AGONA WEST MUNICIPAL ASSEMBLY

AC 7 Bungalow

P.O. Box 46, Agona Swedru

Digital Address: CO-0037-1880

Kindly quote this number and date on all correspondence

My Ref. No. AWMA.01/20/12

Your Ref. No.

Date. 13TH FEBRUARY, 2026

SUBMISSION OF 2025 ANNUAL PROGRESS REPORT

I submit, herewith, the attached 2025 Annual Progress Report of Agona West Municipal Assembly for your perusal and necessary action, please.

SIMON ASARE
MUNICIPAL CO-ORDINATING DIRECTOR
for: MUNICIPAL CHIEF EXECUTIVE

THE HON. MINISTER
MINISTRY OF LOCAL GOVERNMENT, CHIEFTAINCY AND RELIGIOUR AFFAIRS
ACCRA.

Cc:
THE HEAD OF SERVICE
OFFICE OF THE HEAD OF LOCAL GOVERNMENT SERVICE
ACCRA

THE DIRECTOR GENERALE
NATIONAL DEVELOPMENT PLANNING COMMISSION
ACCRA

THE HON MINISTER
CENTRAL REGIONAL CO-ORDINATING COUNCIL
CAPE COAST

Att:
REGIONAL ECONOMIC PLANNING OFFICER.

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DISTRIBUTION OF 2025 ANNUAL PROGRESS REPORT

We submit herewith, copies of the 2025 Annual Progress Report for your use.

Thank you.

SIMON ASARE
MUN. COORDINATING DIRECTOR
***for*: MUNICIPAL CHIEF EXECUTIVE**

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AGONA WEST MUNICIPAL ASSEMBLY

2025 ANNUAL PROGRESS REPORT

PREPARED BY THE MUNICIPAL PLANNING CO-ORDINATING UNIT

FEBRUARY, 2026

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CHAPTER ONE

1.0 INTRODUCTION

Annually, the Agona West Municipal Assembly through the National Development Planning Commission (NDPC) Act (Act 479) and the National Development Planning Systems Regulations, 2016 (LI 2232) designs a comprehensive progress report which captures the assessment of all programmes and projects planned and implemented for the year under review. The Annual/Quarterly Progress Report is an M&E tool used to disseminate results of implemented activities and also assess progress made towards attaining the set targets in the 2025 Action Plan of the Agona West Municipal Assembly through evidence-based information on budgetary performance and selected Municipal Core Performance Indicators. This report therefore compiles achievement levels of the assessment of a set of indicators and targets adopted for monitoring and evaluation. The output is to highlight challenges of implementation and identify interventions for creating an enabling environment capable of delivering quality jobs and prosperity for the people of Agona West.

The progress of implementation was tracked under the theme of the *Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2022-2025;*

- Economic development.
- Social development.
- Environment, infrastructure and human settlements;
- Governance, corruption and public accountability; and
- Strengthening Ghana's role in International Affairs.
- Emergency planning and response (including covid-19 recovery plan); and
- Implementation, coordination, monitoring and evaluation.

As per the functions of the Municipal Assembly, programmes, projects and activities in the current plan, four out of the five themes of the 2022-2025 Medium-Term National Development Policy Framework (MTNDPF) were selected, namely:

1. Economic Development
2. Social Development
3. Environment, Infrastructure and Human Settlements

4. Governance, Corruption and Public Accountability
5. Emergency planning and response (including Covid-19 recovery plan); and
6. Implementation, Coordination, Monitoring and Evaluation

The report is also an important Monitoring and Evaluation (M&E) activity for the Assembly, the Regional Coordinating Council (RCC) and the National Development Planning Commission (NDPC). Consequently, this report would enable the NDPC to prepare the Annual/Quarterly Progress Report for the country, it is also a tool for the Municipal Assembly to be accountable to the citizenry for the responsibilities bestowed on her.

1.1 DEVELOPMENT GOALS AND OBJECTIVES OF THE MUNICIPAL

For the plan period, the Municipal aligned its district goals with goals from the NMTDP 2022-2025 (Agenda for Jobs Policy Framework) which directed the Assembly's development within the period. In order to achieve the desired goals, district objectives were also aligned with the objectives provided in the policy framework. The aligned goals and objectives were also geared toward ensuring the realization of the overall national goal and objectives. The aligned district goals and objectives include;

i. **Build a prosperous society:** the Municipal Assembly envisages a business-friendly society and viable economy which will accelerate inclusive economic growth to ensure an improvement in the quality of life of the people. Adopted objectives include enhancing business enabling environment by 2025; modernize and enhance agricultural production system by 2025; improve postharvest management by 2025; diversify and expand the tourism industry by 2025 to ensure improved fiscal performance and sustainability, strengthen fiscal decentralization; and support entrepreneurs and MSME development.

ii. **Safeguard the natural environment and ensure a resilient built environment:** the Municipal Assembly intends to create a sustainable and resilient environment as well as improve infrastructural service delivery within the Municipality. Adopted objectives include enhance climate change resilience, enhance institutional capacity and coordination for effective climate action, improve efficiency and effectiveness of road transport infrastructure and services, promote sustainable spatially integrated development of human settlements, promote resilient urban development, address recurrent devastating floods, and promote efficient transmission and distribution system by the end of the plan period.

iii. **Create opportunities for all Ghanaians:** The Municipal Assembly also envisages a society where everyone irrespective of social, economic, political, or physical status could have equal access to social services. Adopted objectives include enhancing inclusive and equitable access to, and participation in quality education at all levels, ensuring effective child protection and family welfare systems, strengthen social protection especially for children, women, PWDs and the elderly, ensure the rights and entitlements of children, ensure affordable, equitable, easily accessible and UHC, reduce disability, morbidity, and mortality, and ensure reduction of new HIV, AIDS/STIs and other infections especially among vulnerable groups.

iv. **Maintain a stable, united and safe society:** the Municipal Assembly envisages a society with low crime rate, corruption rate, devoid of conflict as well as a stable political economy. Adopted objectives include deepening political and administrative decentralization, improving decentralized planning ensuring responsive governance and citizen participation in the development dialogue, strengthen fiscal decentralization, and promote culture in the development process.

v. **Mainstream emergency planning and preparedness into Ghana's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19):** The Assembly envisages a municipality that is resilient, has a great coping capacity, able to absorb shocks, and recover from shocks. Adopted objectives include promote proactive planning and implementation for disaster prevention and mitigation; enhance relief operations and humanitarian welfare; enhance industry resilience to shocks; and ensure secured health systems by the end of the plan period.

vi. **Improve delivery of development outcomes at all levels:** the Assembly envisages good, accountable, and diligent development process resulting in sustained levels of development outcomes. Adopted objective include strengthening monitoring and evaluation systems at all levels.

1.2 PURPOSE OF MONITORING AND EVALUATION FOR 2025

The National Development Planning Commission (NDPC) Act (Act 479) and the National Development Planning Systems Act (Act 480) mandate MMDAs to prepare development plans and monitor their implementations. The Agona West Municipal Assembly for that matter prepared a monitoring and evaluation plan for the 2022-2025 plan period which will be implemented each year to track the progress of resource allocation, utilization and delivery of goods and services, intermediate outcomes of activities as well as assess the effectiveness, efficiency, relevance, sustainability, and impacts on stakeholders. The M&E exercise was conducted to assess the progress of all programmes and projects planned and implemented for the year under review towards attaining the set district goals and objectives through evidence-based information on budgetary performance and selected Municipal Core Performance Indicators as well as Critical Development and Poverty Issues. This report therefore compiles achievement levels of the assessment of a set of indicators and targets adopted for monitoring and evaluation.

The objectives of the M&E are to;

i. Make timely adjustments and corrective actions to improve performance of project, programme, or policy.
ii. Enhance the learning process in terms of determining the underlying factors for success and failures.
iii. Highlight challenges of implementation and identify interventions for creating an enabling environment capable of delivering quality jobs and prosperity for the people of Agona West.
iv. Provide all stakeholders especially management with information with regards to the performance of interventions including policies, projects and programmes.
v. Ensure accountability to the citizenry and other relevant stakeholders.

1.3 PROCESSES INVOLVED IN CONDUCTING THE M&E

Based on the national guidelines for conducting M&E, the Municipal Monitoring team with gender representation and community involvement ensured effective monitoring and evaluation processes at all levels including before, during and after plan implementation. The indicators for the monitoring and evaluation exercise, including the corresponding baselines and targets had already been developed as part of the M&E plan that was incorporated into the MTDP 2022-2025. The indicators were made known to the various stakeholders who form part of the monitoring team in order to help them get a clear guide for the exercise. The stakeholders were identified through a conduct of stakeholders' analysis. The various responsibilities with regards to data collection were also identified and shared with the concerned staff as well as the timelines. Timelines for the data collection were done based on the attributes of the indicator involved as some were collected monthly, quarterly, and annually. The frequency of the monitoring was usually quarterly.

In conducting the exercise, techniques including site meetings, community score cards, transect walks, participatory rural appraisals, and stakeholders' review meetings were adopted. The stakeholders' review meetings were usually held to track the progress of programmes (non-physical projects) that were captured in the Action Plan and also assess the efficiency, effectiveness, and impacts of the implemented programmes on the beneficiaries. Beneficiaries' involvement was central to the process. Community members, market women, school staff, health facility workers, and other end-users actively participated through the transect walks, community scorecards and participatory rural appraisals. Their input helped to access the relevance, efficiency, effectiveness and impact of programmes and projects. Stakeholders review were conducted to review and discuss findings from both administrative and data and beneficiary feedback, identify challenges , and develop recommendation to improve implementation and out come

The monitoring of the physical projects usually involved the use of site meetings, community score cares, transect walks, and participatory rural appraisals. Challenges and recommendations are also identified during the exercise in order to ensure that activities are implemented according to plan.

As part of the dissemination and communication of the M&E results, the Annual Progress Report was prepared to disseminate the results. The process of preparing the Annual Progress Report was designed to be participatory, involving all heads of departments. An inception meeting was held with the heads of departments to review data requirements and the data collection instrument. This was followed by actual data collection from all departments of the Assembly. Based on the data collected, a draft report was prepared and validated at a Municipal Planning Coordinating Unit (MPCU) meeting to collect further inputs. After the validation meeting, the annual report was prepared.

1.4 SUMMARY OF ACHIEVEMENTS OF THE DMTDP IMPLEMENTATION

Table 1: Details on the Annual Action Plan Implemented

S/N	Development Dimension	2022		2023		2024		2025	
		Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
1	*Economic Development*	*25*	*24*	*24*	*23*	*28*	*26*	*26*	*25*
2	*Social Development*	*43*	*42*	*42*	*41*	*49*	*39*	*62*	*59*
3	*Environment, Infrastructure, and Human Settlements*	*43*	*39*	*40*	*39*	*47*	*38*	*31*	*30*
4	*Governance, Corruption, and Public Accountability*	*29*	*23*	*34*	*32*	*50*	*42*	*39*	*38*
5	*Emergency Planning and Response*	*2*	*2*	*4*	*4*	*2*	*1*	*0*	*0*
6	*Implementation, Coordination, Monitoring and Evaluation*	*3*	*3*	*8*	*7*	*21*	*18*	*8*	*7*
	Total	*145*	*133*	*152*	*146*	*197*	*164*	*166*	*159*

Source: (MPCU, 2025)

The table 1 depicts the planned activities and their corresponding executions in line with the various development dimensions identified under the National Medium Term Development Policy Framework 2022-2025. The various development dimensions encapsulate the Assembly's set goals and objectives for the year. From the table, the differences between the planned and executed activities depict the Assembly's prowess in achieving its set objectives.

General AAP Performance and Trends

Figure 1: Trend of Planned Activities

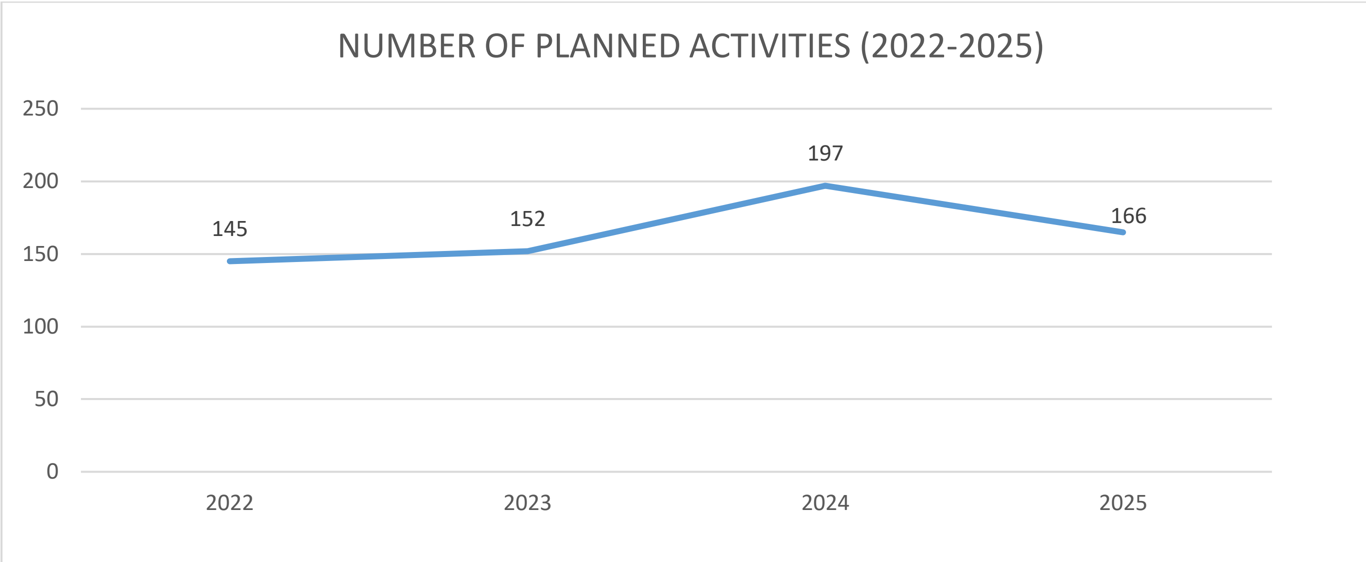


Figure 2: Trend of Execution rate (2022-2025)

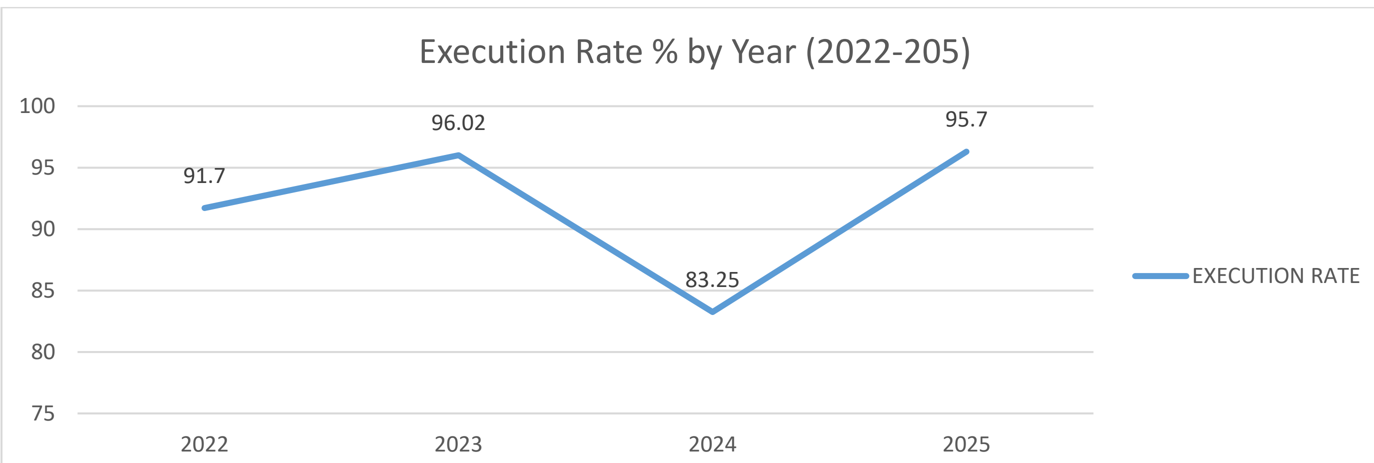


Figure 2: Execution Rate

The total number of planned activities increased steadily over the period, rising from 145 in 2022 to 152 in 2023, and expanding slightly 165 by 2025 (see Figure 1). This upward trend reflects a broadening scope of planned development interventions. However, growth in the number of activities executed did not keep pace with the expansion in planning (see Figure 1 and Figure 2). While execution performance was relatively strong in the early years, recording rates of 91.72% in 2022 (133 of 145 activities) and peaking at 96.05% in 2023 (146 of 152 activities)—it declined thereafter. The execution rate fell to 83.25% in 2024 (164 of 197 activities) then to 95.8% in 2025 (159 of 166 activities). The high execution rate in 2025 indicates the Assembly's strong capacity to implement planned activities successfully. These impressive performances suggest effective resource utilization, improved financial management, efficient coordination among implementing departments, and strengthened monitoring and evaluation mechanisms. The achievement also demonstrates the Assembly's ability to translate plans into tangible output despite the scale and complexity of planned activities.

Table 2: Proportion of the DMTDP Implemented

Indicators	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
1. **Proportion of the annual action plans implemented by the end of the year**	91.6%	91.72%	96.05%	83.25%	97%	95.8%
a. **Percentage of activities completed**	72.3%	66.89%	85.53%	64.47%	86%	73.3%
b. **Percentage of ongoing activities**	19.3%	24.83%	10.52%	18.78%	10%	22.5%
c. **Percentage of activities abandoned**	4%	0%	0.65%	0%	0%	0%
d. **Percentage of activities yet to start**	4.4%	8.28%	3.35%	16.75%	4%	3.03%
2. **Proportion of the overall medium-term development plan implemented**	0%	28%	57.53%	71%	100%	90%

Source: (MPCU, 2025)

The data presented in table 2 provides valuable insights into the progress of planned activities and interventions implemented by Agona West Municipal Assembly. The indicators and targets listed in the table are critical in determining the success or failure of the Assembly's efforts. It enables the Assembly to track its progress, identify areas of improvement, and make necessary adjustments to achieve its targets. It also enables the Assembly to identify interventions that require more attention and allocate resources accordingly. The data presented in the table highlights the importance of annual performance evaluation for the Assembly.

The first indicator, the proportion of planned activities implemented, measures the Assembly's ability to complete the planned activities within the specified time frame. The target for this indicator is set at 97%, indicating that the Assembly aims to implement at least 97% of its planned activities. This target was selected based on the performance in the previous year (2024) where the Assembly implemented 83.25% of its planned activities. The data shows that the Assembly did achieve its target with a score of 95.8% (Also see fig 2).

The data from table 2 further indicates that the Assembly has 3.03% of interventions yet to start, 22.5% ongoing, 0% abandoned, and 73.3% completed. These percentages are critical for assessing the progress of ongoing interventions and the need to initiate new ones. It highlights the importance of timely project completion by reducing the practice of executing numerous projects simultaneously. The presence of yet to start and ongoing activities carried forward to subsequent years underscores the necessity for the Assembly to prioritize completing projects on schedule. The performance regarding ongoing, abandoned, and yet-to-start interventions adds up to 25.53%, indicating that 25.53% of interventions are rolled over to 2026. While the rollover projects may be attributed to concurrent project execution, challenges in financial flows, particularly with the District Assembly Common Fund (DACF), have impacted the implementation of DACF-funded activities, which constitute a majority of the planned activities.

In conclusion, the Assembly's efforts at achieving the six district goals and their corresponding objectives through the implementation of planned interventions in 2025 are good. This is largely due to the Assembly's effort in religiously and diligently following the plan to ensure that the intended development deliverables and set targets were achieved within the context of financial constraints and overly projections of planned activities.

1.5 DIFFICULTIES ENCOUNTERED IN IMPLEMENTING, MONITORING AND EVALUATING THE PLAN

- i Incidence of cost overruns disrupted the implementation of planned activities during the year under review.
- ii Logistical challenges in inspecting projects have been a chronic issue which greatly affect project/programme implementation.
- iii Difficulty in obtaining data from some departments, units and other relevant stakeholders. Especially, institutions external to the Local Government Service rarely provide data.
- iv Delay in the release of funds to facilitate implementation, monitoring and evaluation.
- v Inaccuracies in data presented by some agencies, departments and units making reporting difficult.
- vi The inability of some development authorities, NGOs, and other organization to consult or provide the Assembly with information regarding the execution of projects and programmes has been a constant challenge to implementation, monitoring, evaluating, and reporting of programmes/projects being undertaken within the Municipality.

