu	2965	3335	3416	3507	3598	3689
Westlands	374	421	431	442	454	465
Okponglo	2752	3096	3171	3255	3339	3424
La Bawaleshie/Mempeasem	16,901	19012	19474	19990	20508	21028
East Legon	6346	7139	7312	7506	7700	7896
Christian Centre	4028	4531	4641	4764	4888	5012
Total	**75,303**	**84710**	**86767**	**89066**	**91375**	**93690**

Source: Ghana Statistical Service, 2025

Table 2.4: Religious Composition in AWMA

Religion	Settlement	2025			2026			2027			2028			2029		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
No Religion	Urban	1497	513	2110	1538	630	2169	1579	647	2226	1620	664	2284	1661	681	2342
Catholic	Urban	5824	4787	10811	5986	5125	11111	6144	5261	11405	6304	5397	11701	6463	5534	11998
Protestants	Urban	10719	10173	20893	11017	10455	21472	11308	10732	22041	11602	11011	22612	11896	11290	23185

Pentecostal/ Charismatic	Urban	15359	15742	31101	15785	16179	31963	16203	16607	32810	16623	17038	33661	17044	17469	34513
Other Christian	Urban	3203	2691	5894	3292	2765	6057	3379	2839	6218	3467	2912	6379	3555	2986	6541
Islam	Urban	4069	2811	6879	4181	2889	7070	4292	2965	7257	4404	3042	7446	4515	3119	7634
Traditionalist	Urban	160	79	237	161	76	243	165	78	250	174	83	256	178	85	263
Other	Urban	724	580	1304	744	596	1340	764	611	1376	784	627	1411	804	643	1447

Source: Statistics Department, 2025

Table 2.5: Age Distribution in AWMA

	2025			2026			2027			2028			2029		
Age Group	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
All Ages	43438	41272	84710	44493	42274	86767	45671	43395	89066	46855	44520	91375	48042	45647	93690
0	8074	8006	16080	8270	8200	16470	8489	8418	16906	8709	8636	17345	8929	8855	17784
0-4 years	2606	2529	5135	2670	2590	5260	2740	2659	5399	2812	2728	5539	2883	2797	5680
0	514	484	998	527	495	1022	541	509	1049	555	522	1076	569	535	1104
1	480	492	972	492	504	996	505	517	1022	518	530	1048	531	544	1075
2	568	523	1091	582	536	1118	597	550	1147	613	564	1177	628	579	1207
3	522	528	1050	535	540	1075	549	555	1104	563	569	1132	577	584	1161
4	522	503	1025	535	515	1050	549	529	1078	563	542	1105	577	556	1133
5-9years	2766	2658	5424	2833	2723	5556	2908	2795	5703	2984	2867	5851	3059	2940	5999
5	558	506	1064	572	519	1090	587	532	1119	602	546	1148	617	560	1177
6	600	580	1180	614	595	1209	630	610	1241	647	626	1273	663	642	1305
7	534	515	1050	547	528	1075	562	542	1104	576	556	1132	591	570	1161
8	560	520	1080	574	532	1106	589	546	1135	604	561	1165	620	575	1194
9	514	537	1051	527	550	1076	541	564	1105	555	579	1133	569	593	1162
10 -14 years	2701	2819	5520	2767	2888	5654	2840	2964	5804	2913	3041	5954	2987	3118	6105

10	513	514	1027	525	527	1052	539	541	1080	553	555	1108	567	569	1136
11	528	543	1071	540	557	1097	555	571	1126	569	586	1155	584	601	1184
12	611	557	1168	626	570	1196	642	585	1228	659	601	1260	676	616	1291
13	532	620	1152	545	635	1180	559	652	1211	574	669	1243	588	686	1274
14	517	585	1102	530	599	1129	544	615	1159	558	631	1189	572	647	1219
15	69341	35904	34897	36776	72750	71025	74677	38750	37750	39755	78600	76613	80591	41795	40762
15-19 years	4662	5755	10417	4775	5895	10670	4901	6051	10952	5028	6208	11236	5156	6365	11521
15	578	604	1182	592	619	1211	608	635	1243	624	652	1275	640	668	1308
16	521	632	1153	533	648	1181	548	665	1212	562	682	1244	576	699	1275
17	588	727	1315	603	744	1347	619	764	1383	635	784	1419	651	804	1454
18	1219	1614	2834	1249	1653	2902	1282	1697	2979	1315	1741	3057	1349	1785	3134
19	1755	2178	3933	1797	2231	4028	1845	2290	4135	1893	2349	4242	1941	2409	4350
20-24 years	8491	7909	16400	8697	8101	16798	8928	8316	17244	9159	8532	17691	9391	8748	18139
20	1872	1770	3641	1917	1812	3730	1968	1860	3829	2019	1909	3928	2070	1957	4027
21	1960	2012	3972	2007	2061	4069	2060	2116	4176	2114	2171	4285	2167	2226	4393
22	1811	1716	3527	1855	1757	3612	1904	1804	3708	1954	1850	3804	2003	1897	3900
23	1574	1359	2933	1612	1392	3004	1655	1429	3083	1698	1466	3163	1741	1503	3244
24	1275	1053	2327	1305	1078	2384	1340	1107	2447	1375	1136	2511	1410	1165	2574
25-29 years	5387	4365	9752	5518	4471	9989	5664	4589	10253	5811	4708	10519	5958	4827	10786
25	1009	1009	2237	1034	1034	2292	1061	1061	2353	1088	1088	2414	1116	1116	2475
26	1105	892	1997	1131	914	2045	1161	938	2099	1192	962	2154	1222	987	2208
27	1034	850	1884	1059	871	1930	1087	894	1981	1115	917	2032	1143	941	2084
28	1120	899	2019	1148	921	2068	1178	945	2123	1209	970	2178	1239	994	2233
29	900	714	1614	922	732	1653	946	751	1697	971	771	1741	995	790	1785
30-34 years	4127	3515	7643	4228	3601	7828	4340	3696	8036	4452	3792	8244	4565	3888	8453
30	1015	798	1812	1039	817	1856	1067	839	1905	1095	860	1955	1122	882	2004
31	973	790	1763	997	809	1806	1023	830	1853	1050	852	1901	1076	873	1950
32	772	762	1533	790	780	1571	811	801	1612	832	821	1654	854	842	1696

33	688	604	1293	705	619	1324	724	635	1359	743	652	1394	761	668	1430
34	679	562	1242	696	576	1272	714	591	1306	733	607	1340	751	622	1374
35-39 years	3221	2900	6121	3299	2970	6269	3386	3049	6435	3474	3128	6602	3562	3207	6770
35	816	696	1512	835	713	1549	858	732	1590	880	751	1631	902	770	1672
36	696	601	1297	713	615	1329	732	632	1364	751	648	1399	770	664	1435
37	571	538	1109	585	551	1136	601	565	1166	616	580	1196	632	595	1227
38	620	583	1203	635	597	1232	652	613	1264	669	629	1297	686	644	1330
39	517	483	1000	530	494	1024	544	507	1051	558	521	1079	572	534	1106
40-44 years	2280	2106	4386	2336	2157	4493	2397	2214	4612	2460	2272	4731	2522	2329	4851
40	521	463	984	533	475	1008	548	487	1035	562	500	1062	576	513	1089
41	571	465	1036	585	476	1061	601	488	1089	616	501	1118	632	514	1146
42	498	449	947	510	460	970	524	472	996	538	484	1022	551	496	1048
43	377	379	756	386	388	774	396	399	795	406	409	815	417	419	836
44	313	350	663	320	358	679	329	368	697	337	377	715	346	387	733
45-49 years	2065	1694	3759	2116	1735	3851	2172	1781	3953	2228	1827	4055	2284	1874	4158
45	559	408	967	573	418	991	588	429	1017	603	440	1044	618	452	1070
46	444	373	818	455	383	838	467	393	860	479	403	882	491	413	905
47	352	280	632	361	287	648	370	295	665	380	302	682	389	310	699
48	367	323	690	376	331	706	386	339	725	396	348	744	406	357	763
49	343	309	652	351	317	668	361	325	686	370	334	704	379	342	722
50-54 years	1591	1365	2955	1629	1398	3027	1672	1435	3107	1716	1472	3188	1759	1509	3268
50	368	327	695	377	335	712	387	344	731	397	353	750	407	362	769
51	375	309	684	384	317	701	394	325	719	404	334	738	414	342	756
52	298	270	568	305	277	582	313	284	597	322	291	613	330	299	628
53	313	236	549	320	242	562	329	248	577	337	255	592	346	261	607
54	237	222	459	243	227	470	250	233	483	256	239	495	263	245	508
55-59 years	1200	1075	2276	1229	1102	2331	1262	1131	2393	1295	1160	2455	1328	1189	2517
55	268	260	528	274	266	540	281	273	555	289	280	569	296	287	584

