ASOKORE MAMPONG MUNICIPAL ASSEMBLY

2025

ANNUAL PROGRESS REPORT (APR)

FOR THE IMPLEMENTATION OF 2022 -2025 THE MEDIUM-TERM DEVELOPMENT PLAN

UNDER THE POLICY FRAMEWORK OF “AGENDA FOR JOBS II: CREATING PROSPERITY AND EQUAL OPPORTUNITY FOR ALL

PREPARED BY:

MUNICIPAL PLANNING CO-ORDINATING UNIT (MPCU)

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AAP – Annual Action Plan

AIDS Acquire Immunodeficiency Syndromes

AMMA – Asokore Mampong Municipal Assembly

APR – Annual Progress Report

BAC—Business Advisory Centre

BECE— Basic Education Certificate Examination

CAPEX – Capital Expenditure

CBOs – Community-Based Organizations

CHW—Community Health Workers

CPA—Community Protection Assistance

CCTV—Closed -Circuit Television

CHPS – Community-based Health Planning and Services

DACF – District Assemblies Common Fund

DACF RGF – District Assemblies Common Fund – Responsive Grant Facility

DACF-RFG – District Assemblies Common Fund – Responsive Factor Grant

DMTDP – District Medium-Term Development Plan

DPAT—District Performance Assessment Tool

ENT – Ear, Nose and Throat

FBOs – Farmer-Based Organizations

GET Fund – Ghana Education Trust Fund

GHC – Ghana Cedi (Currency)

GoG – Government of Ghana

HIV—Human Immunodeficiency Virus

HOD—Head of Department

IGF – Internally Generated Fund

IGF Mobilization – Internally Generated Fund Mobilization

ISS – Integrated Social Services

KG – Kindergarten

L.I. – Legislative Instrument

LEAP-- Livelihood Empowerment Against Poverty

MAG- Modernizing Agriculture in Ghana

M&E – Monitoring and Evaluation

MMDA—Metropolitan Municipal District Assembly

MTEF—Medium Term Expenditure Framework

MSHAP-- Multi-Sectoral HIV/AIDS Programme

MMTDP – Municipal Medium-Term Development Plan

MP – Member of Parliament

MP/Social Corporate Responsibility – Member of Parliament Social Corporate Responsibility Initiative

MPCU – Municipal Planning Coordinating Unit

MPs DACF – Member(s) of Parliament District Assemblies Common Fund

MSME – Micro, Small and Medium Enterprises

MTDP – Medium-Term Development Plan

NALAG—National Association of Local Authorities of Ghana

NHIS-- National Health Insurance Scheme

PWD— People with Disability

RIAP—Revenue Improvement Action Plan

R/C – Roman Catholic

RCC – Regional Coordinating Council

SDGs – Sustainable Development Goals

SHS – Senior High School

PPP—Public Private Partnership

UNICEF—United Nation Children's Funds

WASSCE—West African Senior School Certificate Examination

W/C – Water Closet (Toilet Facility)

YEA—Youth Employment Agency

PM&E -Participatory Monitoring and Evaluation

EXCUTIVE SUMMARY

The 2025 Annual Progress Report (APR) of the Asokore Mampong Municipal Assembly presents an assessment of the implementation of programmes and projects under the 2022–2025 Medium-Term Development Plan (MTDP) within the national policy framework of Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All. The report evaluates the progress made between January and December 2025, highlighting key achievements, financial performance, project implementation status, institutional capacity, and challenges encountered during the implementation period. It also serves as a monitoring and evaluation instrument to support evidence-based decision-making and improved development planning within the Municipality.

The preparation of the report was coordinated by the Municipal Planning Coordinating Unit (MPCU) through a participatory process involving heads of departments, representatives of traditional authorities, civil society groups, and other key stakeholders. Monitoring activities included field inspections, project site meetings, stakeholder consultations, and validation of administrative data obtained from departmental performance reports. These monitoring exercises helped ensure accountability, value for money, and alignment of development interventions with the Municipality's strategic development objectives.

Overall implementation performance of the Municipal Annual Action Plan remained strong in 2025. Out of 86 planned interventions, 78 were successfully implemented, representing an implementation rate of approximately 90.7 percent. Social Development recorded one of the highest implementation levels, achieving 96.3 percent, while Environment, Infrastructure and Human Settlements, Emergency Planning and Response, and Implementation, Coordination, Monitoring and Evaluation all achieved 100 percent implementation. Economic Development recorded 87.5 percent, and Governance, Corruption and Public Accountability achieved 88.2 percent implementation. These results demonstrate the Assembly's strong commitment to implementing development programmes aimed at improving living conditions within the Municipality.

An assessment of performance across the four-year planning period (2022–2025) shows generally high levels of implementation. Programme execution rates were 96 percent in 2022, 95 percent in 2023, 87 percent in 2024, and 91 percent in 2025. Although a slight decline occurred in 2024, the recovery observed in 2025 indicates improved coordination, strengthened monitoring, and better management of development activities. Despite this positive performance trend, the proportion of completed projects declined in 2025, while the number of ongoing interventions increased significantly. This indicates that several projects are still in progress and require continued financial support and supervision to ensure timely completion and realization of their development benefits.

In terms of project implementation, 33 physical development projects were recorded during the reporting year across sectors such as education, health, infrastructure, and governance. Out of these, 22 projects were ongoing, 8 were completed, and 2 were yet to commence by the end of the year. These projects included the construction of classroom blocks, health facilities, CHPS compounds, mechanized boreholes, roads, drainage systems, and sports facilities. Major infrastructure investments such as road upgrading projects in Sepe Timpom, Adukrom, and Parkoso represent significant financial commitments aimed at improving urban mobility and economic activity within the Municipality.

The projects were financed through a combination of funding sources including the District Assemblies Common Fund (DACF), Government of Ghana (GoG), Internally Generated Fund (IGF), GETFund, Ghana Road Fund, and Member of Parliament initiatives. Among these, the DACF accounted for the largest share of funding, supporting approximately 42 percent of projects, highlighting the Assembly’s heavy reliance on statutory transfers. Although the Assembly undertook some projects using IGF, the limited number indicates relatively low internal revenue capacity. Strengthening IGF mobilization therefore remains critical for improving fiscal autonomy and reducing dependence on central government transfers.

Sectoral analysis of development interventions indicates that the majority of projects were concentrated in Environment, Infrastructure and Human Settlements, Governance and Public Accountability, and Social Development.

Together, these sectors accounted for about 88 percent of all projects implemented between 2022 and 2025. Investments in these areas were aimed at improving service delivery, enhancing infrastructure development, strengthening institutional capacity, and promoting social welfare. However, the relatively low number of projects under Economic Development suggests limited direct interventions in job creation and productive sectors, which may affect long-term economic growth and local revenue generation.

Programme implementation also contributed significantly to social and institutional development. Key programmes implemented included community engagement initiatives, revenue improvement strategies, monitoring and evaluation activities, support for farmers' day celebrations, training and capacity building for staff, public education on spatial planning and climate change, sanitation improvement activities, and social protection programmes such as the Livelihood Empowerment Against Poverty (LEAP). These interventions collectively improved community participation, strengthened institutional governance, and enhanced the delivery of essential public services.

Despite these achievements, several challenges affected the effective implementation of programmes and preparation of the Annual Progress Report. Key among these were difficulties in accessing timely and reliable data from departments and non-decentralized agencies, delays in the submission of departmental reports, and inadequate logistics such as vehicles, computers, and printers to support monitoring and evaluation activities. These constraints limited the efficiency of the Municipal Planning Coordinating Unit and affected the timeliness of reporting.

To address these challenges, the Assembly intends to strengthen institutional coordination and improve internal reporting systems through clearer reporting guidelines and regular performance review meetings. Efforts will also be made to improve data sharing with non-decentralized agencies, enhance staff capacity in monitoring and evaluation, and invest in essential logistics to support planning activities. Additionally, strengthening internally generated revenue mobilization and improving project prioritization will be critical to sustaining development gains and ensuring the successful implementation of future development plans.

In conclusion, the 2025 Annual Progress Report indicates that the Asokore Mampong Municipal Assembly has made considerable progress in implementing its development programmes and projects under the 2022–2025 Medium-Term Development Plan. While overall implementation performance remains high, addressing funding constraints, strengthening monitoring systems, and improving project completion rates will be essential to ensuring that development interventions translate into sustainable improvements in livelihoods and economic growth within the Municipality.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

According to the National Development Planning (System) Regulations, 2016 (L.I. 2232), Regulation 8(3) provides that "A district planning authority shall submit quarterly and annual progress reports on the monitoring and evaluation of the implementation of the annual action plan to the Commission in accordance with the format specified in the Sixth Schedule."

In compliance with this statutory requirement, the 2025 Annual Progress Report has been prepared. The report presents a comprehensive assessment of the implementation and performance of programmes and projects undertaken under the Medium-Term Development Plan (2022–2025).

As the concluding report for the current planning cycle (2022–2025), it provides a reflective analysis of progress made towards the attainment of the strategic development goals and objectives articulated in Agenda for Jobs II – Creating Prosperity and Equal Opportunity for All (2022–2025). The report highlights key milestones achieved, challenges encountered, and lessons learned during the implementation period. It further evaluates the extent to which planned targets and performance indicators have been realized.

The report covers the period from 1st January to 31st December 2025. It outlines the vision, mission, and core objectives of the Municipality and describes the monitoring and evaluation processes adopted during the year under review. Additionally, it presents the status of implementation of the Medium-Term Development Plan (MMTDP), detailing successes recorded, areas of underperformance, and the challenges encountered by the Municipality in the course of implementation.

1.1 Vision of the Municipality

The Asokore Mampong Municipal Assembly is to become one of the most vibrant Assemblies in the country developing excellent human resource for poverty reduction and economic prosperity.

1.3 Mission of the Municipality

The Asokore Mampong Municipal Assembly exists to improve quality of life of the people in the Municipality through the formulation and implementation of policies, programs and projects resulting from transparent, accountable and effective mobilization and utilization of available human, material and financial resources.