CHAPTER TWO

2.0 M&E ACTIVITIES REPORT

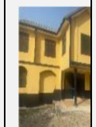
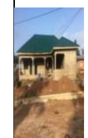
This section of the report covers the Monitoring and Evaluation activities which were undertaken during the year 2025. The chapter covers the programmes/projects status for the period, update on revenue and disbursements from funding sources, update on core performance indicators, update on critical development and poverty issues, and update on evaluation and participatory M&E conducted.

2.1 PROGRAMMES AND PROJECTS STATUS FOR THE YEAR

This projects/programmes report covers the status of development projects and programmes in the Agona West Municipality. The purpose of the report is to keep track of projects and identify implementation challenges and the way forward.

Table 3: Project Register

ct Description			Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	R rl Su m or la ac si an re le t
e	Name												%	Pictures			
	Completion of Security Post and Gate at Final Disposal Site	1	Social Development	Agona Swedru Dump Site	-	170,000.00	-	IGF		-	-	-	50%	-	N/A	Monitoring visits	N
	Renovation 5No. of Staff Bungalows	2	Governance, Corruption and Public	Agona Swedru	Sikasem Co. Ltd	380,864.00	22nd December,2023	DACF	2nd January, 2024	30th June, 2024	0.00	380,864.00	20%		Release of DACF on time /Payment of work done on time	Site meetings organised/ M&E	E ng

			Accountabilit y														
004	Completion of Agona Nyakrom Police Station	3	Governance, Corruption and Public Accountabilit y.	Agona Nyakrom	Sag-An Co. Ltd	465,048.42	20th June ,201 6	DACF	10th July,201 6	20th April, 2024	412,070.7 5	52,972. 67	100 %		Release of DACF on time /Payment of work done on time	Site meetings organized	L re e th C s
019	Completion of 1No. CHPS Compound	4	Social Development	Bosompa	Sir Charles Company Ltd	191,033.55	22ND September, 2016	DACF	8th October, 2016	30th June, 2024	119,086.2 0	71,947. 35	80%		Release of DACF on time /Payment of work done on time	Site meetings organized	L re e th C s
	Completion of Municipal Assembly Block	5	Governance, Corruption , and Public Accountabilit y	Agona Swedru	M/S Amo Mensah Co. Ltd.	549,354.11	-	Special DACF	-	-	-	-	85%		Release of special DACF	Site meetings organized	A n l
	Construction of Otabilkrom Road (0.575km) with Double Seal Bituminous Surfacing and Construction of Side Drain Slab Cover	6	Environment, Infrastructure & Human Settlement	Agona Swedru	BEA-NEWT Company Limited	2,662,357·8 0	12- 10- 23	UDG	07-11- 23	07-05- 24	2,379,437 .67	282,92 0·13	100 %		Monthly site meeting, regular inspectio n and monitori ng	Various Assembly members are part of site meetings	N
	Bitumen Surfacing Of 4.0km Road with Walkways, Road Line Markings, Rumble Stripes And 0.6m Diameter U-Drains at Both Sides of 900m Length of the Road at Woraba in Agona Swedru	7	Environment, Infrastructure & Human Settlement	Agona Swedru	BEA-NEWT Company Limited	12,387,954. 81	28- 02- 24	UDG	28-02- 24	28-09- 24	11,387,84 3.80	1000,1 11.01	74%		Monthly site meeting, regular inspectio n and monitori ng	Various Assembly members are part of site meetings	N

0628	Construction of Double Surface Road with 260M 0.9M U-Drain, 170M 0.6M U-Drain and 1.2M Diameter Pipe Culvert at Nsusososo in Agona West Municipality	8	Environment, Infrastructure & Human Settlement	Agona Swedru	BEA-NEWT Company Limited	1,414,766·62	19-02-24	GSCSP	21ST February, 2024	21ST June, 2024	1,221,744.45	193,022.18	100 %		Monthly site meeting, regular inspection and monitoring	Various Assembly members are part of site meetings	N
	Reshaping of Feeder Roads-DRIP	9	Environment, Infrastructure & Human Settlement	Municipal wide	In-House	201,082.80	January 2025	GOG	Jan 2025	December 2025	-	-	100 %		Monthly site meeting, regular inspection and monitoring	Assembly members are part of site meetings	N
	Construction of 9No. 1.2M Diameter Pipe Culverts with Approaches and 60M 0.9M U-Drain in the Agona West Municipality	10	Environment, Infrastructure & Human Settlement	(Selected Communities) Nyakrom, Otabilkro m, Mahodwe, LIMS near Awoyom, Wawase	BEA-NEWT Company Limited	1,287,284.00	29-10-24	DACF-RFG	8-11-24	8-03-25	1,158,555.60	128,728.04	100 %		Monthly site meeting, regular inspection and monitoring	Various Assembly members are part of site meetings	N
	Repairs and Procure Street Lights	11	Environment, Infrastructure & Human Settlement	Municipal Wide	-	100,000	-	IGF, DACF	-	-	-	-	100 %	-	-	-	
	Repair and maintenance of traffic lights	12	Environment, Infrastructure & Human Settlement	Agona Swedru	M/S Dakal Const. Works Ltd.	25,000.00	-	IGF			25,000.00	0	100 %		N/A	Inspection visits	

	Repair and maintenance of metal bridge	13	Environment, Infrastructure & Human Settlement	Agona Swedru	-	20,000.00	-	IGF					100 %		N/A	Inspection	
	Construction of 1No. 3-Unit Classroom Block, (JHS) with Staff Common Room, Headmaster's Office and Toilet facility at Odom A.M.E Zion Basic School	14	Social Development	Odom	M/S PAVIC Const. Co. Ltd.	707,177.00	15/10/2025	DACF	-	-	GH¢ 247,220.10	GH¢ 459,956.9	35%	-	-	-	E ng si
	Construction of 1No .2Unit KG Block with Offices, Change room and Toilet at Swedru A.M.E.'B' Zion	15	Social Development	Agona Swedru	M/S Anoco Ltd.	602,378.09	15/10/2025	DACF	-	-	GH¢ 210,586.10	GH¢ 391,791.99	35%	-	-	-	E ng
	Construction of 1No. 3-Unit Classroom Block,(Upper Primary) with Staff Common Room, Headmaster's Office and Toilet facility at Presby Basic School	16	Social Development	Agona Kwaman	M/S Endaphildo Co. Ltd	703,652.00	15/10/2025	DACF	-	-	-	-	35%	-	-	-	-
	Construction of 1No. 3-Unit Classroom Block (Lower Primary) at Agona Kwaman	17	Social Development	Agona Kwaman	M/S Endaphildo Co. Ltd.	420,192.00	8/12/2025	DACF					35%	-	-	-	-
	Completion of 1No.4unit Classroom Block at Catholic School	18	Social Development	Agona Nyakrom	-	130,000.00	-	DACF	-	-	-	-	Yet to be awarded	-	-	-	-
	Completion of 10-seater Toilet facility at Lower Bobikuma (CODA)	19	Social Development	Agona Bobikuma (Lower)		200,000.00	-	-	-	-	-	-	Yet to be awarded	-	-	-	-

5123	Completion of 1No. 4-Unit Classroom Block with Ancillary Facilities	20	Social Development	Agona Nyakrom	Katanca Co. Ltd	211,076.20	6th November, 2015	DACF	16th November,2015	30th June, 2024	83,786.50	127,289.69	60%		Release of DACF on time /Payment of work done on time	Site meetings organized/ M&E	Ei ng Sc l S
0077	Completion of 1No library at Bebianeha	21	Social Development	Agona Swedru	Kupper Estate	124,440.00	19th November, 2019	DACF	30th November, 2019	30th January, 2022	111,996.00	12,444.00	80%		Management commitment to complete the project	Site meetings organized/ M&E	Ei ng
	Construction of Adolescent and Weighing Centre at Ahamadonko	22	Social Development	Ahamadonko	Solid Accord Enterprise	85,556.50	2nd November,2021	GIZ/AWMA	22nd December 2021	24th June, 2024	49,922.10	35,634.00	45%		Management commitment to complete the 333project	Site meetings organized/ M&E	Ei ng C C ou
	Construction of 1.No two storey male and female ward including laboratory and maternity block	23	Social Development	Agona Nyakrom	-	550,000.00	-	DACF	-	-	-	-	35%	-	Management commitment to complete the project	Site meetings organized/ M&E	E H C
	Completion of 1No.1-Storey Male and Female Wards including Laboratory and Maternity Block at Nyakrom	24	Social Development	Agona Nyakrom	-	1,260,000.06	-	DACF	-	-	-	-	0%	-	-	-	
	Construction and Furnishing of 1No. CHPS Compound with Staff Bungalow at Lower Bobikuma, Phase 1	25	Social Development	Lower Bobikuma	**M/S Sikasem Co. Ltd.**	GH¢ 898,466.00	15/10/2025	DACF	-	-	GH¢ 329,233.50	GH¢ 569,232.5	35%	-			

	Construction and Furnishing of 1No. CHPS Compound with Staff Bungalow at Agona Kukurantumi, Phase 1	26	Social Development	Agona Kukurantumi	M/S Endaphildo Co. Ltd.	GH¢ 898,466.00	15/10/2025	DACF	-	-	-	-	35%	-	-	-
	Completion and furnishing of 1No. CHPS Compound at Nkranfo (CEDECOM)	27	Social Development	Completion and furnishing of 1No. CHPS Compound at Nkranfo (CEDECOM)	-	550,000.00		DACF	-	-	-	-	35%	-	-	-
	Drilling of 12 No. Mechanized Boreholes with 5,000 liters Overhead Poly Tank in Selected Communities	28	Social Development	Selected Communities	M/S Genusales Ltd.	GH¢ 998,223.12	20/10/2025	DACF	-	-	GH¢ 145,660.02	GH¢ 852,563.1	15%	-	-	-
	Drilling of 6 No. Boreholes with Fitted Pumps and Platforms in selected communities	29	Social Development	Selected Communities	M/S Endaphildo Ltd. Co.	307,890.00	24/12/2025	DACF	-	-			15%	-	-	-
	Drilling and Construction of 7No. Mechanized Boreholes with 5,000 Litres Overhead Polytank in Selected Communities within the Municipality	30	Social Development	Selected Communities	**M/S Felibabs Star Ltd.**	549,920.00	24/12/2025	DACF	-	-	-	-	15%	-	-	-
	Design and Construction of a 24-Hour Economy Model Market with Lorry Park, Health Post, Police Post, Fire Post and Banking Hall	31	Economic Development	Agona Swedru	-	5,046,834.83		DACF	-	-	-	-	0%	-	-	-
	Completion of Market Stalls at Lower Bobikuma (CODA)	32	Economic Development	Lower Bobikuma	-	-	-	DACF	-	-	-	-	60%	-	-	-

	Construction of Phase 2 Of 2-Storey 24No. Lockable Stores and 3-Storey 48No. Lockable Stores Connected to Electricity and Water at Mandela Market in Agona Swedru	33	Economic Development	Agona Swedru	Bea-Newt Co. Ltd	15,000,000.00	28th February, 2024	GSCSP	28th March, 2024	28th October, 2024	10,009,944.15	5,516,088.35	54%		-	Site meetings organized/ M&E	E ng M et
	Construction of 2-Storey Ancillary Facility Building at Mandela Market in Agona Swedru	34	Economic Development	Agona Swedru	Bea-Newt Co. Ltd	3,106,164.24	28th February, 2024	GSCSP	13th March, 2024	13th September, 2024	1,329,712.51	1,548,039.01	67%		-	Site meetings organized/ M&E	E ng M et
0627	Completion Of 48No.Market Stalls	35	Economic Development	Mandela Market - Agona Swedru	Amoh Mensah Company Ltd	433,790.00	29th July, 2024	DACF-RFG	13th August, 2024	13th December, 2024	390,411.00	0.00	100%		-	Site meetings	Ex ng m t.
5019	Construction of 3-Storey 60No. Lockable Shops at Mandela Market in Agona West Municipality	36	Economic Development	Swedru Mandela Market	Bea-Newt Co. Ltd	11,488,459.55	12th October, 2023	GSCSP	10th November 2023	7th November, 2024	9,940,420.54	1,548,039.01	100%		-	Site meetings organized/ M&E	E ng M et

Source: (MPCU, 2025)

The Municipal Assembly planned 37 projects aimed at achieving its six development goals: building a prosperous society, safeguarding the natural environment, creating opportunities for all Ghanaians, maintaining a stable and safe society, mainstreaming emergency planning, and improving the delivery of development outcomes. Out of these projects, 10(27.7%) have been completed, 22 (59.4%) are ongoing, and 5 (13.5%) are yet to be implemented. This breakdown reflects both progress and challenges in the Assembly's development agenda.

The completion of 10 projects reflects partial progress in implementing planned interventions. For example, the completion of Agona Nyakrom Police Station and the construction of some educational and healthcare facilities have improved security and access to quality education and healthcare. The Construction of 3-Storey 60No. Lockable Shops at Mandela Market in Agona West Municipality has also expanded trading opportunities, supporting local businesses and economic growth. Additionally, the completion of drainage systems, such as the 9No. 1.2dm pipe culverts, has enhanced flood resilience and improved road infrastructure. These completed projects align with the Assembly's goals of creating opportunities for all, building a prosperous society, and safeguarding the natural environment. They also reflect effective project management and citizen involvement, as many projects utilized site meetings and community monitoring to ensure transparency. However, nearly half of the projects are ongoing, with varying levels of progress. For instance, the Construction of 2-Storey Ancillary Facility Building at Mandela Market in Agona Swedru 67% complete, reflecting steady progress toward expanding market infrastructure. Similarly, the construction of a CHPS compound at Bosompa is 80% complete, indicating good progress in improving healthcare access. On the other hand, the bitumen surfacing of the 4.0km road at Woraba is practically complete, highlighting delays in critical infrastructure projects. While many ongoing projects are progressing well, delays in funding and implementation pose risks to their timely completion. For example, the slow progress on road infrastructure projects could hinder economic and social benefits, while delays in completing healthcare facilities could affect service delivery. A significant concern is the some projects that have not yet started, including critical initiatives such as the construction of an engineered landfill site, a two-storey male and female ward with a laboratory, and the opening up of unengineered roads. These delays undermine efforts to achieve the Assembly's goals, particularly in safeguarding the environment, enhancing emergency preparedness, and creating equal opportunities for all. The delay in starting these projects poses risks to environmental sustainability, healthcare capacity, and economic connectivity.

The implementation status of these projects has significant implications for the Assembly's development goals. Completed market infrastructure projects support MSMEs and local economic growth, while delays in starting sanitary facilities at Mandela Market could hinder efforts to modernize market infrastructure. Completed drainage projects have improved flood resilience, but the delay in starting the engineered landfill site poses risks to environmental sustainability. Completed health center upgrades have improved access to quality healthcare, but the delay in starting the two-storey ward project could hinder efforts to enhance healthcare capacity. The completion of the police station at Nyakrom have enhanced public safety, but slow progress on staff bungalows could affect administrative efficiency. Completed CHPS compounds strengthen healthcare resilience, but delays in starting critical projects like the faecal sludge plant could weaken emergency preparedness. Completed road projects demonstrate effective monitoring and delivery, but delays in starting new road projects could hinder connectivity and economic growth.

To address these challenges and ensure the successful implementation of the Assembly's development agenda, several actions are recommended. First, the Assembly should work with relevant authorities to expedite funding releases, ensuring timely disbursement of DACF and other funds to avoid delays in project implementation. Second, high-impact projects like the engineered landfill site, faecal sludge management plant, and healthcare facilities should be prioritized to address urgent needs. Third, monitoring systems should be strengthened by improving data collection and reporting to enhance transparency and accountability. Fourth, community engagement should be enhanced by continuing to involve citizens in project monitoring through site meetings and town hall discussions to build trust and ensure sustainability. Finally, additional support and resources should be provided to accelerate the completion of ongoing projects, particularly those with significant social and economic benefits.

In conclusion, the Municipal Assembly has made commendable progress in implementing its development projects, with 27.7% of activities completed and 59.4% ongoing. However, delays in funding, slow progress on critical projects, and the inability to start 13.5% of initiatives pose significant challenges. By addressing these issues through timely funding, prioritization of high-impact projects, and enhanced monitoring, the Assembly can ensure the successful achievement of its development goals, ultimately improving the quality of life for its citizens.

Table 4: Total No. of Active Projects

Development Dimension	Physical projects in the district								Total
	Roll over projects from previous years				Approved new projects introduced in the year				
	2022	2023	2024	2025	2022	2023	2024	2025	
Economic Development	2	1	2	4	0	2	2	2	6
Social Development	12	9	4	3	2	5	0	14	19
Environment/Infrastructure/Human Settlement	11	10	2	5	2	11	2	4	9
Governance/Corruption/Public Accountability	5	4	4	7	0	3	0	2	7
Emergency	0	0	0	0	0	0	0	0	0
ICME	0	0	0	0	0	0	0	0	0
Total	30	24	12	19	4	21	4	22	41

Table 4 indicates that the Assembly did not abandon projects but rather rolled them over for implementation in ensuing years. While projects were rolled over, new projects were also planned, especially for DACF-Funded projects. In the past years (from 2022-2024, the GSCSP enabled the Assembly to plan and implement a significant number of projects under the environment, infrastructure, and human settlement development dimension due to the road and climate resilience oriented projects. However, due to the programme being in its end year, DACF-Funded projects which are heavy towards social development have overtaken the environmental dimension related projects.

Table 5: Distribution of projects among Departments of the assemblies

Departments	**No. of projects**		**Total**	**Collaborating MDA**
	Rollover	**New**		
Education	2	5	7	Ministry of Education
Health	1	6	7	Ministry of Health
Works	4	4	8	Ministry of Works and Housing
Central Admin Dept	7	3	10	Ministry of Works and Housing, Ministry of Local Government
Urban Roads	5	4	9	Department of Urban Roads, Ghana Highway Authority, Ministry of Local Government

Table 6: Project Age Analysis

Project Age	No. of Projects	Time Over runs (in years and months)	Cost overruns	Completion status		
				Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 11 years but less than 20 years	2	17yrs; 9ys10mths	-	52.5%	60%	45%
Projects that are 10 years but less than 11 years	1	9years 10 months	-	80%	80%	80%
Projects that 7years but less than 8years	1	6yrs1mth	-	80%	80%	80%
Projects that are 5 years but less than 6 years	1	4yrs9mths	-	45%	45%	45%
Projects that are 2 years but less 3 years	1	1yr9mths;	-	20%	20%	20%
Projects that are 1 year but less than 2 years	2	7mths;6mths;	-	60.5%	67%	54%
Projects that are 0 years but less than 1yr	8	-	-	35.6%	60%	15%
Total projects	**16**	**-**				

Table 7: Repair and Maintenance of Existing Infrastructure

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation
Mandela Market Warehouse	Agona Swedru	Building fabric sundries/sundry insulation/proofing work and window ironmongery	40,090.00	40,090.00	0	40,090	Regular maintenance should be done

Source: (Works Department, 2025)

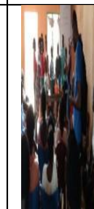
Table 8: Programme Register

S/N	Programme Description	Development Dimension of Policy Framework	Amount Involved (Sum (GHC)	Source of Funding	Date Started	Expected Date of Completion	Expenditure to Date	Outstanding Balance	Implementation Status		Remarks
									(%)	Pictures	
1.	Payment of Utilities and Internet Subscription	Governance, Corruption and Public Accountability	6,000.00	GoG, IGF	-	31st Dec, 2025	-	-	100%		Completed
2.	Organize monthly Technical Sub-Committee Meetings	Governance, Corruption and Public Accountability	48,000.00	IGF	-	31st Dec, 2025	-	-	100%		Completed
3.	Organize Technical Review Meetings	Governance, Corruption and Public Accountability	12,000.00	IGF, DACF/MP's Common Fund	January 2025	31st Dec, 2025	-	-	100%		Completed
4.	Organize Monthly Spatial Planning Committee Meetings	Governance, Corruption and Public Accountability	60,000.00	IGF	January 2025	31st Dec, 2025	-	-	100%		Completed
5.	GOG allocation to Physical Planning Department (stationary, fuel)	Governance, Corruption and Public Accountability	20,000.00	GoG	-	31st Dec, 2025	-	-	100%		Completed
6.	Organization of Quarterly Meeting	Governance, Corruption and Public Accountability	3,000.00	GoG		31st Dec, 2025	-		100%	-	Completed
7.	Independence Day Celebration	Governance, Corruption and Public Accountability	80,000.00	IGF	January 2025	March 2025	-	-	100%	-	Completed
8.	Other Official Celebrationspr	Governance, Corruption and Public Accountability	140,000.00	DACF, MP's Common Fund	January 2025	31st Dec, 2025	-	-	100%	-	Completed
9.	Organise Sub-Committee, Executive Committee and General Assembly Meetings	Governance, Corruption, and Public Accountability	40,000.00	IGF	January,2025	December,2025	-	-	100%		Completed
10.	Organise Quarterly MPCU and Budget Committee Meetings/ Activities	Governance, Corruption, and Public Accountability	80,000.00	IGF	January,2025	December,2025	-	-	100%		Completed
11.	Organise Quarterly Management HODs Meetings	Governance, Corruption, and Public Accountability	40,000.00	IGF	January,2025	December,2025	-	-	100%		Completed
12.	Organise MUSEC Meetings	Governance, Corruption, and Public Accountability	62,000.00	IGF, DACF	January,2025	December,2025	-	-	100%		Completed
13.	Internal Management of the Organization	Governance, Corruption, and Public Accountability	2,070,000.00	IGF, DACF	January,2025	December,2025	-	-	100%		Completed