56	294	258	551	301	264	565	309	271	580	317	278	595	325	285	610
57	224	210	434	229	215	445	235	221	457	241	227	468	248	233	480
58	240	220	460	245	226	471	252	232	484	258	238	496	265	244	509
59	175	127	303	180	130	310	185	134	318	189	137	326	194	141	335
60-64 years	847	784	1631	868	803	1671	891	824	1715	914	846	1759	937	867	1804
60	224	181	405	229	186	415	235	190	426	241	195	437	248	200	448
61	179	173	352	183	177	361	188	182	370	193	187	380	198	192	389
62	143	138	281	146	142	288	150	145	296	154	149	303	158	153	311
63	143	154	297	146	158	304	150	162	312	154	166	320	158	170	328
64	159	137	296	162	141	303	167	144	311	171	148	319	175	152	327
65 years and older	1493	1798	3290	1529	1841	3370	1570	1890	3460	1610	1939	3549	1651	1988	3639
65-69 years	494	565	1059	506	578	1084	519	594	1113	533	609	1142	546	625	1171
65	120	147	268	123	151	274	127	155	281	130	159	289	133	163	296
66	114	123	236	116	126	242	119	129	248	123	132	255	126	136	261
67	98	111	209	100	114	214	103	117	220	106	120	226	108	123	231
68	88	92	180	90	94	184	92	97	189	95	100	194	97	102	199
69	74	91	165	76	93	169	78	96	174	80	98	178	82	101	183
70-74 years	379	461	840	388	472	861	399	485	884	409	498	906	419	510	929
70	84	101	186	86	104	190	89	106	195	91	109	200	93	112	205
71	76	100	177	78	103	181	80	105	186	83	108	191	85	111	195
72	80	88	168	82	90	172	84	92	176	86	95	181	88	97	185
73	58	94	153	60	97	157	62	99	161	63	102	165	65	105	169
74	80	78	157	82	80	161	84	82	166	86	84	170	88	86	174
75-79 years	264	339	603	271	347	618	278	356	634	285	365	650	292	374	667
75	67	85	153	69	88	157	71	90	161	73	92	165	75	95	169
76	57	78	135	59	80	138	60	82	142	62	84	146	63	86	149
77	51	66	117	52	68	120	53	70	123	55	72	126	56	73	129
78	55	52	107	56	53	109	58	54	112	59	56	115	61	57	118

79	34	57	91	35	59	93	35	60	96	36	62	98	37	63	101
80-84 years	206	236	442	211	242	453	216	248	465	222	255	477	228	261	489
80	61	62	123	62	63	126	64	65	129	66	67	132	67	68	136
81	55	48	103	56	50	106	58	51	109	59	52	112	61	53	114
82	33	49	82	33	51	84	34	52	86	35	53	89	36	55	91
83	26	36	62	27	37	63	27	38	65	28	39	67	29	40	68
84	31	40	72	32	41	74	33	43	76	34	44	78	35	45	80
85-89 years	101	117	218	104	120	224	106	123	229	109	126	235	112	129	241
85	26	38	64	27	39	66	27	40	67	28	41	69	29	42	71
86	24	27	51	24	28	52	25	28	53	25	29	55	26	30	56
87	18	19	37	18	20	38	19	20	39	19	21	40	20	21	41
88	19	16	35	20	16	36	20	17	37	21	17	38	21	17	39
89	15	17	31	15	17	32	15	18	33	16	18	34	16	19	35
90-94 years	36	57	93	37	59	96	38	60	98	39	62	101	40	63	103
90	12	19	31	13	20	32	13	20	33	13	21	34	14	21	35
91	11	15	26	12	15	27	12	15	27	12	16	28	12	16	29
92	7	10	17	7	10	17	7	11	18	7	11	18	7	11	19
93	1	8	9	1	8	9	1	8	9	1	8	10	1	9	10
94	4	6	10	5	6	10	5	6	11	5	6	11	5	6	11
95-99 years	10	19	29	10	20	30	11	20	31	11	21	32	11	21	32
95	2	2	4	2	2	5	2	2	5	2	2	5	2	2	5
96	2	4	6	2	5	7	2	5	7	2	5	7	2	5	7
97	1	4	5	1	5	6	1	5	6	1	5	6	1	5	6
98	3	3	6	3	3	7	4	4	7	4	4	7	4	4	7
99	1	4	5	1	5	6	1	5	6	1	5	6	1	5	6
100 years +	2	3	5	2	3	6	2	4	6	2	4	6	2	4	6

Table 2.6: Occupation Distribution in AWMA

Occupation	Geographical Area	Males	Females	Total Ages
Managers	Urban	1531	864	2395
Professionals	Urban	1853	1471	3324
Technicians and Associate Professionals	Urban	680	439	1119
Clerical Support Workers	Urban	731	677	1408
Service and Sales Workers	Urban	3907	6036	9943
Skilled Agricultural, Forestry and Fishery Workers	Urban	209	66	275
Craft and Related Trades Workers	Urban	3639	1099	4738
Plant and Machine Operators, Assemblers	Urban	1790	40	1830
Elementary Occupation Workers	Urban	1116	1474	2590
Other Occupations	Urban	52	16	68
Total		**15,508**	**12,182**	**27,690**

Source: Ghana Statistical Service, 2025

Appendix 5: Multidimensional Poverty Prevalence in AWMA

Dimension				Living Standards							Education			Health		Employment
All Urban / Zonal / Town / Area Councils	**All Communities / Localities within the Urban / Zonal / Town / Area Councils**	**Population (2025)**	**Sample population**	**Cooking fuel**	**Water**	**Asset**	**Housing**	**Overcrowding**	**Electricity**	**Toilet**	**School attendance**	**School attainment**	**School lag**	**Mortality**	**health insurance**	**Employed**
Abelenkpe	Abelenkpe	6536	327	2	0	0	0	4	0	0	2	0	2	2	1	8
	Santana	7208	360	8	0	0	0	5	0	11	7	2	4	5	1	15
	Roman Ridge	4281	214	0	0	0	0	2	0	0	1	2	1	1	0	7
	Airport Residential	3895	195	5	0	0	0	1	0	2	2	1	1	1	0	5
	Dzorwulu South	5046	252	2	0	0	0	3	0	0	0	0	2	2	1	11
Westlands	Dzorwulu Central	4857	243	0	0	0	0	4	0	4	2	2	2	2	2	9
	Legon	15,195	760	0	0	0	0	5	0	0	0	0	4	2	0	8
	North Dzorwulu	3324	166	4	0	0	0	7	0	0	2	2	2	3	2	10
	Westlands	419	21	2	0	0	0	3	0	0	1	1	1	2	1	6
Shiashie	Okponglo	3085	154	3	2	0	0	8	0	3	2	4	2	4	3	15
	La Bawaleshie/Mempeasem	18,948	948	6	1	0	0	6	0	9	4	6	6	6	4	17
	East Legon	7115	356	2	0	0	1	3	0	2	1	2	3	1	0	9
	Christian Centre	4516	226	0	0	0	0	2	0	0	0	0	2	1	0	8
Total		**84,426**	**4,221**	**52**	**3**	**0**	**1**	**53**	**0**	**31**	**24**	**22**	**32**	**32**	**15**	**128**

Appendix 6: Strength, Weakness, Opportunity and Threat (SWOT) Analysis of Development Issues

