



KPANDO MUNICIPAL ASSEMBLY



ANNUAL PROGRESS REPORT, 2025

ON THE IMPLEMENTATION OF THE DISTRICT'S
MEDIUM TERM DEVELOPMENT PLAN 2022-2025

AGENDA FOR JOBS II: CREATING PROSPERITY
AND EQUAL OPPORTUNITY FOR ALL

COMPILED BY:

***MUNICIPAL PLANNING CO-ORDINATING
UNIT (MPCU)***

***KPANDO MUNICIPAL ASSEMBLY,
KPANDO***

DATE: MARCH, 2026



**KPANDO
MUNICIPAL
ASSEMBLY**

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Kindly quote this number and date on all correspondence
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SUBMISSION OF 2025 ANNUAL PROGRESS REPORT

I submit herewith a copy of 2025 Annual Progress Report in respect of the Kpando Municipal Assembly for your kind study and further actions, please. Thank you.

GILBERT AKABA
(MUNICIPAL CO-ORD. DIRECTOR)
For: MUNICIPAL CHIEF EXECUTIVE

TO: THE DIRECTOR GENERAL
NATIONAL DEVELOPMENT PLANNING COMMISSION
ACCRA

THRO: HON. REGIONAL MINISTER
VOLTA REGIONAL CO-ORDINATING COUNCIL
HO

Attention:

The Regional Economic Planning Officer
Volta Regional Co-Ordinating Council
Ho.

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LIST OF ACRONYMS

AAP	Annual Action Plan
APR	Report
BECE	Basic Education Certificate Examination
CBOs	Community Based Organizations
CBRDP	Community Based Rural Development Programme
CSO	Civil Society Organization
DACF	District Assembly Common Fund
DM&E	District Monitoring and Evaluation
DMTDP	District Medium-Term Development Plan
GES	Ghana Education Service
GHS	Ghana Health Service
GSGDA	Ghana Shared Growth and Development Agenda
JHS	Junior High School
KpMA	Kpando Municipal Assembly
M&E	Monitoring and Evaluation
MA	Municipality Assembly
MCD	Municipality Coordinating Director
MCE	Municipality Chief Executive
MFO	Municipality Finance Officer
MOFA	Ministry of Food and Agriculture
MPCU	Municipal Planning and Co-ordinating Unit
MPO	Municipality Planning Officer
MTDP	Medium Term Development Plan
NDPC	National Development Planning Commission
NMTDPF	National Medium Term Development Policy Framework
NGOs	Non- Governmental Organizations
PPO	Physical Planning Officer
PWD	Public Works Department
SHS	Senior High School
YEA	Youth Employment Agency

Executive Summary

This section clearly succinct the 2025 Year progress reports on the assessment of progress made in the implementation of programmes, projects and activities outlined in the District-Medium Term Development Plan 2022-2025. It is an expression of progress made in respect of activities designed to be implemented by the Kpando Municipal Assembly in its Annual Progress of 2025 Annual Action Plan and in furtherance assessment of progress made towards the achievement of specific objectives outlined in the District Medium-Term Development Plan (DMTDP 2022-2025).

The ultimate goal of the District-Medium Term Development Plan 2022-2025 was to build a strong foundation for a smooth take-off of Accelerated Economic and Social Development. The policy measures adopted as basis for the conception of programs and projects were those of the National Development Policy Framework 2022-2025 (Agenda for Jobs, Creating Prosperity and Equal Opportunities for all as informed by the President's Coordinated Program of Economic and Social Development Policies 2017-2024

This Report was prepared from an assessment of status of indicators and targets adopted for monitoring and evaluating the achievements of activities/interventions earmarked for the Year of 2025 Financial Year as contained in the 2025 annual budget and work plan of the Assembly. It is also a documented key intervention implemented during the period to bring about the desired goals and aspirations.

This report is presented in three (3) chapters. Chapter one presents an introduction which entails the summary of achievements and challenges with the implementation of the District-Medium Term Development Plan for the Annual Progress Report of 2025, the purpose of the M&E activities for the period and processes involved as well as the challenges encountered. Chapter two presents M&E activity reports, which contains program/project status, update on funding source and disbursement, update on core indicators and targets, update on critical development and poverty issues, evaluation conducted: their findings, recommendations, participatory M & E undertaken and their results and finally, climate change activities carried out within the period under review. The final chapter presents; The way forward, key issues addressed, those that are yet to be addressed and lastly recommendations.

CHAPTER ONE

1.0 Introduction

Annually, the municipal assembly allocates significant resources for the implementation of its programs, projects and activities outlined to improve the livelihoods of the populace in the municipality. In order to measure the effectiveness of these development interventions on the lives of the people, a monitoring and evaluation arrangements had been designed to track by agreed indicators, the progress of programs and projects being implemented and ultimately their impact against the planned intentions. This report is the Annual Progress Report, 2025 arrangement designed to show the link between programs/project planning and implementation.

This is therefore the composite reports on the assessment of progress made in the implementation of activities outlined in the Municipal Annual Action Plan for 2025 and in further assessment of achievements made in achieving the goals and objectives of the District Medium-Term Development Plan 2022-2025. The ultimate goal of the Medium-Term Development Plan 2022-2025 was to build a strong foundation for a smooth take-off to Accelerate Economic and Social Development. To realize this, the assembly had adopted policies and strategic objectives from the National Medium Term Development Policy Framework (NMTDPF) designed to achieve the President's Coordinated Programs of Economic and Social Development Policies. The policy framework, presents six development dimensions which are outlined below:

1. Economic Development
2. Social Development
3. Environment, Infrastructure and Human Settlements
4. Governance, Corruption and Public Accountability
5. Emergency Planning and Preparedness
6. Implementation, Coordination, Monitoring and Evaluation

The five goals in the framework are outlined below;

1. Build a prosperous country
2. Safeguard the natural environment and ensure a resilient built environment
3. Maintain a stable, united and safe society
4. 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)
5. Improve delivery of development outcomes at all levels

1.1 Summary of Achievement and Challenges with The Implementation Of MTDP

2025 is the final year of the activities and programs were taken out of the 2022-2025 Medium Term Programs of Action of the Kpando Municipal Assembly which was based on the National Medium-Term Development Framework.

This section of the report presents the summary of achievements gained during the implementation of the planned activities as contained in the 2025 Annual Work Plan and its contribution towards the achievement of the Medium-Term Development Plan 2022-2025 and the challenges encountered during the plan implementation in the Annual Progress Report of 2025.

1.2 Summary of Achievement

The level of implementation for the 2025 Action Plan as at end of the year, 2025 was 89.5%. This is relatively higher than that of the implementation of the Action Plan which was 87.2% for the year 2024.

The detailed performance of the 2025 Action Plan for the Annual Progress Report in respect of specific programmes, projects and activities implemented under the various development dimensions of the National Development Policy Framework – Agenda for Jobs; creating prosperity and equal opportunities for all carried out during the period is presented in the table below.