14.	Procurement of Streetlights	Governance, Corruption, and Public Accountability	3,895.80	UDG	January, 2025	December, 2025	-	-	100%		Completed
15.	Protocol Services	Governance, Corruption, and Public Accountability	60,000.00	DACF	January,2025	December,2025	-	-	75%		Ongoing
16.	Procurement Management	Governance, Corruption, and Public Accountability	216,400.24	IGF, DACF, UDG	January,2025	December,2025	-	-	74%		Ongoing
17.	Procurement of Office Supplies and Consumables	Governance, Corruption, and Public Accountability	9,000.00	Others	January, 2025	December, 2025	-	-	70%%		Ongoing
18.	Fuel	Governance, Corruption, and Public Accountability	250,000.00	IGF, DACF	January, 2025	December, 2025	-	-	100%		Completed
19.	Gazetting of Assembly's Fee-Fixing Resolution	Governance, Corruption, and Public Accountability	10,000.00	IGF	January, 2025	December, 2025	-	--	100%		Completed
20.	Implement Revenue Improvement Plan	Governance, Corruption, and Public Accountability	50,000.00	IGF	January, 2025	December, 2025	-	-	100%		Completed
21.	Organize quarterly audit committee meetings	Governance, Corruption, and Public Accountability	40,000.00	IGF	January, 2025	December, 2025	-	-	100%		Completed
22.	Organize Training Programmes for Staff of the Assembly (Capacity Building/ Training)	Governance, Corruption, and Public Accountability	160,000.00	DACF, DACF-RFG	January, 2025	December, 2025	-	--	100%		Completed
23.	Implement and Coordinate Activities Contained in the Training Plan	Governance, Corruption, and Public Accountability	195,859.00	DACF, DACF-RFG, UDG, Others	January, 2025	December, 2025	-	-	100%		Completed
24.	Organise Staff Durbar	Governance, Corruption, and Public Accountability	100,000.00	DACF	January, 2025	December, 2025	-	-	100%		Completed
25.	Carry Out Monitoring Exercises of All Departments	Governance, Corruption, and Public Accountability	2,000.00	GOG	January, 2025	December, 2025	-	-	100%		Completed
26.	Update HRMIS and Payroll System	Governance, Corruption, and Public Accountability	500.00	GOG	January, 2025	December, 2025	-		100%		Completed
27.	Purchase Data Form Validation	Governance, Corruption, and Public Accountability	500.00	GOG	January, 2025	December, 2025	-		100%		Completed
28.	Citizen Participation in Local Governance	Governance, Corruption, and Public	35,000.00	IGF, DACF	January, 2025	December, 2025	-		100%		Completed

	(including 2 Townhall Meetings and MCE's Engagement)	Accountability									
29.	Organization of Zonal Council Meetings	Implementation, Coordination, Monitoring and Evaluation	1,800.00	IGF	January, 2025	December, 2025	-		100%		Completed
30.	Composite Budget Preparation	Implementation, Coordination, Monitoring and Evaluation	5,000.00	IGF	July,2025	December, 2025	-	-	100%		Completed
31.	Preparation of 2026 Annual Action Plan	Implementation, Coordination, Monitoring and Evaluation	5,000.00	IGF	July,2025	September,2025	-		100%		Completed
32.	Preparation of 2026-2029 MTDP	Implementation, Coordination, Monitoring and Evaluation	100,000.00	IGF,DACF	January, 2025	September,2025	-		100%		Completed
33.	M&E of Projects and Programmes	Governance, Corruption, and Public Accountability	3,000.00	IGF	January, 2025	December, 2025	-		100%		Completed
34.	Organise Midyear AAP and Annual Budget Review Meetings	Governance, Corruption, and Public Accountability	80,000.00	IGF	January, 2025	December, 2025	-		100%		Completed
35.	Implement Activities Contained in the O&M Plan	Governance, Corruption, and Public Accountability	10,000.00	DACF	January, 2025	December, 2025	-		100%		completed
36.	Data Collection on Assembly's Bungalows	Implementation, Coordination, Monitoring and Evaluation	6,000.00	DACF	January, 2025	December, 2025	-		100%		Completed
37.	Data Collection on Status of Boreholes in the Municipality	Implementation, Coordination, Monitoring and Evaluation	9,000.00	DACF	January, 2025	December, 2025	-	-	55%		On-going
38.	Administrative Data Compilation on Selected Departments and Institutions	Implementation, Coordination, Monitoring and Evaluation	1,500.00	GOG	January, 2025	December, 2025	-	-	85%		Ongoing
39.	Compensation	Governance, Corruption, and Public Accountability	8,578,066.88	GOG	January, 2025	December, 2025	-	-	100%		Completed
40.	General Expenditure	Governance, Corruption, and Public Accountability	949,546.00	IGF	January, 2025	December, 2025	-	-	75%		Ongoing
41.	Review 2No. Existing	Environment,	60,000.00	IGF	January, 2025	March, 2025	-	-	100%		Completed

	Local Plans within the Municipality	Infrastructure, and Human Settlement									
42.	Prepare 2No. Local Plans within the Municipality	Environment, Infrastructure, and Human Settlement	80,000.00	UDG	January, 2025	March, 2025	-	-	65%		On-going
43.	Street Naming Exercise (Installation of New Signage Posts and Replacement of Damaged Posts)	Environment, Infrastructure, and Human Settlement	70,000.00	UDG	January, 2025	March, 2025	-	-	75%		On-going
44.	Support for Establishing of Office Sub-Structures	Governance, Corruption, and Public Accountability	87,583.41	DACF	January, 2025	December, 2025	-	-	100%		completed
45.	Establish a District Water and Sanitation Team	Governance, Corruption, and Public Accountability	2,000.00	GOG	January, 2025	December, 2025	-	-	-		Yet to be implemented
46.	Repairs and Maintenance	Governance, Corruption, and Public Accountability	150,000.00	IGF,DACF	January, 2025	December, 2025	-	-	100%		Completed
47.	Undertake 150 Child Protection Cases or Issues (Family Welfare, Child Maintenance, Custody, Paternity, Family Reconciliation, Child Abuse Etc.)	Social Development	2,000.00	GOG	January, 2025	December ,2025	-	-	100%		Completed
48.	Conduct Quarterly Monitoring Visit and Inspection of 30 Early Childhood Development Center	Social Development	2,500.00	GOG	Ferbuary,2025	December, 2025	-	-	100%		Completed
49.	Sensitization of the Youth on the Causes and Associated Effects of Substance Abuse	Social Development	1,500.00	GOG	January, 2025	December, 2025	-	-	100%		Completed
50.	Undertake Sensitization and Awareness Creation in Ten (5) Communities and Ten (5) Schools on Child Protection and Gender-Based Violence Issues	Social Development	2,000.00	GOG	5th March,2025	7th March,2025	-	-	100%		Completed
51.	Conduct Quarterly Monitoring and Inspection of Residential Home for Children	Social Development	1,000.00	GOG	January, 2025	December, 2025	-	-	100%		Completed

52.	Identify and Register 200 Persons with Disability	Social Development	2,000.00	GOG	January, 2025	December, 2025	-	-	100%		Completed
53.	Support 150 PWDs to Start a Trade, Expand their Trade. Educational Needs and Medical Needs as Well Assist the Various PWD Groups to Undertake their Activities	Social Development	200,000.00	GOG	January, 2025	December, 2025	-	-	100%		Completed
54.	Embark on Quarterly Monitoring of PWDs Beneficiaries of Common Fund Support.	Social Development	6,000.00	GOG	January, 2025	December, 2025	-	-	100%		Completed
55.	Embark on 6 Bi - Monthly Beneficiary Households LEAP Cash Grant Payments and Monitoring.	Social Development	55,000.00	GOG	27th March,2025	28th March,2025	-	-	100%		Completed
56.	Conduct Social and Public Education in Basic Schools	Social Development	6,000.00	GOG	25th February,2025	18th march,2025	-	-	100%		Completed
57.	Desilting of Drains and Culverts	Environment, Infrastructure, and Human Settlement	5,000.00	DACF	January, 2025	December, 2025	-	-	100%		Completed
58.	Grass cutting at the Shoulder of the Roadside in the Municipality	Environment, Infrastructure, and Human Settlement	5,000.00	DACF	January, 2025	December, 2025	-	-	100%		Completed
59.	Sweeping of Walkways at the CBD in Swedru	Environment, Infrastructure, and Human Settlement	5,000.00	DACF	January, 2025	December, 2025	-	-	100%		Completed
60.	Embark on the Registration and Renewal of NHIS Cards For Indigents, Municipality -Wide	Social Development	2,000.00	GOG	January, 2025	December, 2025	-	-	100%		Completed
61.	Organize a Sensitization Program on Domestic Violence	Social Development	1,000.00	DACF	January, 2025	July l,2025	-		100%		Completed
62.	International Women's Day Celebration (Sensitization of Market Women on the Need to	Social Development	2,000.00	DACF, AWMA	January, 2025	July 2025	-		100%		Completed

	Educate their Girl Child)										
63.	Mobilization and Orientation of Vulnerable Groups (including Women and PWDs) on Vocational Courses (including poultry production, food processing, organic vegetable production, non-traditional agric, organic agro input, software development, digital marketing, and mobile phone repair)	Social Development	5,000.00	DACF-RFG	January 2025	December 2026	-	-	100%		Completed
64.	Sensitization Forum on Prevention of Verbal Abuse in Marriages	Social Development	2,000.00	DACF, AWMA	July,2025	September,2025	-	-	100%		Completed
65.	Sensitization of Women on Taking Leadership Roles in their Various Communities	Social Development	3,000.00	DACF	Janury 2025	February 2025	-	-	100%		Completed
66.	Distribution of Stationaries to Brilliant but Needy Girls in the Municipality	Social Development	10,000.00	Donor	June 2025	June 2025	-	-	100%		Completed
67.	Support the Organization of Vacation Class for 2025 BECE Candidates	Social Development	3,000.00	GOG	April,2025	June,2025	-	-	100%		Completed
68.	MDE's Monitoring of Schools in the Municipality	Social Development	4,000.00	GOG	January,2025	December,2025	-	-	100%		Completed
69.	MDE's Conferences & Meetings	Social Development	20,000.00	GOG	January,2025	December,2025	-		100%		Completed
70.	SISIOs & Teaching Staff Monitoring	Social Development	10,000.00	GOG	January,2025	December,2025	-		100%		Completed
71.	Procurement of Furniture.	Social Development	10,000.00	DACF	January,2025	December,2025	-	-	100%		Completed
72.	Organize & Conduct Mock Exams for BECE Candidates.	Social Development	40,000.00	DACF	April,2025	December,2025	-	-	100%		Completed
73.	Provide Career Technology Sensitization Programme for Students	Social Development	20,000.00	GOG	January,2025	December,2025	-	-	85%		Ongoing

74.	Organize Science, Technology, Engineering & Mathematics Innovation Education.	Social Development	20,000.00	GOG	January,2025	December,2025	-	-	75%		Ongoing
75.	Organize "My First Day at School".	Social Development	15,000.00	GOG	July,2025	September,2025	-	-	100%		Completed
76.	Educate Students on Safety Protocols.	Social Development	5,000.00	GOG	January,2025	December,2025	-		85%		Ongoing
77.	Visit to Inclusive Schools (School for the Deaf)	Social Development	5,000.00	GOG	January,2025	December,2025	-	-	100%		Completed
78.	Sensitize Parents of Special Needs Children on the Need to take them to School.	Social Development	5,000.00	GOG	January,2025	December,2025	-	-	100%		Completed
79.	Conduct Regular Inspection of School`s Administrative Records	Social Development	6,000.00	GOG,DACF	January,2025	December,2025	-	-	100%		Completed
80.	TLM Construction and Usage Using Local Materials for Primary Teachers	Social Development	15,000.00	GOG	January,2025	December,2025	-	-	75%		Ongoing
81.	Organize and Conduct Capacity Building Clinic on Mathematics and Science	Social Development	25,000.00	GOG, DACF	January,2025	December,2025	-		75%		Ongoing
82.	Organize and Conduct Capacity Building Clinic for Science and Maths Teachers on Challenging Topics	Social Development	12,500.00	GOG, DACF	January,2025	December,2025	-	-	75%		Ongoing
83.	Organize and Conduct STEM Workshop for SHS and Basic School teachers	Social Development	30,000.00	GOG, DACF	January,2025	December,2025	-	-	100%		Completed
84.	Training of Teachers on the Common Core Programme.	Social Development	10,000.00	GOG	January,2025	March,2025	-	-	100%		completed
85.	Organize Annual Education Review/Stakeholders Engagement Meetings.	Social Development	-	-	January,2025	December,2025	-	-	100%		Completed
86.	Organize Municipal	Social Development	16,000.00	IGF	January,2025	December,2025	-	-	100%		Completed

	Education Oversight Committee Meetings (MEOC).										
87.	Conduct Comprehensive Schools Inspection in all the Schools in the Municipality.	Social Development	15,000.00	GOG	January,2025	December,2025	-	-	75%		Ongoing
88.	Organize Annual School Reading Festival.	Social Development	15,000.00	GOG	January,2025	December,2025	-	-	100%		Completed
89.	Poetry Recital Competition	Social Development	2,500.00	GOG	January,2025	July, 2025	-	-	100%		Completed
90.	Clearing of Final Disposal Site	Environment, Infrastructure, and Human Settlement	600,000.00	DACF	January,2025	December,2025	-		100%		Completed
91.	Procurement of sanitary tool	Environment, Infrastructure, and Human Settlement	135,424.41	DACF	January 2025	December 2025	-	-	60%		Ongoing
92.	Tree planting, Landscaping and Beautification exercise	Environment, Infrastructure, and Human Settlement	100,000.00	DACF	January 2025	December 2025	-	-	100%		Completed
93.	Supervision And Monitoring of Sanitation Services Providers	Environment, Infrastructure, and Human Settlement	73,000.00	IGF	January,2025	December,2025	-	-	100%		Completed
94.	Health Screening Exercise	Environment, Infrastructure, and Human Settlement	2,000.00	GOG	April,2025	December,2025	-	-	100%		Completed
95.	Organize Cleanup Exercise	Environment, Infrastructure, and Human Settlement	55,000.00	IGF	January,2025	December,2025	-	-	100%		Completed
96.	Disinfectant, Insecticide, Repellants for Disinfestation And Disinfestation	Environment, Infrastructure, and Human Settlement	130,000.00	DACF	January,2025	December,2025	-	-	100%		Completed
97.	Daily Sweeping of Open Spaces, Markets, Principal Streets, Walkways, And Drainage Cleansing and Sanitation Improvement Package	Environment, Infrastructure, and Human Settlement	595,000.00	DACF	January,2025	December,2025	-	-	100%		Completed
98.	Hygienic Slaughtering of Food Animals	Environment, Infrastructure, and Human Settlement	70,000.00	DACF	January,2025	December,2025	-	-	100%		Completed
99.	Evacuation of Refuse Dump Site	Environment, Infrastructure, and Human Settlement	220,000.00	DACF	January,2025	December,2025	-	-	100%		Completed

100.	Organization of Health Screening (Blood Pressure, Diabetes, HIV)	Social Development	5,000.00	DACF	October,2025	December,2025	-	-	100%		Completed
101.	Support to HIV/AIDS/malaria (0.5%)	Social Development	101,771.22	DACF	January 2025	December 2025			100%		Completed
102.	World Disaster Day Celebration	Social Development	27,200	DACF	Janury 2025	December 2025	-	-	100%		Completed
103.	Weeding and Clearing of the Nursery	Environment, Infrastructure, and Human Settlement	10,000.00	IGF	January,2025	December,2025	-	-	100%		Completed
104.	Propagation of Plants (Seedlings, Cuttings, Tools Etc.)	Environment, Infrastructure, and Human Settlement	5,000.00	IGF	January,2025	December,2025	-	-	100%		Completed
105.	Hazard Identification	Environment, Infrastructure, and Human Settlement	7,800.00	Others	March, 2025.	July ,2025	-	-	100%		Completed
106.	Pubilc Education On Climate Change And Adaptation	Environment, Infrastructure, and Human Settlement	10,200.00	Others	February, 2025	July , 2025	-	-	100%		Completed
107.	Public Education On Domestic Fires And Bush Fires	Environment, Infrastructure, and Human Settlement	7,700.00	Others	February, 2025	March, 2025	-	-	100%		Completed

108.	Public Education on Hydrometeorological Disasters	Environment, Infrastructure, and Human Settlement	3,000.00	IGF	January 2025	December 2025	-	-	100%		Completed
109.	Procurement of Relief Items	Environment, Infrastructure, and Human Settlement	100,00.00	DACF-RFG	January2025	December 2025	-	-	100%		Completed
110.	Support for The 2025 Akwambo Festival	Economic Development	2,000.00	GOG	January,2025	December,2025	-	-	100%		Completed
111.	Akwambo Festival	Economic Development	50,000.00	OTHERS	October,2025	December,2025	-	-	100%		Completed
112.	Masquerade Festival	Economic Development	30,000.00	OTHERS	October,2025	December,2025	-		100%		Completed
113.	Capacity Building for Ghana Federation of the Disabled (Training on Beads Making for the PWDs)	Economic Development	30,000.00	OTHERS	October 2025	December 2025			100%		Completed
114.	Technical Training in Leather Works for PWD	Economic Development	25,000.00	OTHERS	January 2025	December 2025	-	-	100%		Completed
115.	Start Your Business Training for PWD	Economic Development	12,000.00	OTHERS	April 2025	June 2025			100%		completed
116.	Grow Your Business	Economic Development	10,000.00	OTHERS	July 2025	September 2025	-	-	100%		Completed
117.	Training in soap making	Economic Development	10,000.00	OTHERS					100%		Completed
118.	Participate in Central Regional EXPO	*Economic Development*	15,000.00	IGF	July,2025	August,2025	-	-	100%		Completed
119.	Organize 2No. Local Economic Development Forums	Economic Development	20,000.00	GOG,DACF-RFG	Janary2025	September 2025	-	-	100%		Completed
120.	Sensitization of Farmers on Occupational Safety	Economic Development	5,000.00	IGF,DACF-RFG	April 2025	September 2025	-	-	100%		Completed

121.	Campaign for Prophylactic Treatment of Livestock Disease	Economic Development	4,000.00	DACF	July,2025	December,2025	-	-	100%		Completed
122.	Sensitization Of Farmers on Government Flagship Project	Economic Development	10,000.00	GOG		September,2025	-	-	100%		Completed
123.	Support to Farmers' and Fishermen's Day Celebration	Economic Development	300,000.00	IGF,DACF	October,2025	December,2025	-	-	100%		Completed
124.	Sensitization of women farmers on financial literacy	Economic Development	12,000.00	DACF-RFG	July 2025	September 2025	-	-	100%		Completed
125.	Distribution of fertilizers to farmers by MCE	Economic Development		GOG	September,2025	December, 2025		-	100%		Completed
126.	Support Farmers with 20,000 Oil Palm Seedlings and 10,000 Coconut Seedlings	Economic Development	36,010.00	IGF,DACF	July,2025	September,2025	-	-	100%		Completed
127.	Home Visit and Monitoring of Farms by AEA's And MAO's	Economic Development	36,010.00	IGF,DACF	July,2025	September,2025	-	-	100%		Completed
128.	Train Livestock Farmers on Biosecurity	Economic Development	8,000.00	IGF,DACF	April,2025	September,2025	-	-	100%		Completed
129.	Train Farmers on Good Agronomy Practice on Coconut and Oil Palm Seedlings	Economic Development	36,010.00	IGF,DACF	July,2025	September,2025	-	-	100%		Completed

Source: (MPCU, 2025)

The Municipal Assembly planned 129 programmes across various development dimensions, including economic development, environment and infrastructure, governance and public accountability, social development, and emergency planning and response. These programmes are critical to achieving the Assembly’s six development goals: building a prosperous society, safeguarding the natural environment, creating opportunities for all Ghanaians, maintaining a stable and safe society, mainstreaming emergency planning, and improving the delivery of development outcomes. Out of these programmes, 112(87%) have been completed, 16(12%) are ongoing, and 1(0.8%) yet to be implemented. This breakdown reflects significant progress in the Assembly’s development agenda, with a majority of programmes completed or nearing completion. However, it is important to note that some of the ongoing programmes are routine activities that are inherently continuous in nature, such as support to departments, support to zonal councils, grass cutting, and sweeping of walkways. These routine programmes are designed to be ongoing and are not expected to reach a definitive "completion" status, which should be considered when analysing the overall implementation performance.