ISSUES	STRENGTH	WEAKNESS	OPPORTUNITIES	THREAT
Inadequate drainage infrastructure	• Existence of Roads Departments • Existing drainage network maps	• Encroachment on lands for drains. • Growth of unauthorized structures. • Aging infrastructure • Limited budget allocation	• Access to DACF • GARID project • Road Fund	• Untimely release of funds e.g., DACF • Inadequate funds
Conclusion: Improve development control and secure consistent funding to enhance drainage infrastructure.				
Poor hygiene sanitation and waste management	• Presence of Environmental Health Unit • Existence of Assembly by laws • Government awareness campaigns on sanitation • Community engagement initiatives	• Inadequate funds • Inadequate logistics • Inadequate environmental health staff personnel • Inadequate drivers to operate skip trucks	• GARID • Ministry of Sanitation • Availability of waste management companies. • Government policies on sanitation management	• Flooding. • Weak enforcement of by-laws • Poor attitude by residents toward waste disposal • Rapid urbanization is increasing waste generation
Conclusion: Strengthen logistics and staff capacity, enforce by-laws, and increase community sensitization on proper sanitation.				
Inadequate installation and maintenance of streetlights	• Existence of the Works department • Existence of the Roads Department	• Inadequate funds • Inadequate Staff • Poor maintenance culture	• GOG • Ministry of Roads and Highways • Community support	• Burglary of a street light • Streetlight cable theft
Conclusion: Engage the community in monitoring and improve maintenance through dedicated funding and staffing.				
Inadequate educational infrastructure	• Existence of the Education Directorate	• Limited funding • Land scarcity	• International aid and grants	• Poor maintenance and sustainability

			• Government Investment Policy Reforms	
Conclusion: Intensify sensitization, education, enforcement of By Laws, and persecution of sanitary offenders.				
Poor access to local road	• Presence of the Department of Road • Presence of the DRIP Committee	• Poor local layout • Poor revenue mobilization • Encroachment on the road reservation	• Road Fund • DACF • DRIP • IGF • Community support	• Inadequate Funding for road projects • Drainage issues
Conclusion: Better road access will support mobility and local development.				
Recurrent incidence of flooding	• Existence of NADMO • Existence of Environmental Health • Existence of Roads Department • Existence of Physical Planning • Existence of Works Department • Safe Havens	• Inadequate funds • Filling of the wetlands by developers • Irregular desilting of drains • Poorly maintained and inadequate drainage systems	• Development Control • Presence of by law • GARID	• Regular dumping of refuse in gutters by residents • Settlements along the waterways. • Low laying of the bridge at Sober down • Public apathy toward environmental management
Conclusion: Proactive flood control will reduce risk to lives and property.				
Youth unemployment and underdevelopment	•Existence of YEA, •Existence of NYA •Existence of BAC	• Inadequate funds • Limited access to startup capital and credit facilities	• Skills training • LED initiatives • NEIP • MasterCard Foundation programs	• Poor Attitude Towards Vocational and Technical Training • Inadequate Startup Kits • Inadequate Credit Facilities

				• Weak linkages between training institutions and employers.
Conclusion: Empowering young people with skills and jobs will boost economic growth.				
Silted and choked drains	• Presence of Environmental Health Unit • Presence of NADMO • Presence of Roads Department • Existence of Assembly by laws	• Inadequate funds • Inadequate logistics • Inadequate Environmental Health staff	• Support from GARID • Ministry of Sanitation and Water Resources	• Poor waste disposal • Dilapidated Drains • Improper waste disposal habits
Conclusion: Regular drain maintenance is key to reducing flood and disease risk.				
Incidence of Drug Abuse	• Presence of NCCE • Social Welfare and Community Development Department • Presence of the Health Directorate	• Poor parental care and guidance • Peer pressure • Lack of a public mental health center • School dropout • Stigmatization	• Support from NGO's • Traditional Authorities • Youth empowerment programmes	• Lack of entrepreneurship skills • Inadequate education on drug abuse
Conclusion: Tackling drug abuse requires education and support systems.				
Inadequate market facilities	• Market associations • LED Groups • Vegetable Farmers Association • Existence of Micro, Small, Medium Enterprise Committee	Non-availability of land	• Public-Private Partnerships • IGF	• Existence of nearby commercial market • Urbanization
Conclusion: Modernized markets will improve trade and hygiene conditions.				

Lack of public health infrastructure	• DACF • IGF • Existence of Health Directorate	• Inadequate funding. • Poor revenue mobilization • Non availability of land	• Availability of private companies • Availability of health staff	• Untimely release of (DACF)
Conclusion: Improving infrastructure is vital for community health resilience.				
Growth of Unauthorized Structures and Slums	• Existence of the Physical Planning Department • Existence of the Works Department • Existence of Building Inspectorate Unit • Existence of Assembly by laws	• Inadequate logistics for development control. • Inadequate Staff • Land litigation/disputes • Encroachment	• Development control • Chiefs and landowners	• Delay in processing land title documents from Lands Commission • High cost of renting and housing • Political interference
Conclusion: Stronger regulation and inclusive Planning can manage slum growth.				
Incidence of prostitution	• Presence of SWCD	Poor public education on prostitution	• Existence of Police, • Skills training • Youth development Programmes • NGO'S	• Lack of employment, • high illiteracy rate • poverty • Inadequate funds • Inadequate surveillance by security agencies.
Conclusion: Support and enforcement are key to reducing prostitution.				
Irregular and inadequate water supply	• Existence of Estate Unit	Absence of a decentralized department of the Ghana Water Company	• Ghana Water Company Limited • Support from Central Government	• High cost of water treatment • High cost of maintenance • High cost of water connections • High cost of water supply services

			• Support of NGO's and other Donors	• Meter Theft • Uninvolvement of GHWCL in demolition exercises
Conclusion: Reliable water supply is essential for public health.				
Incidence of Noise pollution	• Presence of Environmental Health Unit • Transport Department	• Presence of scrap dealers • Entertainment facilities Church etc.	• Existence of EPA	• Attitude of residents
Conclusion: Enforcing noise laws will improve living conditions.				
Poor development control	• Existence of Works Department • Environmental protection	• Inadequate funds • Inadequate logistics	• GOG • Community support	• Rapid urbanization • Political interference
Conclusion: Transparent enforcement will ensure orderly urban growth.				
Inadequate speed humps	• Existence of Road Department	Inadequate funds	• Highways Authority • Availability of electoral area development fund	• Speeding on road and reckless driving • Inadequate road signs
Conclusion: Constructing speed humps will reduce speeding and accidents.				
Poor Maintenance of Traffic Light	• Existence of Urban Roads	• Poor collaboration with responsible agencies	• Existence of Highway Authority • Existence of energy companies	• Inaction of responsible agencies (Highway Authority
Conclusion: Regular maintenance is essential for traffic safety.				
Incidence of Teenage Pregnancy	• Existence of the Education Directorate, NCCE, and SWCD	Inadequate funds and Lack of public health facilities	• Free adolescent reproductive health services and NGO'S	• Attitude of the Community • Sensitize girls on reproductive health and ensure the provision of health care facilities

Conclusion: Preventing teenage pregnancy requires education and support.				
Inadequate Opportunities for PWD's and aged	• Presence of Social Welfare and Community Development Department	Inadequate Funds	• NGO's • PWD Associations • Presence of Disability Fund Committee	• Weak Enforcement of social protection • Untimely release of DACF
Conclusion: Promoting inclusivity improves quality of life for all.				
Inadequate urban transport terminal	• Existence of Urban transport	• Limited funding • Poor Planning and maintenance	• Government initiatives • Investment from private sectors	• Traffic congestion • Informal transport operations
Conclusion: Modern terminals will streamline urban mobility.				
Lack of sports and recreational centers	• Existence of youth groups, schools and social clubs	• Unavailability of land • Non-existence of park and garden unit	• Support from NGO'S, private companies • Traditional authorities	• Poor maintenance culture
Conclusion: Recreation centers foster youth development and wellness.				
Boundary disputes	• Existence of Spatial Planning • Existence of Building inspectorate Unit	Weak coordination between institutions	• Chiefs and landowners • LAP Project • RCC	• Corruption on the part of some officials
Conclusion: Resolving disputes supports peace and land use Planning.				
Incidence of Air pollution	• Presence of Environmental Health Unit • Presence of Air monitors	• Presence of scrap dealers	• Existence of EPA	• Attitude of residents • Inadequate funds
Conclusion: Pollution control improves public health and urban quality.				