Table 1.1 Details Performance of the 2025 Action Plan Implemented

S/N	Development Dimension	2022		2023		2024		2025	
		Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
1	Economic development	22	21	20	19	34	33	22	21
2	Social development	18	18	21	21	43	41	37	34
3	Environment, Infrastructure and Human Settlement	25	23	21	20	18	15	26	22
4	Governance, Corruption and Public Accountability	22	21	21	21	31	29	36	34
5	Emergency Planning Preparedness	3	2	4	3	5	0	4	1
6	Implementation, Coordination, Monitoring and Evaluation	5	5	5	5	10	8	7	6
	Total	95	90	92	89	141	123	132	118

Source: KpMA. MPCU December, 2025.

Table 1.2 Proportion of the DMTDP Implemented.

Indicators	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
1. Proportion of the annual action plans implemented by the end of the year						
a. Percentage of activities completed	36%	75%	70.80%	72.80%	95%	90%
b. Percentage of ongoing activities	36%	25%	23%	32.20%	85%	5%
c. Percentage of activities abandoned	36%	0%	6.20%	7.60%	6%	4%
d. Percentage of activities yet to start	36%	0%	0.0%	6%	4%	4%
2. Proportion of the overall medium-term development plan implemented	90%	30%	70.80%	76.71%	85%	96%

Source: Kpando Municipal Assembly MPCU, December, 2025.

Major Challenges with MTDP Implementation

1.3 Challenges with the Implementation of the MTDP

- ❖ Weak linkage between implementation of approved plans and budget allocations.
- ❖ Inadequate resources (Human and financial resources of the Municipality and its department/unit).
- ❖ Inadequate logistics for departments and officers to effectively execute plans.
- ❖ Lack of effective citizens participation and poor monitoring and evaluation.
- ❖ Low level of stakeholders' commitment and ineffective teamwork.
- ❖ Inadequate and unreliable data for planning purposes.
- ❖ Low level of internally generated funds (inefficient mobilization and leakages on limited revenue).
- ❖ Poor coordination among decentralized departments and social services providers.
- ❖ Lack of donor funding to augment implementation of all plans

1.4 Purpose of the Monitoring & Evaluation for the Stated Period

Systematic monitoring and evaluation of the DMTDP and reporting will show the extent of progress made towards the implementation of the Agenda for Jobs; creating prosperity and equal opportunity for all and will further help to:

- ❖ Provides internal and external accountability of the resources used and the results obtained.
- ❖ Ensure that projects and programmes are implemented as planned and are in line with terms of contracts signed with the various contractors or service providers.
- ❖ Improve service delivery and influence allocation of resources in the Municipality.
- ❖ Provide information on the progress made by the Municipality towards achieving its goals and objectives in the District Medium Term Development Plan (DMTDP).
- ❖ Identify constraints and failures which are likely to affect the achievement of the Municipal goals and objectives in the DMTDP.
- ❖ Identify the appropriate interventions that will increase the responsiveness of target beneficiaries.
- ❖ Give stakeholders a sense of ownership of development programs.
- ❖ Reinforce ownership of the DMTDP and build M & E capacity within the Municipal.
- ❖ Improve program design, implementation and increase programmer's productivity and effectiveness.
- ❖ Demonstrate program impact and design objectives that are more achievable and measurable; and
- ❖ Take informed decisions on the future of projects and provide opportunities for stakeholders as part of accountability and transparency.

1.5 Processes of Undertaking M & E in the Municipality

The Monitoring and Evaluation exercise was carried out after MPCU members unanimously agreed on a meeting that sort to discussed and agreed on the focus, tools and expected outcomes of the M & E.

The process of undertaking M & E in the Municipality is outlined below;

- ❖ The monitoring team of the Assembly comprises of various stakeholders including Heads of Decentralized Departments with gender consideration, embark on regular visits to project sites to ascertain the progress of work been done.
- ❖ Opinion leaders and project beneficiaries of the various Communities in which the projects are located are duly invited to participate in the M & E activities.
- ❖ The contractors of the various projects were also invited as well as Persons with Disabilities (PWDs) to ascertained if the project would be disability friendly.
- ❖ Collection of any relevant data that can inform a decision pertaining to implementation of 2025 Annual Action Plan (AAP).
- ❖ Data are usually collected from the various heads of department and development partners for the preparation of the quarterly progress reports in particular.

- ❖ This is mostly done at the review or Municipal Planning and Coordinating Unit (MPCU) meetings, where departmental heads do power point presentations on the progress of the implementation of their sector plans.
- ❖ This also serves as a form of validation of the departmental data before incorporation into the District Progress Report.

These key stakeholders visited project sites and collected relevant data in order to measure progress of project implementations against planned targets. A report was then given to the Coordinating Director and other stakeholders to inform them about issues identified and the current state of the projects vi d.

1.6 Implication of Results on Goals and Objectives

- ❖ The Municipality has witnessed a significant improvement in education, health, water, sanitation, energy, transportation, LED and job creation which has been successfully improved upon the quality of life of the populace in the Municipality;
- ❖ It has also resulted in the building of a prosperous society, creating opportunities for the enabling environment, safeguarding the natural environment and ensuring a resilient built environment, and maintaining a stable, united, safe and peaceful society in the district; and
- ❖ This has figuratively helped to realize the achievement of the goals and objectives adopted from the agenda for jobs policy framework.

CHAPTER TWO

2.1 Monitoring and Evaluation Activities Report

This section presents the Program/project register and the implementation status of the planned activities in the Annual Work Plan of 2025 for the Annual Progress Report. It gives a summary of status of the projects planned for the year in respect to their implementation status as at the end of 31st September, 2025.

2.2 Program/Project Status at the end of the Year 2025

The program/project status for this year is presented in the Program/Project/Activity Register as contained in Table 2.1.

The Table below outlined the list of Programs or activities as contained in the 2025 Work Plan placed under various development dimensions of the National Development Policy Framework and their corresponding locations. It also contained detailed update on implementation including: Contractors / Consultants names, contract/activity amounts, funding source, award date and completion dates, the expenditure made, level of implementation and many more.

Table 2.1 Performance of Core and MMDAs Specific Indicators

This section presents the status of district core indicators and targets that were adopted for tracking the achievements of key policy objectives, programs and projects of the 2022- 2025 DMTDP of the Assembly. The indicators are organized according to main themes of the Agenda for Jobs; creating prosperity and equal opportunity for all (2022-2025).

	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 policy recommendations
	Economic Development									
1.	Total output in agricultural production							1. Demonstration on major crops such as maize, cassava, yam, okra, rice. 2. Sensitization on government flagship programs. (Feed Ghana, Nkoko Nketekete etc.)	1. Lack of motorbikes for extension delivery 2. No fund was allocated for the period under review 3. Inadequate stationary (tonner 17A,	1. Government should employ more AEA's to meet the demand of farmers 2. Government should provide subsidized farm inputs and provide incentives to hard working farmers. 3. Adequate allocation should be
	i. Maize		3,212.88	3,870.75	3125	4238mt	3,635.69			
	ii. Rice (milled),		3,2123.8	3,431.61	2875					
	iii. Millet									
	iv. Sorghum		42,912.3	41,380.98	43623	5100 mt	1,555.00			
	v. Cassava									
	vi. Yam		23,573.55	22,856.24	23,125	30,000 mt	24,802.51			
	vii. Cocoyam									
	iii. Plantain		3,757.18	3,873.46	4305	57,000 mt	64,827.42			
	ix. Groundnut									
	x. Cowpea		51364	512,054	523,218					
	xi. Soybean									
	xii. Cocoa			15,900	25,000					