The completion of 112 programmes demonstrates substantial achievements across key sectors. For example, in economic development, programmes such as the Grow Your Business, Start Your Business Training for PWD, consultative meetings with SMEs, and training for women in gari and pastry fortification have directly supported local businesses, entrepreneurship, and agricultural productivity. In environment and infrastructure, initiatives like the Tree planting, Landscaping and Beautification exercise, monthly clean-up campaigns have improved flood resilience and overall environmental health. In governance and public accountability, programmes such as town hall meetings, MCE engagement with communities, and quarterly audit committee meetings have enhanced transparency, citizen participation, and administrative efficiency. In social development, completed programmes like public education on health, support to HIV/AIDS programmes, and LEAP cash grant payments have improved access to healthcare, social protection, and poverty alleviation. These completed programmes align with the Assembly’s goals of building a prosperous society, safeguarding the environment, creating opportunities for all, and maintaining a stable and safe society. They also reflect effective programme management and citizen involvement, as many initiatives utilized community engagement and monitoring to ensure transparency.

However, 16 programmes are ongoing, with varying levels of progress. For instance, in economic development, the Disinfectant, Insecticide, Repellents for Disinfestation and Disinfestation is 50% complete, reflecting steady progress in agricultural development. In environment and infrastructure, Sanitary Tools for Management of Solid Liquid Waste Activities is 50% complete, indicating progress in waste management. In governance and public accountability, the procurement of office equipment and logistics is 75% complete, showing good progress in improving administrative capacity. In social development, provision of financial assistance to needy students in the municipality is currently at 40% completion. This programme aims to support underprivileged students by providing them with financial aid to cover school fees, educational materials, and other related expenses. The initiative is critical for promoting equitable access to education and reducing dropout rates among vulnerable groups. However, the relatively low completion rate (40%) indicates that more efforts are needed to accelerate progress and ensure that the intended beneficiaries receive timely support. Delays in funding or logistical challenges could be hindering the programme's implementation, and addressing these issues will be crucial to achieving its objectives and contributing to the Assembly's goal of creating opportunities for all Ghanaians. While many ongoing programmes are progressing well, delays in funding and implementation pose risks to their timely completion. For example, slow progress on critical infrastructure and social protection programmes could hinder economic and social benefits. It is important to highlight that some of these ongoing programmes are routine activities that are inherently continuous and not expected to reach a definitive "completion" status. For instance, in environment and infrastructure, the monthly clean-up campaigns, grass cutting at the shoulder of the roadside, and sweeping of walkways at the CBD in Swedru are routine activities designed to maintain cleanliness and environmental health. These programmes are ongoing by nature and should not be viewed as delayed or incomplete. Similarly, in governance and public accountability, routine activity such as support to departments of the Assembly is a continuous process that contribute to the Assembly's operational efficiency.

A insignificant concern is the 1 programme that have not yet commenced, including critical initiatives such as the Establish a District Water and Sanitation .The delay in starting these programme poses risks to efficient water resource management, the resolution of community sanitation challenges and the overall improvement of environmental sanitation within the Municipality.

To address these challenges and ensure the successful implementation of the Assembly's development agenda, several actions are recommended. First, the Assembly should work with relevant authorities to expedite funding releases, ensuring timely disbursement of funds to avoid delays in programme implementation. Second, high-impact programmes like the purchase of motor bikes for the Environmental Health Unit, construction of an office block at Swedru cemetery, and education on sexual abuse should be prioritized to address urgent needs. Third, monitoring systems should be strengthened by improving data collection and reporting to enhance transparency and accountability. Fourth, community engagement should be enhanced by continuing to involve citizens in programme monitoring through town hall meetings and community discussions to build trust and ensure sustainability. Finally, additional support and resources should be provided to accelerate the completion of ongoing programmes, particularly those with significant social and economic benefits.

In conclusion, the Municipal Assembly has made commendable progress in implementing its development programmes, with 87% of programmes completed and 12% ongoing. However, delays in funding, slow progress on critical programmes, and the inability to start 0.8% of initiatives pose significant challenges. By addressing these issues through timely funding, prioritization of high-impact programmes, and enhanced monitoring, the Assembly can ensure the successful achievement of its development goals, ultimately improving the quality of life for its citizens.

2.1.1 Gender Activities Promoting Equity and Non-Discrimination against Women

Activity	**Location**	**Date**	**No. of Participants**	**Status**
International Women's Day Celebration (Sensitization of Market Women on the Need to Educate their Girl Child)	Main Market, Agona Swedru	14th March, 2025	150 Women	Completed
Mobilization and Orientation of Vulnerable Groups (including Women and PWDs) on Vocational Courses (including poultry production, food processing, organic	Agona Abodom, Nyakrom, and Nkum	18th August 2025	160 (154 females; 6 Males)	Completed

vegetable production, non-traditional agric, organic agro input, software development, digital marketing, and mobile phone repair)				
Sensitization of Women on Taking Leadership Roles in their Various Communities	Agona Swedru Town Hall	12th June 2025	500 women	Completed
Distribution of Stationaries to Brilliant but Needy Girls in the Municipality	A.M.E 'B' School, Agona Swedru	27th June, 2025	50 Female Students	Completed
Sensitization of women farmers on financial literacy	Agona Samuel, Amponsah, Nkranfo	quarterly	152 participants	Completed

5/5 x 100 = 100%

2.1.2 Social Protection Activities

Activity	Location	Date/Timeline	No. of Participants/Beneficiaries	Status
Undertake 100 Child Protection Cases or Issues (Family Welfare, Child Maintenance, Custody, Paternity, Family Reconciliation, Child Abuse Etc.)	Municipal Wide	Throughout the year	94	Completed
Sensitization of the Youth on the Causes and Associated Effects of Substance Abuse	ADC Basic School, Agona Swedru	14/05/2025	74	Completed
Undertake Sensitization and Awareness Creation in Five (5) Communities and Five (5) Schools on Child Protection and Gender-Based Violence Issues	Nsusososo, Agya Abusua, Abodom, Kwesimoko, Edukrom, Kwaman, Bobikuma Upper and Lower, Mahodwe, Yaabem, Nkranfo and selected basic schools	Quarterly	Communities: (Total = 354; Males = 154; Females 200) Schools = 304 pupils including teachers	Completed

Support 150 PWDs to Start a Trade, Expand their Trade. Educational Needs and Medical Needs as Well as Assist the Various PWD Groups to Undertake their Activities	Municipal wide	March, June, and September	Total = 155 Males = 76 Females = 79	Completed
Embark on Quarterly Monitoring of PWDs Beneficiaries of Common Fund Support.	Municipal wide	Quarterly	Total = 155 Males = 76 Females = 79	Completed
Embark on 6 Bi - Monthly Beneficiary Households LEAP Cash Grant Payments and Monitoring.	Municipal wide	27th – 28th March 2025 2nd -4th April 2025 29th – 30th December 2025	1st quarter = 768 2nd quarter = 768 4th quarter = 768	Completed
Embark on the Registration and Renewal of NHIS Cards For Indigents Municipality - Wide	Municipal wide			Completed

7/7 x 100 = 100%

2.2.3 Climate Adaptation Activities

Activity	Location	Timeline	No. of Participants	Status
Desilting Drains and Culverts	Municipal Wide	January – December 2025	N/A	Completed
Organize Cleanup Exercise	Agona Swedru	First Saturday of every month	General Public	Completed
Daily Sweeping of Open Spaces, Markets, Principal Streets, Walkways, And Drainage Cleansing and Sanitation Improvement Package	Municipal wide	Daily	General Public	Completed
Hazard Identification	Agona Swedru, Nkum	11th July 2025	N/A	Completed

Public Education on Climate Change and Adaptation	Agona Swedru	25th June 2025	N/A	Completed
Public Education in Hydrometeorological Disasters	Agona Swedru	7th Feb- 25th May, 2025	N/A	Completed
Tree planting, Landscaping and Beautification exercise	Agona Swedru, Town Hall forecourt.	19th November, 2025	General Public	Completed
Train Farmers on Good Agronomy Practice on Coconut and Oil Palm Seedlings	Abodom,Lower Bobikuma,Upper Bobikuma,Kwaman,Nyarkrom	July - September 2025	349 participants	Completed

7/7 x 100 = 100%

2.2.4 Local Economic Development Activities

Activity	**Location**	**Date/Timeline**	**No. of Participants**	**Status**
Akwambo Festival	Municipality-wide	August 2025	General Public	Completed
Masquerade Festival	Agona Swedru	26th December 2025	General Public	Completed
Capacity Building for Ghana Federation of the Disabled (Training on Beads Making for the PWDs)	Agona Swedru	25th November, 2025	60 participants	Completed
Technical Training in Leather Works for PWDs	Salvation Army School for the Deaf	19th -21st February, 2025	36 participants	Completed
Start Your Business (Start UP) Training for PWDs	Salvation Army School for the Deaf	25th -26th February, 2025	62 participants	Completed
Grow Your Business	Abigyakrom	11th September 2025	66 participants	Completed
Training in Soap Making	Salvation Army School for the Deaf	20th -21st April, 2025	26 participants	Completed
Participate in Central Regional EXPO	Adisadel Park, Cape Coast	24th – 31st August, 2025	200 exhibitors	Completed
Organize 2No. Local Economic Development Forums	Assembly's Conference Hall	1st Forum: 25th February 2025	1st Forum: 27 participants 2nd Forum: 37 participants	Completed

		2nd Forum: 25th August 2025		
Sensitization of women farmers on financial literacy	Agona Samuel, Amponsah, Nkranfo	quarterly	152 participants	Completed
Support Farmers with 20,000 Oil Palm Seedlings and 10,000 Coconut Seedlings	Municipality- wide	January - December 2025	153 participants	Completed

11/11 x 100 = 100%

2.2.5 Road Safety

Activity	**Location**	**Date/Timeline**	**No. of Participants**	**Status**
Repairs and Procure Street Lights	Agona Swedru	N/A	General public	Completed
Repair and maintenance of traffic lights	Agona Swedru	N/A	General Public	Completed
Daily Sweeping of Open Spaces, Markets, Principal Streets, Walkways, And Drainage Cleansing and Sanitation Improvement Package	Municipal wide	Daily	General Public	Completed
Desilting Drains and Culverts	Municipal Wide	January – December 2025	N/A	Completed
Grass cutting at the Shoulder of the Roadside in the Municipality	Municipality -wide	January – December 2025	N/A	Completed
Sweeping of Walkways at the CBD in Swedru	Agona Swedru	January – December 2025	N/A	Completed
Repair and maintenance of metal bridge	Agona Swedru	April 2025	N/A	Completed

7/7 x 100 = 100%

2.2 UPDATE ON FUNDING SOURCES AND DISBURSEMENTS

This section focuses on the sources of funds that were received by the Agona West Municipal Assembly and their disbursements.

Table 9: Update on Revenue Sources for 2021-2025

Revenue Sources	Estimates					Performance				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
DACF	3,540,846.02	3,831,568.16	2,632,267.74	2,644,363.23	22,454,244	848,347.14	2,569,751.66	1,049,607.23	1,461,750.09	10,175,101.35
DACF- RFG	1,763,149.00	1,134,512.80	2,416,181.36	1,595,990.00	1,023,400.00	1,710,575.00	1,134,512.80	0.00	1,589,526.60	0.00
MP's CF	450,000.00	500,000.00	2,541,266.74	537,001.00	600,000.00	294,652.07	460,777.15	301,475.49	628,924.20	1,079,954
IGF	1,829,069.00	2,073,589.00	2,385,045.00	2,595,831.00	5,300,205.65	1,839,394.39	1,962,305.12	2,078,230.87	2,954,035.57	4,168,451.69
MSHAP/HIV	20,000.00	20,000.00	20,000.00	32,999.00	101,771.22	2,044.07	20,000.00	8,857.64	7,100.74	21,053.01
GSCSP	13,102,954.00	12,174,992.28	22,822,134.17	32,450,511.10	23,000,000.00	4,976,371.84	0.00	18,507,033.24	34,277,9888.09	0
UNICEF	100,000.00	35,000.00	35,000.00	35,000.00	52,500.00	55,000	17,500.00	35,000.00	35,000.00	20,000.00
LEAP	360,114.00	219,592.00	219,592.00	420,088	2,686,944.00	360,114.00	329,388.00	384,286.00	769,896	2,686,944.00

Source: Budget Unit and Finance Department (2025)

Table 9 depicts the revenue estimates and performances of all funding sources from the year 2021 to 2025. Below are the analysis of the funding sources.

1. DACF (District Assembly Common Fund):

The DACF has remained a critical source of funding for local development projects; however, its performance over the review period has been inconsistent. In 2021, the DACF recorded the weakest performance, with only GH₵ 848,347.14 realized out of an estimated GH₵ 3,540,846.02, representing approximately 24% performance. This low realization significantly constrained the Assembly’s ability to implement DACF-funded projects during that year. In 2022, out of an estimated GH₵ 3,831,568.16, only GH₵ 2,569,751.66 was realized, representing approximately 67% performance. In 2023, performance declined sharply, with GH₵ 1,049,607.23 received out of an estimated GH₵ 2,632,267.74, representing about 40% performance. The trend improved significantly in 2024, when the Assembly realized the full estimated amount of GH₵ 10,175,101.35, representing 100% performance against the budgeted estimate. This reflects a substantial improvement in fund releases compared to previous years and suggests strengthened fiscal coordination. However, despite the full release of funds in 2024, only GH₵ 1,540,991.44 was expended during the period, representing approximately 15.1% expenditure performance against the amount released. This indicates a very low utilization rate and suggests possible delays in project execution, procurement processes, or phased implementation of planned activities. The fluctuations in both fund realization and utilization have likely affected the timely execution of key development projects, including CHPS compounds such as Bosompa CHPS, and educational facilities such as the Nyakrom Catholic 4-Unit classroom block. These projects are essential for enhancing public safety, healthcare delivery, and educational infrastructure within the municipality.

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2. **DACF-RFG (District Assembly Common Fund - Responsiveness Factor Grant):**

The DACF–RFG demonstrated strong performance in 2022, achieving 100% realization, which significantly supported priority infrastructure projects within the Municipality. However, there was no performance in 2023, which likely affected the implementation of planned interventions such as the construction of market stalls and drainage infrastructure projects. Performance recovered in 2024, with 99.6% realization, indicating improved disbursement and renewed implementation momentum. These funds contributed to the completion of market stalls at Mandela Market and the construction of 9 No. culverts at selected locations in the Municipality, thereby promoting a more prosperous municipality and enhancing urban resilience. However, in 2025, in 2025, the Assembly received releases amounting to GH₵ 1,023,400.00; however, no expenditure (GH₵ 0.00) was recorded during the period. This represents 0% expenditure performance against the amount released, indicating that the funds were not utilized within the reporting period. The non-utilization of released funds may be attributed to procurement delays, administrative bottlenecks, and late release within the fiscal year, or pending project approvals.

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3. **MP's CF (Member of Parliament's Common Fund):**
   - The MP's CF has seen fluctuating performance, with performance ranging from 65% in 2021 to 117% in 2024. The performance in 2024 is indicative of the political year. The drop in estimates for 2025, despite improved performance, could limit the scope of constituency-specific projects such as **community-initiated projects** and **educational support programmes**. The Assembly should work closely with MPs to ensure consistent utilization of its funding for these initiatives.

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4. **IGF (Internally Generated Funds):**
   - IGF has been a reliable and growing revenue source, with performance consistently above 87% and reaching 114% in 2024. This growth reflects the Assembly's efforts to improve local revenue generation and supports projects such as **sanitation programmes**, **market infrastructure**, and **road maintenance**. The strong performance of IGF is a positive indicator of the Assembly's effort at improving revenue to reduce reliance on external funds. Notably, The Assembly consistently engages its staff in revenue collection exercises by organizing them into various groups, each assigned to specific zones. This structured approach to revenue mobilization has significantly contributed to the strong performance of **Internally Generated Funds (IGF)**, as it ensures efficient and targeted collection efforts across the municipality.

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5. **MSHAP/HIV:**

    - The MSHAP/HIV fund has shown low performance, with performance ranging from 12% in 2021 to 22% in 2025. This underperformance hindered efforts to improve public health outcomes through programmes such as **public education on HIV/AIDS** and **health sensitization campaigns**. Addressing this under performance is critical for achieving health-related development goals.

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6. **PWDs CF (Persons With Disabilities Common Fund):**

    - The PWDs CF has shown significant improvement in 2025, with performance reaching 89%, up from 10% in 2021. This fund supports critical programmes such as **vocational training** and **assistive device distribution** for persons with disabilities. The improved performance is a positive step, but more efforts are needed to ensure full utilization and effective implementation of disability-focused projects.

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7. **GSCSP (Ghana Secondary Cities Support Programme):**

    - The GSCSP has been a major source of funding for infrastructure and urban development, with performance increasing from 38% in 2021 to 106% in 2025. This fund supports projects such as **road construction**, **drainage systems**, and **market infrastructure**, which are essential for improving urban resilience and economic growth. The strong performance of GSCSP reflects effective project implementation and alignment with the Assembly's development goals.

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8. **UNICEF:**

    - UNICEF funds have been fully realized in 2023 and 2025, despite a decrease in estimates. These funds support child protection and social development programmes such as **child welfare initiatives** and **educational support**

programmes. The consistent performance indicates effective utilization of available funds, but the decrease in estimates could limit the scope of these programmes.

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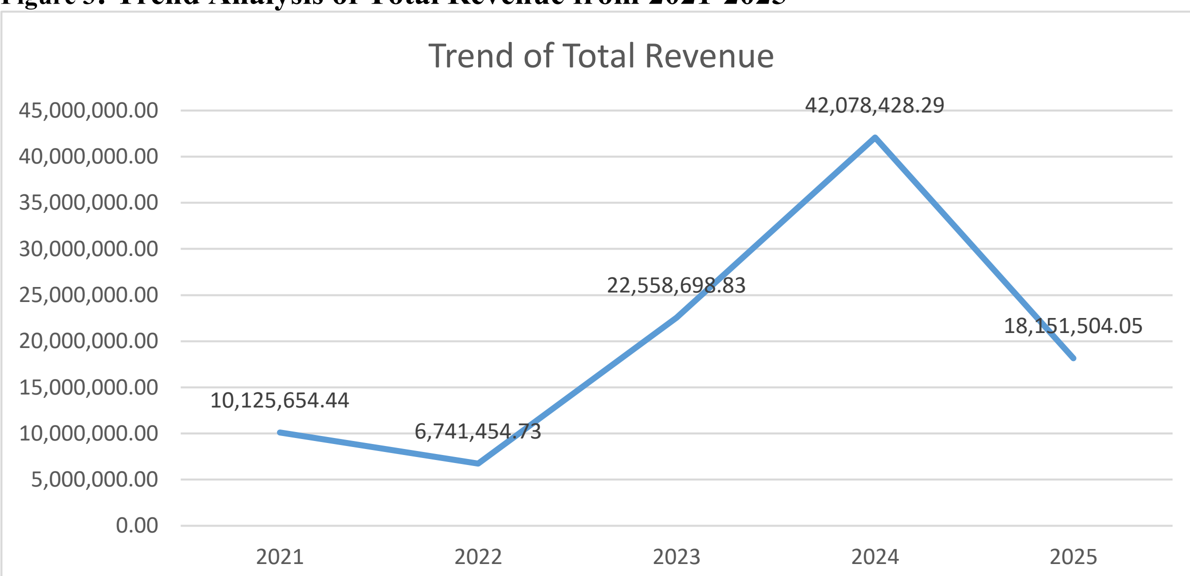
9. **LEAP (Livelihood Empowerment Against Poverty):**
    - LEAP has shown strong performance, with performance exceeding 100% in 2022, 2023, and 2024. This fund supports poverty alleviation and social protection through **cash transfer programmes** and **livelihood support initiatives**. The increase in both estimates and performance reflect a strong commitment to supporting vulnerable populations.