Incidence of Child Abuse	• Presence Social Welfare and Community Development.	• Limited resources • Lack of awareness	• Policy development	• Providing sustainable support • Identifying and rescuing children
Conclusion: Strengthening systems will protect vulnerable children.				
Incomplete Street Naming and Property Addressing System	• Existence of PPD • SAT	• Inadequate logistics • Inadequate staff • Inadequate funds	• Availability of logistics and human resources • Community support	• Delay in release of DACF
Conclusion: Improve funding for street naming programme.				
Inadequate Local Content	• Presence of Procurement Unit • Presence of BAC • Presence of skilled local contractors • Presence of Artisans	• Inadequate registration of local contractors • Inadequate funds	• Assembly Members • Local companies • PPP	• Inadequate information • Political influence • Corruption and favoritism
Conclusion: Boosting local content promotes job creation and resilience.				
Incidence of Insufficient Household Food Security.	• Existence of AEA's • Existence of Agric Department	Inadequate logistics for extension.	• PPP • Extension delivery on urban agricultural partnership with other MMDA's	• Eviction by landowners • Urbanization
Conclusion: Providing input enhances food production and livelihoods.				
Outbreak of Communicable diseases	• Presence of the Health Department • Environmental Health Unit	• Poor sanitation • Overcrowded settlements	• Health education • Vaccination outreach programs	• Health system strain • Disease spread
Conclusion: Preventing outbreaks needs education, sanitation, and response Plans.				

Inadequate Office Accommodation	• Ministry of Works and Housing • Presence of Works Department • Availability of plots of land	• Poor working conditions • Congestion • Inadequate funds	• Public-private partnership construction models • Smart office concepts • DACF Secretariat	• Delays in service delivery • Reduced productivity • Delay in payments
Conclusion: The Assembly will engage the DACF Secretariat and IGF to support the completion of the Office Building.				
Inadequate Equipment, Logistics, and Vehicles	• Presence of Environmental Health Unit • Basic equipment stock	• Insufficient logistics • Aging fleet	• Donor and government support • Budget provisions	• Inefficient operations • Disrupted services
Conclusion: Upgrading logistics is essential for service delivery.				
Inadequate Credit for SME's	• Presence of BAC • Existence of Micro Finance Institutions • Existence of LED Groups	• Limited access to SME's • Weak credit history • Inadequate collateral to secure loan	• Donor and government support • PPP	• High Interest Rate • High Collateral
Conclusion: Facilitate access to credit for SMEs through formulization of groups and engagement with micro finance.				
Inadequate Women Empowerment Programmes	• Presence of Social Welfare and Community Development • Existence of cooperatives groups • Existence of women groups	• Inadequate funds • Limited government funding • Low representation of women	• NGO's • PPP	• Ineffective monitoring • Untimely release of DACF
Conclusion: Investing in training and inclusive programs through national, donor, and community support can strengthen women's empowerment in the Municipality.				
Incidence of Fire Outbreak	• Presence of NADMO • Presence of Fire Service Station • Existence of Assembly by laws	• Inadequate fire hydrants • Low public compliance with fire safety measures	• Availability of Donor Funds • PPP	• Rapid Urbanization • Growth of Slum • Poor waste management

				• Limited Insurance
Conclusion: The NADMO department will collaborate with the District Fire Service to provide more fire hydrants, extinguishers, enforcement of bylaws and community awareness to reduce fire risks.				
Low Participation of Youth in local Governance	• Presence of National Youth Authority • Presence of Youth Group	• Inadequate youth engagement • Absence of dedicated local youth policies	• Availability of Website • Social Media • Town Hall Meetings	• Cultural and political influence • Youth Apatite
Conclusion: The Assembly intends to organize more youth parliament programmes to improve participation in local governance.				
Limited use of ICT in business and provision of Services	• Presence of MIS • Presence of ICT Institutions • Availability of CRM	• Inadequate Capacity • Inadequate funds • Limited integration of ICT	• Donor funds • PPP	• Risk of Cyber Attack • Bad internet connectivity
Conclusion: The Assembly will consider ICT integration through targeted training programs, partnerships with educational and private sector Stakeholders to enhance service delivery and business operations.				
Low Students Interest and Motivation for STEM	• Availability of a STEM School • Presence of Education Department	• Inadequate funds • Inadequate STEM teachers •	• NGO • PPP • PTA Committee	• Delay DACF releases • Inadequate parental encouragement
Conclusion: The Education Department will invest in hands-on learning, mentorship, awareness campaigns, and inclusive STEM programs in schools to boost student engagement.				
Inadequate Internal General Funds	• Presence Finance Department • Revenue Collectors	• Inadequate logistics • Inadequate Vehicles • Inadequate Capacity • Inadequate Data on business/property rate bills	• Central Management Systems	• Boundary Disputes • Risk of revenue leakages
Conclusion: The Assembly will embrace digital tools, improving data systems, enforcing revenue by-laws, and enhancing public education to improve revenue mobilization.				

Poor Maintenance Culture	• Presence of Estate Unit • Presence of Work Department	• Inadequate Funds • Delay in releases • Delay in procurement process • Lack of enforcement of maintenance Plan • Delay in response to fault	• Donor Funds • PPP • Asset Management Committee	• Limited accountability for asset management • Negligence of people
Conclusion: The Assembly will address this issue by institutional reforms, digital tools, training, and community engagement to enhance the sustainability of public investments.				
Inadequate Resources for Policing	Existence of police station MUSEC Community policing personnels	• Insufficient logistics • Inadequate staffing • Poor infrastructure at some police posts • Limited budgetary support for operations • Delayed response times due to resource constraints	• DACF • PPP • NGO's • Community Support	• Rising urban population • Growth of criminal activities • Risk of vigilantism in underserved areas • Political interference in security operations
Conclusion: There is the need to support security agencies to enhance security operations and restore community trust.				
Erosion of indigenous cultural values and practices	• Presence of Culture Unit	Inadequate funds Inadequate staff capacity Inadequate logistic Lack of documentation and preservation of local history	• Culture groups • NGO's • National Commission on Culture	• Rapid urbanization • Globalization influencing on cultural assimilation • Migration • Loss of indigenous languages and customs
Conclusion: Strategic integration of culture into education, use of media, and stronger institutional to revitalize and preserve cultural heritage.				

Inadequate Service Delivery	• Existence of the Assembly and its Department /Units • Availability of Client Service Charter	• Inadequate logistics • Delays in funding • Bureaucratic bottlenecks affecting timely delivery • Weak coordination among departments • poor inter-agency collaboration • Limited monitoring, evaluation, and feedback mechanisms • Poor data management affecting Planning and responsiveness	• Donor funds • PPP • Community Support • Collaboration with other Assembly and MMDAs	• Attitude of people • Delayed releases from central government • Political interference affecting service prioritization and fairness • Citizen dissatisfaction and loss of trust in local government institutions
Conclusion: The Assembly will continue to ensure staff capacity building, partnerships, and stronger citizen involvement to improve effective, equitable, and accountable public service delivery in the Municipality.				