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	iii. Shea nut iv. Oil palm xv. Cashew nut xvi. Cotton xvii. Cattle xiii. Sheep ix. Goat xx. Pig xvi. Poultry		502	450	405			3. Facilitation of group formation and registration on web base portal of agric. 4. Training on climate change and its adaptation strategies	computer) for report writing. 4. In adequate staff compared to required number.	made to augment farming activities and set up irrigation systems to help reduce the seasonal farming.
			2005	218.8	222.5					
			3,494	3,750	39002					
			5,243	5,550	4,565					
			18,592	20,123	15,650					
			43,046	45,550	45,550					
			2,817	3,250	3,250					
			3,212.88	3,870.75	3125					
			3,2123.8	3,431.61	2875					
2.	Average productivity of selected crop (mt/ha):	80h	85h	93h	105h	140h	120h	5. Trainings on planning, budgeting, costing and handling of agrochemicals		
3.	Percentage of arable land under cultivation	42%	42%	40%	44%	50%	47%			
4.	Number of new industries established i. Agriculture, ii. Industry, iii. Service							Training and Support for agro chemical and organic fertilizer dealers	Accessing of plant or large equipment for industrial use or establishment	Industrialization per raw material access
		35	40	16	35	46	42			
		70	75	45	70	80	74			
		200	220	150	200	255	225			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
5.	Number of new jobs created									
	iv. Agriculture	6	8	6	6	10	6			
	v. Industry	3	5	3	1	5	2			
	vi. Service	32	35	27	28	35	32			
6	Percentage change in IGF	45.6%	60%	56.5%	58.5%	65%	60.0%			
	Social Development									
7	Net enrolment ratio							massive and intensive campaign on operation enroll your child now	Lack of funds to extends campaign to hard-to-get areas and all circuits	
	i. Kindergarten	75%	82.9%	85.0%	90%	87%	87.9%			
	ii. Primary	72%	86.5%	88.2%	95%	85.2%	85.8%			
	iii. JHS	30%	38.4%	40.0%	50%	50.7%	50.2%			
iv. SHS	38%	40.1%	42.3%	42.3%	42.7%	42.7%				
8	Gender Parity Index									
	i. Kindergarten	1.0	1.0	1.0	0.91	1.0	0.91			
	ii. Primary	1.0	1.0	1.0	0.92	1.0	0.93			
	iii. JHS	0.9	0.9	0.9	1.0	0.9	1.0			
iv. SHS	1.1	1.17	1.15	1.13	1.10	1.11				
9	Completion rate									
i. Kindergarten	82.5%	82.5%	80.0%	81.3%	80.8%	80.8%				

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	ii. Primary	80.3%	80.3%	81.5%	97.1%	97.1%	97.1%			
	iii. JHS	84.1%	84.1%	94.6%	82%	82%	82.1%			
	iv. SHS	89.7%	89.7%	99.5%	122.1%	122%	122.1%			
10	Pass rate • JHS • SHS	55.5 98%	56.5% 99.9%	70% 100%	59.5% 98.8%	70% 100%	56.5% 100%			
11	Proportion of health facilities that are functional i. CHPS Compound ii. Clinic iii. Health Center iv. Polyclinic v. Hospital							Sensitization, public education and diseases preventive measures	Inadequate funds to meet planned target	Weekly Health Digest program on air (Akpini Radio)
		100%	100%	100%	100%	100%	100%			
		100%	100%	100%	100%	100%	100%			
		100%	100%	100%	100%	100%	100%			
		Nil 100%	Nil 100%	Nil 100%	Nil 100%	Nil 100%	Nil 100%			
12	Prevalence of malnutrition (institutional) •Wasting •Underweight •Stunting •Overweight							Improved Equipment situation for public health facilities	Inadequate and untimely release of funds	Adequate motivation system to reward dedicated officers
		0.0	0.0	0.0	0.0	0.0	0.0			
		1.0	2.0	1.5	0.0	0.0	0.0			
		2.3	1.0	0.0	0.5	0.0	0.0			
		1.0	1.5	2.0	0.0	0.0	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 policy recommendations
13	Maternal mortality ratio (Institutional)	0	0	0	0	0	0			
14	Malaria case fatality (Institutional) District total Under five years Women between 15-49									
		0	0	0	0	0	0			
		0	0	0	0	0	0			
15	Proportion of population who have tested positive for covid-19	0.87%	0.65%	0.41 %	0.00	0.00	0.00			
16	Proportion of population with valid NHIS card Total Indigents Informal Aged									
		70%	75%	80%	82%	90%	88%			
		75%	85%	90%	95%	100%	95%			
		85%	95%	90%	85%	100%	95%			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	Under 18years Pregnant Women	70%	90%	90%	90%	100%	95%			
		75%	85%	95%	95%	100%	95%			
17	Number of births and deaths registered i. Birth (sex) ii. Death (sex, age group)									
		900	942	950	950	1000	1131			
		45	96	46	21	50	92			
18	Percent of population with sustainable access to safe drinking water sources¹									
		92.5 %	92.5%	92.5 %	93.7%	100%	94.5 %			

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

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

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	i. District	100%	100%	100%	100%	100%	100%			
	ii. Urban	78%	85%	85%	87%	90.	87.5			
	iii. Rural						%			
19	Proportion of population with access to Improved Sanitation Services									
	i. District	64%	62%	70%	85%	100%	90%			
	ii. Urban	65%	72%	72%	85%	100%	95%			
	iii. Rural	40%	50%	43%	65%	80%	71%			
20	Recorded cases of child abuse							Public education and house to house sensitization	Inadequate logistic to execute duty on time	
	i) Child trafficking,	1	0	1	0	0	0			
	ii) child labour,	2								
	iii) sexual abuse,	1	0	0	1	0	0			
	iv) emotional abuse	0	0	0	0	0	0			
	v) neglect.	7	10	9	5	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 policy recommendations
	vi) early marriage	1	0	1	0	0	0			
	vii) female genital mutilation	0	0	0	0	0	0			
	viii) family-child separation	4	3	5	3	0	0			
21	Percentage of road network in good condition									
	Total	65%	75%	80%	70%	90%	80%			
	Urban	100%	100%	100%	100%	100%	100%			
	Feeder	60%	70%	65%	80%	90%	87%			
22	Percentage of communities covered by electricity									
	• District	76%	90%	83%	100%	100%	95%			
	• Rural	75%	85%	77%	85%	95%	90%			
	• Urban	100%	100%	100%	100%	100%	100%			
23	Reported cases of crime									
	i. Rape	1	5	2	0	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 policy recommendations
	ii. Armed robbery	4	2	0	0	0	0			
		19	3	8	5	0	0			
	iii. Defilement	3	1	0	0	0	0			
	iv. Murder									
	v. Drug trafficking	0	0	0	0	0	0			
						0	0			
	vi. Peddling					0	0			
	vii. Drug abuse					0	0			
	viii. Domestic violence									
24	Number of communities affected by disaster									
	i. Bushfire	0	0	0	0	0	0			
	ii. Floods	0	1	0	0	0	0			
	iii. Wind/Rain Storm	0	0	0	0	0	0			
25	Percentage of annual action plan implemented									
MMDA Specific Indicators (Start with the ISS variables)										
	Number of trainings	5	2	2	2					