Objectives of the Assembly are:

1. Support entrepreneurs and MSME development.
2. Create an enabling agribusiness environment
3. Modernize and enhance agricultural production systems
4. Enhance equitable access to, and participation in quality education at all levels
5. Ensure accessible, and quality Universal Health Coverage for all
6. Reduce Environmental Pollution
7. Improve efficiency and effectiveness of road transport infrastructure and services

8. Improve access to safe, reliable and sustainable water supply services for all

9.Strengthen monitoring and evaluation systems at all levels

10. Improved Popular Participation at Municipal level

1.4 Purpose of Monitoring and Evaluation for the Year, 2025

This Monitoring and Evaluation (M&E) Report presents an account of activities undertaken by the Municipal Assembly from January to December 2025. The implementation of the Municipal Monitoring and Evaluation Plan has strengthened the Assembly's capacity to establish an effective and efficient system for tracking the progress of programmes and projects outlined in the Municipal Medium-Term Development Plan (MTDP) (2022–2025). In addition, the Assembly continues to monitor both district core indicators and district-specific indicators to ensure comprehensive performance assessment.

The monitoring exercises were conducted in accordance with the Municipal Monitoring and Evaluation Plan (2024–2025), which serves as a strategic framework for facilitating the successful implementation of development interventions contained in the MTDP. Monitoring remains a continuous and systematic process undertaken throughout the entire life cycle of programmes and projects to ensure alignment with planned objectives and expected outcomes.

Monitoring exercises constitute the primary mechanism for assessing and verifying the implementation status of programmes and projects. They provide a structured platform for identifying operational challenges and constraints, thereby enabling the Assembly to institute timely and informed corrective measures to improve performance and outcomes.

1.5 Objectives of Monitoring in 2025

The monitoring of programmes and projects during the 2025 reporting year was undertaken to achieve the following objectives:

1. To ensure value for money in the utilization of public resources.
2. To provide reliable information on progress made toward the achievement of the Municipality's development goals and objectives.
3. To assess the efficiency and effectiveness in the utilization of project inputs.
4. To ensure accountability and transparency in the use of resources and the attainment of results.
5. To identify challenges that may impede the achievement of the Municipality's goals and objectives under the national development framework, including the Agenda for Jobs, within the broader context of

the African Union Agenda 2063 and the Sustainable Development Goals (SDGs), and to recommend appropriate remedial actions.

6. To ensure that programmes and projects are implemented in accordance with approved plans and timelines.

7. To strengthen programme design and implementation processes, and enhance institutional productivity and effectiveness.

8. To provide a comprehensive and reliable source of information on the implementation of the MTDP for stakeholders and development partners.

9. To facilitate evidence-based decision-making regarding future programmes and projects.

1.6 The process involved in the Preparation of 2025 M&E Report

The process for the preparation of the 2024 APR was participatory and designed based on statutory requirements and experiences on the part of the technocrats of the Municipality. This is to ensure ownership of the process as well as the outcome.

The preparation of the 2025 APR was coordinated by the Municipal Planning Coordinating Unit (MPCU) which is a statutory body recognized as the planning authority in the Assembly. It is made up of Twenty-Two (22) Members including the Heads of the Department of the Assembly, Assembly Member, Representatives of Traditional Authorities. There is also the involvement of State-Owned Enterprises, Farmer-Based Organizations (FBOs) and Community-Based Organizations (CBOs), opinion leaders and media

1.6.1 Project Inspection and Site Visits.

The Municipal Planning Coordinating Unit (MPCU) conducted regular site visits to monitor projects, assessing compliance, value for money and progress towards objectives. these visits enabled the team to hold site meetings, promoting accountability and sharing key findings with stakeholders, communities and relevant departments.

PROJECT INSPECTION BY MCE AND MPCU MEMBERS

MCE INTERACTING WITH A CONTRACTOR AT ABOABO NO 1

1.6.2 Data Collection and Validation

The MPCU collected data on activities, programmes, and projects implemented between January and December 2025 to inform the preparation of the 2025 Annual Progress Report (APR). The team relied on Monitoring and Evaluation (M&E) reports, as well as quarterly and annual performance reports submitted by Departments and Institutions. To ensure data accuracy, validation meetings were held with Heads of Departments, Unit Heads, and key stakeholders to review and confirm the information, thereby supporting informed decision-making

MPCU MEETING AT THE MUNICIPAL ASSEMBLY HALL

SITE MEETING AT SAKAFIA SHS

1.7 Summary of achievements of the implementation of the DMTDP

This section summarizes the achievements gathered during the implementation of the 2022-2025 Action Plans and their contributions towards the achievement of the Medium-Term Development Plan (2022-2025). Table 1.1 and 1.2 shown the summary of the Annual Action Plan Implemented and the proportion of the overall DMTDP implemented

Based on the 2025 planned and executed activities, the overall implementation rate stands at 90.7%, with 78 out of 86 planned activities successfully executed. Economic Development achieved 87.5% implementation (7 of 8 activities), while

Social Development recorded a high 96.3% (26 of 27 activities). Environment, Infrastructure and Human Settlements as well as Emergency Planning and Response and Implementation, Coordination, Monitoring and Evaluation each attained 100% implementation, reflecting full execution of planned activities. However, Governance, Corruption and Public Accountability recorded the lowest performance at 88.2% (15 of 17 activities). Overall, the data indicates strong performance across most development dimensions, with only minor shortfalls in Governance and Economic Development.

Table 1.1: Details on the Annual Action Plan Implemented from 2022 to 2025

S/N	Development Dimension	2022		2023		2024		2025	
		Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
1	Economic development	13	13	19	18	13	12	8	7
2	Social development	20	19	13	12	31	30	27	26
3	Environment, infrastructure and human settlements	17	16	35	32	25	20	25	25
4	Governance, corruption and public accountability	18	17	21	21	7	5	17	15
5	Emergency Planning and Response	5	5	3	3	5	4	2	2
6	Implementation, Co-ordination, Monitoring and Evaluation	3	3	2	2	2	2	4	4
	Total	76	73	93	88	83	72	86	78

Source: MPCU, AMMA (January, 2026)

Figure 1.1 AAP Implemented from 2022 to 2025

Source: MPCU, AMMA (January 2026)

1.8 Analysis of Programme Implementation by Development Dimension (2022–2025)

1.8.1 Overview of Plan Implementation Performance

From table 1.1 and Figure 1.1 above, the Assembly implemented programmes and projects across six key development dimensions between 2022 and 2025. Over the four-year period, implementation performance remained generally strong, although variations were observed across years and thematic areas.

In 2022, out of 76 planned interventions, 73 were executed, representing a performance rate of approximately 96 percent. In 2023, performance remained high, with 88 out of 93 planned activities implemented (95 percent). However, in 2024, implementation declined significantly to 72 out of 83 planned activities (87 percent), marking the lowest performance within the review period. In 2025, performance improved to 78 out of 86 planned interventions, representing 91 percent implementation. The decline in 2024 suggests operational and/or resource-related challenges that affected programme execution. The recovery in 2025 indicates improved coordination and management measures.

1.8.2 Economic Development

Economic development interventions declined steadily over the review period. Planned activities reduced from 13 in 2022 to 8 in 2025. Implementation levels remained relatively high, with only marginal gaps between planned and executed activities each year.

While execution efficiency was strong, the declining number of planned economic interventions suggests reduced emphasis on productive-sector development. This trend may have long-term implications for employment generation, private sector growth, and internally generated revenue (IGF) mobilisation. Strengthening economic development programming is critical to sustaining investments in other sectors.

1.8.3 Social Development

Social development recorded consistent prioritization, particularly in 2024 and 2025. Planned interventions increased significantly from 13 in 2023 to 31 in 2024, with 30 successfully implemented. In 2025, 26 out of 27 planned activities were executed.

The consistently high execution rates in this dimension reflect strong commitment to improving access to education, health, social protection, and other human development services. This trend is expected to contribute positively to improvements in social indicators and overall wellbeing within the Municipality. However, sustained social investment will require parallel strengthening of the economic base to ensure long-term financial sustainability.

1.8.4 Environment, Infrastructure and Human Settlements

This dimension recorded substantial activity, particularly in 2023 when 35 interventions were planned and 32 executed. In 2024, although 25 activities were planned, only 20 were completed, representing the largest implementation gap observed during the review period. In 2025, full implementation was achieved (25 out of 25).

The 2024 shortfall may be attributed to delays in capital projects, procurement challenges, contractor performance issues, or funding constraints. Given that infrastructure projects are capital-intensive and directly linked to service delivery and economic competitiveness, such implementation gaps can significantly affect development outcomes. The full execution recorded in 2025 demonstrates improved project supervision and coordination.

1.8.5 Governance, Corruption and Public Accountability

Governance interventions fluctuated over the review period. In 2023, all 21 planned activities were fully implemented. However, planned interventions dropped sharply to 7 in 2024, with only 5 executed. In 2025, activities increased to 17, with 15 completed.

The reduction in governance-related activities in 2024 may have implications for transparency, citizen engagement, accountability mechanisms, and institutional strengthening. Governance serves as an enabling environment for effective service delivery; therefore, sustained investment in this dimension remains critical.

1.8.5 Emergency Planning and Response

Emergency planning and response activities remained relatively small in number but consistently achieved high execution rates. Although the number of planned interventions declined from 5 in 2022 to 2 in 2025, implementation performance remained strong.

Given increasing climate variability and disaster risks, maintaining adequate attention to emergency preparedness is essential to protect development gains.

1.8.6 Implementation, Coordination, Monitoring and Evaluation

Activities related to implementation support, coordination, and monitoring and evaluation (M&E) were fully executed each year, although the number of planned interventions remained low. While execution performance is commendable, the limited number of M&E-focused interventions suggests the need for further strengthening of performance tracking, data management systems, and evaluation mechanisms to enhance evidence-based planning and improve implementation consistency.

1.9 Development Implications Implementation

1. The Assembly demonstrates a strong implementation culture, with average performance exceeding 90 percent over the four-year period.

2. The notable decline in overall implementation performance in 2024 indicates possible institutional, financial, or procurement challenges that require further review to prevent recurrence.

3. Increased prioritisation of social development and infrastructure reflects commitment to improving living conditions; however, the gradual reduction in economic development interventions may weaken long-term fiscal sustainability and job creation.

4. Fluctuations in governance programming may affect institutional

effectiveness and accountability systems if not stabilised.