Source MPCU AWMA, 2025

Appendix 7: Sustainability Test

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

especially vulnerable and excluded people.							
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Financial Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Agriculture Modernization Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the	Description of investment	(0)	1	2	3	4	5

development of downstream industries, utilising local raw materials, products and labour.	strategy						

Programme: Monitoring and Evaluation Programme								
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
EFFECTS ON NATURAL RESOURCES								
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS								
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5

Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Cooperative Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5

Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Business Development Services Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5

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

economic growth.							
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Local Economic Development Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Health Promotion Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

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

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Access to Education Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Science, Technology, Engineering and Mathematics (STEM) Education Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the	Description of investment	(0)	1	2	3	4	5

development of downstream industries, utilising local raw materials, products and labour.	strategy						

Programme: Child Rights, Protection and Promotion Programme								
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
EFFECTS ON NATURAL RESOURCES								
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS								
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5

Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Vulnerability Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5

Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: National Apprenticeship Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5

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

economic growth.							
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Gender Empowerment Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Human Capital Development and Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

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

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Birth and Death Registration Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Food Hygiene and Safety Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the	Description of investment	(0)	1	2	3	4	5

development of downstream industries, utilising local raw materials, products and labour.	strategy						

Programme: Safe Environment Programme								
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
EFFECTS ON NATURAL RESOURCES								
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS								
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5

Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Sanitation and Waste Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5

Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Law Enforcement Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5

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

economic growth.							
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Disaster Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Climate Change Adaptation Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

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

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Development Control Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Spatial Planning and Settlement Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the	Description of investment	(0)	1	2	3	4	5

development of downstream industries, utilising local raw materials, products and labour.	strategy						

Programme: Routine Maintenance Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5

Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Periodic Maintenance Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5

Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Drain Construction and Maintenance Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5

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

economic growth.							
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Road Safety and Traffic Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Urban Transport Services Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

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

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Meeting Coordination Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Staff Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the	Description of investment	(0)	1	2	3	4	5

development of downstream industries, utilising local raw materials, products and labour.	strategy						

Programme: Capacity Building Programme								
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**						
EFFECTS ON NATURAL RESOURCES								
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS								
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5

Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: E-procurement Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5

Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Assets Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5

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

economic growth.							
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Operations and Maintenance Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Information Dissemination and Feedback Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

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

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Right to Information (RTI) Law Implementation Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5

Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Fleet Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5

Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the	Description of investment	(0)	1	2	3	4	5

development of downstream industries, utilising local raw materials, products and labour.	strategy						

Programme: Risk Management Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5

Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Internal Control Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5

Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: NACAP II Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5

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

Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Planning, Coordination and Implementation Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5

Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Popular Participation Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5

Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Budgeting, Monitoring and Evaluation Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5

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

Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Tourism and Cultural Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Civic Education Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5

practical.							
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Statistical Database Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5

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

Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Community Research and Census Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Programme: Client Service Improvement Programme							
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	(0)	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	(0)	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	(0)	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0)	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							

Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communi-ties to be assessed	(0)	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	(0)	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	(0)	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0)	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	(0)	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0)	1	2	3	4	5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5

Appendix 8: Compound Matrix

ECONOMIC DEVELOPMENT

Major Environmental Concerns	**Livelihood**				**Health**				**Vulnerability**					**Institutional**		
ENVIRONMENTAL FACTORS / DEVELOPMENT PROGRAMME	Access to Water-Urban	Access to Farm Lands	Access to Credit Facilities	Alternative Livelihood Proj,	Sanitation	Access to Health Services	Air Quality	Water Quality	Flooding	HIV Infected and Affected	Disputes and Conflicts	Unemployment	Epidemics	Citizen's Engagement	Access to Information	Coordination/Collaboration
Revenue Mobilization Programme	0	0	√	√	0	0	0	0	0	0	0	√	0	√	√	√
Financial Management Programme	0	0	√	√	0	0	0	0	0	0	0	√	0	√	√	√
Agriculture Modernization Programme	0	√	√	√	0	0	0	0	0	0	0	√	0	√	√	√
Cooperative Programme	0	√	√	√	0	0	0	0	0	0	0	√	0	√	√	√
Monitoring and Evaluation Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Business Development Services Programme	0	0	√	√	0	0	0	0	0	0	0	√	0	√	√	√
Local Economic Development Programme	0	√	√	√	0	0	0	0	0	0	0	√	0	√	√	√

SOCIAL DEVELOPMENT

Major Environmental Concerns	**Livelihood**				**Health**				**Vulnerability**					**Institutional**		
ENVIRONMENTAL FACTORS / DEVELOPMENT PROGRAMMES	Access to Water-Urban	Access to Farm Lands	Access to Credit Facilities	Alternative Livelihood Proj,	Sanitation	Access to Health Services	Air Quality	Water Quality	Flooding	HIV Infected and Affected	Disputes and Conflicts	Unemployment	Epidemics	Citizen's Engagement	Access to Information	Coordination/Collaboration
Expanded Programme on Immunization Programme	0	0	0	0	√	√	0	0	0	√	0	0	√	√	√	√
Health Promotion Programme	0	0	0	0	√	√	√	√	√	√	0	0	√	√	√	√
Mental Health Programme	0	0	0	0	√	√	√	√	0	√	0	0	√	√	√	√
NCD Programme	0	0	0	0	0	√	√	0	0	0	0	√	0	√	√	√
CHPS/Health Infrastructure Programme	√	0	0	0	√	√	0	√	√	√	0	√	√	0	0	√
Access to Education Programme	√	0	0	0	√	0	0	√	√	√	√	0	√	√	√	√
Science, Technology, Engineering, and Mathematics (STEM) Education Programme	√	0	0	√	√	0	0	√	√	0	√	√	√	√	√	√
Capacity Building Programme	0	0	√	√	0	0	0	0	√	√	√	√	√	√	√	√
Child rights Promotion and Protection Programme	√	0	0	0	√	√	0	√	√	√	√	0	√	√	√	√
Vulnerability Programme	√	0	√	√	√	√	0	√	√	√	√	√	√	√	√	√

Local Economic Development Programme	0	√	√	√	0	0	0	0	0	0	0	√	0	√	√	√
Gender Empowerment Programme	0	√	√	√	√	√	0	0	0	√	√	√	0	√	√	√
Monitoring and Evaluation Programme	0	0	0	√	0	√	0	0	0	0	0	0	√	√	√	√
National Apprenticeship Programme	0	0	√	√	0	0	0	0	0	√	0	√	0	√	√	√
AgriNext Programme	0	√	√	√	0	0	0	√	√	0	0	√	0	√	√	√
Human Capital Development and Management Programme	0	0	0	√	0	0	0	0	0	√	0	√	0	√	√	√
Sport Development Programme	0	0	0	√	0	√	√	0	0	0	√	√	0	√	0	√
Birth Registration Programme	0	0	√	0	0	√	0	0	0	0	0	√	√	√	√	√
Death Registration Programme	0	0	√	0	0	0	0	0	0	√	√	0	√	√	√	√
Food Hygiene and Safety Programme	√	0	0	0	√	0	0	√	0	√	0	0	√	√	√	√
Safe Environment Programme	√	0	0	0	√	0	√	√	√	0	0	0	√	√	√	√
Sanitation and Waste Management Programme	√	0	0	√	√	0	√	√	√	0	0	√	√	√	√	√

ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

Major Environmental Concerns	**Livelihood**				**Health**				**Vulnerability**					**Institutional**		
ENVIRONMENTAL FACTORS / DEVELOPMENT PROGRAMME	Access to Water-Urban	Access to Farm Lands	Access to Credit Facilities	Alternative Livelihood Project	Sanitation	Access to Health Services	Air Quality	Water Quality	Flooding	HIV Infected and Affected	Disputes and Conflicts	Unemployment	Epidemics	Citizen's Engagement	Access to Information	Coordination/Collaboration
Law Enforcement Programme	0	0	0	0	0	0	0	0	0	0	√	0	0	√	0	√
Disaster Management Programme	0	0	0	0	√	0	0	0	√	√	0	0	√	√	0	√
Climate Change Adaptation Programme	0	√	0	√	√	0	√	√	√	0	0	√	0	√	0	√
Monitoring & Evaluation Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Municipal Infrastructure Programme	√	0	0	0	√	0	0	√	√	0	0	0	0	0	0	√
Development Control Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√
Spatial Planning and Settlement Management Programme	0	0	0	0	0	0	0	0	√	0	0	0	0	0	0	√
Routine Maintenance Programme	√	0	0	0	√	0	0	√	√	0	0	0	0	0	0	√
Periodic Maintenance Programme	√	0	0	0	√	0	0	√	√	0	0	0	0	0	0	√
Drain Construction & Maintenance Programme	√	0	0	0	√	0	0	√	√	0	0	0	0	0	0	√

Road Safety and Traffic Management Programme	0	0	0	0	0	0	0	0	√	0	0	0	0	√	0	√
Urban Transport Services Programme	0	0	0	0	0	0	0	0	√	0	0	0	0	√	0	√
Revenue Mobilization Programme	0	0	√	√	0	0	0	0	0	0	0	√	0	√	√	√
Deployment, Installation and Routine Maintenance Programme	√	0	0	0	√	0	0	√	√	0	0	0	0	0	0	√