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	conducted on ISSOPs									
	Proportion of case workers trained in child protection and family welfare	6	6	6	6					
	Number of child violence cases benefitting from social welfare/social services	3	12	10	8					
	Number of children reached by social work/social services	90	51	61	108					
	Number of people reached with child protection and SGBV information	6	9	6	3					
	Number of LEAP household members on NHIS	180	203	203	161					

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	Number of households with adolescent girls benefiting from LEAP	30	25	25	25					
8	Number of outreach visits to communities with LEAP households	10	10	10	10					
9	Number of referrals received from GHS	5	1	3	4					
10	Proportion of referrals receiving adequate follow-up	5	1	3	4					
11	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	7	97	97	82					
12	Number of regional intersectoral	5	2	2	2					

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	monitoring visits conducted									
13	Number of meetings organised to discuss integrated services	5	2	2	2					
14	Number of girls reached by prevention and care services	150	140	145	155					
15	Number of CP/SGBV cases referred to other services and followed up	10	5	5	3					
16	Number of NGOs, including RHCs, trained	8	5	5	5					
17	Number of children in RHCs profiled and reunified	20	14	0	0					
18	Proportion of sub-standard RHCs closed	5	2	2	2					

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
19	Number of children placed in foster care	10	0	0	3					
20	Proportion of population with access to basic drinking water sources									
21	Proportion of population with access to improved sanitation services									
DACF Indicators										
	Percentage coverage of portable water									
	<ul style="list-style-type: none"> Percentage coverage of portable water under 									
	<ul style="list-style-type: none"> Community Water and Sanitation Agency 									

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	• Ghana Water Company									
	Population data									
	Total kilometres of Tarred Roads									
	• Urban									
	• Feeder									
	Number of Public Health Facilities	14	14	15	15	20	15	Renovation of Kpando H/C Maternity Block by Rotary Club	Infrastructure Deterioration issues/	Renovation of deteriorate facilities and construction of new ones to meet population growth demand
	Number of Public Health Professionals	211	197	211	197	200	172	Government Health Sector recruitment drive	Shortage of key/essential staff like CHNs, ENs, Security, Orderly and Labourers	Recruitment of key/essential staff and provision of security to all health facilities in the municipality.
	Number of Kindergarten, Primary and Junior High	61	61	67	67	68	66			
	Number of Classrooms	62	62	68	68	68	67			
	KG	53	53	57	57	58	58			
	Primary									
	JHS	70	74	74	78	80	78			




	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	SHS	378	378	378	402	410	402			
	Enrolment	138	138	138	141	147	141	<p>1. Monitoring and supervision of teaching and learning in schools</p> <p>2. Distribution of Sanitary Pads to 2025 BECE Girl Candidates, Primary 6 and JHS 2 Girl Learners.</p> <p>3. Girls in ICT Programme Initiative, Volta trained in coding and Girls in Science.</p>	<p>1. Inadequate logistics to aid teaching and learning, funds to carry out planned and timely activities.</p> <p>2. Delay in release in BECE and WASSECE results for District Analysis. Lack of Vehicle for Monitoring activities in schools.</p>	<p>1. Funds should be made available on time to enable the Directorate to discharge their planned activities.</p> <p>2. Logistics (TLMS) should be made available to enhance teaching and learning in the Kpando Municipality.</p> <p>3. The directorate should be provided with vehicle for Monitoring activities</p>
	KG	100	100	110	110	120	110			
	Primary									
	JHS	4544	3336	4209	2736	2850	2771			
	SHS	11064	9829	10291	9461	9550	9440			
	Number of Trained Teachers									
	KG									
	• Male									
	• Female									
	Primary									
	• Male									
	• Female									
	JHS									
	• Male									
	• Female									

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	SHS									
	• Male									
	• Female									

Source: KpMA, MPCU. 2025.

Table 2.2 Development projects status within the year 2025.

Project Description		Development Dimension	Location	Contractor	Contract Sum (revised)	Date of Award	Source Of Funding	Date Started	Expected Date Of Comple tion	Expen diture to Date	Out Stand ing Balanc e	Implementation Status		Strategi es To Improve Project Comple tion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Code	Name											%	Pictures			

	Construction of 6-unit classroom block with ancillary facilities	Social Development	KPANDO Gabi	Blessing Company & Trading Ltd	1,186,419.28	13/07/20	DACF	13/07/21	10/02/21	1,068,665.46	242,083.83	100%		Repackaged and re-award	Site meetings and stakeholders' engagements	Land duly acquired through traditional authorities
	Construction of 1No. CHPS Compound with 2No. Semi-detached Staff Bungalow	Social Development	Dzigbe	Flag Up Co. Ltd	1,236,550.96	05/08/2020	DACF	05/08/2020	05/01/21	942,965.35	293,585.61	100%		Repackaged and re-award	Site meetings and stakeholders' engagements	Land duly acquired through traditional authorities
	Construction of Nurse's Quarters	Social Development	Togorme-Tokor	Blessing Construction and Trading Company Ltd.	151,006.00		DACF	30/10/25	18/11/2025	151,006.00	Nil	100%		Repackaged and re-award	Site meetings and stakeholders' engagements	Land duly acquired through traditional authorities

Source: KpMA Project Register 2025

Table 2.3 Number of active projects

Development Dimension	Number of physical projects in the district			Summary-2025
	Roll over projects from previous years		Approved new projects introduced in the year	Old + New

	2022	2023	2024	2025	2022	2023	2024	2025	2025
Economic Development	7	7	7	2	2	2	2	0	6
Social Development	3	3	3	2	0	3	2	1	5
Environment/Infrastructure/Human Settlement	3	1	1	1	0	3	1	0	4
Governance/Corruption/Public Accountability	1	2	2	2	1	2	0	3	5
Emergency	2	1	2	1	0	1	0	1	2
ICME	0	0	0	0	0	0	0	1	1
Total	16	11	12	8	3	11	5	6	23

Annex 2.4 Distribution of projects among Departments of the assemblies

Departments	No. of projects		Total	Collaborating MDA
	Rollover	New		
Works	3	0	3	
Health	4	0	4	
GES	3	0	3	

Administration	5	0	5	
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Annex 2.5 Project Age Analysis

Project Age	No. of Projects	Time Over runs (in years and months)	Cost overruns	Completion status		
				Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 20yrs but less than 24 years						
Projects that are 11 years but less than 20 years						
Projects that are 10 years but less than 11 years	2	10 months 8months				
Projects that are 9 years but less than 10 years	2	9 years 5months				
Projects that are 8 years but less than 9 years						
Projects that 7years but less than 8years	3	6 years 4 months				
Projects that 6 years but less than 7 years	1	6 years 10months				
Projects that are 5 years but less than 6 years	2	5 years 3 months				
Projects that are 4 years but less than 5 years						
Projects that are 3 years but less than 4 years						
Projects that are 2 years but less 3 years						
Projects that are 1 year but less than 2 years						

Projects that are 0 years but less than 1yr	3	6 – 10 Months				
Total projects	13					