5. The full execution recorded in 2025 signals improved coordination and management practices.

Overall, the Assembly has demonstrated commendable commitment to implementing planned programmes and projects across key development dimensions. While performance levels remain high, the 2024 decline highlights the need for strengthened project management, improved resource mobilisation, enhanced monitoring systems, and sustained emphasis on economic development to ensure balanced and sustainable growth.

1.10 Proportion of MTDP Implemented

The presentation of an overview of the implementation performance of the District Medium-Term Development Plan (DMTDP) from 2022 to 2025, using 2021 as the baseline year It tracks key indicators such as the proportion of annual action plans implemented, percentage of completed interventions, ongoing projects, abandoned interventions, and projects yet to start. The table also measures the overall proportion of the Medium-Term Development Plan implemented over the period.

By comparing baseline figures, annual actual performance, and 2025 targets against 2025 actual results, the table provides a clear picture of implementation trends, progress levels, and performance gaps. It serves as a monitoring tool to assess how effectively planned development interventions are being executed and to inform decision-making for improved project delivery and development outcomes.

Table 1.2: Proportion of the DMTDP Implemented

Indicators	Baseline 2021	Actual 2022	Actual 2023		2024 Actual	2025 Target	2025 Actual
1. Proportion of the annual action plans implemented by the end of the year	71%	96%	94.62 %		85.74%	100	90.70%
a. Percentage completed	67%	77.83%	78.49 %		68.19%	50	32.05%
b. Percentage of ongoing interventions	24%	18.24%	16.13%		6.19%	40	64.10%
c. Percentage of interventions abandoned	3%	0%	0%		0%	0%	0%
d. Percentage of interventions yet to start	6%	3.92%	5.38 %		11.36%	10%	3.84
2. Proportion of the overall medium-term development plan implemented	25%	22.81%	27.50%		19.37	25%	22%

Source: MPCU, AMMA (January 2026)

Thanks for sharing the table. Here's a concise three-paragraph analysis based on the data provided

From the above table, data on the proportion of Annual Action Plans implemented shows generally strong performance between 2022 and 2025. Implementation rose significantly from the 2021 baseline of 71% to 96% in 2022 and remained high in 2023 (94.62%), though it declined in 2024 (85.74%) and slightly recovered in 2025 (90.70%), falling short of the 100% target. This suggests that while the Assembly demonstrates strong planning and execution capacity, sustaining full implementation remains a challenge, possibly due to funding gaps, procurement delays, or shifting priorities.

However, the breakdown of project status reveals emerging structural concerns. The percentage of completed interventions declined sharply from 78.49% in 2023 to 68.19% in 2024 and further to 32.05% in 2025, significantly below the 50% target. At the same time, ongoing interventions increased substantially to 64.10% in 2025, exceeding the 40% target. This indicates a growing backlog of unfinished projects. Positively, no interventions were abandoned during the period, reflecting commitment to project continuity, and the percentage of interventions yet to start reduced to 3.84% in 2025, below the 10% target.

The overall proportion of the Medium-Term Development Plan (MTDP) implemented fluctuated, improving to 27.50% in 2023 but declining to 22% in 2025, below the 25% target. The implication for development is that while planning and initiation processes are relatively strong, completion rates are weakening, which could slow the realization of development outcomes and reduce the tangible impact of investments. If the high proportion of ongoing projects is not strategically managed and completed within schedule, it may strain future budgets and undermine public confidence. Strengthening project prioritization, improving funding predictability, and tightening monitoring mechanisms will be essential to translate implementation efforts into measurable development results.

1.11 Challenges encountered in the implementation of the DMTDP

The challenges encountered in the preparation and implementation of the District Medium-Term Development Plan (DMTDP) during the reporting year were largely similar to those experienced in the previous year. A major constraint continues to be the difficulty in collecting up-to-date and accurate data, particularly with respect to performance indicators. This challenge affects the quality, reliability, and timeliness of the Annual Progress Report, as comprehensive data is essential for measuring progress against planned targets.

In addition, delays in the submission of departmental reports significantly affected the reporting process. The Development Planning Unit depends heavily on inputs from various Departments for the compilation of the Annual Progress Report. However, in many instances, several reminders had to be issued before the required reports were submitted. These delays subsequently impacted the timely preparation and submission of the composite report to the Regional Coordinating Council and the National Development Planning Commission.

Logistical constraints also posed a major challenge during the reporting period. The Assembly faced inadequate logistical support, including limited access to vehicles, insufficient computers, and a shortage of printers. These constraints hindered the effective functioning of the Municipal Planning and Coordinating Unit (MPCU) and reduced overall operational efficiency. Furthermore, the Assembly experienced difficulties in accessing data from non-decentralized agencies and other institutions, particularly in relation to central government interventions such as GETFund and other Government of Ghana programmes. This limited access to information constrained comprehensive reporting on externally implemented projects within the Municipality.

1.12 Recommendations and for the identified Challenges

To address the challenges encountered during the implementation and reporting of the District Medium-Term Development Plan (DMTDP), the Assembly will strengthen institutional coordination and internal reporting mechanisms.

Departments will be issued with clear reporting templates and timelines at the beginning of the reporting year, accompanied by periodic monitoring and follow-ups to ensure timely submission of departmental reports. The Municipal Planning and Coordinating Unit (MPCU) will also institute quarterly review meetings to track performance indicators and address reporting bottlenecks before the end of the reporting cycle.

To improve data quality and accessibility, the Assembly will enhance collaboration with non-decentralized agencies and other key stakeholders operating within the Municipality. Formal data-sharing arrangements and regular engagement meetings will be pursued, particularly with agencies implementing central government interventions such as GETFund and other Government of Ghana programmes. In addition, focal persons will be designated within departments to coordinate data collection and validation to ensure accuracy and consistency of indicator reporting.

The Assembly will further prioritize the improvement of logistical capacity to enhance operational efficiency. Efforts will be made to allocate budgetary resources toward the procurement of essential logistics, including computers, printers, and vehicles to support monitoring and reporting activities. Capacity-building programmes will also be organized for staff of the Development Planning Unit and relevant departments to strengthen skills in data management, monitoring, and evaluation. These measures are expected to enhance the timeliness, quality, and comprehensiveness of future Annual Progress Reports and overall DMTDP implementation.

CHAPTER TWO

MONITORING AND EVALUATION ACTIVITIES REPORT OF 2025

1.1 Introduction

This chapter is organized into five sections. The first section presents an overview of the implementation status of projects and programmes for the year 2025, including activities related to the repair and maintenance of existing infrastructure. It provides a comprehensive assessment of progress made during the reporting period.

The second section provides an update on disbursements from the various funding sources. This includes detailed analysis of revenue performance, expenditure trends, and Capital Expenditure (CAPEX), highlighting the financial position of the Assembly and the level of resource utilization within the year under review.

The third section focuses on performance against established indicators and targets. It assesses the Assembly's performance in relation to core indicators, Municipal-specific indicators, and Integrated Social Services (ISS) indicators, measuring the extent to which planned objectives have been achieved.

The fourth section examines critical development and poverty-related issues, staff strength and capacity-building initiatives, as well as logistics performance. It provides insight into institutional capacity and operational efficiency within the Municipality.

The final section presents the evaluations conducted during the reporting period, outlining their key findings and recommendations. The chapter concludes with a summary of evaluation outcomes and participatory.

2.2 Programme/Project status for the year, 2025

2.2.1 Projects Status

During the reporting period, a total of 33 physical projects were captured across the various sectors of the Assembly's development programme. The volume of projects undertaken reflects the Assembly's continued commitment to addressing infrastructure gaps and improving socio-economic service delivery within the Municipality.

2.3 Funding Source Analysis

The projects were financed through multiple funding streams, demonstrating a diversified but uneven funding structure. The District Assemblies Common Fund (DACF) funded the highest number of projects, accounting for 14 out of 33 projects (approximately 42%). This confirms that DACF remains the Assembly's primary source of capital financing.

Other funding sources included MP/Social Corporate Responsibility (5 projects), Road Fund (4 projects), Government of Ghana – GoG (3 projects), and Internally Generated Fund – IGF (2 projects). Additionally, MPs DACF, GETFund, DACF RGF, and DACF RFG each supported one project.

The distribution indicates a significant dependence on statutory transfers, particularly DACF. While the presence of IGF-funded projects demonstrates some internal revenue effort, the low proportion suggests limited fiscal autonomy. Strengthening local revenue mobilization mechanisms would enhance the Assembly's financial sustainability and reduce vulnerability to delays in central government releases.

2.4 Implementation Status

Out of the 33 projects, 22 projects (67%) were on-going, 8 projects (24%) were completed, and 2 projects (6%) were yet to commence at the end of the reporting period.

The high proportion of on-going projects indicates active implementation across sectors. However, it also suggests that a substantial number of interventions remain mid-cycle and require sustained financial flows and close monitoring to ensure timely completion. The completion rate of 24 percent demonstrates measurable progress, though greater effort is needed to accelerate delivery to ensure that development benefits are realized within planned timelines. The projects yet to commence is attributed to procurement processes which require management attention in the subsequent period.

2.5 Implications for Development

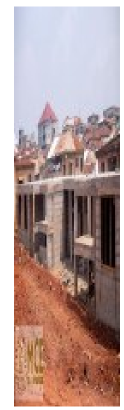
The analysis reveals that while the Assembly has undertaken a significant number of development interventions, project execution is heavily dependent on DACF releases. Any delays in statutory transfers could adversely affect implementation timelines. Furthermore, the concentration of projects in the on-going category underscores the need for strengthened contract management, enhanced supervision, and improved cash flow planning.

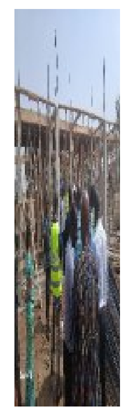
To improve development outcomes, emphasis should be placed on accelerating project completion rates, expanding IGF mobilization efforts, and ensuring effective coordination among funding sources. This will enhance implementation efficiency and improve the Assembly's capacity to deliver timely and sustainable development results.