GOVERNANCE AND INSTITUTION DEVELOPMENT

Major Environmental Concerns	**Livelihood**				**Health**				**Vulnerability**					**Institutional**		
ENVIRONMENTAL FACTORS / DEVELOPMENT PROGRAMME	Access to Water-Urban	Access to Farm Lands	Access to Credit Facilities	Alternative Livelihood Proj,	Sanitation	Access to Health Services	Air Quality	Water Quality	Flooding	HIV Infected and Affected	Disputes and Conflicts	Unemployment	Epidemics	Citizen's Engagement	Access to Information	Coordination/Collaboration
Meeting Coordination Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Capacity Building Programme	0	0	0	0	0	0	0	0	0	0	0	√	0	√	√	√
Staff Management Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
E-Procurement Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Asset Management Programme	0	0	0	0	√	0	0	0	√	0	0	0	0	√	√	√
Operations and Maintenance Programme	√	0	0	0	√	0	0	√	√	0	0	0	0	0	0	√
Information Dissemination and Feedback Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Community Engagement Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Media Coverage Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Right to Information (RTI) Law Implementation Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Risk Management Programme	0	0	0	0	0	0	0	0	√	0	0	0	√	√	√	√
Internal Control Programme	0	0	√	0	0	0	0	0	0	0	0	0	√	√	√	√

NACAP II Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Planning, Coordination and Implementation Programme	√	√	0	0	√	√	0	√	√	0	0	0	√	√	√	√
Monitoring and Evaluation Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Popular Participation Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	√	√	√
Budgeting, Monitoring and Evaluation Programme	√	0	0	0	√	√	0	√	√	0	0	0	√	√	√	√
Fixed Asset Management and Accountability Programme	√	0	0	0	√	√	0	√	√	0	0	0	√	√	√	√
Tourism and Culture Programme	0	0	0	√	0	0	0	0	0	0	0	√	0	√	0	√
Civic Education Programme	0	0	0	0	√	√	0	√	0	√	√	0	√	√	√	√
Statistical Database Programme	√	√	√	√	√	√	0	√	√	√	0	√	√	√	√	√
Community Research and Censuses Programme	√	√	√	√	√	√	0	√	√	√	0	√	√	√	√	√
Client Service Improvement Programme	√	0	0	0	√	√	0	√	√	0	0	0	√	√	√	√

Appendix 9: Compatibility Matrix

No.	Development Programmes	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54
1.	Revenue Mobilization Programme		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
2.	Financial Management Programme	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
3.	Agriculture Modernization Programme	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Cooperative Programme	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

5.	Business Development Services Programme	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
6.	Local Economic Development Programme	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
7.	Health Promotion Programme	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1
8.	Community Health Planning and Services	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1

	Programme																																																						
9.	Access to Education Programme	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1
10.	Science, Technology, Engineering, and Mathematics (STEM) Education Programme	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1
11.	Child rights Promotion and Protectio	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1

	n Programme																																																						
12.	Vulnerability Programme	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1
13.	Gender Empowerment Programme	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1
14.	National Apprenticeship Programme	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
15.	Human Capital Development and Management Programme	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1

16.	Sport Development Programme	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1
17.	Birth and Death Registration Programme	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	√	1	1
18.	Food Hygiene and Safety Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√		√	√	1	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
19.	Safe Environment Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√		√	1	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1

20.	Sanitation and Waste Management Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√		1	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
21.	Law Enforcement Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	√		1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	1	√	√
22.	Disaster Management Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1		√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
23.	Climate Change Adaptation Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√		√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1

24.	Municipal Infrastructure Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√		√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
25.	Development Control Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√		√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
26.	Spatial Planning and Settlement Management Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√	√		√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
27.	Routine Maintenance Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√	√	√		√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1

28.	Periodic Maintenance Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√	√	√	√		√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
29.	Drain Construction & Maintenance Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√	√	√	√	√		√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
30.	Road Safety and Traffic Management Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√		√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
31.	Urban Transport Services	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	√	1	1

	Programme																																																						
32.	Deployment, Installation and Routine Maintenance Programme	1	1	1	1	1	1	√	√	√	√	√	√	√	1	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√	1	1
33.	Meeting Coordination Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
34.	Capacity Building Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
35.	Staff Management Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

36.	E-Procurement Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
37.	Asset Management Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
38.	Operations and Maintenance Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
39.	Information Dissemination and Feedback Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

40.	Community Engagement Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√
42.	Right to Information (RTI) Law Implementation Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√
43.	Fleet Management Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√
44.	Risk Management Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√

45.	Internal Control Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√
46.	NACAP II Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√
47.	Planning, Coordination and Implementation Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√
48.	Popular Participation Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√	√
49.	Budgeting, Monitoring and	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√	√

	Evaluation Programme																																																						
50.	Fixed Asset Management and Accountability Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√	√
51.	Tourism and Culture Programme	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√	√	√
52.	Civic Education Programme	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	1	√	√	√	√	√	√	√	√	√	√	√	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	√		1	1	1

53.	Statistical Database Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√	√
54.	Community Research and Censuses Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	1		√
55.	Client Service Improvement Programme	√	√	√	√	√	√	1	1	1	1	1	1	1	√	1	1	1	1	1	1	√	1	1	1	1	1	1	1	1	1	1	1	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	1	√	

Source: MPCU – AWMA, 2025

Legend - Numeric Score	2 = High compatibility; 1 = Medium compatibility; 0 = Low compatibility
2	High compatibility: strong synergy, direct reinforcement or necessary enabler
1	Medium compatibility: indirect synergy or conditional linkage
0	Low compatibility: limited interaction or potential redundancy (not used in default algorithm)

Annex 1: Bibliography

Ayawaso West Municipal Assembly 2022 Annual Progress Report

Ayawaso West Municipal Assembly 2023 Annual Progress Report

Ayawaso West Municipal Assembly 2024 Annual Progress Report

Ayawaso West Municipal Assembly 2022 Annual Audited Financial Statement

Ayawaso West Municipal Assembly 2023 Annual Audited Financial Statement

Ayawaso West Municipal Assembly 2024 Annual Audited Financial Statement

Ayawaso West Municipal Assembly Approved 2022-2025 Medium Term Development Plan

Ayawaso West Municipal Assembly 2024 Market Survey Report

Environmental Protection Agency, 2020, Strategic Environmental Assessment Training Manual (Revision)

Ghana 2021 Population and Housing Census (Population Projections 2021-2050)

Guidelines for Preparing 2026-2029 Medium-Term Development Plan

Local Governance Act, 2016 (Act 936)

Ministry of Works, Housing and Water Resources' Scale of Fees for Consultancy Services (www.ppa.gov.gh)

National Development Planning (System) Act, 1994 (Act 480)

National Development Planning (System) Regulations 2016, L.I. 2232

National Development Planning Commission (2014), National Monitoring and Evaluation Manual

National Development Planning Commission Act, 1994 (Act 479)

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Public Procurement Authority-Average Price Database for Common User Items

Public Financial Management Act, 2016 (Act 921)

Public Financial Management Regulations 2019, L.I 2378 The 1992

Annex 2: Glossary

Term	Definition
Activities	The collection of tasks to be carried out in order to achieve an output.
Assumption	Positively-stated external factors which are important for the success of the intervention, are probable (not certain/ unlikely) to happen, and are beyond its control.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.
Goal	The long-term result that an intervention seeks to achieve, which may be contributed to by factors outside the intervention.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	A unit of measurement that helps determine what progress is being made towards the achievement of an intended result (objective).
Monitoring	The routine collection and analysis of information in order to track progress, check compliance and make informed decisions for project/programme management
Objective	The intended results of an intervention which can split by levels of increasing significance, for example outputs, outcomes and goal.
Outputs	These are goods and services to be produced in given period in order to achieve stated objectives.
Policy	A general course of action or proposed overall direction that a government or other institution is, or would be, pursuing and which guides ongoing decision making.
Problem	An existing negative situation
Programme	A coherent, organized policy framework or schedule of commitments, proposals, instruments and/or activities that elaborates and implements policy, eventually comprising several projects.
Project	A proposed capital undertaking, typically involving the Planning, design and implementation of specified activities.
Stakeholder	A functional category of actors with a direct dependency on certain environmental resources, in terms of their use and management for specific goals. In many cases the Stakeholder is also the 'primary actor'.
Strategy	This identifies what is needed to achieve a policy goal. They are specific and measurable targets for accomplishing a goal. They mark interim steps towards achieving an agency's long-term mission and goal

Annex 3: Public Hearing

REPORT ON PUBLIC HEARING ON THE DRAFT MUNICIPAL PROFILE FOR 2026-2029 MEDIUM TERM DEVELOPMENT PLAN

Name of Municipal:	Ayawaso West Municipal Assembly
Region:	Greater Accra Region
Name of Town:	Dzorwulu
Venue:	The Church of Pentecost, Westlands
Date:	Wednesday, 23rd July, 2025

INTRODUCTION

As part of the process towards the preparation of the Medium-Term Development Plan 2026-2029 the Assembly organized a Public Hearing on the Draft Municipal Profile to enable Stakeholders to make inputs and contributions to ensure the profile reflects the current situations of the Municipality.