Figure 3: Trend Analysis of Total Revenue from 2021-2025



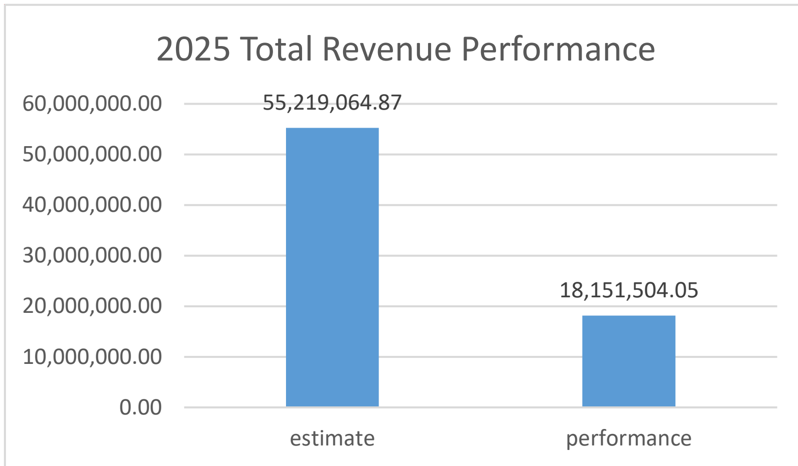
Source: Authors Construct (2025).

The total revenue performance of the Municipal Assembly from 2021 to 2025 shows an overall positive trajectory, with notable growth in 2023 and 2024, and a significant decline in 2025 primarily due to non-disbursement of major funding sources. Below is a narrative analysis of the revenue trends:

- In 2021, the Assembly's revenue performance was moderate, with total revenue collections reaching **GHC 10.1 million**. This performance was driven by contributions from **Internally Generated Funds (IGF)** and **DACF-RFG (District Assembly Common Fund - Responsiveness Factor Grant)**. However, underperformance in key areas such as **DACF** and **MSHAP/HIV** limited overall revenue utilization. The Assembly faced challenges in mobilizing funds, particularly from external sources, which impacted the implementation of critical projects.

- Revenue performance dropped significantly in 2022, with total collections falling to GHC 6.7 million, a 33% decrease from the previous year this decline was primarily due to the absence of performance in the Ghana Secondary Cities Support Programme (GSCSP). The Assembly faced challenges in disbursement delays and revenue mobilization, which hindered the implementation of development projects. Revenue performance saw a dramatic improvement in 2023, with total collections surging to GHC 22.6 million, a 234% increase from 2022. This growth was driven by the strong performance of GSCSP and IGF, reflecting effective project implementation and improved revenue mobilization efforts. The Assembly successfully addressed some of the challenges faced in 2022, leading to a significant boost in revenue collections.
- Revenue performance saw a dramatic improvement in 2023, with total collections surging to GHC 22.6 million, a 234% increase from 2022. This growth was driven by the strong performance of GSCSP and IGF, reflecting improved revenue mobilization efforts. The Assembly successfully addressed some of the challenges faced in 2022, leading to a significant boost in revenue collections.
- The total revenue performance of the Municipal Assembly has shown a clear upward trend from **2021 to 2025**, with significant growth in 2023 and 2024, followed by a decline in 2025. The strong performance of **GSCSP** and **IGF** has been a key driver of this growth, reflecting effective project implementation and improved revenue mobilization efforts. However, the challenges faced in 2022 underscore the need for consistent revenue collection and fund utilization strategies to ensure the successful achievement of the Assembly's development goals.

Figure 4: Estimate and Performance for 2025



Source: Authors Construct (2025).

- The Assembly's actual revenue performance for 2025 was **GHC̸ 18,151,504.05**, which fell significantly short of the estimated target of **GHC̸ 55,219,064.87**. This represents a **32.87% achievement rate**, indicating that the Assembly fell significantly short of its revenue estimate, achieving only 32.87% of the projected target. The shortfall was primarily driven by the non-disbursement of GSCSP and DACF-RFG funds, which together constituted a large share of the projected revenue. Key factors include:

- A significant portion of the Assembly's revenue comes from the **Ghana Secondary Cities Support Programme (GSCSP)**, which is denominated in US dollars. The GSCSP, which has historically been the largest funding source for the Assembly, recorded zero (GHC̸ 0.00) performance in 2025 against an estimate of GHC̸ 23,000,000.00. Similarly, DACF-RFG released funds of GHC̸ 1,023,400.00 but zero expenditure was recorded, representing 0% utilization. These non-performances of major funding sources significantly impacted the Assembly's overall revenue achievement.

- The **Livelihood Empowerment against Poverty (LEAP)** programme recorded 100% performance in 2025, with actual receipts matching the estimate of GHC̸ 2,686,944.00. This reflects strong government commitment to poverty alleviation and social protection. The significantly increased LEAP estimate compared to previous years demonstrates growing investment in cash transfer programmes for vulnerable households.

- The **Internally Generated Funds (IGF)** continued to perform strongly in 2025, with collections reaching **GH₵ 4,168,451.69**, falling short of the estimate of **GH₵ 5,300,205.65**. While this reflects continued improvement in internal revenue mobilization, the Assembly fell short of its IGF target, indicating the need for further enhancement of revenue collection strategies.

Implications of Revenue Performance on the Achievement of Assembly's Goals and Objectives

Build a Prosperous Society:

- The Assembly's effort at building a prosperous society through improving fiscal performance and sustainability, as well as strengthen fiscal decentralization over the years have been good. The steady growth in **IGF** and strong performance of **GSCSP** support economic development and infrastructure projects, which are essential for building a prosperous society. Programmes such as **market infrastructure development** and **road construction** are critical for improving the business environment and supporting MSMEs. In essence, the amount received from the GSCSP enabled the Assembly to complete the construction of 3-storey 60No. Lockable stores, as well as the construction of Otabilkrom road (0.575km) with double seal bituminous surfacing and construction of side drains slab cover, and conduct consultative meetings with SMEs to promote Local Economic Development within Agona Swedru. These activities implemented by the Assembly under the GSCSP contributed to the Assembly's effort at enhancing business enabling environment and promote entrepreneurship and MSME development in the Municipality. Also, using IGF, the Assembly was able to attend the Central Regional EXPO programme in 2022, 2023, and 2025 which contributed to projecting the local resources of the Assembly. The attendance of the EXPO forms part of the Assembly's effort at diversifying and expanding the tourism industry in the Municipality. However, the inconsistent performance of **DACF** and **MP's CF** could delay key projects aimed at improving the business environment and supporting MSMEs.

Safeguard the Natural Environment and Ensure a Resilient Built Environment:

- The strong performance of **GSCSP** is critical for infrastructure development, including **flood resilience projects** and **urban planning initiatives**. However, the underperformance of **MSHAP/HIV** could hinder efforts to address public health challenges, which are linked to environmental sustainability. The amount received under the GSCSP enabled the Assembly to review existing local plans, prepare a Municipal Environmental Sanitation Strategy and Action Plan, organise 3No. Public education fora in communities and institutions to sensitize the public on climate change and disaster issues. It could be seen that the GSCSP revenue performance provided an impetus for the Assembly to implement activities geared towards enhancing climate change resilience, enhancing institutional capacity and coordination for effective climate change, promoting sustainable spatially integrated development of human settlements, and promote resilient urban development. Again, the construction of Otabilkrom road (0.575km) with double seal bituminous surfacing and construction of side drains slab cover will improve efficiency and effectiveness of road transport infrastructure and services as well as address recurrent floods in the Municipality, especially in the Swedru Township. Overall, these GSCSP funded activities will safeguard the natural environment and ensure resilient build environment in the Municipality.
- For the DACF, the performance indicates that the Assembly fairly implemented DACF-funded activities in the Municipality. This has serious implications on the achievements of the district goals and objectives. The performance of the DACF, owing the erratic release of funds which is beyond the control of the Assembly affected the Assembly's effort at implementing some activities geared towards the achievement of the goals and objectives. However, project such as pothole patching on Major Sam Bypass Road and other roads in Agona Swedru, and grading works contributed to the address of recurrent floods and improvement in the efficiency and effectiveness of road transport infrastructure in the Municipality.
- For MP's CF, its receipt enabled the Assembly to construct 1No. Double 1.2meter diameter pipe culvert at Saint Germain in Agona Swedru which addressed a

recurrent flood issue in the area. This contributed to the Assembly's effort at addressing recurrent floods in the Municipality.

- For DACF-RFG, the Assembly was able to complete projects including the construction of 9No. Culverts. These projects contributed to the Assembly's effort at addressing recurrent floods in the Municipality.

Create Opportunities for All Ghanaians:

- The improved performance of **PWDs CF** and **LEAP** in 2025 is a positive step toward creating opportunities for vulnerable groups. Programmes such as **vocational training for PWDs** and **cash transfer programmes** are essential for social inclusion. However, the underutilization of **MSHAP/HIV** funds could limit efforts to improve healthcare access and social protection. With IGF, its receipt enabled the Assembly to undertake sanitation related activities which forms part of the Assembly's effort at reducing morbidity, mortality and other infections in the Municipality. Activities such as regular sweeping of CBD, regular monitoring of food vending activities, carting of refuse, inspection of products at various shops, and clean up exercises were all funded with IGF.

Maintain a Stable, United, and Safe Society:

- The consistent performance of **IGF** and **GSCSP** supports governance and public accountability initiatives, such as **town hall meetings** and **community engagement programmes**. However, the inconsistent performance of **DACF** affected the implementation of governance-related projects.

Mainstream Emergency Planning and Preparedness:

- The strong performance of **GSCSP** supports disaster preparedness and infrastructure resilience through projects such as **drainage systems** and **flood**

mitigation initiatives. However, the underperformance of **MSHAP/HIV** could weaken efforts to address health-related emergencies. The receipt of DACF and IGF enabled the Assembly to support disaster prevention and management activities, plant trees, and also provide relief items to those affected by flood and rainstorms. This implies that the funds enabled the Assembly to undertake activities geared towards making the municipality resilient, enhance the municipality's coping capacity, as well as enhance its ability to absorb and recover from shocks. Essentially, the Assembly was able to promote proactive planning and implementation for disaster prevention and mitigation and enhance relief operations.

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Improve Delivery of Development Outcomes:

- The growth in **IGF** and strong performance of **GSCSP** reflect effective monitoring and implementation of development projects. The receipt of DACF and IGF enabled the Assembly to organize town hall and stakeholders' review meeting, as well as monitoring of all Assembly projects. In addition, the GSCSP receipt enabled the Assembly to conduct site meetings as well as monitoring and evaluation of GSCSP funded projects in the Municipality. This implies that the Assembly was able to strengthen monitoring and evaluation systems to improve delivery of development outcomes. However, the inconsistent performance of **DACF** and **MP's CF** highlights the need for improved financial management and coordination.

Table 5: Expenditure Analysis

Budget Items	2021			2022			2023			2024			2025		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	approved	Released	Expend
Compensation	3,953,566.00	3,953,566.00	3,820,171.48	5,054,733.00	6,054,840.30	6,054,840.30	5,807,993.99	8,418,541.57	8,418,541.57	11,790,314.64	7,865,822.66	928,891.00	9,741,232.46	11,678,172.92	11,678,172.92
Goods and Services	3,105,506.00	3,105,506.00	1,881,903.86	3,565,903.00	3,212,110.95	3,212,110.95	3,854,297.45	2,963,144.21	2,963,144.21	6,891,811	3,933,678.22	3,793,533.37	19,129,791.36	4,249,259.68	4,249,259.68
CAPEX	23,505,422.00	15,378,839.84	6,214,916.27	14,964,498.54	9,593,035.73	6,790,677.59	26,507,090.23	14,249,630.27	7,275,912.87	34,767,163.96	35,823,390.69	43,502.306	32,537,392.82	2,028,493.66	2,028,493.66
Total	**30,564,494.00**	**22,437,911.84**	**11,916,991.61**	**23,585,134.54**	**18,859,986.98**	**16,057,628.84**	**36,169,381.67**	**25,631,316.05**	**18,657,598.65**	**46,426,519.99**	**51,547,383.55**	**51,341,008.00**	**61,408,416.64**	**17,955,926.26**	**17,955,926.26**

Source: Finance and Budget (2025)

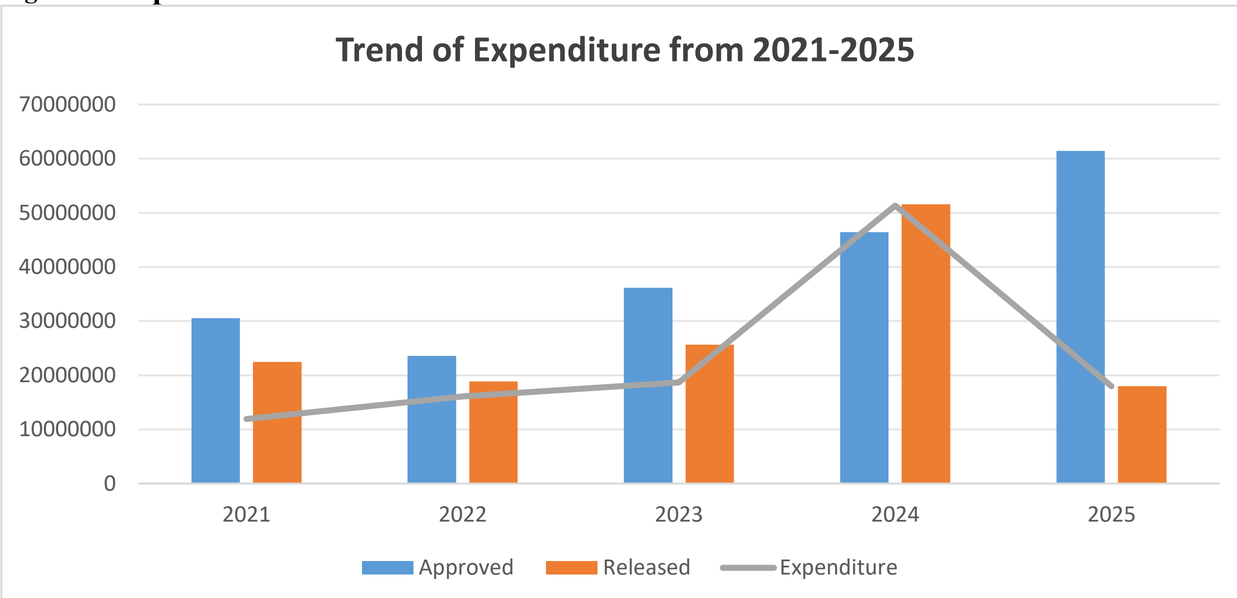
Over the four-year period, there is a clear upward trend in the total approved budgets, reflecting increased financial commitments. However, the expenditure patterns indicate inefficiencies and delays in fund utilization, particularly in the Compensation and Goods and Services categories. Below is a detailed narrative analysis, followed by a trend analysis of total expenditure and a graphical representation.

Compensation budgets have grown steadily over the years, with approved amounts increasing from GH₵ 3,953,566.00 in 2021 to GH₵ 9,741,232.46 in 2025. In 2021, the approved and released amounts were both GH₵ 3,953,566.00, with expenditure of GH₵ 3,820,171.48, representing a 96.6% utilization rate, which set a strong foundation for subsequent years. Unlike 2024, when expenditure was significantly lower than the approved and released amounts, the 2025 performance demonstrates full execution of the compensation budget, reflecting improved budget management and timely disbursement to meet personnel obligations.

The approved budgets for Goods and Services have also increased significantly, from 3,105,506.00 in 202 to 19,129,791.36 in 2025. However, expenditure has consistently lagged behind approved and released amounts. For example, in 2025, the expenditure (4,249,259.68) is much lower than the approved amount (19,129,791.36). This trend points to delays in service delivery, which need to be addressed to ensure better utilization of funds.

CAPEX shows the most significant fluctuations, with approved amounts rising sharply from 15,060,981.02 in 2022 to 32,537,392.82 in 2025. Unlike other categories, CAPEX expenditure in 2025 amounted to GH₵ 2,028,493.66, which is equal to the total releases for the year but significantly lower than the approved budget of GH₵ 32,537,392.82. While all released funds were fully expended, indicating efficient utilization of the available funds, the large gap between the approved and released amounts suggests that many planned capital projects could not be implemented as scheduled. This highlights that, although fund utilization for projects that were released was effective, overall project execution and coverage remained limited in 2025, potentially due to phased releases, prioritization of certain projects, or delays in fund disbursement.

Figure 5: Expenditure Trend from 2021-2025



Source: Author's Construct (2025)

The expenditure data from 2021 to 2025 provides a critical lens through which to evaluate the Municipal Assembly's financial management and its alignment with development goals. In 2021, total approved budget stood at GH₵ 30,564,494.00, with releases of GH₵ 22,437,911.84 and total expenditure of GH₵ 11,916,991.61, representing a 39% expenditure rate against the approved budget. This indicates that over 60% of the approved budget remained unspent in 2021, pointing to significant inefficiencies in fund utilization at the start of the plan period. While there is notable progress in subsequent years, the trends reveal persistent challenges in fund utilization. Below is a critical analysis of the expenditure trends and their implications for the Assembly's development objectives.

The approved budgets show a steady increase over the years. Starting from GH₵ 30,564,494.00 in 2021, the budget declined to GH₵ 23,585,134.54 in 2022 before rising consistently to GH₵ 61,408,416.64 in 2025. The decline from 2021 to 2022 may be attributed to fiscal adjustments at the start of the plan period. From 2022, the budgets show a steady increase, rising from **23,585,134.54 in 2022** to **61,408,416.64 in 2025.** This consistent growth reflects the Assembly's expanding financial commitments toward development programmes and capital projects. However, releases have not followed the same upward trend. While releases increased from **18,859,986.98 in 2022** to a peak of **51,547,383.55 in 2024**, they declined sharply in **2025 to 17,955,926.26,** despite the significantly higher approved budget for that year. This suggests constraints in fund disbursement in 2025 and highlights a widening gap between approved allocations and actual releases.

Expenditure followed a similar pattern to releases. It increased steadily from **16,057,628.84** in **2022 to 51,341,008.00 in 2024**, indicating strong project implementation and improved utilization during that period. However, in 2025, expenditure declined substantially to 17,955,926.26, corresponding exactly to the amount released, which reflects **100%** utilization of released funds but limited overall implementation due to reduced fund inflows. Overall, while the Assembly demonstrated improved fund utilization efficiency in 2024 and full utilization of available funds in 2025, the sharp decline in releases in 2025 likely constrained the scale of project implementation compared to the previous year.

Implications for Development Goals

Build a Prosperous Society

The sharp decline in expenditure in 2025 limited infrastructure development and slowed the implementation of economic growth initiatives. As a result, the Assembly's ability to expand capital projects, improve market infrastructure, and accelerate service delivery may have been limited during the year. Although the Assembly achieved full utilization of released funds, the reduced volume of available resources slowed progress toward creating a more business-friendly environment and improving overall quality of life compared to 2024.

Safeguard the Natural Environment

Decline in expenditure in 2025 affected investments in flood mitigation, road construction, and drainage systems. With reduced financial inflows, the Assembly delayed, or phased critical environmental and infrastructure projects. This slowed progress toward enhancing climate resilience and urban development within the Municipality during the year under review

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Create Opportunities for All

With a decline in expenditure in 2025 limited investments in social protection programmes, vocational training, and poverty alleviation initiatives. With reduced financial inflows, the Assembly scaled down or delayed interventions targeting vulnerable and marginalized groups. This weaken efforts to expand access to healthcare, education, and livelihood support within the Municipality.

Lower spending also affected programmes such as MSHAP/HIV interventions, potentially slowing progress in reducing HIV/AIDS and other infections. In addition, constrained expenditure contributed to delays in completing key projects such as the weighing centre at Ahamadonko, the Bosompa CHPS compound, the Nyakrom Catholic 4-unit classroom block and completion of the Assembly block. Such delays hindered the Assembly's broader objective of ensuring universal and equitable access to quality health and education services.

Maintain a Stable Society

With the decline in expenditure, it reduced the implementation of governance and security-related initiatives during the period. While efforts such as town hall meetings and community engagement remain important for fostering citizen participation and accountability, delays from previous years continued to affect the completion some critical infrastructure and other community facilities. These setbacks limited the utilization of allocated funds, despite the critical role of such infrastructure in maintaining stability and security

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Emergency Planning and Preparedness

The decline in expenditure in 2025 also limited investment in disaster-related infrastructure and preparedness initiatives, delaying progress in strengthening urban resilience. Although previous increases in spending supported improvements in drainage systems and flood mitigation, reduced funding slowed the implementation of critical interventions. This decline in 2025 weaken emergency response capacity and health system resilience, particularly in addressing public health threats and disaster-related risks.