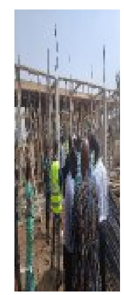
2.6 Project Register

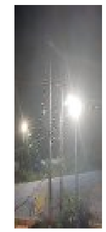
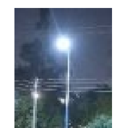
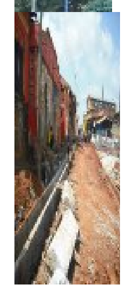
A review of the 2025 Annual Progress Report (APR) projects in table 2.1 shows a comprehensive portfolio of interventions spanning Social Development; Environment, Infrastructure and Human Settlements; and Governance, Corruption and Public Accountability

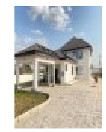
Table 2.1: Project Register, 2025

Project Description		Development Dimension	Location	Contractor	Contract Sum (GHC)	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date (GHC)	Out Standing Balance (GHC)	Implementation Status	
Code	Name											%	Pictures
PROJECTS FUNDED BY THE ASSEMBLY'S OWN RESOURCES													
3111256	Construction of 1No 6 Unit Classroom Ground Floor Block with Office, Store, Staff Common Room and Construction of 0.9 Drain (69m Length)	Social Development	Aboabo No.2	Mustapha Mohammed Enterprise	1,714,988.33	22/10/2025	DACF	30/10/2025	22/05/2026	546,091.10	1,168,897.28	25%	
3111256	Continuation of 1No. 6-Unit First Floor Classroom Block with Office, Store, and 6-Seater W/C Toilet	Social Development	Sakafia SHS, Sawaba	Jubis Royal Limited	1,689,567.20	22/10/2025	DACF	30/10/2025	22/05/2026		1,689,567.20	45%	

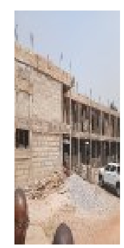
3111256	Construction of 1 No. 6-Unit Classroom Block with Staff Common Room and Office	Social Development	Asokore Mampong	R.H.Abulele Enterprise	1,576,431.48	22/10/2025	DACF	30/10/2025	22/05/2026	245,509.00	1,330,922.48	16%	
3111256	Construction of 1 No 3-Unit Classroom Ground Block with Office, Store, Staff Common Room	Social Development	Asokore Mampong R/C KG	No Corruption	764,849.04	22/10/2025	DACF	30/10/2025	22/05/2026	185,433.50	579,415.54	24%	

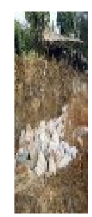
3111253	Completion of Maternity Block, Construction of 2 Unit ENT and Eye Office with Washroom, and Construction of 251 Block Fence with 2M High Wire Mesh on Top of the Left Side of the Wall with Security Post at Adenyase Health Centre	Social Development	Adenyase Sawaba	Clean Vision Enterprise	1,232,277.17	22/10/2025	DACF	30/10/2025	22/05/2026	377,542.00	854,735,17	23%	 
3111253	Construction of CHPS Compound	Social Development	New Zongo	Samuel Ventures	877,691.50	22/10/2025	DACF	30/10/2025	22/05/2026	273,924.00	603767.50	45%	
3111253	Construction of 1 No. 3-Unit Recovery Ward with Office, Washrooms and Storerooms	Social Development	Buobai Clinic	Elesam Rock Company Ltd	653,288.90	22/10/2025	DACF	30/10/2025	22/05/2026	140,219.00	513,069.90	40%	

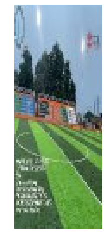
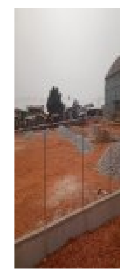
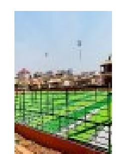
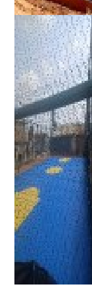
3113162	Construction of 15 No. Mechanized Boreholes and Installation of Water Tank Municipality	Social Development	13 Selected Communities	Proviso Properties Limited	1,101,482.50	22/10/2025	DACF	30/10/2025	22/05/2026	245,509.00	-		
2210617	Installation and Repair of Street Lights along the Anloga Junction to Airport Round About Stretch	Environment, infrastructure and human settlements	Aboabo No I and Aboabo Extension	Parkman Pasell Enterprise	85,000.00	27/11/2025	IGF	29/01/2026	03/11/2026	85,000.00	85,000.00	100 %	
2210617	Street Lights Maintenance Works	Environment, infrastructure and human settlements	Municipal Wide	N.K. Domfeh and Sons	316,500.00	27/11//2025	IGF	03/11/2026	29/01/2026	316,000.00	316,500.00	100 %	
3111363	Construction of U-Drain Along the Middle B School Road Phase I	Environment, infrastructure and human settlement	Aboabo No.2	Mega OPS Limited	124,568.00	30/09/2025	DACF	06/11/2026	31/12/2026	150,000.00	150,000.00	100 %	
3111363	Construction of U-Drain Along the Middle B School Road Phase I	Environment, infrastructure and human settlement	Aboabo No.2	Mega OPS Limited	124,568.00	30/09/2025	DACF	06/11/2026	31/12/2026	124,568.00	124,568.00	100 %	
3111253	Completion of Health Center	Social Development	Adenyase - Sawaba	Jubofred company ltd	795,370	06/11/24	DACF-RFG	06/11/24	31/03/25	738,870.00	56,500.00	100 %	

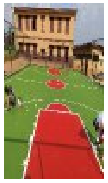
3111103	Construction of Final Phase of Third Floor of 1.No Two Bedroom Semi-Detached Quarters for Health Staff	Governance, Corruption and Public Accountability	Asokore Mampong	Jubis Royal	986,315.02	18/11/23	DACF-RFG	18/11/24	31/12/2024	944,412.10	-	100 %	
3111103	Completion of Municipal Chief Executive Bungalow	Governance, Corruption and Public Accountability	Asokore Mampong	Jubis Royal Company Ltd	2,533,756.28	13/06/23	DACF	30/6/23	13/06/24	1,992,684.33	541,071.95	100 %	
3111204	Construction of Fire Service Office Complex	Governance, Corruption and Public Accountability	Asokore Mampong	Jabora Construction Ltd	710,914.00	19/09/20	DACF	31/01/20	21/03/24	696,272.70	14,641.70	100 %	
3111103	Construction of 1 No.2-Bedroom Semi Detached Bungalow for Assembly Staff	Governance, Corruption and Public Accountability	Asokore Mampong	Houselord Company	601,932.64	08/06/22	DACF	08/06/22	23/12/24	570,866.30	31,066.34	100 %	

OTHER PROJECT FUNDED BY RCC, GETFUND, GOG, GHANA ROAD FUND AND DONORS

	Construction of 1No. 12 Unit Classroom Block (Linear)	Social Development	Nurul Ameen SHS	Jaborah Construction Ltd	2,236,332.50	13/06/23	GET-FUND	04/07/23	31/12/2024	-		60%	

3111351	Upgrading of Sepe Timpom Area Roads - 6.9km	Environment, infrastructure and human settlements	Sepe Tinpom	M. GYEBI CO. LTD	59,314,036.22	27/11/25	GoG	04/12/2025	27/11/2026			45%	
3111351	Upgrading of Adukrom Area Roads - 4.2km	Environment, infrastructure and human settlements	Adukrom	M. GYEBI CO. LTD	39,558,406.92	27/11/205	GoG	04/12/2025	27/11/2026			15%	
3111351	Upgrading of Parkoso Area Roads - 6.9km	Environment, infrastructure and human settlements	Parkoso	SG TWO TRUST CO. LTD	49,974,647,92	27/11/25	GoG	04/12/2025	27/11/2026			45%	
	Desilting of Akurem Stream Culvert	Environment, infrastructure and human settlements	Akurem	No Corruption	24,947.41	19/11/25	Road Fund	27/11/25	27/11/2026	24,947.41	-	100%	
	Construction of Rumble Strips	Environment, infrastructure and human settlements	Along Sawaba New Site- Affordable	Alberio Di Dio Limited	159,724.00	11/05/2025	Road Fund	17/05/202	13/11/2025	159,724.00	-	100%	

Construction of Rumble Strips	Environment, infrastructure and human settlements	Asokore Mampong	Alberio Di Dio Limited	154,224.00	11/05/2025	Road Fund	17/05/2025	13/11/2025	154,224.00	-	100 %	
Minor Drainage Repair Works along the Asokore Mampong Road	Environment, infrastructure and human settlements	Asokore Mampong	Mabunia enterprise	144,903.60	11/05/2025	Road Fund	17/05/2025	13/11/2025	144,903.60	-	100 %	
Construction of Astro Turf Football Pitch at Highlanders Park (100m x 65m)	Social Development	Akurem	Excel fortune company Ltd	2860,495	10/01/2025	MP/ Social Corporate Responsibility	17/05/2025	31/12/2025	2,860,495.00	-	100 %	
Construction of Astro Turf Football Pitch,400-Seater Spectator Stand and Basket Ball Court, and 10 No. Lockable Stores	Social Development	Asawase	Excel fortune company Ltd	3,395,991.40	01/02/2026	MP/ Social Corporate Responsibility	08/02/2026	31/03/2026	509,398.71	-	100 %	
Construction of Astro Turf Football Pitch (80m x 46m) at Middle B Park	Social Development	Aboabo No 2	Excel fortune company ltd	2,248,930.00	10/01/2025	`MP/ Social Corporate Responsibility	17/01/2025	31/12/2025	2248930	-	100 %	
Construction of Multi-Purpose Sports Courts (Basket Ball, Volley Ball and Lawn Tennis Court)	Social Development	Aboabo No. II	Excel fortune company ltd	250,000.00		MP/ Social Corporate Responsibility	02/01/2026	13/02/2026	250,000.00	250,000.00	100 %	

Construction of Multi-Purpose Sports Courts (Basket Ball, Volley Ball and Lawn Tennis Court)	Social Development	Akurem Highlanders Park	Excel fortune company ltd	250,000.00		MP/ Social Corporate Responsibility	02/01/2026	13/02/2026	250,000.00	250,000.00	100 % 

Source: MPCU. AMMA (January, 2026)

From table 2.1 above, the Assembly implemented projects funded through multiple sources including the District Assemblies Common Fund (DACF), DACF–RFG, Internally Generated Funds (IGF), Government of Ghana (GoG), GETFund, Ghana Road Fund, MPs' DACF, and MP/ Social Corporate Responsibility initiatives. The diversity of funding sources reflects a blended financing strategy aimed at accelerating local development. The table indicates over thirty (30) projects at various stages of implementation, demonstrating an ambitious capital investment drive within the municipality. The projects are geographically distributed across communities such as Aboabo No. 1 and 2, Asokore Mampong, Sawaba, Akurem, Adukrom, Parkoso, Sepe Timpom, New Zongo, and others, suggesting an attempt at equitable spatial development.