PARTICIPANTS

Participants at the Public Hearing included:

- Assembly Members
- Unit Committee Members
- Opinion Leaders
- Management and Staff of AWMA
- Traditional Authorities
- Religious Groups
- Women groups
- Artisans
- Non-Governmental Organizations
- Persons with disabilities
- Youth Groups
- General Public

In all, a total of Two Hundred and Thirty (230) participants (One Hundred were females and One Hundred and Thirty were males) attended the hearing. The means of communication was English, Ga, Twi and sign language with invitations sent through letters, emails and phone calls.

The meeting started at approximately 10:30 am. An opening prayer was said by a participant. The Municipal Chief Executive, in his opening remarks, said the purpose of gathering was to present the profile, development issues and needs of the Municipality to solicit Stakeholder's inputs and contributions.

PRESENTATION OF DRAFT PROFILE AND DEVELOPMENT NEEDS

The Municipal Planning Officer in his presentation said the Ayawaso West Municipal Assembly (AWMA) was carved out of Accra Metropolitan Assembly (AMA) by the Legislative Instrument (LI 2312) and inaugurated on 15th March, 2018 with Dzorwulu as its capital.

He took the participants through the profile; he touched on the Vision, Mission and the functions of the Assembly. Also, he talked of the management capacity, physical and natural environment, culture, settlements systems, food security, and social services vulnerability analysis, HIV/AIDS, LED, gender, population and water security.
He also said Community Needs Assessment was conducted at the thirteen electoral areas as part of the preparation of the District Medium Term Development Plan. Various Stakeholders were engaged and development needs and aspirations of the people for the year 2026-2029 collected. The summarized development issues and needs of the Municipality will thus be given attention to improve the lives of the people in the Municipality during the Plan period.

The prioritize development issues are as follows:

- Inadequate Drainage Infrastructure
- Poor Hygiene, Sanitation and Waste Management
- Inadequate Installation and Maintenance of Streetlights
- Inadequate Educational Infrastructure
- Poor Access to Local Road
- Recurrent Incidence of Flooding
- Youth Unemployment and Under Development
- Inadequate Credit for SMEs
- Silted and Choked Drains
- Inadequate Resources for Policing
- Incidence of Drug Abuse
- Inadequate Market Facilities
- Lack of Public Health Infrastructure
- Growth of Unauthorized Structures and Slums
- Incidence of Prostitution
- Irregular and Inadequate Water Supply
- Incidence of Noise Pollution
- Poor Development Control
- Low Students Interest and Motivation for STEM
- Inadequate Speed Humps
- Poor Maintenance of Traffic Light
- Inadequate Women Empowerment Programmes
- Incidence of Teenage Pregnancy
- Inadequate Opportunities for PWD's and Aged
- Inadequate Urban Transport Terminal
- Lack of Sports and Recreational Centers
- Boundary Disputes
- Incidence of Air Pollution
- Incidence of Child Abuse
- Inadequate Local Content

- Low Participation of Youth in Local Governance
- Incidence of Insufficient Household Food Security
- Incidence of Fire Outbreak
- Poor Maintenance Culture
- Inadequate Internal Generated Funds (IGF)
- Limited Use of ICT in Business and Provision of Service
- Incomplete Street Naming and Property Addressing System
- Erosion of Indigenous Cultural Values and Practices
- Inadequate Office Accommodation
- Inadequate Equipment's, Logistics and Vehicles
- Inadequate Service Delivery
- Outbreak of Communicable Diseases

The development needs are ranked as follows:

Ranked Needs of the Thirteen Electoral Areas of Ayawaso West Municipality

1. Construction of Drainage Infrastructure
2. Improvement in Solid and Liquid Waste Management
3. Enforcement of By-Laws
4. Hygiene Promotion
5. Installation and Maintenance of Streetlight
6. Improvement in Public Education Infrastructure (Basic/Senior High)
7. Construction of Road Network
8. Flood Management
9. Promotion of Youth Development Programmes
10. Provide Start-up kits, Start-up Capital, and Credit facilities for SMEs
11. Desilting of Drains
12. Counselling and Alternative Livelihood for Prostitutes
13. Improvement in Water supply
14. Noise Pollution Abatement
15. Construction of Police Station and Support for Operations
16. Community Sensitization on Drug Abuse
17. Rehabilitation of Drug Addicts
18. Intensify Security Surveillance on Drug Abuse, Prostitution etc.
19. Improvement of Market Facilities
20. Construction in Public Health Infrastructure
21. Development Control
22. Resolution of Boundary Disputes
23. Air Pollution Abatement
24. Fire Disaster Management
25. Development Control

26. Provision of Speed Humps
27. Maintenance of Traffic Light
28. Adolescence and Reproductive Health Care
29. Support for PWDs
30. Promotion of Women Economic Empowerment Initiatives
31. Construction of Transport Terminals
32. Provision of Sports and Recreational Facilities
33. Construction of Office Complex and Zonal Council Offices
34. Provision of Equipment, Logistics, and Vehicles
35. Improvement of Child Protection Services
36. Improvement of Local Content
37. Promote Indigenous Cultural Values
38. Provide Sustainable and Affordable Food Production Systems
39. Provide Comprehensive Street Naming and Property Addressing
40. Provision of ICT Infrastructure and Digital Skills

OPEN FORUM

After the presentation there was an open forum for participants to deliberate and make inputs. The following are summarized inputs from the participants.

- Participants also recommended the Assembly carry expedite action on the prevalent incidence of drug abuse.
- Participants complained about the rise in the construction of unauthorized structures at Okponglo.
- A resident recommended the Assembly should conduct routine sanitation inspections in the community.
- A participant also recommended the establishment of ICT Centre at Christian village and Westlands.
- A resident from Dzorwulu asked the Assembly to work on the Okponglo drainage issue.
- A participant suggested the Assembly should do something about the access road linking Roman Ridge/Airport Residential area and Dzorwulu (the path through the Covenant Presbyterian School).
- Participants expressed concern that the inadequate capacity of the bridge at Westlands to contain the volume of water results in significant damage to property.
- Participants asked the measures that are in place to reduce the incidence of prostitution in the Municipality.
- A resident pointed out the irregularity of Police Patrols at Abelenkpe.

All the questions and concerns raised were addressed in terms by the appropriate officers and were also to be included in the 2026-2029 MTDP.

GALLERY OF PICTURES



Participants at the Public Hearing

CONCLUSION

The Municipal Chief Executive gave the closing remarks where he commended the efforts of all participants for honoring the invitation and hoped that when they are invited again, they would not hesitate to be present.

The Public Hearing ended with a prayer by a participant at 12:30pm.

Assent to Acceptance of the Public Hearing Reports:

Signature of:

Municipal Chief Executive: ……

Municipal Coordinating Director: ……..

Presiding Member: ……...

Chairman Dev't Planning Sub-Committee: …….

Municipal Planning Officer: ……...