Table 2.6 Repair and Maintenance of Existing Infrastructure

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation
MUNICIPAL COURT	TSAKPE NEWTOWN	RENOVATION WORKS	90,500.00	88,370.5	2,129.5	88,370.5	Timely release of funds for timely maintenance
BOX CULVERT	TSAKPE TOGORME	REPAIR WORKS	64,000.00	52,784.00	11,216	52,784.00	Timely release of funds for timely maintenance
MAIN MARKET	KPANDO MARKET	REPAIR WORKS	145,000.00	15,024.00	129,976	15,024.00	Timely release of funds for timely maintenance
SCHOOL FACILITY	ABANU JHS	RENOVATION WORKS	200,000.00	7,975.00	192,025	7,975.00	Timely release of funds for timely maintenance
STREET LIGHTS	MUNICIPAL WIDE	REPAIRS AND REPLACEMENTS	103,000.00	113,700.98	- 10,700.98	113,700.98	Timely release of funds for timely maintenance
OFFICIAL VEHICLES	MUNICIPAL ASSEMBLY	REPAIRS	75,000.00	65,000.00	10,000.00	65,000.00	Timely release of funds for timely maintenance

Table 2.7 Update on Revenue Sources

Revenue Sources	Estimates					Performance				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
DACF	6,702,259.00	6,741,930.89	6,411,330.89	1,992,164.56	18,616,669.89	2021	2022	2023	2024	2025
DACF- RFG	668,909.00	52,000.00	-			1,032,197.28	1,994,029.04	941,165.05	1,641,497.54	9,294,650.00
MP's CF	960,540.00	927,860.00	927,860.00	613,457.84	980,000.00	831,232.00	54,378.00	-	1,816,302.00	-
IGF	836,400.00	860,640.00	860,640.00	762,249.50	990,000.42	294,702.07	558,017.15	699,344.35	649,214.41	1,079,954.02
MSHAP/HIV	32,000.00		36,600.00	104,850.77	59,573.00	384,141.50	490,026.74	670,146.07	781,276.22	1,032,116.99
PWDs CF	210,000.00		294,000.00	200,000.00	930,833.45	2,064.29	6,377.05	3,847.00	6,708.96	22,041.76
GSCSP										
SRWSP										
GSOP										
UNICEF										
LEAP										
ETC.										

Table 2.8 Update on Expenditure

Budget Items	2021			2022			2023			2024			2025		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure
Compensation	2,616,038.78	2,076,911.93	2,076,911.93	2,718,759.11	2,397,662.52	2,616,038.78	2,397,662.52	2,718,759.11	2,389,864.91	2,389,864.91	3,621,847.29	164,588.59	164,588.59	5,882,845.42	7,049,791.13
Goods and Services	9,587,521.22	1,435,549.54	1,435,549.54	9,844,080.89	2,272,093.70	9,587,521.22	2,272,093.70	9,844,080.89	2,622,069.81	2,622,069.81	5,133,147.97	2,474,220.72	2,474,220.72	4,323,467.69	2,735,157.20
CAPEX														16,983,255.65	2,239,215.40
Total	12,203,560.00	3,512,461.47	3,512,461.47	12,562,840.00	4,669,756.22	12,203,560.00	4,669,756.22	12,562,840.00	5,011,934.72	5,011,934.72	8,754,995.26	2,638,809.81	2,638,809.81	27,189,578.76	12,024,154.73

Source: Municipal Finance Department, December, 2025

Table 2.9 MMDAs Capex Budget Performance Analysis

Estimate		Release	Expenditure	Variance		
Unconstrained (A)	Constrained (B)	C	(D)	(A-B)	(B-C)	C-D
GOG	2,360,013.33	1,948,843.41	1,948,843.41		411,169.92	
IGF	766,749.50	779,362.70	779,362.70		(12,613.20)	
Donor	-	-	-	-	-	
Total	3,126,762.83	2,728,206.11	2,728,206.11		398,556.72	

Table 2.10 CAPEX budget allocation and implementation for active projects

Multi-Year CAPEX throw forward			MTBF Envelope		Performance		Details on Capital Projects, 2025													
Total Medium-Term Plan Estimate (plan)	Annual Estimate	Annual Estimate	Annual ceilings		Approved/Released	Expenditure	Project													
							Code	Name	Age	Original Estimate cost	Revised cost	Expenditure to date	Outstanding balance	Completion status		Time overruns	Cost overruns	Land acquisition and resettlement		
														%	Picture					
2022-2025	2026	2025	2026	2025	2025	2025														

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

Table 2.11 Cumulative CAPEX throw forward and MTBF Envelope, 2025-2028

Item	Amount
Capex throw Forward	
MTEF (Ceilings)	
Variation	

Table 2.12 Amount of capital envelope spent on active projects

Department	Capital envelope amount	Amount spent on rollover projects	Amount spent on new projects
Total			

Table 2.13 Estimated Cost and Cost overruns of Active Projects

Departments	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done

2.3. Funding Sources

Development activities undertaken by the Assembly are largely dependent on the quantum of its financial resources. The availability of the revenue derived from internal and external sources determined the trend of development within the Municipality in any given time. The major sources of revenues are basically from internal and external sources which include, Internally Generated Funds (IGF), District Assemblies Common Fund (DACF), District Development Facility (DDF), Donor Fund and Central Government direct transfers. The District Assemblies' Common Fund (DACF) which constitutes the largest source of revenue to the Assembly is normally used to undertake huge capital investment projects in the areas of health, education, security, transportation etc. but fortunately, Common Fund for Year 2025 has not been released till now.

Details of the financial performance of the Assembly as at the end of the Year 2025 are presented in the table below:

Table 2.2 Funding Sources

REVENUE ITEM	BASELINE 2021	TARGET 2023	ACTUAL 2023	TARGET 2024	ACTUAL 2024	TARGET 2025	ACTUAL 2025
IGF	860,640.00	860,640.00	311,834.00	766,749.50	781,276.22	990,00.42	1,032,116.99
DACF	6,411,330.89	6,411,330.89	989,887.25	1,992,164.56	1,641,497.54	18,616,669.89	9,294.650.00
MP's CF	927,860.00	927,860.00	0.00	613,457.48	373,933.45	980,000.72	1,079,954.02
GoG Compensation	2,523,269.11	2,523,269.11	1,134,000.00	3,498,572.59	1,359,661.20	5,722,602.00	6,876,426.10
GoG Assets	25,180.00	25,180.00	0.00				

GoG Goods & Services	156,360.00	156,360.00	21,235.82	143,000.00	0.00	120,000.00	46,389.89
PWDs CF	294,000.00	294,000.00	0.00			930,833.45	455,069.10
MSHAP	36,600.00	36,600.00	0.00			59,573.00	22,041.76
DPAT	1,232,000.00	1,232,000.00	0.00	1,440,000.00	1,816,302.00	650,000.00	-
MAG	95,600.00	95,600.00	118,197.24	700,000.00	0.00	-	
Assembly Members Allowance						327,600.00	145,600.00
TOTAL	12,562,840.00	12,562,840.00	1,871,863.32	8,754,995.26	1,851,474.65	28,413,278.76	18,967,997.86