These include construction of multiple classroom blocks (6-unit, 3-unit, and 12-unit facilities), CHPS compounds, maternity and recovery wards, health staff quarters, astro turf pitches, and multi-purpose sports courts. This concentration in education, health, and youth development infrastructure aligns with efforts to enhance human capital and social welfare. However, a closer look at implementation percentages shows varied progress. Several DACF-funded classroom and health projects awarded in October 2025 show implementation rates between 16% and 55%, indicating early-stage execution. For example, the construction of classroom blocks at Asokore Mampong and Aboabo No.2 record progress below 30%, while the mechanized boreholes project stands at 55%. In contrast, projects funded through DACF-RFG, MP/Social Corporate Responsibility, and Road Fund largely record 100% completion, particularly sports facilities and minor road-related works. This suggests that projects with ring-fenced or dedicated funding streams experience fewer delays compared to those heavily dependent on DACF releases.

In the Environment, Infrastructure and Human Settlements dimension, major road upgrading projects—such as the Sepe Timpom (6.9km), Adukrom (4.2km), and Parkoso (6.9km) roads funded by GoG—represent the largest financial commitments in the table

Contract sums for these projects run into tens of millions of Ghana Cedis, dwarfing most Assembly-funded projects. However, implementation rates range from 15% to 45%, indicating that these large-scale infrastructure works are still ongoing and may face longer completion timelines due to their complexity and funding structures. Meanwhile, smaller-scale interventions such as desilting of culverts, construction of rumble strips, drainage repairs, and streetlight installations are recorded as 100% complete. This pattern demonstrates that short-term, lower-cost infrastructure projects are easier to deliver within the reporting period, while capital-intensive road projects require multi-year commitments.

Under Governance, Corruption and Public Accountability, projects such as the completion of the Municipal Chief Executive's bungalow, Fire Service Office Complex, and staff residential facilities have achieved 100% completion

These completed projects improve institutional capacity and working conditions for public officers. The relatively high completion rate in this dimension may be attributed to earlier award dates (as far back as 2020–2023) and sustained funding over time. Financial analysis of the table also shows significant outstanding balances for some DACF-funded projects, indicating that payment of certificates is tied to availability of funds. The recurring strategy noted—"effective supervision, regular monitoring, and prompt payment of certificates subject to availability of funds"—highlights funding flow as a key determinant of completion rate.

2.7 Citizen participation mechanisms are consistently reported across projects. Assembly Members, Traditional Authorities, Unit Committee Members, user agencies, and opinion leaders were involved in project selection, monitoring, and site meetings. This participatory approach enhances transparency, accountability, and community ownership. Additionally, the summary on land acquisition indicates that most projects were undertaken on public or existing lands, with no resettlement or compensation issues reported. This reduces social risk, avoids litigation delays, and contributes to smoother project implementation.

Overall, the table portrays a municipality actively pursuing infrastructural and social investments, with a strong emphasis on education, health, roads, water, and recreational facilities

While a substantial number of projects have reached 100% completion—particularly those financed through IGF, Road Fund, MP initiatives, and DACF-RFG—several major DACF and GoG-funded projects remain ongoing with moderate completion rates. The implication for development planning is the need to strengthen cash flow predictability, prioritize timely fund releases, and possibly phase large projects to match realistic funding inflows. Continued community engagement, strict supervision, and improved financial management will be essential to enhance overall completion rates and ensure that planned socio-economic benefits are fully realized within the municipal development framework.

2.8 Number of Active Projects

The table below presents an overview of physical development projects in the district across five development dimensions: Economic Development, Social Development, Environment/Infrastructure/Human Settlement, Governance/Corruption/Public Accountability, and Emergency interventions. The table distinguishes between roll-over projects from previous years (2022–2025), newly approved projects introduced in 2025, and the combined total of old and new projects for 2025. The analysis reveals clear shifts in development priorities, sectoral emphasis, and implementation dynamics within the municipality.

Table: 2.2 Active Projects

Development Dimension	Number of physical projects in the district						
	Roll over projects from previous years				Approved new projects introduced in the year		
	2022	2023	2024	2025	2022	2023	2024
Economic Development	1	1		0		3	
Social Development		1	2	3	2	3	5
Environment/ Infrastructure/ Human Settlement	1	1	0	1	5	4	9
Governance/ Corruption/Public Accountability	0	7	2	3	8	7	1
Emergency	1	1	1	1	1	0	0
ICME							
Total	3	11	5	8	16	17	15

Source: MPCU, AMMA (January 2026)

2.9 Analysis of Physical Projects by Development Dimensions (2022–2025)

The table above presents a distribution of 99 physical projects across five development dimensions from 2022 to 2025

The analysis shows that the highest concentration of projects in 2025 falls under Environment/ Infrastructure/Human Settlement (30 projects) and Governance/Corruption/Public Accountability (29 projects), followed closely by Social Development (28 projects). Together, these three dimensions account for 87 out of 99 projects (approximately 88%), indicating a strong focus on infrastructure expansion, institutional strengthening, and social service delivery. In contrast, Economic Development records only 7 projects (about 7%), while Emergency projects total 5 (about 5%), reflecting comparatively lower prioritization in direct economic production and disaster-response interventions.

A trend analysis of roll-over and newly approved projects reveals increasing development activity over the years. Roll-over projects rose from 3 in 2022 to 8 in 2025, while newly approved projects increased from 16 in 2022 to 24 in 2025, suggesting expanding development ambition and improved resource mobilization. However, the growing number of roll-over projects may also indicate implementation delays or funding gaps. The significant allocation to Governance and Infrastructure in 2025 suggests efforts to improve public accountability systems, administrative efficiency, and basic service infrastructure, which are foundational for long-term development. Meanwhile, the Social Development dimension’s 28 projects highlight sustained investment in education, health, and social protection.

2.10 Implications for Development on Project Implementation

The dominance of infrastructure and governance-related projects implies a strategic emphasis on creating an enabling environment for sustainable growth. Improved infrastructure and strengthened governance systems can stimulate private investment, enhance service delivery, and promote transparency. However, the relatively low proportion of projects under Economic Development raises concerns about limited direct interventions in job creation, industrial growth, and income-generating activities. Without stronger investment in productive sectors, the district may face challenges in achieving inclusive economic growth despite improvements in infrastructure and governance.

Furthermore, the steady increase in project numbers suggests development momentum, but the rise in roll-over projects highlights the need for improved project management, timely funding disbursement, and stronger monitoring and evaluation mechanisms. Going forward, balancing infrastructure and governance investments with targeted economic empowerment initiatives will be essential to ensure that physical development translates into tangible improvements in livelihoods and local economic transformation.

2.11 Distribution of Projects the Department

The projects indicated in the table below were carried out the various departments in the Asokore Mampong Municipality in 2025

Table 2.3: Distribution of projects among Departments of the assemblies

Departments	No. of projects		Total	Collaborating MDA
	Rollover	New		
Business Advisory Centre	0	2	2	
Department of Education Youth and Sports	0	9	9	Ministry of Education
Works Department	1	1	1	
Department of Disaster Prevention	1	0	1	
Central Administration Department	3	0	3	
Department of Health	2	3	5	Ministry of Health
Department of Urban Roads	0	8	8	Ministry of Roads and Highways
Physical Planning Department	0	0		
Transport Department	0	0		
Department of Social Welfare and Community Development	0	0		
Birth and Birth Department	0	0		
Human Resource Department	0	0		
Department of Agriculture	0	0		
Finance Department	0	0		
Statistics Department	0	0		
TOTAL			29	

Source: MPCU, AMMA (January 2026)

2.12 Analysis of Distribution of Projects among Departments

The table above presents the distribution of projects among the various Departments of the Assembly, distinguishing between rollover and new projects, with a total of 29 projects recorded

The data shows that project implementation is concentrated in a few key departments, while several departments have no projects allocated during the period under review. This uneven distribution has implications for sectoral balance and integrated development within the Assembly.

From the table, the Department of Education, Youth and Sports leads with 9 new projects, making it the highest recipient department. This is followed by the Department of Urban Roads with 8 new projects, and the Department of Health with 5 projects (2 rollover and 3 new). The Central Administration Department recorded 3 rollover projects, while the Business Advisory Centre implemented 2 new projects. The Works Department and Department of Disaster Prevention each recorded 1 rollover project. Notably, several departments—including Physical Planning, Transport, Social Welfare and Community Development, Agriculture, Finance, Human Resource, Statistics, and Births and Deaths Registry—recorded no projects during the year

In terms of sectoral focus, the data indicates a strong emphasis on education, roads infrastructure, and health, which together account for the majority of projects. The collaboration with key Ministries such as the Ministry of Education, Ministry of Health, and Ministry of Roads and Highways suggests alignment with national development priorities. However, the absence of projects in critical departments like Agriculture, Social Welfare, and Physical Planning may create developmental gaps, particularly in economic empowerment, spatial planning, and social protection. Going forward, a more balanced allocation of projects across departments would enhance holistic development, improve interdepartmental coordination, and ensure that all functional mandates of the Assembly are adequately addressed.

2.13 Project Age Analysis for 2025

To understand the completion rate of development projects being implemented in the municipality, the project age analysis should be undertaken to enable use know the completion trends in the municipality

Table 2.4: Project Age Analysis for 2025

Project Age	No. of Projects	Time Over runs (in years and months)	Cost overr uns	Completion status		
				Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 1 year but less than 2 years	2	3 months	0	80%	70%	10%
Projects that are 0 years but less than 1yr	27	3 months	0	60%	50%	10%
Total projects	3					

Source: MPCU, AMMA (January 2026)

It must be noted that some of the projects were not completed by December 2025 due late start of the physical projects

The table above presents a Project Age Analysis for 2025, highlighting the number of projects, time overruns, cost overruns, and completion rates by project age category. The data shows that there are two projects aged between one and two years and twenty-seven projects aged less than one year. This indicates that the majority of projects under implementation are relatively new, suggesting recent investment and active project initiation within the reporting period.