Improve Development Outcomes

The decline in expenditure reduced support for monitoring and evaluation activities, weakening accountability and the effectiveness of project implementation. Limited funding also constrained the procurement of essential tools and resources required for efficient monitoring. As a result, the ability to track progress and ensure timely delivery of development interventions was affected, potentially hindering the achievement of intended development outcomes.

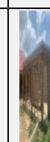
Table 6: MMDAs Capex Budget Performance Analysis

Estimate		**Release**	**Expenditure**	**Variance**		
Unconstrained (A)	Constrained (B)	C	(D)	(A-B)	(B-C)	**C-D**
GOG – 459,082.80	150,000.00	158,190.00	158,190.00	309,082.80	(8,190.00)	0.00
IGF – 440,000.00	5,300,205.65	4,168,451.69	44,750,071.52	(4,860,205.65)	1,131,753.96	(40,581,619.83)
Donor – 27,426,646.77	23,052,500.00	0.00	60,125.00	4,374,146.77	23,052,500.00	(60,125.00)
DACF-RFG – 2,515,500.00	1,023,400.00	0.00	0.00	1,492,100.00	1,023,400.00	0.00

Source: (Development Planning, 2025; Budget, 2025; Finance, 2025)

Table 7: CAPEX Budget Allocation and Implementation for Active Projects

Multi-Year CAPEX throw forward			**MTBF Envelope**		**Performance**		**Details on Capital Projects, 2025**											
Total Medium-Term Plan Estimate (plan)	Annual Estimate 2026	Annual Estimate 2025	Annual ceilings 2026	2025	Approved/Released 2025	Expenditure 2025	Project Code	Name	Age	Original Estimate cost	Revised cost	Expenditure to date	Outstanding balance	Completion status %	Picture	Time overruns	Cost overruns	Land acquisition and resettlement
2025-2029	27,665,409.61	21,047,392.82		24,047,392.82	17,955,926.26	17,955,926.26	N/A	Construction and Furnishing of 1No. CHPS Compound with Staff Bungalow at Lower Bobikuma, Phase 1	-	GH¢ 898,466.00	GH¢ 898,466.00	GH¢ 329,233.50	GH¢ 569,232.5	35%	-	-	-	-
							N/A	Construction of 1No. 3-Unit Classroom Block (JHS) with Staff Common Room, Headmaster's Office and Toilet facility at Odom A.M.E Zion Basic School	-	GH¢ 707,177.00	GH¢ 707,177.00	GH¢ 247,220.10	GH¢ 459,956.9	35%	-	-	-	-
							N/A	Construction of 1No. 2-Unit KG Block with Offices, Change room and Toilet at Agona Swedru A.M.E Zion 'B' Basic School	-	GH¢ 602,378.09	GH¢ 602,378.09	GH¢ 210,586.10	GH¢ 391,791.99	35%	-	-	-	-

							N/A	Drilling of 12No. Mechanized Boreholes with 5000 Liters Overhead Poly Tank in Selected Communities within the Municipality at Various Locations	-	GH¢ 998,223.12	GH¢ 998,223.12	GH¢ 145,660.02	GH¢ 852,563.1	15%	-	-	-	-
							0215123	Completion of 1No. 4-Unit Classroom Block with Ancillary Facilities at Ag. Nyakrom Roman Catholic JHS "B"	10 yrs	GH¢ 211,076.20	GH¢ 211,076.20	106,455.15	104,621.05	70%		4years	N/A	Existing School Site
							N/A	Completion of Adolescent Weighing Centre at Ahamadonko	4 yrs	GH¢ 85,556.50	GH¢ 85,556.50	GH¢ 38,828.22	GH¢ 46,728.28	50%		3years	N/A	Existing CHPs Compd
							N/A	Completion of Renovation and Furnishing of 5No. Staff Bungalows at Ag. Swedru	2 yr	GH¢ 380,864.00	GH¢ 380,864.00	GH¢ 86,287.50	GH¢ 294,572.5	23%		3years	N/A	Existing

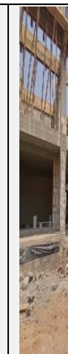
							N/A	Construction of Phase 2 of 2-storey 24No. Lockable Stores and 3-Storey 48No. Lockable Stores Connected to Electricity and Water in Agona Swedru	1 yr, 3 mths	GH¢ 15,526,032.50	GH¢ 15,526,032.50	GH¢ 13,365,803.40	GH¢ 2,160,229.10	86%		3 mth	N/A	Existing Market. However, an Abbreviated Resettlement Action Plan to resettle projected affected persons
							1920077	Construction of 1No. Library at Bebianiha	4 yrs	GH¢ 124,440.00	GH¢ 124,440.00	GH¢ 111,996.00	GH¢ 12,444.00	90%		3years	N/A	Existing

Table 13: Cumulative CAPEX throw forward and MTBF Envelope, 2026-2028

Item	Amount
Capex throw Forward	**167,936,791.01**
MTBF (Ceilings)	**247,632,907.74**
Variation	**(79,696,116.73)**

Table 14: Amount of capital envelope spent on active projects

Sub sectors	Capital envelope amount	Amount spent on rollover projects	Amount spent on new projects
Health	2,073,522.05	489,231.41	329,233.5
Education	2,348,723.29	653,588.71	457,806.20
Water	998,223.12	145,660.02	145,660.02
Governance	15,906,896.50	13,452,090.90	-
Total	**21,327,364.46**	**14,740,571.04**	**932,699.72**

Table 15: Estimated Cost and Cost Overruns of Active Projects

Sector	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done
EDUCATION						
1. Construction of 1No. 4-unit Classroom blk with Ancillary Facilities at Nyakrom Roman Catholic Sch.	211,076.20	211,076.20	-	106,455.15	104,621.05	60%
2. Construction of 1No. 3-Unit Classroom Block (JHS) with Staff Common Room, Headmaster's Office and Toilet facility at Odom A.M.E Zion Basic School	GH¢ 707,177.0	GH¢ 707,177.0	-	GH¢ 247,220.10	GH¢ 459,956.9	35%
Construction of 1No. 3-Unit Classroom Block, (Upper Primary) with Staff Common Room,	GH¢ 703,652.00	GH¢ 703,652.00	-	-	-	

Headmaster's Office and Toilet facility at Agona Kwaman Presby Basic School						
Construction of 1No. 2-Unit KG Block with Offices, Change room and Toilet at Agona Swedru A.M.E Zion 'B' Basic School	GH¢ 602,378.09	GH¢ 602,378.09	-	210,586.10	391,791.99	35%
2.Construction of No. Library	124,440.00	124,440.00	-	111,996.00	12,444.00	80%
WATER AND SANITATION						
Drilling of 12No. Mechanized Boreholes with 5000 Liters Overhead Poly Tank in Selected Communities within the Municipality at Various Locations	998,223.12	998,223.12	-	GH¢ 145,660.02	852,563.1	15%
GOVERNANCE						
4. Renovation of 5No. Staff Bungalow	380,864.00	380,864.00	-	0.00	380,864.00	20%
5.Rehabilitation and furnishing of Agona Swedru Town Hall	198,000.00	198,000.00	-	82,081.80	115,918.20	90%
6.Completion of Municipal Assembly Block	549,354.11	549,354.11	-	-	-	70%
TRADE, COMMERCE AND INDUSTRY						

6. Construction of Phase 2 of 2-storey 24No. Lockable Stores and 3-Storey 48No. Lockable Stores Connected to Electricity and Water in Agona Swedru	15,000,000.00	15,000,000.00	-	10,009,944.15	5,516,088.35	65%
7.Constryction of 2-Storey Ancillary Facility Building at Mandela Market in Agona Swedru	3,106,164.24	3,106,164.24	-	1,329,712.51	1,548,039.01	43%
HEALTH						
11. Construction Of 1No. CHPS Compound	191,033.55	191,033.55	-	119,086.20	71,947.35	80%
12.Construction of Weighing Centre	85,556.50	85,556.50	-	49,922.10	35,634.00	45%
Construction and Furnishing of 1No. CHPS Compound with Staff Bungalow at Lower Bobikuma, Phase 1	GH¢ 898,466.00	GH¢ 898,466.00	-	329,233.50	569,232.5	35%
Construction and Furnishing of 1No. CHPS Compound with Staff Bungalow at Agona Kukurantumi, Phase 1	GH¢ 898,466.00	GH¢ 898,466.00	-	-	-	35%
ROADS						
14. Bitumen Surfacing of 4.0km road with walkways, roadline marking rumble stripes and 0.6m diameter U drains at bothsides for	12,387,954.81	12,387,954.81	-	4,239,154.33	8,148,800.48	30%

900m length of the road at Woraba in Agona Swedru						
16.Grading and reshaping of roads of 60km	-	-	-	-	-	50%

2.3 UPDATE ON INDICATORS AND TARGETS IN 2025

This section focuses on the municipal core performance indicators categorized by development dimensions of ***the NMTDPF 2022-2025***.

Table 8: Performance of District Indicators 2025

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
	Dimension: Economic Development							Trained Women and Youth livestock farmers on Biosecurity Feed Ghana PRogramme Carried out Tomato Project in Two (2) Operational Areas Organize training for farmers constituting 20% of women on proper handling of agro chemicals in 2 communities Organize training for 30 women & Youth farmers in agri-business training, record keeping and contract negotiation	Inadequate supply of free insecticides to control the FAW menace High incidence of fruit fly leading to fruit drops in tree fruits and vegetables	Government sho quantities of the for the control of Inputs (seeds & be supplied to input dealers on Measures shoul improve the GI allow for easy a funds.
	Average productivity of selected crops (mt/ha):	20,875.3	25979	24589	-	26000	-			
	i. Maize	1122.3	410922	425168		43000				
	ii. Rice (milled),	57400.1	125996	128564		128600				
	iii. Cassava	-	-	-		-				
	iv. Yam	1825.0	296172	312544		313000				
	v. Cocoyam	5132.3	430847	452123		453000				
	vi. Plantain	-	4788	4987		5000				
	vii. Cocoa	9000.3	7454	7854		7900				
	viii. Oil palm	4133	12312	13218		13300				
	ix. Cattle	6983	5426	5579		5600				
	x. Sheep	10023	86508	89506		90000				
	xi. Goat	4383								
	xii. Pig	75021								
	xiii. Poultry									
	Percentage of arable land under cultivation	44%	47%	49%	51%	100%	60%			

Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
									Government s insect traps accessible by fa
Number of new industries established i. Agriculture, ii. Industry, iii. Service	1 1 2	3 2 8	2 3 17	- - -	14 5 55	23 - 58	Conducted 2No. Consultative Meetings with SMEs to Promote Local Economic Development within Agona Swedru Skill development training programmes Organized sensitization for 1200 farmers on Feed Ghana, HIV, AIDs	Cumbersome bureaucratic processes in registering businesses Challenges with obtaining credit facilities Logistical challenges to collecting data on established industries	Seamless re businesses shou and promoted Mechanisms to credit facilities s
Number of new jobs created iv. Agriculture v. Industry vi. Service	27 30 274	34 32 308	57 24 107	- - -	65 55 200	57 24 107	Skill development training programmes Organized sensitization for 1200 farmers on Feed Ghana, HIV, AIDs	Limited job opportunities Logistical challenges to collecting data on job creation	The diversity of should be prom alternate jobs
Percentage change in IGF	17.25%	6.68 %	5.91%	42.14 %	40%	41.1%	Supported Zonal Councils Implemented revenue improvement plan Implemented staff revenue mobilization	Inadequate human and logistical resources	Allow M junior sta
Net enrolment ratio iii. Kindergarten iv. Primary v. JHS	91% 101.2% 60.5%	76.9 % 97.0 % 59.7 %	76.9% 97.0% 59.7%	80% 100% 60%	80% 100% 60%	80% 100% 60%	Organized One-Day Capacity Building Workshop for Headteachers, School-Based SHEP Coordinators & SISOs on their roles & responsibilities	Teachers posted from the Headquarters are most often not posted to schools where teachers' services are needed.	The District Off should be give repost teachers District from He

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
	Gender Parity Index i. Kindergarten	1.1	1.1: 1	1.1	1.1	1.1	1.1:1	Supported Education Directorate to organize 2025 BECE in the Ten10) Exams Centres in the Agona West Municipality Supported my First Day at School and Mock BECE Exams	Inadequate Non-Teaching Personnel for both MEO & the SHS Delay in releasing of funds	More Non-Tea should be recruit Central Gove release funds e possible
	ii. Primary	1.1	1.1: 1	1.1	1.1	1.1	1.1:1			
	iii. JHS	1.1	1.1: 1	1.1	1.1	1.1	1.1:1			
	iv. SHS	1.1	1.1: 1	1.1	1.1	1.1	1:1.1			
	Completion rate i. Kindergarten	-	-	100%	90%	90%	90%	Construction of 3unit classroom block with furniture for Girls' Model School in Agona Swedru Construction of 2No. KG Blocks with furniture at Methodist Basic School Construction of 2No. KG Blocks with furniture at AWMA 'B' School.		
	ii. Primary	101	-	100%	89%	89%	89%			
	iii. JHS	116.5	-	99%	80%	80%	80%			
	iv. SHS	103%	-	100%	85%	85%	85%			
	Pass rate •JHS •SHS	-	-	100%	-	60% 76%	-			
	Proportion of health facilities that are functional i. CHPS Compound	92.3%	100%	100%	100%	100%	100%	Conducted Event Based Surveillance for stake holders (Health workers, Community based surveillance volunteers, CIC Communicators etc) Conducted HPV (Human Papilloma Virus) vaccination campaign in the municipality Conducted Integrated Supportive Supervision in all health facilities across the municipality Conducted NOP (Network of Practice) meeting with stake holders. Conducted Monthly Data Validation Meeting Trained Health Workers on Malaria Case Management (MCM) Conducted Monthly DHMT meeting Trained Health Workers on (MLM) on vaccination and EPI	Inadequate funds	Funds sh available
	ii. Clinic	100%	100%	100%	100%	100%	100%			
	iii. Health Center	100 %	100%	100%	100%	100%	100%			
	iv. Hospital	100%	100%	100%	100%	100%	100%			
	v. Maternity Homes									
		92.3%	100%	100%	100%	100%	100%			

Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
Prevalence of malnutrition **(institutional)** **•Wasting** **•Underweight** **•Stunting** **•Overweight**	-	0.05 - - 24 0	0.24 - - 25 2	-	-	-	12 rounds stakeholder's engagement organized Supply of motorbikes to deprived health facilities 4 risk communication meetings organized 12 data validation meetings held Celebration of Child Health Promotion week Training of 15 key staff on pediatric TB 12 monthly DHMT meetings conducted 12 rounds of media engagement on matters Public Health concern Ongoing distribution of LLIN using the push approach Ongoing routing monthly vaccination and CWC activities Ongoing wellness clinic Implementation of Nutrition friendly school initiative Embark on the registration and renewal of NHIS cards for indigents	Inadequate vaccine fridges at most facilities Inadequate Essential Staff Irregular supply of essential logistics and health	Vaccine fridg provided More essential recruited Regular supply c logistics and h should be ensure Funds should be health activities Sufficient funds available for NH
Maternal mortality ratio (Institutional)	(2) 36/100,000	72.2/100,000	39.1/100,000 live births	0	0	0			
Malaria case fatality (Institutional) **i. District total**	0	0	0	0		0			
ii. Under five years	0	0	0	0		0			
iii. Women between 15-49	0	0	0	0		0			
Proportion of population who have tested positive for covid-19	-	0.02	0	0		0			
Proportion of population with valid NHIS card i. Total ii. Indigents iii. Informal iv. Aged v. Under 18years vi. Pregnant Women									
	49.55%	53.57%	41.5%	67.36%	100%	94.72%			
	1.33%	2.12%	2.80%	4.54%	100%	9.50%			
	22.77%	36.67%	2.3%	27.98%	100%	38.81%			
	2.87%	5.63%	22.36%	0.51%	100%	1.12%			
	24.81%	26.18%	3%	30.71%	100%	45.29%			

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
		3.21%	6%	3.22%	3.62%	100%	5.29%			
	Number of births and deaths registered i. Birth (sex) ii. Death (sex, age group)	M=812 F=1,100 1912 (Total)	M= 1957 F= 1575	2,937 (Total)	M=143 9 F=147 4 2,913 (Total)	0	M=168 0 F=153 3 3213 (Total)	-	Logistical challenges	Provision
		Death M= F=	M= 197 F=18 4	303 (Total)	M=155 F=174 329 (Total)	0	M=119 F=124 243 (Total)			
	Percent of population with sustainable access to safe drinking water sources[1] i. District ii. Urban iii. Rural							Nine (9) schools were visited and educated on environmental sanitation and hygiene related issues within the municipality. Premises inspection. Nineteen (19) communities were	Inadequate public and household toilets. Inadequate refuse containers in the municipality have led to indiscriminate dumping of refuse elsewhere in part of the Municipality	Assembly private constructi for transie Institution be cons health fa lorry term Religious made to
		88%	90%	95%	95%	100%	95%			
		90% 75%%	90% 85%	95% 90%	95% 90%	100% 100%	95% 90%			
	Proportion of population with access to improved sanitation services	27.76%	66.30 %	70.02%	80.30 %	100%	80.30%			
	i. District	21.37%	59.5 %	61.35%	71.09 %	100%	71.09%			

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

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

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
	ii. Urban iii. Rural	6.39%	6.8%	8.68%	9.21%	100%	9.21%	educated on environmental sanitation and hygiene related issues within the municipality	No vehicle for the Department to use for monitoring of sanitation activities in the municipality	facilities worship More c containers provided disposal o
	Recorded cases of child abuse	-	-	-	-		-	n/a	n/a	n/a
	i) Child trafficking, ii) child labour, iii) sexual abuse, iv) emotional abuse v) neglect. vi) early marriage vii) female genital mutilation viii) family-child separation	-	- - - - - - - -	- - - - - - - -	- - - - - - - -		- - - - - - - -			
	Percentage of road network in good condition Total Urban Feeder	87 45 42	75% 75.0 % 70%	85% 85% 70%	87% 87% 72%	100% 100% 100%	87% 87% 72%	Bitumen surfacing of roads, grading of roads, and pothole patching	Financial challenges, particular in relation to the release of DACF Late response of Ghana Highway Authority to addressing road related issues in the Municipality.	Funds sho adequately address r Municipal Ghana Hi should be address Municipal

Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
Percentage of communities covered by electricity • District	98%	98%	98%%	98%	100%	98%	Extensions of electricity to remote areas	Theft cases (stealing of electricity related objects). Financial challenges	Rural programm enhanced
• Rural	85%	90%	95%	98%	100%	98%			
• Urban	100%	100%	100%	100%	100%	100%			
Reported cases of crime	-	12	2	-	0	-	n/a	Financial and Logistical challenges	Sufficient logistics s to enh operations
i. Rape	-	-	2	-	0	-			
ii. Armed robbery	-	40	-	-	0	-			
iii. Defilement	-	0	-	-	0	-			
iv. Murder	-	-	-	-	0	-			
v. Drug trafficking	-	-	-	-	0	-			
vi. Peddling	-	-	-	-	0	-			
vii. Drug abuse	-	-	-	-	0	-			
viii. Domestic violence	-	12	-	-	0	-			
	-	-	2	-	0	-			
Number of communities affected by disaster	0	1	0	0	0	0	Hazard Identification exercise Education on hydrometeorological issues Public Education on Climate Change	Financial and logistical challenges	Deliberate be paid reduction manageme
i. Bushfire	3	3	1	1	0	2			
ii. Floods	2	3	2	10	0	2			
iii. Wind/Rain Storm									
Percentage of annual action plan implemented	91.6%	91.72 %	96.05%	83.25 %	97%	82.29%		Delay in release of funds Over-ambitious	
Number of trainings conducted on ISSOPs	1	0	1	0		0			

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
	Proportion of case workers trained in child protection and family welfare	6	2	7	0	1	4	Undertake 150 child protection cases or issues (family welfare, child maintenance, custody, paternity, family reconciliation, child abuse etc.) and Juvenile Justice System	Financial and Logistical challenges	Adequate logistics s
	Number of child violence cases benefitting from social welfare/social services	7	4	7	3	7	5			
	Number of children reached by social work/social services	64	130	100	140	7	114			
	Number of people reached with child protection and SGBV information	300	258	500	188	100	231			
	Number of LEAP household members on NHIS	437	437	437	437	300	437	Educate school children on oral health, rights and responsibilities of a child, and effects of adolescents' social vices		
	Number of households with adolescent girls benefiting from LEAP	700	700	700	700	437	700			
	Number of outreach visits to communities with LEAP households	4	4	4	4	700	11	Embark on 6 bi-monthly beneficiary households LEAP cash grant payments and monitoring		
	Number of referrals received from GHS	30	29	10	3	4	9			
	Proportion of referrals receiving adequate follow-up	10	16	10	0	5	8			
	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	1	1	1	11	10	1	UNICEF Support to child protection programmes		
	Number of regional intersectoral monitoring visits conducted	4	4	4	1	1	1	Embark on the registration and renewal of NHIS cards for indigents and vulnerable groups.		
	Number of meetings organised to discuss integrated services	4	3	4	2	4	2			
	Number of girls reached by prevention and care services	150	110	150	113	4	90	Provide hospital welfare services to clients		
	Number of CP/SGBV cases referred to other services and followed up	15	3	15	8	150	6			
	Number of NGOs, including RHCs, trained	3	0	1	0	15	0			
	Number of children in RHCs profiled and reunified	5	0	5	4	1	12			
	Proportion of sub-standard RHCs closed	0	0	0	0	5	0			

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental recommendatio
	Number of children placed in foster care	3	0	5	0	0	0			
						5				

The data provided in Table 16 offers a detailed snapshot of the Municipal Assembly's progress across various development dimensions. While the primary focus is on comparing the 2025 actual figures with the 2025 targets, it is also important to contextualize this performance by examining trends since 2021 and calculating percentage performances where applicable. This comprehensive analysis will provide a clearer picture of the Assembly's achievements and challenges over the years. Additionally, the Integrated Social Services (ISS) data will be incorporated to provide a holistic view of the Assembly's performance in social development.