Source: Municipal Finance Office, December 2025

Table 2.3. Expenditure

EXPENDITURE ITEM	BASELINE 2022	TARGET 2023	ACTUAL 2023	TARGET 2024	ACTUAL 2024	TARGET 2025	ACTUAL 2025
Compensation	2,625,190.11	2,625,190.11	1,187,154.90	3,641,204.09	1,387,869.22	5,882,845.42	6,876,426.10
Goods and Services	4,121,988.89	4,121,988.89	3,020,866.22	2,597,827.84	219,439.46	9,643,667.69	3,802,230.07
Investment/Assets	5,815,661.00	5,815,661.00	142,335.71	2,515,963.33	2,450.00	12,886,765.65	2,239,216.40
TOTAL	12,562,840.00	12,562,840.00	4,350,356.83	8,754,995.26	1,609,758.68	28,413,278.76	18,967,997.86

Expenditure Actuals as at 31st December, 2025

2.4 Observation on Expenditure Performance

The implementation of the activities in the AAP and cash inflows are inversely related. The lesser the cash flows it affect negatively the smooth Implementation of projects and programs planned in the Annual Action Plan. Again, the delay in the inflows also affects the budgetary allocations for the projects and programs due to the upward variations of prices. As at the end of December, 2025 we have received a total amount of GH 18,967,997.86 which includes GH 1,032,116.99

for Internally Generated Fund (IGF). The IGF growth represents 32.11% over 2024 total collection. In exception of DACF-RFG funds which are yet to be released, all the other grants that we have received increased significantly. Notably is the District Assembly Common Fund which has increased over 446% compared to end of 2024 releases.

2.6 Implication on Goals and Objectives

- The financial situation of the Assembly implies that the inadequacies and delays in central government transfers would result in the Assembly dependence on the IGF to undertake capital development.
- It is worth mentioning that the Assembly used its IGF to fund its recurrent expenditure thus undertaking major capital projects would be quite difficult.
- This situation would not ultimately help to achieve the Assembly's broad goal of "achieving sustainable development through effective stakeholder participation and the quick deployment of environmentally sound and basic socio-economic infrastructure leading to improved living conditions of the people".
- Notwithstanding, the Assembly is consciously putting in efforts through effective stakeholders' participation to identify and expand its revenue base.

S/N	INDICATOR (CATEGORISED BY DEVELOPMENT DIMENSION OF AGENDA FOR JOBS)	BASELINE, 2021	2024		2025	
			TARGET	ACTUAL	TARGET	ACTUAL
1	No. of field demonstrations on crops/field days/study tours to enhance adoption of improved technologies held	4	5	2	5	6
2	Farmers Day Celebrated	1	1	1	1	1
3	No. of home and farm visit carried out	105	200	315	400	432
4	No. of farmers trainings (Postharvest Management)	50	70	65	100	155
5	No. of Farmer Based organizations formed	1	10	5	1	6
SOCIAL DEVELOPMENT						
6	World AIDS Day marked	1	1	1	1	-
7	My First Day at School programmes organized	1	1	1	1	1
8	No. of CHPS Compounds constructed	8	10	7	1	1
9	No. of DEOC monitoring activities carried out	2	2	1	2	1
10	DESSAP Updated and reviewed in 2025	√	√	√	√	√
11	STEM Programme supported	√	√	√	√	√
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT						
12	No. of public education on land use planning, development control carried out	3	5	5	3	3
13	No. of boreholes constructed	5	7	2	3	0
14	No. of Public education organized on disaster prevention and management	8	10	9	5	5
15	No. of settlement schemes for major settlements prepared	3	5	5	4	4
16	No. of town hall meetings with stakeholders held	4	4	4	2	2

17	No. of Capacity Building workshop for staff and Assembly members held	4	5	4	1	1
18	No. of MPCU monitoring activities held	4	4	4	1	1
19	2025 RIAP Prepared and Implemented	√	√	√	√	√
20	No. of public education and sensitization on rate/ fees / tax payment and Assembly by Laws held	2	2	2	1	1
21	Development Permit (Routing inspection of development activities)	145	150	145	200	227
22	Street Naming & Property Addressing	10	20	14	20	20

2.9 Update on Critical Development and Poverty Issues for The Year 2025.

This section presents progress on the implementation of critical Development and Poverty issues planned for implementation in the entire Municipality. It contains the assessment of activities implemented to reduce poverty and to create jobs for the women and teaming youth as contained in the objectives of Government of Ghana Initiatives such as the Youth Employment Program and the Ghana School Feeding Programs. Others include the Livelihood Empowerment Against Poverty (LEAP), National Health Insurance Scheme, Capitation Grant etc. It also contains information on the implementation of the President Special Initiatives such as the Free Senior High School Programme, and many more.

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals
Ghana School Feeding Programme			9,010	8,905
Capitation Grants	159,897.50	197,792.02	14,000	12,149
National Health Insurance Scheme				
Livelihood Empowerment Against Poverty (LEAP) programme				
National Youth Employment Program				
One District-One Factory Programme				
One Village-One Dam Programme				
Agriculture for Job Programme				
Free SHS Programme			7173	7173
Ghana Gold Board (GOLDBOD) initiative				
Big Push infrastructure Development Initiatives				
24-Hour Economy initiatives				
Women's Development Bank Support Programme				
National Apprenticeship Programme				
Adwumawura' Programme				
Digital Jobs Initiative				
No-Fee-Stress Initiative				
Free Tertiary Education for Persons with Disability				
Ghana Labour Export Programme				
Ghana Medical Care Trust (Mahama Cares)				
Free Primary Healthcare				
Rapid Industrialisation Programme				
Feed Ghana Programme				
Ghana Grains Development Project				
Vegetable Development Project				

Annex 7a:
Issues,

Nkoko Nkitinkiti initiatives				
National Coders Programme				
Payment of monthly allowance to Assembly Members	403,200	145,600.00	28	28
Teacher Dabre Initiative				
E-okada Initiative				

Update on Critical Development and Poverty 2025

Annex 7b: Staff Strengths of MMDAs

Departments	Requirements		Actual	% Of the minimum Covered	Training Required
	Minimum	Maximum	2025		
1.Development Planning	3	5	2	66.6%	Report writing
2.Statistics	3	5	1	33.3%	Data collection and analysis
3.Records (Executive)	4	4	5	125%	Filing and Classification
4.Administration	4	5	5	125%	Office and Information Management
5.Works	40	58	7	17%	Field Discipline, Health, Safety Environment
6.Environmental Health	19	34	35	184%	Legal and regulatory training and inspection. compliance skill
7.Human Resource	3	4	3	100%	Labour law and HR policies, Strategic Human Resource management
8.Budget	6	8	6	100%	Public financial Management Framework,

					Budget preparation and formation
9.Internal Audit	5	8	4	80%	Core Audit knowledge and skills Fraud, compliance and Governance
10.Procurement	5	8	4	80%	Strategic procurement and Planning, Procurement Fundamentals
11.Information Technology	5	6	1	20%	Software and application skills, Hardware and troubleshooting
12.Social Welfare and Community Development	7	9	6	85.7%	Case Management, Child protection and safeguarding
13.Agricultural	42	66	10	23.8%	Crop production management, Livestock and Animal Husbandry
14.Radio Operators	2	2	2	100%	Basic Radio Communication Skills, operation of Radio Equipment
15.Parks and Gardens	9	9	3	33.3%	Plant management, landscaping and design skills
16.Physical Planning	9	15	1	11.1%	Urban infrastructure and environmental Planning, Spatial planning and