In terms of performance, both age categories recorded a time overrun of three months, while no cost overruns were reported. The absence of cost overruns reflects sound financial control and effective budget management. However, the uniform time overrun across categories suggests minor delays in project execution, which may be attributed to procurement processes, contractor performance, or administrative bottlenecks.

Regarding completion rates, projects aged one to two years show a higher average completion rate of 80%, compared to 60% for projects less than one year old. The highest and least completion rates (70% and 10% for older projects; 50% and 10% for newer projects) indicate disparities in implementation progress. Overall, the data suggests steady progress, but closer monitoring is required to improve the performance of slower-moving projects and ensure timely completion.Top of Form

2.14 Repair and Maintenance of Existing Infrastructure

Table 2.5: Repair and Maintenance of Existing Infrastructure

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation

Construction of Rumble Strips	Along Sawaba New Site - Affordable	Routine Maintenance	159,724.00	159,724.00	-	159,724.00	Other roads in the municipality also needs maintenance and must be also be considered
Construction of Rumble Strips	Asokore Mampong	Routine Maintenance	154,224.00	154,224.00	-	154,224.00	
Minor Drainage Repair Works along the Asokore Mampong Road	Asokore Mampong	Routine Maintenance	144,903.60	144,903.60	-	144,903.60	
Maintenance of Office Buildings and Fittings	Asokore Mampong	Routine Maintenance	29,000.00	25,400.87	-	25,400.87	

Source: MPCU, AMMA (January 2026)

The table 2.5 above presents four maintenance projects undertaken within the municipality, all categorized under routine maintenance. The projects include the construction of rumble strips at Sawaba New Site–Affordable and Asokore Mampong, minor drainage repair works along the Asokore Mampong Road, and maintenance of office buildings and fittings. The total estimated cost for the four projects amounts to GHS 487,851.60, while the total actual release stands at GHS 484,252.47, indicating a marginal funding shortfall of GHS 3,599.13. Overall, the financial releases closely matched the estimated costs, reflecting effective budgeting and financial planning.

A closer review shows that three out of the four projects (rumble strips at both locations and drainage repair works) received full financial releases equivalent to their estimated costs and were fully expended. This demonstrates strong fiscal discipline and efficient utilization of allocated funds for infrastructure maintenance. However, the maintenance of office buildings and fittings recorded a lower actual release (GHS 25,400.87) compared to the estimated cost (GHS 29,000.00), resulting in a funding gap. Despite this, expenditure matched the amount released, suggesting that implementation was adjusted to available funds without overspending.

From a development perspective, the focus on road safety infrastructure (rumble strips) and drainage repairs contributes significantly to improved transportation safety, reduced accidents, and better stormwater management. These interventions enhance mobility, protect road assets, and improve living conditions within the municipality. The recommendation in the table highlights the need to extend maintenance works to other roads, which is crucial for sustaining infrastructure quality and preventing deterioration. Continued investment in routine maintenance will reduce long-term rehabilitation costs and support sustainable urban development.

2.15 Programme Register

Programmes and activities were undertaken by the various Departments of the Municipal

Assembly, which have positively contributed to the achievement of the Municipality's set targets and goals, and have significantly improved the overall well-being of the population. The successful implementation of these programmes was made possible through effective collaboration between the Assembly and other stakeholders and agencies. Table 2.6 presents the table below

Table 2.6: Programmes Register, 2025.

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLE-TION	EXPENDI-TURE TO DATE	OUT STANDING BALANCE	Implementation Status (%)	Total Bene
									Males
Procurement of Office fittings, equipment and stationery	Governance, Corruption and Public Accountability	100,000.00	DACF, IGF	02/01/2025	31/12/2025	84,530.11	-	100%	`15
Furnishing of MCE's Bungalow	Governance, Corruption and Public Accountability	198,550.00	DACF	02/06/2025	29/08/2025	101,450.00	-	100%	3
Procurement of CCTV Cameras for the Office Buildings	Governance, Corruption and Public Accountability	60.000.00	DACF	02/06/2025	29/08/2025	60,000.00		100%	3
Undertake Community Engagements	Governance, Corruption and Public Accountability	50,000.00	DACF/IGF	02/01/2025	31/12/2025	40,000.00	-	100%	120
Preparation and Implementation of Revenue Improvement Action Plan	Economic Development	45,000.00	IGF	01/09/2025	28/11/2025	40,000.00	-	100%	
Conduct Monitoring and Evaluation of Programmes and	Implementation, Coordination,	120,000.00	DACF	02/01/2025	31/12/2025	128,600.00	-	100%	92

Project	Monitoring and Evaluation								
Support the Implementation of Agricultural activities and Farmers Days Celebration	Economic Development	150,000.00	DACF, IGF	02/01/2025	31/12/2025	50,000	-	33%	
Undertake manpower development workshops and capacity building	Governance, Corruption and Public Accountability	50,000.00	DACF. IGF	02/01/2025	31/12/2025	11,431.00	-	20%	70
Support Security operations in the municipality	Governance, Corruption and Public Accountability	20,000	DACF	02/01/2025	31/12/2025	20,000.00	-	100%	
Preparation of 2026-2029 Medium-Term Development Plan	Governance, Corruption and Public Accountability	120,000.00	DACF	01/06/2025	31/12/2025	120,000.00	-	100%	450
Prepare Municipal Spatial Development Framework	Environment, Infrastructure and Human Settlement	50,000.00	DACF	02/06/2025	29/08/2025	30,000	-	100%	

Preparation of Composite Budget and Annual Action Plan	Economic Development	40,000.00	DACF	02/06/2025	29/08/2025	40,000	-	100%	
Support to BAC Skill Training and Start-up Kits	Economic Development	200,000	DACF	01/10/2025	31/12/2025	150,000.00	-	100%	47
Undertake Seminars, Conferences and Workshops	Governance, Corruption and Public Accountability	60,000.00	DACF, IGF	02/01/2025	31/12/2025	63.902.92	-	100%	
Sub-structures and Zonal Council activities	Governance, Corruption and Public Accountability	300,000.00	DACF	02/01/2025	31/12/2025	43.805.84	-	20%	
Payment of NALAG Dues	Governance, Corruption and Public Accountability	95,947.00	DACF	02/01/2025	31/12/2025	32,416.29	-	47%	
Support to Traditional Authorities	Social Development	150,00.00	DACF, IGF	02/01/2025	31/12/2025	120,000.00	-	80%	
Persons with Disability activities	Social Development	399,674.44	DACF	02/01/2025	31/12/2025	486,112.00	-	121%	98

Undertake public Education on Land Use and Building Regulation and organise monthly Spatial Planning Committee Meeting	Environment, Infrastructure and Human Settlement	10,000.00	IGF	02/01/2025	31/12/2025	8,600.00	-	100%	
Support to Integrated Social Services Programme	Social Development	60,000.00	DACF	02/01/2025	31/12/2025	15,000	-	25%	
Maintenance of official vehicles	Governance, Corruption and Public Accountability	60,000.00	IGF	02/01/2025	31/12/2025	60,000.00	-	100%	
Undertake LEAP assessment	Social Development	7,000.00	GoG	02/01/2025	31/12/2025	7,000.00	-	100%	
Public education on climate change issues	Environment Infrastructure and Human Settlement	10,000.00	IGF	02/01/2025	31/12/2025	2,000.00	-	20%	
Promotion of Tourism in the Municipality	Economic Development	10,000.00	DACF/PPP	02/01/2025	31/12/2025	10,000.00	-	100%	
Undertake National Celebrations	Social Development	100,000.00	DACF, IGF	02/01/2025	31/12/2025	95,300.00	-	100%	
Sanitation and Waste Management	Environment Infrastructure and Human Settlement	1,764.262.50	DACF	02/01/2025	31/12/2025	292,214.50		100%	

Sanitation Improvement Package	Environment Infrastructure and Human Settlement	279,787.50	DACF	02/01/2025	31/12/2025	243,462.50	-	100%	93,506
Fumigation	Environment Infrastructure and Human Settlement	313,950.00	DACF	02/01/2025	31/12/2025	104,650.00	-	100%	
Undertake Tree Planting Exercise	Environment Infrastructure and Human Settlement	10,000.00	IGF	02/01/2025	31/12/2025	8,000.00	-	100%	
Goods and Services for Decentralized Departments	Governance, Corruption and Public Accountability	90,000.00	GoG	02/01/2025	31/12/2025	46,389.00	43,611.00	52%	
Implement HIV/ AIDS Activities in the Municipality	Social Development	129,144.28		02/01/2025	31/12/2025	20,773.53	-	16%	
Educational Fund and Scholarship	Social Development	300,000.00	DACF	02/01/2025	31/12/2025	197,328.38	-	66%	

Implementation of MPs Activities in the Municipality	Social Development	700,00.00	DACF	02/01/2025	31/12/2025	669,421.00	-	90%	

Source: MPCU, AMMA (January,2026)

2.15.1. Analysis of the 2025 Programmes Register and Its Implication for Development

The 2025 Programmes Register presents a broad portfolio of interventions aligned to key development dimensions: Governance and Accountability, Economic Development, Social Development, and Environment, Infrastructure and Human Settlement

The programmes are financed primarily through DACF, IGF, and GoG, with limited PPP support. A significant number of activities recorded 100% implementation status, indicating strong execution performance within the fiscal year. However, there are notable expenditure variations, including over-expenditure (e.g., Persons with Disability activities at 121%) and low utilization rates (e.g., HIV/AIDS activities at 16%, Sub-structures at 20%, Climate Change Education at 20%). This suggests uneven absorption capacity and possible reprioritization during implementation.

Public Education on HIV/AIDS at Senior and Junior High Schools

From a governance and institutional strengthening perspective, substantial investments were made in office equipment, CCTV installation, M&E activities, security operations, preparation of the Medium-Term Development Plan (MTDP 2026–2029), and budget preparation

The 100% completion rate of these core administrative functions reflects improved institutional capacity, transparency, and accountability mechanisms. Engagement of 697 stakeholders in MTDP preparation enhances participatory governance and strengthens local ownership of development planning. However, the low execution of Zonal Council activities (20%) and partial payment of NALAG dues (47%) indicate weaknesses in decentralized governance structures, which could undermine grassroots participation and service delivery effectiveness.