Economic Development

Key Indicators and Trends

Agricultural Production:

Maize: Production increased from 23,692 mt in 2021 to 24,589 mt in 2023, reflecting a 3.8% growth over two years. The 2025 target was 26,000 mt, but the 2025 actual figure is unavailable ('-'). This lack of data makes it difficult to assess progress in maize production for the year.

Cassava: Production grew from 389,300 mt in 2021 to 425,168 mt in 2023, reflecting a 9.2% growth over two years. The 2025 target was 430,000 mt, but the 2025 actual figure is unavailable ('-'). Without this data, it is unclear whether the target was met.

Productivity: Average productivity of selected crops improved significantly, from 211,050.6 mt/ha in 2021 to 268,597.6 mt/ha in 2025, reflecting a 27.2% increase over three years. The 2025 actual figure met the target, indicating successful efforts to improve agricultural productivity.

New Industries: Only 3 new industries were established in 2023 against a target of 4. The 2025 actual figure is unavailable ('-'). This gap in data limits the ability to evaluate progress in industrial growth.

New Jobs: Job creation in agriculture increased from 27 jobs in 2021 to 57 jobs in 2023, reflecting a 111% growth over two years. The 2025 target was 60 jobs, but the 2025 actual figure is unavailable ('-'). This makes it challenging to assess the Assembly's performance in creating employment opportunities.

Implications

Positive: Meeting the productivity target for selected crops demonstrates progress in modernizing agriculture and enhancing food security. Programmes like training women and youth in agri-business and record-keeping have likely contributed to this success.

Negative: The lack of data for crop production, new industries, and job creation makes it difficult to fully assess the Assembly's performance in economic diversification and employment generation. This limits the ability to determine whether the Assembly is on track to build a prosperous society.

Social Development

Key Indicators and Trends

Education:

Kindergarten: Net enrolment ratio remained stagnant at 76.9% in 2023. The 2025 actual figure is 80%, meeting the target 80% and reflecting a 4% improvement from 2023.

Primary: Net enrolment ratio improved from 97.0% in 2023 to 100% in 2025, meeting the target and reflecting a 3.1% improvement.

JHS: Net enrolment ratio remained at 59.7% in 2023. The 2025 actual figure is 60%, meeting the target 60% and reflecting a 0.5% improvement.

Health: All health facilities remained functional, but challenges like inadequate vaccine fridges and irregular supply of essential logistics persist.

Malnutrition: Prevalence of malnutrition increased, with wasting rising from 0.03% in 2021 to 0.24% in 2023, reflecting a 700% increase. The 2025 actual figure is unavailable ('-'), making it difficult to assess progress in addressing malnutrition.

NHIS Coverage: The proportion of the population with valid NHIS cards improved from 41.5% in 2023 to 67.36% in 2025, exceeding the 48.55% target and reflecting a 62.3% improvement.

Integrated Social Services (ISS)

Child Protection: The number of child violence cases benefiting from social welfare services decreased from 7 in 2021 to 3 in 2025. This indicates a 57% decline in 2025 compared to 2023.

Children Reached: The number of children reached by social work/services increased from 64 in 2021 to 140 in 2025, reflecting a 119% growth over three years.

LEAP Households: The number of LEAP household members on NHIS remained constant at 437 from 2021 to 2025, indicating no growth in this area.

Outreach Visits: The number of outreach visits to communities with LEAP households remained constant at 4 from 2021 to 2025, indicating no improvement in outreach efforts.

Implications

Positive: Meeting the targets for kindergarten, primary, and JHS enrolment demonstrates progress in ensuring equitable access to quality education. The significant increase in NHIS coverage enhances access to healthcare, contributing to better health outcomes. The increase in the number of children reached by social work/services reflects progress in child protection and welfare.

Negative: The lack of data on malnutrition prevalence limits the ability to assess progress in addressing this critical health issue. Additionally, challenges in health logistics, such as inadequate vaccine fridges and irregular supply of essential commodities, hinder efforts to improve healthcare delivery. The decline in child violence cases benefiting from social welfare services in 2025 is concerning and may indicate gaps in service delivery.

Environment, Infrastructure and Human Settlement

Key Indicators and Trends

Road Conditions: The percentage of the road network in good condition improved from 78% in 2021 to 85% in 2023, reflecting a 9% improvement. The 2025 target was 100%, but the 2025 actual figure was 87%, falling short of the target but reflecting a 2.4% improvement from 2023.

Electricity Coverage: Rural and urban electricity coverage improved from 95% in 2021 to 98% in 2023, reflecting a 3.2% improvement. The 2025 target was 100%, and the 2025 actual figure maintained this level at 98%, falling slightly short of the target.

Sanitation: Access to improved sanitation services increased from 27.76% in 2021 to 70.02% in 2023, reflecting a 152% improvement. The 2025 target was 80.30%, and the 2025 actual figure met this target, reflecting a 14.7% improvement from 2023.

Implications

Positive: Meeting the sanitation target demonstrates progress in creating a clean and healthy environment. Near-universal electricity coverage enhances infrastructure service delivery and urban resilience.

Negative: Falling short of the road conditions target highlights ongoing challenges in maintaining and improving road infrastructure. This could hinder efforts to promote sustainable and resilient urban development.

Community Engagement: Educate communities on environmental sanitation and hygiene practices.

Governance, Corruption, and Public Accountability

Key Indicators and Trends

Crime Rates: The 2025 actual figure for reported cases of crime is unavailable ('-'), making it difficult to assess progress in reducing crime.

Action Plan Implementation: The percentage of the annual action plan implemented improved from 88.23% in 2021 to 96.05% in 2023, reflecting an 8.9% improvement. The 2025 target was 97%, but the 2025 actual figure fell short at 82.29%, reflecting a 15.8% decline from 2023.

Implications

Positive: The lack of data on crime rates makes it difficult to assess progress in maintaining a stable and safe society.

Negative: Falling short of the action plan implementation target suggests challenges in governance and project execution. This could undermine the Assembly's ability to achieve its development goals.

Emergency Planning and Response

Key Indicators and Trends

Disasters: The number of communities affected by disasters fluctuated over the years:

Bushfire: The data shows that bushfires were effectively managed, with no communities affected in 2021, 2023, and 2025. The single incident in 2022 was addressed, and the target of 0 communities affected was met in 2025.

Floods: Floods remain a persistent challenge, with the number of affected communities decreasing from 3 in 2021 and 2022 to 1 in 2023 and 2025. However, the Assembly fell short of its 2025 target of 0 communities affected, as one community was still impacted by floods in 2025.

Wind/Rain Storm: Wind/rain storms have become a growing concern, with the number of affected communities increasing significantly from 2 in 2021 to 10 in 2025. This represents a 400% increase over three years, and the Assembly fell far short of its 2025 target of 0 communities affected.

Programmes and Initiatives

Hazard Identification Exercises: Conducted to identify and mitigate risks.

Education on Hydrometeorological Issues: Provided to communities to improve awareness and preparedness.

Public Education on Climate Change: Aimed at building resilience and reducing vulnerability to disasters.

Implications

Positive: The Assembly successfully managed bushfires, meeting the 2025 target of 0 communities affected. This reflects effective disaster preparedness and response measures. Floods showed improvement, with only 1 community affected in 2025, down from 3 in 2021 and 2022. This indicates progress in flood mitigation efforts. Projects such as construction of drains and culverts as well as tree planting contributed to this.

Negative: The significant increase in communities affected by wind/rain storms in 2025 highlights a growing vulnerability to this type of disaster. The Assembly fell short of its 2025 target of 0 communities affected, indicating a need for stronger mitigation and response strategies. Falling short of the flood target in 2025 (1 community affected instead of 0) suggests that flood mitigation efforts, while improving, are not yet fully effective.

Overall Implications for Development Goals

Build a Prosperous Society: Meeting the productivity target for selected crops is positive, but the lack of data on maize and cassava production, new industries, and job creation limits the ability to fully assess progress in economic diversification and employment generation.

Safeguard the Natural Environment: Meeting the sanitation target is commendable, but falling short of the road conditions target highlights ongoing challenges in infrastructure maintenance.

Create Opportunities for All: Meeting the targets for kindergarten, primary, and JHS enrolment and exceeding the NHIS coverage target demonstrate progress in education and healthcare access. However, challenges in health logistics and the lack of data on malnutrition prevalence indicate gaps in social development. The decline in child violence cases benefiting from social welfare services in 2025 is concerning and may indicate gaps in service delivery.

Maintain a Stable Society: Falling short of the action plan implementation target suggests challenges in governance and project execution, which could undermine stability and development outcomes.

Emergency Planning and Preparedness: The Assembly successfully managed bushfires, meeting the 2025 target of 0 communities affected. Floods showed improvement, but the Assembly fell short of its 2025 target of 0 communities affected. The significant increase in communities affected by wind/rain storms in 2025 highlights a growing vulnerability to this type of disaster, indicating a need for stronger mitigation and response strategies.

The 2025 actual figures reveal both progress and challenges in achieving the Assembly's development goals. Meeting targets in education enrolment, NHIS coverage, and sanitation demonstrates significant progress in these areas. However, falling short of the road conditions and action plan implementation targets highlights ongoing challenges in infrastructure maintenance and governance. Additionally, the lack of data for key indicators like maize and cassava production, new industries, job creation, and disaster-affected communities limits the ability to fully assess progress in economic development and emergency planning. Addressing these challenges through targeted interventions and policy recommendations will be critical for achieving sustainable and inclusive development. By focusing on these areas, the Assembly can ensure that its development goals are met, creating a prosperous, resilient, and equitable municipality for all residents.

Note: Some data points were unavailable at the time of reporting, as indicated by the dash symbols ('-'). These gaps highlight the need for improved data collection and reporting mechanisms to ensure a comprehensive understanding of progress and challenges.

2.4 UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES 2025

Table 9: Update on Critical Development and Poverty Issues

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals
Capitation Grants	GH₵58,553.96	GH₵58,553.96	24,811	24,811
National Health Insurance Scheme	GH¢ 76,280.00	GH¢ 76,280.00	-	-
Livelihood Empowerment Against Poverty (LEAP) programme	GH¢ 447,824.00	GH¢ 447,824.00	768	768
Free SHS Programme	GH¢ 2, 898,151.18	GH¢ 1,564,454.67	11,584,951	30, 642, 825
Feed Ghana (FGP)	-	-	-	328 FBOs (8,964 farmers)

Capitation Grant	-	-	-	-
PWD's CF	GH¢ 248,350.00	GH¢ 248,350.00	121	121

Source: (MPCU, 2025)

From Table 17, it can be seen that some data were not reported on due to the fact that such programmes/policies are centralized at the national level so information on them were not readily available. It could also be inferred from the table that the programmes/policies reported on are fairly good and have implications for the achievement of district goals and objectives.

Build a Prosperous Society

- **Free SHS Programme:** Despite a target of 11,584,951 beneficiaries, only 30, 642, 825 were reached, reflecting an improvement in programme coverage. This outcome calls for the urgent need to address funding gap between the allocated GH¢ 2, 898,151.18 and the actual receipt of GH¢ 1,564,454.67. The substantial underfunding likely constrained programme implementation and limited access to secondary education.

Implications:

- Underfunding of the Free SHS Programme may reduce access to quality education can undermine human capital development, which is essential for building a skilled workforce and sustaining long-term economic growth

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Safeguard the Natural Environment and Ensure a Resilient Built Environment

- Under the Feed Ghana Programme (FGP), the Department of Agriculture formed 328 Community Commodity-Based FBOs and registered 8,964 farmers in the municipal farmer database, strengthening agricultural resilience and food security in the Municipality. Additionally, tree planting, landscaping, desilting of drains and culverts, and public education on climate change and adaptation were implemented to build environmental resilience.

Implications:

- The proactive investments in agricultural resilience, tree planting, and environmental education are expected to mitigate climate vulnerabilities and improve long-term environmental sustainability in the Municipality.

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Create Opportunities for All Ghanaians

- **Capitation Grants:** A total of GH₵58,553.96 was allocated and fully disbursed as Capitation Grant to support 24,811 pupils across basic schools in the Municipality.
- **National Health Insurance Scheme (NHIS):** The programme received its full allocation of **GH¢76,280.00**, indicating effective fund disbursement. However, no beneficiary data was reported, making it difficult to assess the extent of coverage or progress toward equitable access to healthcare and Universal Health Coverage.
- **Livelihood Empowerment against Poverty (LEAP):** The programme received its full allocation of **GH¢447,824.00** and achieved its target by supporting **768** beneficiaries, demonstrating effective delivery of social protection to vulnerable households.

Implications:

- Strong performance in LEAP is a positive step toward reducing poverty and supporting vulnerable groups.
- Funding was disbursed, but impact cannot be measured since there were no beneficiaries

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Maintain a Stable, United, and Safe Society

- No direct data is provided on governance, crime, or corruption. However, underfunding in key social programmes (e.g., Free SHS, NHIS) could lead to public dissatisfaction and undermine social stability.

Implications:

- Inadequate funding for critical programmes could reduce public trust in governance and hinder efforts to maintain a stable society.

Mainstream Emergency Planning and Preparedness

- No specific data is provided on emergency planning or health system resilience.

Implications:

- Weak health system performance could reduce the municipality's ability to handle health emergencies and shocks.

Improve Delivery of Development Outcomes

- The gaps between targets and actuals in several programmes (e.g., Ghana School Feeding, Free SHS, and NHIS) suggest weaknesses in implementation, monitoring and evaluation systems. For example, the Free SHS Programme received only 15.8% of its allocated funds, indicating potential inefficiencies in resource allocation and utilization/The Free SHS Programme received only GH¢1,564,454.67 out of an allocation of GH¢2,898,151.18, indicating continued funding gaps. Despite this, the programme recorded actual beneficiary numbers far exceeding targets, suggesting either expanded programme coverage, improved efficiency, or possible inconsistencies in beneficiary reporting.

Implications:

- Weak implementation, monitoring and evaluation systems could lead to poor implementation of development programmes, hindering overall progress.

Table 10: Staff Strengths of MMDAs

Departments	Requirements		Actual	% Covered	Training Required
	Minimum	Maximum	2025		
CENTRAL ADMINISTRATION	108	152	118	109%	-
PYSICAL PLANNING	3	6	9	150%	-
URBAN ROADS	2	3	2	100%	-

HUMAN RESOURCE	3	4	5	125%	-
SOCIAL WELFARE	10	13	15	115%	-
CO-OPERATIVE	3	5	1	33%	-
AGRICULTURE	52	78	15	29%	-
WORKS	57	84	16	28%	-
FINANCE	6	9	6	100%	-
BIRTH AND DEATH	3	5	3	100%	-
STATISTICS	1	1	1	100%	-
CENTRAL ADMINISTRATION	108	152	118	109%	-
Total	**356**	**512**	**309**	**60%**	**-**

Source: Human Resource Department (2025)

Below covers the analysis and implications:

Build a Prosperous Society

Analysis:

- **Agriculture Department:** Only 29% of staff requirements are met (15 out of 52–78). This severe understaffing could hinder efforts to modernize agriculture, improve food security, and support farmers, which are critical for economic growth.
- **Co-operative Department:** Only 33% of staff requirements are met (1 out of 3–5). This could limit support for cooperatives and MSMEs, which are essential for inclusive economic growth.

Implications:

- Understaffing in key departments like Agriculture and Co-operative could slow down progress toward economic development and poverty reduction.

Safeguard the Natural Environment and Ensure a Resilient Built Environment

Analysis:

- **Physical Planning Department:** Staff strength exceeds requirements (150% coverage, 9 out of 3–6). This is a positive sign for effective urban planning and sustainable development. However, it is important to note that 8 officers are technical officers with only 1 substantive Physical Planner.
- **Works Department:** Only 28% of staff requirements are met (16 out of 57–84). This could hinder infrastructure development and maintenance, including flood mitigation efforts.

- **Urban Roads Department:** Staff requirements are fully met (100% coverage, 2 out of 2–3). This is critical for maintaining road infrastructure, which is essential for emergency response. However, it is crucial to mention that out of the 2 staff, 1 has been borrowed from the Works Department to help the URE.

Implications:

- While Physical Planning is well-staffed, the understaffed Works Department could delay critical infrastructure projects, undermining efforts to build a resilient environment.

Create Opportunities for All Ghanaians

Analysis:

- **Social Welfare Department:** Staff strength exceeds requirements (115% coverage, 15 out of 10–13). This is a positive sign for effective delivery of social protection programmes.
- **Human Resource Department:** Staff strength exceeds requirements (125% coverage, 5 out of 3–4). This could enhance the management of human capital across departments.

Implications:

- Strong staffing in Social Welfare and Human Resource departments supports the delivery of social services and protection programmes, contributing to equitable development.

Maintain a Stable, United, and Safe Society

Analysis:

- **Central Administration:** Staff strength exceeds requirements (109% coverage, 118 out of 108–152). This indicates strong administrative capacity, which is essential for effective governance and decentralization.
- **Finance Department:** Staff requirements are fully met (100% coverage, 6 out of 6–9). This ensures proper financial management and accountability.

Implications:

- Strong staffing in Central Administration and Finance supports good governance, fiscal decentralization, and citizen engagement.

Mainstream Emergency Planning and Preparedness

Analysis:

- **Urban Roads Department:** Staff requirements are fully met (100% coverage, 2 out of 2–3). This is critical for maintaining road infrastructure, which is essential for emergency response. However, it is crucial to mention that out of the 2 staff, 1 has been borrowed from the Works Department to help the URE.
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- **Birth and Death Registry:** Staff requirements are fully met (100% coverage, 3 out of 3–5). This ensures accurate vital statistics, which are important for health system planning.

Implications:

- Adequate staffing in Urban Roads and Birth and Death Registry supports emergency preparedness and health system resilience.

Improve Delivery of Development Outcomes

Analysis:

- **Statistics Department:** Staff requirements are fully met (100% coverage, 1 out of 1). This is critical for data collection, monitoring, and evaluation of development programmes.
- **Overall Staff Coverage:** Only 60% of total staff requirements are met (309 out of 356–512). This indicates significant gaps in human resource capacity across departments.

Implications:

- While the Statistics Department is adequately staffed, overall understaffing could hinder the effective implementation, monitoring, and evaluation of development programmes.

Table 11: Capacity Development

	Venue/Location			Target group	Facilitators	No. of beneficiaries

Name or type of the Capacity Development		Purpose of the programme	Source of funding			Total	Male	Female
One day capacity building training Workspace on Smart office Workplace	Humility Lodge	To enhance staff knowledge and efficiency in the use of modern office technology and promote a smarter, more collaborative work environment	DACF-RFG	All Staff	LGS and RCC	100	47	53
Training on minutes and report writing	Assembly's Conference Hall	To improve staff knowledge and understanding g techniques to producing Minutes and how to improve other report writing skills	DACF-RFG	Heads of Departments/Units and selected staff	Consultant	105	56	50
Two days Training on the billing software generation used by the Assembly		To improve efficiency in the billing system of the assembly	DACF-RFG	Budget,Finance Department,MIS and Revenue unit	.Consultant	95	55	45

Source: Human Resource Department (2025)

Below covers that analysis and implications of capacity building of the Assembly:

Build a Prosperous Society

Analysis:

- **Two days Training on the billing software generation:** This initiative aimed at improving revenue management, financial efficiency, and resource mobilization, which directly supports economic growth and financial sustainability.