REPORT ON PUBLIC HEARING ON THE DRAFT 2026-2029 MEDIUM TERM DEVLOPMENT PLAN

NAME OF MUNICIPAL:	Ayawaso West Municipal (AWMA)
REGION:	Greater Accra
NAME OF TOWN:	Dzorwulu
VENUE:	The Presbyterian Church of Ghana, Abelenkpe
DATE:	Thursday 24th July, 2025

INTRODUCTION

The Ayawaso West Municipal Assembly held a final Public Hearing on the Draft 2026-2029 Medium Term Development Plan at the Presbyterian Church of Ghana located at Abelenkpe on Thursday, 24th July, 2025. The hearing was organized to present the draft 2026-2029 Medium Term Development Plan to enable various Stakeholders make inputs for the finalization of the Plan.

PARTICIPANTS

The forum was attended by:

- Assembly Members
- Unit Committee Members
- Management and Staff of AWMA
- Rep. Traditional Authorities
- Teachers
- PTA Members
- School Pupils
- Women groups
- Opinion Leaders
- Artisans
- Non-Governmental Organizations
- Persons with disabilities
- Youth Groups
- General Public
- Security Services

There were about three hundred and thirty-nine (339) participants (one hundred and sixty-eight were females and one hundred and seventy-one were males). The mode of communication used at the meeting was Sign language, English, Ga and Twi. Letters, phone calls and text messages were used to invite participants.

The meeting started at approximately 10:30am. An opening prayer was said by a participant. Participants were welcomed by the M.C and proceeded with an opening remark by the MCE.

PRESENTATION OF DRAFT 2026-2029 MEDIUM TERM DEVLOPMENT PLAN

The Municipal Planning Officer began his presentation with the Legal Arrangements and implementation for the preparation of the 2026-2029 MTDP Plan. He then explained the sequence for the Plan preparation and continued with the Performance Review of the Assembly during the Plan period of 2022-2025. He gave highlights of some projects and programmes carried out, challenges encountered and financial performance.

He touched on the updated Municipal Profile which included, physical and natural environment, food security, social services vulnerability analysis, health, HIV/AIDS, LED, gender, demography, water and sanitation, governance, cross cutting issues such as blue economy, air quality, digitalization, youth etc.

This was followed by key development issues and needs which included: Poor Hygiene, Sanitation and Waste Management, Poor access to Local Road Network, Growth of Unauthorized Structures and Slums, Outbreak of communicable diseases, Inadequate Educational Infrastructure, Inadequate Drainage Infrastructure, Lack of Public Health Infrastructure, Inadequate Speed Humps, Construction of Drainage Infrastructure, Construction of Police Station and Support for Operations, Improvement in Public Education Infrastructure (Basic/Senior High), Solid and Liquid Waste Management, Installation and maintenance of Streetlight, Air and Noise Abatement, Office Complex and Zonal Council Offices, Construction of Road Network, Construction of Public Health Infrastructure, Improvement of Market Facilities, Construction and Desilting of Drains, Adolescent and Reproductive Health Care.

The Municipal Planning Officer added that the Assembly had developed Fifty-Nine (59) sector goals, One Hundred and Eighteen (118) and Four Hundred and Five (405) Strategies aligned with the National Development Policy Framework. Four years Composite Programme of Action has also been formulated based on strategies developed to address prioritized issues and a total of Seventy-Three (73) Development Programmes under the various dimensions.

GOALS	OBJECTIVE	ALIGNED OBJECTIVE	STRATEGIES	DEVELOPMENT PROGRAMME
Improve Revenue Mobilization and Public Financial Management Services	95% revenue achieved and leakages sealed by the end of 2029	Strengthening fiscal decentralization	• Sensitize revenue collectors on revenue mobilization • Motivate revenue Collectors	Revenue Mobilization Programme
Improve Hygiene, Sanitation and Waste Management	60-80% improved sanitation in households and public spaces by 2029	Promote efficient and sustainable waste management	• Intensify domiciliary inspection in all communities. • Enforcement of by laws.	Sanitation and Waste Management Programme

Ensure proper drainage to prevent flooding and loss of life and property	Reduce 80% flooding incidence in hotspots area by 2029	Improve national resilience to hydrological threats	• Protect drainage buffers • Design and construct adequate drainage structures (Storm drains culverts and bridges)	Drain Construction & Maintenance Programme
Reducing barriers to Education	90% access to education for all school-age children by 2029	Enhance equitable access to, and participation in quality education at all levels at all levels	• Support from the Ayawaso west Municipal Assembly • Support from GES with basic needs Uniforms, Exercise books and test books.	Access to Education Programme
Improve public health service delivery within the Municipal	24-hour service delivery within all public health facilities by the end of 2029	Ensure equitable, affordable and quality Universal Health Coverage (UHC)	• Ensure sufficient healthcare professionals are available to work varying shift • Ensure facilities are equipped with the necessary infrastructure, including lighting, power back-up, and medical equipment. • Establish clear protocols for 24-hour operations, including emergency response Plans.	Health Promotion Programme

The Municipal Planning Officer also presented the Programme of Action and Programme Financing for the Plan period. He indicated that for the Planned period, the total cost of programme will be Two Hundred and Eighty Seven Million, Four Hundred and Ninety Two Thousand, Two Hundred and Thirteen Ghana Cedis, Sixty Pesewas (GH₵ 287,492,213.63) with expected revenue Two Hundred and Twenty Million, Two Hundred and Sixty Four, Eight Hundred and Ninety One Ghana Cedis Sixty Three Pesewas (GH₵220,264,891.6) and a gap of GH₵ Sixty Seven Million Two Hundred and Seven Thousand, Three Hundred and Twenty Two Ghana Cedis (67,227,322.00) which will be filled by PPP, Community support, DPs, Donor and NGO Collaboration.

The presentation ended by sharing highlights of the Action Plans for 2026-2029 and the Monitoring and Evaluation and Communication Strategy for the Medium-Term Development Plan.

OPEN FORUM

After the presentation of the draft Medium-Term Development Plan, there was an open forum for participants to deliberate and make inputs.

The following are summarized inputs from participants;

- A Unit Committee member of Abelenkpe asked the reason behind the delay of the Unit Committee ID Cards and the need for them in order to be identified in the community.
- Participants also asked the measures in place to reduce the incidence of teenage pregnancy.
- Participants also recommended the construction of drains in some areas of Dzorwulu to prevent flooding.
- A participant asked whether Works Department conducts inspections before granting building permits.
- A participant also raised a concern and asked what measures were being taken to address the offloading of building materials on roads.
- A resident asked the Assembly to ban Cattle rearing in the community.
- A resident asked what Plans were in place to complete the uncompleted CHPS Compound at Santana Electoral Area.
- A participant asked if it was possible to put up shops along the drain at Santana.
- Participants also requested improvements in how relief items were distributed.
- A participant from Abelenkpe complained about the garbage issue along the E.P road.
- A Unit Committee Member of Abelenkpe asked the reason behind the delay of the Unit Committee ID. Cards and the need for them to be respected in the community.
- Participants recommended that the Assembly should construct inner roads in Abelenkpe.
- A participant also requested that the Assembly should provide more textbooks and learning materials for Abelenkpe Basic School.
- Participants also raised concerns of road blockage by thugs at Abelenkpe.
- Participants asked the measures that were in place to reduce the incidence of prostitution in the Municipality.
- Another suggested that the proposed library at Roman Ridge should be constructed in Westlands and its environment.
- Another suggested that there should be enforcement of Byelaws by the Assembly.

All the questions and concerns raised were answered, and suggestions were taken into consideration.

GALLERY OF PICTURES



Participants at the Public Hearing

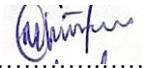
CONCLUSION

The Municipal Chief Executive gave the closing remarks where he commended participants for their active participation and asked the Municipal Planning Officer to ensure the various contributions made are imputed in the Plan.

The meeting ended successfully at 1:45 pm with a closing prayer by a participant.

Assent to Acceptance of the Public Hearing Reports:

Signature of:

Municipal Chief Executive: 

Municipal Coordinating Director: 

Presiding Member: 

Chairman Dev't Planning Sub-Committee: 

Municipal Planning Officer: 