Public Hearings during 2026-2029 Medium-Term Development Plan Preparation

Under economic development, interventions such as the Revenue Improvement

Action Plan (RIAP), BAC skill training with start-up kits, agricultural support, tourism promotion, and composite budget preparation demonstrate a focus on strengthening local revenue mobilization and enterprise development

Acqua Culture Training and Fruit Processing Training in Asokore

The completion of the RIAP is particularly significant as it lays a foundation for improving IGF performance and reducing dependence on DACF transfers. However, agricultural support recorded only 33% expenditure, which may limit productivity gains and rural income growth. The high completion of skill training programmes (87 beneficiaries) contributes positively to employment creation and local economic resilience.

In the area of social development, substantial allocations were directed toward Persons with Disability (PWDs), scholarships, MP activities, national celebrations, traditional authorities, and LEAP assessments

The over-expenditure on PWD activities indicates strong commitment to inclusive development and social protection. Similarly, scholarship funding enhances human capital formation. However, low spending on HIV/AIDS programmes (16%) and Integrated Social Services (25%) may pose long-term public health and social vulnerability risks if not addressed. Balanced investment in preventive social programmes is critical for sustainable development outcomes.

Presentation of Start-up Equipment to PWDs

For environment and sanitation, major investments were made in sanitation and waste management, sanitation improvement packages, fumigation, tree planting, climate change education, and spatial planning

Monthly Clean-up Exercises in the Municipality

Sanitation programmes achieved full implementation and benefited a large proportion of the population, indicating strong commitment to public health and environmental sustainability. Tree planting (550 trees) and spatial development framework preparation support climate resilience and orderly urban growth. Nonetheless, low spending on climate change education (20%) suggests limited awareness efforts relative to environmental risks, which could affect long-term sustainability.

2025 Farmers Day Celebration at Parkoso in Asokore Mampong Municipality

2.15.2 Development Implications on programmes implemented

1. Strong Institutional and Administrative Performance: High completion rates in governance-related programmes improve accountability, planning efficiency, and service coordination.

2. Improved Social Inclusion: Significant support to PWDs, scholarships, and social protection enhances equity and human capital development.

3. Sanitation as a Development Priority: Heavy investment in sanitation directly improves public health, productivity, and urban livability.

4. Uneven Resource Utilization: Under-execution in some programmes (HIV/AIDS, climate change, sub-structures) may weaken balanced development

outcomes.

5. Fiscal Dependence Risk: Heavy reliance on DACF indicates vulnerability to delays in central government transfers, underscoring the importance of strengthening IGF through the implemented RIAP.

Overall, the 2025 programme portfolio demonstrates strong implementation performance and a clear commitment to governance strengthening, sanitation improvement, and social inclusion; however, improved expenditure balance, stronger grassroots decentralization, and enhanced attention to preventive social and climate-related programmes are necessary to ensure sustainable and inclusive development.

2.16 Update on funding sources

2.16.1 Internally Generated Fund (IGF) Performance

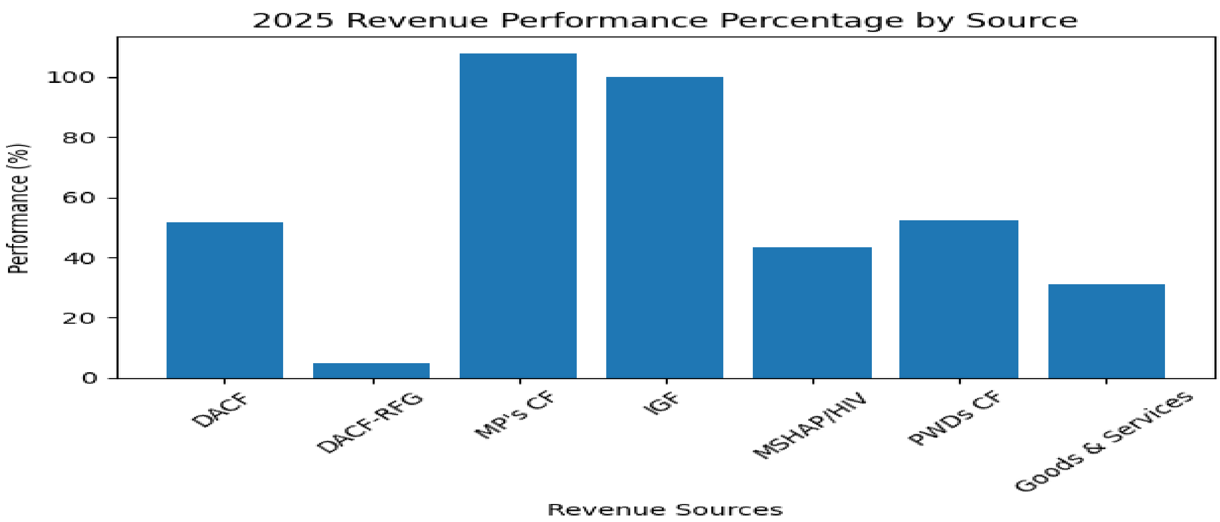
During the 2025 fiscal year, the Assembly projected an Internally Generated Fund (IGF) target of GH₵2,598,000.00. At the end of the reporting period, a total of GH₵2,601,776.91 was realized, representing a performance rate of 100.1 percent This reflects a marginal overachievement of GH₵3,776.91 above the annual target.

The impressive performance of IGF indicates strengthened internal revenue mobilization mechanisms and improved efficiency in collection systems. The achievement suggests enhanced supervision of revenue collectors, improved compliance by ratepayers, and effective enforcement of the Assembly's fee-fixing resolution. It also demonstrates realistic revenue forecasting and prudent financial planning during the year under review.

Despite the strong performance, IGF constituted approximately 13.3 percent of the total actual revenue realized in 2025. This indicates that although IGF is the most reliable and controllable revenue source, the Assembly remains largely dependent on external transfers, particularly the District Assemblies Common Fund (DACF). Nevertheless, the ability to meet and slightly exceed the IGF target underscores the Assembly's growing capacity for fiscal self-reliance.

In conclusion, the performance of IGF for the 2025 fiscal year is highly commendable. Sustained efforts in broadening the revenue base, digitizing collection processes, strengthening enforcement, and enhancing monitoring mechanisms will be critical to increasing internally generated revenue in subsequent years. Strengthening IGF remains essential to improving financial sustainability and ensuring the uninterrupted implementation of development programmes and service delivery activities. These are presented in Figure 2.1 below

Figure 2.1: 2025 Revenue Performance Percentage by Source



Source: MPCU, AMMA (January 2026)

2.16.2 Overall Revenue Performance for 2025

From figure 2.1 above, the Assembly projected a total revenue of GH₵35,867,331.12 for the 2025 fiscal year. However, as at the end of the reporting period, total revenue realized amounted to GH₵19,610,191.43, representing an overall performance rate of 54.7 percent. This indicates a revenue shortfall of GH₵16,257,139.69, which had implications for the timely implementation of planned programmes and projects during the year under review

The District Assemblies Common Fund (DACF) remained the Assembly's principal source of revenue, with an estimate of GH₵29,983,721.87 and an actual receipt of GH₵15,439,252.89, representing a performance rate of approximately 51.5 percent. Given that DACF constituted the largest proportion of the Assembly's revenue projections, its underperformance significantly contributed to the overall revenue gap. Similarly, the DACF–Responsive Factor Grant (RFG) recorded a very low performance of 4.7 percent, with only GH₵64,993.87 received out of the estimated GH₵1,386,017.00. This substantial shortfall may be attributed to delays in disbursement or non-release of funds within the reporting period.

In contrast, the Internally Generated Fund (IGF) demonstrated strong performance. Against an estimate of GH₵2,598,000.00, the Assembly realized GH₵2,601,776.91, slightly exceeding the target and achieving a performance rate of 100.1 percent. This reflects improved revenue mobilization strategies, enhanced enforcement mechanisms, and increased compliance among ratepayers. The Member of Parliament's Common Fund (MP's CF) also performed above expectation, with receipts of GH₵1,078,746.02 against an estimate of GH₵1,000,000.00, representing a performance rate of 107.9 percent.

Performance of other funding sources was moderate to low. The MSHAP/HIV Fund achieved 43.3 percent of its estimated revenue, while the Persons with Disabilities (PWDs) Common Fund recorded a performance rate of 52.4 percent. The Goods and Services – Decentralized Departments allocation recorded a performance of 30.9 percent, which may have affected operational efficiency and service delivery at the departmental level. No allocations or receipts were recorded for UNICEF and MAG during the period under review.

Overall, the Assembly's revenue performance for 2025 reflects a high dependence on central government transfers, particularly DACF, which exposes the Assembly to fiscal risks associated with delayed or reduced releases. While the strong performance of IGF and MP's Common Fund is commendable, the shortfalls in major and conditional funding sources constrained the full execution of planned development interventions. Strengthening internal revenue mobilization efforts and diversifying funding sources will be critical to enhancing fiscal sustainability and improving project implementation in subsequent fiscal years.

2.16.3 Overall Revenue Performance from 2022 to 2025

The revenue performance trend from 2022 to 2025 reflects significant fluctuations in both estimates and actual receipts. Total estimated revenue increased sharply from GHS 9,848,815.74 in 2022 to GHS 35,867,331.12 in 2025, indicating an ambitious expansion in projected resource mobilization. However, actual performance did not consistently match these projections. For example, while 2025 recorded the highest actual revenue of GHS 19,610,191.43, earlier years such as 2022 and 2024 showed moderate performance levels of GHS 4,088,732.57 and GHS 7,933,477.64 respectively

The sharp increase in 2025 performance appears largely influenced by substantial inflows from the District Assemblies Common Fund (DACF), which recorded GHS 15,439,252.89 in 2025, far exceeding previous years' receipts This suggests a heavy dependence on central government transfers rather than internally generated or diversified funding streams. A closer analysis of individual revenue sources shows that DACF remains the dominant contributor throughout the period, with notable volatility in allocations and receipts

Other statutory funds such as DACF–RFG and MP's Common Fund also experienced inconsistent performance, including years with zero or significantly reduced receipts. Internally Generated Funds (IGF), however, demonstrate a relatively steady upward performance trend, rising from GHS 857,223.36 in 2022 to GHS 2,601,776.91 in 2025

This steady growth in IGF reflects improving local revenue mobilization capacity, though its contribution remains modest compared to DACF. Donor and special-purpose funds such as UNICEF, MAG, MSHAP/HIV, and PWDs Common Fund show irregular flows, with some years marked as N/A, indicating unpredictability and possible funding discontinuities.