					Land use Management
17. Transport (Drivers)	11	22	4	36.3%	Road safety and traffic regulations
18. Revenue	14	22	5	35.7%	Taxation and revenue laws, revenue collection data
19. Birth and death	9	13	2	22.2%	Registration procedure and Documentation, data management and record keeping
20. Secretary	2	4	1	50%	Admin. And organizational skills, communication skills
21. Finance	8	14	3	37.5%	Acct. and Fin. Management skills, financial reporting
<i>Total</i>					

Source: KpMA, Human Resource Department, 2025

Annex 7c: Capacity Development

Name or type of the Capacity Development	Venue/Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Male	Female
Monitoring and Evaluation	Assembly Hall	To equip extended MPCU members in effective monitoring and evaluation	IGF	MPCU members and other concerned staff	VRCC	34	27	7
Training workshop on the overview of the Local Government Act 2016 (ACT)	Assembly Hall	To equip Hon. Assembly members on Decentralization issues and also to refresh them on some the modalities of effective handling of Assembly Meetings	IGF/DACF	Hon. Assembly Members and heads of Departments	In-House	52	46	6

Sensitization workshop on the Local Government Protocols	Assembly Hall	To enable all staff of the Assembly to be familiarized with various protocols of the LGS for effective service delivery	IGF	All Heads of Departments and Staff	In-House	83	56	27
Training on SMART WORKPLACE	Assembly Hall	To enhance staff competencies, improving efficiency and ensuring seamless adaptation to modern system	DACF	All staff and other concerned staff	OHLGS	78	55	23

7d: Logistics Analysis

Required	Required	Actual	Remarks
Computers	55	25	Additional computer should be purchased for effective work
Printers	10	6	Printers are woefully inadequate
Projectors	2	1	Additional Projector needed to support the one we have
Office Space	45	45	There is enough office space for smooth running of the assembly
Vehicle	10	3	Additional vehicles are needed to augment the movement of revenue officers, monitoring and evaluation activities among others.

2.10 Evaluation Conducted, Findings and Recommendations

The Assembly evaluated Three (3) completed projects within the year. The evaluation was conducted based on the planning cycle of the projects. Considering the characteristics of the funding sources of the projects being implemented, the Assembly evaluated at each stage (planning, implementation, post-implementation and feedback stage) within a consistent framework. By evaluating the projects at each stage of the project cycle, the evaluation was aimed at improving the development effects of projects. Details of the evaluation conducted, major findings identified and recommendations made have been presented in a table.

Predominant among the findings was that all the projects on which the evaluation was conducted were consistent with the development needs and the projections of the communities or targeted population. The projects were also consistent with the objectives of the Medium-Term Development Plan of the Assembly.

Table 2.7: Update on Evaluation Conducted

No.	Policy/Programme/ Project involved	Consultant or Resource Persons Involved	Methodology Used	Findings	Recommendations
1.	CONSTRUCTION OF 6-UNITS CLASSROOM BLOCK WITH ANCILLARY FACILITY AT KPANDO GABI	Planning Unit/ EPA/Works Engineer	<ul style="list-style-type: none"> • Project Screening • Impact Assessment • Impact Management/ • Recommendations • Licensing 	<input type="checkbox"/> The project had met all the social and environmental safeguard requirements	The project should be Licensed by the EPA. Project should also acquire fire certificate
2	CONSTRUCTION OF CHIPS COMPOUND WITH A 2NO. SEMIDETACHED BUNGALOW AT DZIGBE	Planning Unit/ EPA/Works Engineer	<ul style="list-style-type: none"> • Project Screening • Impact Assessment • Impact Management/ • Recommendations • Licensing 	<input type="checkbox"/> The project had met all the social and environmental safeguard requirements	The project should be Licensed by the EPA. Project should also acquire fire certificate
3	COMPLETION OF NURSE'S QUARTERS AT KPANDO TOGORME	Planning Unit/ Works Department / EPA	<ul style="list-style-type: none"> • Project Screening • Impact Assessment • Impact Management/ • Recommendations • Licensing 	<input type="checkbox"/> The project had met all the social and environmental safeguard requirements	The project should be Licensed by the EPA. Project should also acquire fire certificate

Source: Municipal Planning Unit-KpMA, December, 2025

2.11 Participatory Monitoring and Evaluation

The Participatory Monitoring and Evaluation (PM&E) was conducted on two (2) physical projects being implemented in the Municipality within the period under review. The PM&E exercise was conducted in collaboration with representatives from PWDs, Civil Society Organization and Opinion Leaders and Assemblymen and women from Sub-Committees within the Municipal Assembly.

The PM&E tool used was the Community Score Card (CSC). The tool has four main components, which are: the input tracking scorecard, the community-generated performance scorecard, the self-evaluation scorecard by the Assembly and an interface meeting between the project beneficiary communities and the Municipal Assembly Management Staff. The details of the Participatory Monitoring and Evaluation conducted in the Municipality has been presented in Table 2.8.

In line with the objectives of the process, it was revealed that most of the projects in the Municipality did not have a Project Sign Board detailing out information such as the project cost, funding source and expected date of completion.

It was also identified that, though the projects and programmes were consistent with the needs of the communities, the delay in the execution and handing over of the projects had adversely affected the achievement of the project objectives. It was revealed that poor supervision and monitoring of the projects had also affected the quality of project delivery among other things.

The general recommendation emanating from the process included the need for the Municipality to intensify the supervision, monitoring and evaluation of projects to ensure quality delivery. Project information such as contract sum, duration of implementation and scope of the project should be known to project community members to ensure accountability.

There were two (2) Evaluations conducted within the period under review, these included: Accessing the status of progress on the Construction of 2No. Market shed in the Kpando main market and the construction of

The Purpose of these Evaluations were to ascertain the status of these projects on their intended beneficiaries, identify implementation weaknesses and recommend measures to ultimately achieve the intended benefits as planned.

Table 2.12 Participatory Monitoring and Evaluation Conducted

Name of PM&E Tool	Policy/Programme /Project involved	Consultants or Resource Persons involved	Methodology	Findings	Recommendations
Community Score Card (CSC)	CONSTRUCTION OF 6-UNITS CLASSROOM BLOCK WITH ANCILLARY FACILITY AT KPANDO GABI	Municipal Planning Officer/Works Engineer	-Preparatory ground work - Development of input tracking Score Card	-Overall District Score- 99% -Initiation and Planning- 100%	- Vehicle must be procured to ensure regular and effective monitoring of projects
Community score card (CSC)	CONSTRUCTION OF CHIPS COMPOUND WITH A 2NO. SEMIDETACHED BUNGALOW AT DZIGBE	Municipal Planning Officer/Works Engineer	-Generation of the Community performance scorecard -Generation of Service Provider Score Card	- All the projects were captured in the MTDP and AAP -Procurement and contracting 100%	- Opinion leaders in the Communities should intensify the inspection of projects within their jurisdictions.
Community score card (CSC)	COMPLETION OF NURSE'S QUARTERS AT KPANDO TOGORME	Municipal Planning Officer/Works Engineer	-Generation of the Community performance scorecard - Generation of Service Provider Score Card	-All the projects were captured in the MTDP and AAP - Procurement and contracting 100%	-Opinion leaders in the Communities should intensify the inspection of projects within their jurisdictions.
Community score card (CSC)					

2.13 Participatory Monitoring & Evaluation Activities

The Kpando Municipal Assembly considers the involvement of stakeholders as very crucial to the successful implementation of development programmes and projects in the Municipality. This is because the engagement of citizens in the governance process allows citizens to own the process and promotes probity and accountability on the part of the Assembly. In furtherance of this, various platforms have been created to enable stakeholders participate in the implementation of programmes and activities. These included Town Hall Meetings, Inter- Sectoral Meetings, General Assembly Meetings, Radio Programmes, Community Forum and Zonal Council Meetings etc.