Safeguard the Natural Environment and Ensure a Resilient Built Environment

Analysis:

- No data was provided

Create Opportunities for All Ghanaians

Analysis:

No data was provided

Maintain a Stable, United, and Safe Society

Analysis:

- **Training on minutes and report writing:** This programme aims to equip and also strengthen administrative communication, documentation, transparency, and decision-making — all essential for good governance and institutional stability

Implications:

- Improved staff skills in reporting and documentation, promoting better administration, transparency, and decision-making in the Assembly.

Mainstream Emergency Planning and Preparedness

Analysis:

No data was provided

Improve Delivery of Development Outcomes

Analysis:

- **One day capacity building training Workspace on Smart office Workplace:** This aims to enhances staff efficiency, digital skills, and collaboration, leading to better service delivery, productivity, and institutional performance

Implications:

- Improved staff digital skills and collaboration, helping the Assembly work more efficiently and deliver services effectively..

Table 12: Logistics Analysis

Required	Required	Actual	Remarks
Computers	71	36	Considerable number of the available computers are broken
Printers	20	16	Additional printers needed
Projectors	3	1	Additional projectors needed

Office Space	38	22	Additional office spaces needed
Vehicle	15	8	8 vehicles in use. Additional vehicle needed

Source: Procurement Unit & Human Resource Department (2025)

Efficient logistics management is essential for the smooth functioning of any organization, ensuring that resources are available when and where they are needed. Table 20 offers valuable insights into the logistical situation of the Agona West Municipal Assembly, shedding light on critical areas that require attention and improvement. This analysis delves into the implications of the logistics data, identifying gaps, challenges, and opportunities for enhancing operational efficiency and effectiveness. By understanding the current logistics situation, the Assembly can develop strategic plans and allocate resources appropriately to address deficiencies and optimize logistics management and enhance the Assembly's effort at achieving the district goals and objectives. Below is the analysis and implications.

Computers: There is a significant shortfall in the number of computers compared to the required amount. Additionally, a considerable number of the available computers are broken, indicating potential issues with maintenance and upkeep.

Printers: While there is a slight shortfall in the number of printers compared to the required amount, the actual number meets the immediate needs. However, considering the additional printers needed, there may be constraints in printing capacity and efficiency.

Projectors: There is a notable shortfall in the number of projectors compared to the required amount. With only one projector available, there are limitations in conducting presentations and training sessions effectively and concurrently.

Office Space: There is a significant shortfall in available office space compared to the required amount. This shortage creates overcrowding, decreased productivity, and challenges in maintaining a conducive working environment.

Vehicle: While the number of vehicles in use meets the immediate needs to some extent, two vehicles are broken, reducing the available fleet. This generates logistical challenges in transportation, especially for fieldwork or emergencies, necessitating the acquisition of additional vehicles.

The implication of these logistical gaps is the potential hindrance to operational efficiency, productivity, and service delivery within the organization. Insufficient or malfunctioning equipment and inadequate office space impedes daily operations and impact staff morale and performance. Addressing these logistical challenges by repairing broken equipment, procuring additional resources, and expanding office space is crucial to ensure smooth operations and enhance organizational effectiveness. This will eventually enable the Assembly to improve development outcomes and fully achieve the district goals and objectives.

2.5 UPDATE ON EVALUATON AND PARTICIPATORY M&E

This section covers evaluations and participatory M&E conducted, their findings and recommendations.

Table 13: Update on evaluations conducted in 2025

Name of the evaluation	Policy/programme/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Ex-ante	Bitumen Surfacing of 4.0km road with walkways, roadline marking, rumble stripes and 0.6m diameter U drains at both sides for 900m length of the road at Woraba in Agona Swedru	Safeguard Team, EPA	Environmental Impact Assessment, Completion of UDG resilience checklist, Soil Tests	➢ The project met all the environmental safeguard requirements. ➢ The project met all the social safeguard requirements	Environmental permit should be issued by the EPA
Terminal	Construction of 1No. 48 Unit Market Stalls at Mandela Market in Agona Swedru	MCE, MCD, MPCU, Chief, Amoh Mensah Company Ltd, Assembly Member and Market Women.	Site Meetings, interviews, focus group discussions, file verification	➢ Hygienic conditions improved at the market. ➢ Congestion reduced at the market. ➢ Ease of doing business enhanced.	Regular maintenance of facility should be done
Terminal	Construction of Three (3) Storey 60No. Lockable Stores at Mandela Mkt (PH 1)	MPCU, K & E Consult, Bea Newt Company ltd., Assembly members	Site Visits and Monitoring Exercise	Project is practically complete and expected to improve trade.	Regular monitoring should be done.
Terminal	Construction of 2No. 12units Market Stalls and 1No. 38unit U-Shaped Pavillion for Second hand clothing and fruits sellers at Mandela Market	MCE, MCD, MPCU, Chief, Sika Sem Company Ltd, Assembly Member and Market Women.	Site Meetings, interview	Market hygiene and disaster risks reduced	Regular maintenance of facility should be done

Mid-Term	Ghana Secondary Cities Support Programme	MCE, MCD, MPCU, Chief, Consultants, MLGDRD	Independent Verification Assessment	➢ The programme has improved urban service delivery in Agona Swedru. ➢ Programme has enhanced the Assembly's efforts at achieving development goals. ➢ Programme largely contributes to the Assembly's total revenue and expenditure	Recommendations by the IVA team should be implemented
Mid-Term	Ghana School Feeding Programme	MPCU, GES, MCE	MPCU meetings, interviews, reports	Funds disbursed to beneficiaries within the municipality are centralized making it difficult to monitor the total receipt of funds as well as the optimization of funds.	Funds disbursed should be communicated to allow for effective monitoring of programme.

Source: (MPCU, 2025)

The evaluations conducted in 2025 provide valuable insights into the progress and challenges of various projects and programmes within the Agona West Municipal Assembly. These evaluations have significant implications for the achievement of the Assembly's six (6) development goals, as outlined below:

Build a Prosperous Society

Construction of 2No. 12units Market Stalls and 1No. 38unit U-Shaped Pavilion for Second hand clothing and fruits sellers at Mandela Market has already shown positive outcomes, such as improved hygienic conditions, reduced congestion, and enhanced ease of doing business. These improvements directly contribute to creating a business-friendly environment and supporting local economic activities, which are central to building a prosperous society. Additionally, some projects completed under the Ghana Secondary Cities Support Programme has improved urban service delivery and contributed significantly to the Assembly's revenue and expenditure, further supporting economic growth and fiscal sustainability.

However, the Bitumen Surfacing of 4.0km road with walkways, roadline marking, rumble stripes and 0.6m diameter U drains at both sides for 900m length of the road at Woraba in Agona Swedru while easing congestion in the Central Business District (CBD), remains incomplete due to the lack of sealing. Delays in completing such infrastructure projects could hinder the full realization of economic benefits, such as improved transportation and reduced business costs.

Safeguard the Natural Environment and Ensure a Resilient Built Environment

The Construction of 0.575 km Otabilkrom Road and the Construction of Double Surface Road at Nsusososo both met all environmental and social safeguard requirements, demonstrating the Assembly's commitment to sustainable development. These projects will continue to enhance the municipality's built environment and contribute to flood mitigation through proper drainage systems.

Create Opportunities for All Ghanaians

The Ghana School Feeding Programme evaluation highlighted challenges in fund disbursement and monitoring, which could limit the programme's effectiveness in providing equitable access to nutrition and education for children. Centralized disbursement of funds makes it difficult to track and optimize resources, potentially reducing the programme's impact on vulnerable groups.

In contrast, the Construction of the 60 lockable stores at Mandela Market has improved the livelihoods of market women and traders by creating a more conducive environment for business. This contributes to equitable access to economic opportunities, particularly for women and low-income groups.

Maintain a Stable, United, and Safe Society

The Ghana Secondary Cities Support Programme has enhanced the Assembly's efforts to achieve development goals and improve urban service delivery. These improvements can foster public trust in governance and contribute to social stability. Similarly, Bitumen Surfacing of 4.0km road with walkways, roadline marking, rumble stripes and 0.6m diameter U drains at both sides for 900m length of the road at Woraba in Agona Swedru despite being incomplete, has already eased congestion in the CBD, demonstrating the Assembly's commitment to addressing urban challenges.

However, the Disaster Prevention and Management evaluation revealed weaknesses in disaster preparedness, such as the lack of functional committees and inadequate resources. These gaps could reduce public confidence in the Assembly's ability to manage emergencies, potentially undermining social stability.

Mainstream Emergency Planning and Preparedness

The Disaster Prevention and Management evaluation highlighted emerging coping strategies and a reduction in the number of communities affected by disasters. However, the absence of functional disaster management committees and inadequate relief items and logistics could limit the municipality's capacity to respond to emergencies effectively. This poses a challenge to mainstreaming emergency planning and preparedness into the Assembly's development agenda.

Improve Delivery of Development Outcomes

The Ghana Secondary Cities Support Programme has demonstrated positive outcomes, such as improved urban service delivery and enhanced revenue generation. However, the Ghana School Feeding Programme faces challenges in fund monitoring, which could hinder the optimization of resources and the delivery of intended development outcomes. Similarly, delays in completing the Bitumen Surfacing of 4.0km road with walkways, roadline marking, rumble stripes and 0.6m diameter U drains at both sidesfor 900m length of the road at Woraba in Agona Swedru.

Table 14: Update on PM&E Tools Used in 2025

Name of the PM&E Tool	Policy/programme/project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Transect walks	Construction and Furnishing of 1No. CHPS Compound with Staff Bungalow at Lower Bobikuma, Phase 1	Monitoring team, Contractor, Assembly members	Site meeting,, Monitoring Exercise	Project is on going	Prioritize finishing to ensure timely completion
Transect walks	Construction and Furnishing of 1No. CHPS Compound with Staff Bungalow at Agona Kukurantumi, Phase 1	Monitoring team, Contractor, Assembly members	Site meeting and Monitoring Exercise	Project is on-going and steadily progressing	Prioritize finishing to ensure timely completion
Transect walks	Construction of 1No. 3-Unit Classroom Block (JHS) with Staff Common Room, Headmaster's Office and Toilet facility at Odom A.M.E Zion Basic School	Monitoring team, Contractor, Assembly members	Site meeting and Monitoring Exercise	Project is on-going and steadily progressing	Regular inspection must be done.
Transect walks	Construction of 1No. 3-Unit Classroom Block, (Upper Primary) with Staff Common Room, Headmaster's Office and Toilet facility at Agona Kwaman Presby Basic School	Monitoring team, Contractor, Assembly members	Site meeting and monitoring exercise	Project is on-going and steadily progressing	Contractor is advised to maintain progress to meet the deadline.
Transect walks	Construction of 1No. 2-Unit KG Block with Offices, Change room and Toilet at Agona Swedru A.M.E Zion 'B' Basic School	Monitoring team, Contractor, Assembly members	Site meeting and monitoring exercise ,MPCU	Project is on-going and steadily progressing	Adequate resource must be made available to ensure timely completion of the project.

Impact flow diagram	Ghana Secondary Cities Support Programme	Municipal Planning Officer, MCE, MCD, Works Engineer, Urban Roads Engineer, MLGRD, RCC, Internal Auditor, GPRTU, PROTOA, Market women	Field visits, MPCU meeting, site meeting, interviews, focus group discussions	The programme has improved urban development and management within the Municipality so far. The Traditional Authorities, Assembly Members, and the general public really appreciate the programme.	It is recommended that much effort should be put in by the Assembly to ensure that the programme has achieved its objectives.
Patricipatory Expenditure Public Surveys	Conduct quarterly monitoring on Assembly projects and programmes	Municipal Planning Officer, MCE, MCD, Works Engineer, Urban Roads Engineer, MLGRD, RCC, Internal Auditor, GPRTU, PROTOA, Market women, Assembly Members	Interview Guide, Questionnaires, community visits	The activity has ensured that allocated resources for projects implementation are used effectively, efficiently, and sustainably	The resource flows and funding sources should be clearly mapped out and the various purposes they are used for clearly stated. The final reports should be disseminated to Assembly Members in order to reach the citizenry

Source: (MPCU, 2025)

The update on the Planning, Monitoring, and Evaluation (PM&E) tools used in 2025 provides a comprehensive overview of how the Agona West Municipal Assembly is tracking progress and addressing challenges in its development initiatives. Below is a narrative analysis of the findings and their implications for the Assembly's six (6) development goals:

Build a Prosperous Society

The use of transect walks show that several key social infrastructure projects are progressing steadily. These include the construction and furnishing of CHPS compounds, classroom blocks at the basic and junior high levels, and a kindergarten block. These facilities directly strengthen human capital development by improving access to healthcare and education — two critical foundations for long-term economic growth and productivity. The findings indicate that most projects are ongoing and progressing steadily, although recommendations consistently emphasize timely completion, regular inspection, and adequate resource provision. This suggests that while development investments are being implemented, sustained supervision and resource commitment remain essential to fully realize their economic benefits.

Safeguard the Natural Environment and Ensure a Resilient Built Environment

The Mapping exercise for the Review of Local Plans showed that road networks have been updated, which is critical for promoting sustainable urban development and addressing flooding.

However, the lack of enforcement and dissemination of these plans to the citizenry could limit their effectiveness in guiding spatially integrated development.

Create Opportunities for All Ghanaians

The Stakeholder Analysis for the Construction of 48 Market Stalls at Mandela Market emphasized the need to allocate spaces to affected market women, ensuring that the project benefits those most in need. This approach promotes inclusivity and equitable access to economic opportunities, particularly for women and vulnerable groups.

Findings indicate that ongoing infrastructure and programme interventions are helping to expand access to essential services and improve inclusive development across the municipality.

Through transect walks, the Assembly monitored the construction of CHPS compounds and multiple educational facilities, including classroom blocks and a kindergarten block. These projects are progressing steadily and, once completed, will improve access to healthcare and education for communities. Expanded access to these services helps reduce social inequalities, enhances human capital development, and creates better opportunities for individuals — particularly children, families, and underserved populations.

Maintain a Stable, United, and Safe Society

The impact flow diagram further indicates strong stakeholder involvement in urban development programmes, with traditional authorities, Assembly Members, and the public expressing appreciation for ongoing interventions. Broad stakeholder participation fosters social cohesion, shared responsibility, and collective ownership of development initiatives.

In addition, participatory expenditure public surveys enhance financial transparency by ensuring that public resources are used effectively and sustainably. The recommendation to disseminate monitoring reports widely also promotes public awareness and accountability, which are essential for maintaining public confidence in governance

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5. Mainstream Emergency Planning and Preparedness

The Mapping exercise for the Review of Local Plans included updates to road networks, which are critical for emergency response and disaster management. However, the lack of enforcement and dissemination of these plans could limit their effectiveness in guiding resilient urban development.

The Participatory Expenditure Public Surveys show that monitoring and stakeholder engagement processes are contributing indirectly to strengthening emergency preparedness and response capacity within the municipality.

Improve Delivery of Development Outcomes

The impact flow diagram further indicates that development programmes have already improved urban management and service delivery within the municipality, with strong stakeholder appreciation. This suggests that structured monitoring and participatory evaluation are contributing to measurable development outcomes.

In addition, participatory expenditure public surveys have strengthened financial oversight by ensuring that allocated resources are used efficiently, effectively, and sustainably. The recommendation to clearly map resource flows and disseminate monitoring reports will further improve transparency and public accountability

CHAPTER THREE

3.0 THE WAY FORWARD

3.1 KEY ISSUES ADDRESSED AND THOSE YET TO BE ADDRESSED

3.1.1 Key Issues Addressed

- New officers have been posted to the Assembly by the Office of the Local Government Service which has improved availability and adequacy of staff.
- The technical know-how of staff of the Assembly has enhanced due to the occasional organization of workshops and training.
- The various departments and units borrow vehicles from other departments to carry out their respective tasks for the time being.
- Logistics such as printers and computers have been provided for some departments and units in order to facilitate their day-to-day activities. Other departments and units are on the verge of receiving theirs in no time.
- Frequent community engagements, town hall meetings, radio discussions, etc. are being held to bridge the communication gap between the Assembly and the general public.
- Education on spatial planning regulations is being done to deal with the issue of ignorance on the side of the public about the regulations.
- Plans are being made to review outdated local plans and prepare local plans for lacking communities.
- Climate change is being given much attention.
- Desks have been supplied to specific schools in the Municipality.
- Roads are being graded and reshaped.
- Tourism sector receiving attention.

3.1.2 Key Issues yet to be Addressed

- Teachers posted from the Headquarters are most often not posted to schools where teachers' services are needed.
- Poor road networks in all farming communities are yet to be addressed.

- Departments and units are challenged by finances and logistics in the operationalization of their works
- Inadequate vaccine fridges at most facilities.
- Irregular supply of essential logistics and health commodity from region
- Difficulty in obtaining data from departments and units in furnishing reports.
- Earmarked disaster-prone structures are yet to be addressed.
- Logistical challenges of monitoring and evaluation exercises.
- Dilapidated states of boreholes in most communities.
- Inadequate household and institutional latrines.
- Biased concentration of resources on infrastructural development.
- Inadequate relief items to meet demands of disaster victims.
- Inadequate logistics for disaster risk reduction and prevention operations
- Delays and irregular releases of funds especially DACF.
- Inadequate staff especially in the cases of the Urban Roads Department and NADMO
- Inadequate mono desks at the various examination centres within the Municipality
- Non-consultation of the Assembly by development authorities, NGOs and other organizations about execution of programmes and projects.
- Delays in the supply of seeds and fertilizers remain a challenge for agricultural productivity.

3.2 RECOMMENDATIONS

- Measures should be put in place to improve the GIFMIS platform to allow for easy access for release of funds.
- Inputs (seeds & fertilizers should be supplied to the various agro input dealers on time.
- The District Offices of Education should be given the mandate to repost teachers assigned to the District from headquarters.
- Sufficient funds should be made available for NHIA.
- Agona West NADMO should be well resourced to enhance operations within the Municipality.
- Vaccine fridges should be provided.

- Regular supply of essential logistics and health commodity should be ensured.
- NADMO National should provide a buffer stock of relief items for emergency situations /responses.
- Staff should be recruited and posted to the Urban Roads Department and NADMO.
- Some capacity improvement programmes should be provided for the staff in the Municipal Assembly within the short term.
- There should be timely release of funds to ensure quality delivery.
- Donor intervention to assist in the fulfilment of the Assembly's vision should be further explored.
- There should be an internally arranged timeline for the submission of departmental reports in order to facilitate the preparation of composite reports.
- Dilapidated structures earmarked by NADMO as disaster-prone should be addressed.
- Road networks in the farming communities should be graded and tarred in order to improve urban-rural linkages.
- Development authorities, NGOs, and other organizations executing projects within the municipality should be identified to kick-start a collaborative action.
- Much effort should be placed on improving IGF in order to reduce the over-reliance on DACF for the implementation of activities.
- Efforts should be made to develop the tourism sector in the municipality.
- Improve data collection and reporting mechanisms to ensure that all key indicators are tracked and reported
- Ensure timely supply of insecticides and agricultural inputs to control pests and improve yields.
- Promotes alternative livelihoods and value-added agricultural activities to create more jobs and diversify the local economy.

3.3 CONCLUSION

In conclusion, as at the end of 31st December 2025, projects and programmes comprising 73.3% completed and 22.5% ongoing had seen some investment from the Assembly, while 0% were stalled, and 3.03% yet to be implemented. It is therefore inferred that in the year 2025, the Assembly spent resources on 95.8% of projects and programmes earmarked for implementation.

Based on the report, especially with the analysis of Annual Action Plan implemented under the Agenda for Jobs Policy Framework, Municipal Core Indicators Performance, and Critical Development and Poverty indicators, it is evident that the Assembly made a lot of strides as far as some indicators were concerned in achieving its intended goals and objectives for the plan period (2022-2025). It is also important to note that the assembly was able to achieve beyond its revenue target. However, the Assembly recorded a significant improvement in implementation, achieving 95.8% of its planned activities and surpassing its minimum annual implementation benchmark.

However, the Assembly has much work to do to achieve all of its goals and objectives in the subsequent years. The Assembly intends to also focus much on security activities under the governance, corruption and public accountability development dimension to achieve its goal of ensuring a stable, united, and safe society and eventually ensure an equitable achievement of all goals and objectives under the various development dimensions identified under the Agenda for Jobs Policy Framework as the Municipal Core Performance Indicators unearthed that Governance, Corruption and Public Accountability need much attention.

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