During the period under review, a Public Hearing was organized at Kpando Municipal Assembly Hall in Fesi to present the Draft Medium Term Development plan with stakeholders, make corrections and adopt the plan and submit it National Development Planning Commission (NDPC) for certification. The following Stakeholders were present: The Mp, MCE, MCD and staff of the Assembly, Traditional Authorities, Hon. Assembly Members, the Media, Trade Unions, Driver Associations, Youth Groups, Women's Groups and PWDs.

The major issues discussed at the meeting were:

- Overall performance of the 2025 Annual Action Plan as at the end of the Year.
- Review and update of 2025 Annual Work plan and Composite Budget.
- Acquisition of Revenue Software the Mobilization of revenue in the Municipality.
- Budget Implementation and Controls.
- Security Issues and many more.

CHAPTER THREE

WAY FORWARD

3.1 Introduction

Following the preparation of the 2025 Annual Progress report on the implementation of the AAP, some key issues and recommendations were made towards strengthening the capacity of the Municipal Assembly to effectively implement as well as monitor the implementation progress of the Programmes and projects outlined in the AAP of the Assembly. This chapter thus reviews the key recommendations that have been addressed and those yet to be addressed. The chapter also presents recommendations made towards the improvement of monitoring and evaluation of programmes and projects in the Municipality.

3.2 Key Issues Addressed and Those Yet to Be Addressed

3.2.1 Issues Addressed

The issue of delay in the submission of departmental reports was yet to be addressed. As part of the effort to ensure that Heads of departments and unit should submit their reports on time, a template for data collection has been developed to that effect.

Management had also resorted to reminding Heads of departments and units to submit their reports every quarter during MPCU Meetings.

Upon continuous interaction between MPCU as a Committee and the individual departments, the departments were directed by the MPCU during the period under review through monitoring and meetings to ensure that all activities align with the overall objectives of national development priorities, which enhanced the process's smoothness.

3.2.2 Issues Yet to be Addressed

An important issue that has not been addressed was the weak collaboration between the Assembly and Social Service Providers (ECG, GWCL) as well as Non-Profit Organizations (NPOs) operating in the Municipality. It has been observed that the above-mentioned stakeholders did not carry out development activities in the Municipality, yet they refused to give information to the Assembly whenever the request was made by the Assembly.

This has made it difficult to collate information on the totality of development activities like number of applications received on meter applications on both water and electricity as well as the number of applications approved.

The other issues identified includes the absence of a dedicated vehicle to the secretariat for monitoring of projects and programmes in the Municipality, the limited capacity of staff to evaluate the programmes

being implemented within the Municipality, the delay of funds for the implementation of projects and programmes which have been elaborated below.

† **Delay in the release of Funds**

The issue of delay in the release of funds and the deductions at source are yet to be addressed. However, the Municipality has made strides in improving the Internally Generated Funds. Some training programmes have also been organized for staff of the Assembly to improve their performance.

† **Absence of a Dedicated Vehicle for Project Monitoring**

The issue of the MPCU being resourced with a dedicated vehicle to enable it embark on the Monitoring and Evaluation of projects is also yet to be addressed. The Unit considers the issue of having a dedicated vehicle a necessity due to the scattered nature of project in communities coupled with the poor conditions of roads in the Municipality.

3.3 Recommendations

The monitoring and inspection exercises conducted by the Municipal Planning and Coordinating Unit and the Municipal Works Department respectively revealed several challenges with the implementation of physical projects in the Municipality.

Challenges

- The delay in the implementation of projects
- The alteration of project designs by some contractors among others.

The following recommendations were therefore made based on the challenges identified for the consideration of the Management of the Assembly.

RECOMMENDATIONS

† Capacity Building for Monitoring and Evaluation Team

The complexity of some project scope was a challenge for the Monitoring Team of the Assembly. It was therefore recommended that some capacity building in Project Management, Monitoring and Evaluation should be urgently organized for the Team to keep them abreast with changing patterns in M and E.

† Provision of a Dedicated Vehicle for M and E Activities

The organization of project monitoring and visits to project sites requires that adequate logistics, particularly a vehicle be made available to the Monitoring Team when required. It is recommended that the Assembly procure or provide a dedicated vehicle for project monitoring and site visits.

† Improve collaboration between the Assembly and the Development Partners

As part of efforts to reduce the sporadic and uncoordinated provision of socio-economic facilities by Development Partners without adequate consultation of the Assembly, it has been recommended that the Management of the Assembly should improve and strengthen its stakeholder engagements to keep its development partners abreast with the plans of the Assembly. It is also recommended that the Sub-District structures of the Assembly are strengthened and the capacities of staff are built to take cognizance, monitor and report on the provision of socioeconomic infrastructure by development partners of the Assembly.

† Timely Release of the District Assemblies Common Fund (DACF)

The completion of most of the Assembly's projects funded with the District Assemblies Common Fund were delayed due to the untimely release of the fund. It is therefore recommended that the Administrator of District Assemblies Common Fund expedite act to release the fund on a timely basis to ensure that projects and other activities of the Assembly are implemented on time.

† Preparation and Implementation of Facility Sustainability Plans

It was revealed during the monitoring exercise that several facilities provided and handed over by the Assembly to beneficiary communities were deteriorating or had deteriorated. It became clear that the menace was due to inadequate sustainable planning for those facilities. It is therefore recommended that an adequate plan is made to commit resources to effectively sustain the facilities (such as school buildings, water facilities, toilet facilities etc.) handed over to communities.

3.4 Conclusion

The preparation of the Monitoring and Evaluation Plan for the Municipal Assembly has gone a long way to improve upon M & E over the years. These included regular inspection of projects by the inspection team, Works Department, the MPCUs quarterly monitoring as well as improving stakeholder involvement through public hearings/ meetings.

The Assembly in recent times has provided a lot of training identified to build capacities with the help of consultants for staff and Assembly members. It is hoped that the other training programmes needed by staff as spelt out in the Monitoring and Evaluation Plan would be provided to enhance effective Monitoring and Evaluation within the Municipal Assembly.

Pictorial view of some of the activities carried out within the quarter.



Konda AEA was in action sensitizing farmers on how to use PICS to store grains



Rice farmers were taken through the stages of rice production (Field demonstration)



Hon. MCE (KILLIAN DONKOR) presenting award items to 2025 Farmers Day Award winners



MEHA and his men in action one of the Sanitation Days, Every First Thursday of the month



Public Education and sensitization on Radio by the Environmental Analyst and his team (Staff)



Medical screening for food venders in the municipality being undertaken by MEHA