Overall, the revenue structure between 2022 and 2025 highlights structural dependence on intergovernmental transfers and limited diversification of funding sources. While the impressive rise in total revenue performance in 2025 signals improved fiscal inflows, sustainability concerns remain due to volatility in key funding streams and the dominance of DACF. The gradual improvement in IGF is a positive development and suggests potential for strengthening fiscal autonomy if supported by enhanced revenue administration, broadened tax base, and improved compliance mechanisms. Moving forward, strategic emphasis should be placed on stabilizing internally generated revenue, reducing overreliance on unpredictable external sources, and aligning revenue projections more realistically with historical performance trends to improve budget credibility and implementation efficiency.

This is presented in the table 2.7 below

Table 2.7: Update on Revenue Sources

Revenue Sources	Estimates					Performance		
	2021	2022	2023	2024	2025	2021	2022	2023
DACF		6,980,093.97	6,486,089.67	3,024,902.57	29,983,721.87	1,529,149.84	3,142,910.99	2,588,232.23
DACF- RFG		611,605.00	1,168,340.69	717,586,00	1,386,017.00	1,129,526.00	1,134,512.80	
MP's CF		216,997.74	550,000.00	1,000,000.0	1,000,000.00	304,143.07	495,969.55	383,033.72
IGF		1,500,000.00	2000,000.00	2,056,500.00	2,598,000.00	857,223.36	1,531,364.25	1,431,440.47
MSHAP/HIV		36,166.29	32,746.65	16,903.40	149,917.81	3,546.16	44,664.79	15,366.68
PWDs CF		216,997.74	196,479.89	230,000.00	599,674.44	85,023.14	203,330.70	147,316.79
UNICEF		205,180.00	90,180.00	65,000.00	N/A	148,100.00	65,000.00	30,000.00
MAG		79,753.00	59,098.68	N/A	N/A	30,000.00	37,824.56	59,098.68
Goods and Services-Decentralized Dept.		N/A	89,000.00	183,000	150,000.00		40,527.61	45,636.61

TOTAL		9,848,815.74	10,673,958.58	6,578,329.97	35,867,331.12	4,088,732.57	6,698,127.25	4,702,148.18

Table 2.8: Update on Expenditure

Budget Items	2021			2022			2023			2024		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure
Compensation		3,960,369.06	3,960,369.06	4,671,838.00	4,920,777.16	4,920,777.16	6,926,059.66	6,926,059.66	6,926,059.66	8,181,187.00	8,197,674.16	8,197,674.16
Goods and Services		1,403,900.18	1,403,900.18	2,769,744.22	2,560,074.98	2,560,074.98	3,465,888.22	3,465,888.22	3,465,888.22	3,247,100.00	3,219,904.42	3,219,904.42
CAPEX		1,580,851.06	1,580,851.06	5,541,811.78	2,983,213.19	2,983,213.19	2,521,475.49	2,521,475.49	2,521,475.49	5,342,002.57	5,308,247.21	5,308,247.21
Total		6,945,120.30	6,945,120.30	12,734,394.00	10,464,065.25	10,464,065.25	12,913,403.37	12,913,403.37	12,913,403.37	16,770,289.57	16,725,825.79	16,725,825.79

Source: Municipal Finance Office, AMMA (January 2026)

2.17 Update on Expenditure

The 2025 Approved Budget Estimate stands at GH₵27,583,983.07, out of which GH₵23,624,913.90 was released, representing 85.6% release performance.

Actual expenditure amounted to GH₵16,943,994.95, which represents 61.4% of the approved budget and 71.7% of the total releases. This indicates that although a relatively high proportion of funds were released, expenditure performance lagged behind releases, suggesting implementation delays, procurement bottlenecks, or staged project execution within the fiscal year.

A breakdown by expenditure item shows that Compensation recorded full performance. The approved estimate of GH₵9,182,774.90 was fully released and fully expended (100% expenditure rate), demonstrating effective management of staff-related obligations

Similarly, Goods and Services also recorded full utilization, with GH₵3,659,355.91 approved, released, and fully expended (100%). This reflects efficient absorption of operational and administrative costs, ensuring continuity of service delivery.

However, Capital Expenditure (CAPEX) presents a contrasting performance. Out of an approved estimate of GH₵14,741,852.26, only GH₵10,782,783.09 was released (73.1% release rate), and actual expenditure was GH₵4,101,864.17, representing 27.8% of the approved budget and 38.0% of releases

This significant under-expenditure in CAPEX largely accounts for the overall expenditure gap in 2025. The low absorption rate suggests delays in project implementation, procurement challenges, or phased payments tied to project milestones. The implication for development is that while recurrent obligations were efficiently managed, capital investment—which drives infrastructure growth and long-term development—was constrained, potentially slowing the achievement of planned development outcomes for the year.

2.17.1 Analysis of Expenditure Performance (2022–2025)

Between 2022 and 2023, expenditure performance remained relatively strong and closely aligned with releases. In 2022, the total approved budget was GH₵10,464,065.25, and the full amount was released and expended (100% expenditure rate)

Similarly, in 2023, the approved estimate of GH₵12,913,403.37 was fully released and fully utilized, indicating efficient budget absorption and effective financial management. This period reflects stability in fiscal operations, with expenditures matching approved allocations and no significant implementation gaps.

In 2024, total approved estimates increased significantly to GH₵16,770,289.57, with GH₵16,725,825.79 released and fully expended, representing a release and utilization rate of approximately 99.7%

This demonstrates continued improvement in budget execution and an expanded operational scale. The near-total release and expenditure indicate strong alignment between planning and implementation, suggesting improved cash flow management and enhanced capacity to execute programmes and projects during the year.

However, in 2025, although the approved budget rose sharply to GH₵27,583,983.07, only GH₵23,624,913.90 (85.6%) was released, and actual expenditure amounted to GH₵16,943,994.95, representing 61.4% of the approved budget and 71.7% of releases

Unlike the previous three years, expenditure did not fully match releases, largely due to low capital expenditure performance. While compensation and goods and services were fully absorbed, under-execution of capital projects affected overall performance. This marks a shift from the strong execution trend observed between 2022 and 2024 and suggests implementation and project execution challenges in 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	21,480,488.89	21,480,488.89	15,439,252.89	2,957,161.37	0	6,041,236.00	12,482,091.52
IGF	382,800.00	385,800.00	385,800.00	385,500.00	-3,000.00	0	0
Donor	0	0	0	0	0	0	0
Total	21,863,288.89	21,866,288.89	12,825,052.89	3,342,661.37	-3,000.00	6,041,236.00	12,482,091.52

Source: Municipal Finance Office (January, 2026)

2.18 MMDAs Capex Budget Performance Analysis

From the Table above, Government of Ghana (GoG) constituted the largest source of funding, with an approved allocation of GH¢21,480,488.89. Out of this amount, GH¢15,439,252.89 was released, representing 71.9% of the approved GoG budget.

However, actual expenditure was GH¢2,957,161.37, which represents only 19.2% of the funds released.

The variance between releases and expenditure amounted to GH¢12,482,091.52, indicating substantial unutilized funds at the end of the reporting period. Additionally, the difference between the approved budget and actual releases (GH¢6,041,236.00) reflects funding shortfalls. This performance suggests implementation delays and possible rollover of commitments into the subsequent fiscal year.

Internally Generated Fund (IGF) recorded an approved allocation of GH¢385,800.00, all of which was released. Actual expenditure amounted to GH¢385,500.00, representing 99.9% utilization. This demonstrates strong budget credibility, efficient revenue mobilization, and effective financial management under IGF.

Despite this commendable performance, IGF constitutes a very small proportion of total funding, highlighting the need to strengthen internal revenue mobilization efforts to reduce overreliance on central government transfers.

No allocations, releases, or expenditures were recorded under Donor funding during the year. This indicates the absence of externally funded projects within the reporting period and underscores the Assembly's heavy dependence on Government of Ghana transfers.

2.18.1 Key Implications for Development on CAPEX

The financial performance analysis reveals that although budget approval levels were largely maintained, actual implementation performance was weak due to low releases and low absorption of released funds. The heavy reliance on GoG funding exposes the Assembly to fiscal risks associated with delayed transfers.

The strong performance under IGF demonstrates the Assembly's potential to improve financial sustainability through enhanced internal revenue mobilization. Going forward, strengthening procurement planning, improving cash flow management, accelerating project execution, and broadening the revenue base will be critical to improving budget absorption and achieving planned development outcomes.

2.18.2 CAPEX budget allocation and implementation for active projects

This section presents the status of Capital Expenditure (CAPEX) Budget Allocation and Implementation for active projects for the 2025 fiscal year. The analysis is based on the approved Medium-Term Development Plan (2022–2025) and the corresponding MTBF allocations The 2025 Capital Expenditure (CAPEX) implementation reflects a strong alignment with the Medium-Term Development Plan (2022–2025), with a total plan estimate of GH¢45,024,300.00

Table 2.10 CAPEX budget allocation and implementation for active projects

Multi-Year CAPEX throw forward			MTBF Envelope		Performance		Details on Capital Projects, 2025							
	Annual Estimate	Annual Estimate	Annual ceilings		Approved/ Released	Expenditure	Project							
Total Medium-Term Plan Estimate (plan)							Code	Name	Age	Original Estimate cost	Revised cost	Expenditure to date	Outstanding balance	Completion status %
2022-2025	2026	2025	2026	2025	2025	2025	3111256	Construction of 1No 6 Unit Classroom Ground Floor Block with Office, Store, Staff Common Room and Construction of 0.9 Drain (69m Length) at Aboabo No. II	4 months	1,714,988.33	0	546,091.10	1,168,897.28	25%
45,024,300.00	8,166,143.86	7,500,000.00	27,533,662.61	21,866,288.89	12,825,052.89	3,342,661.37	3111256	Continuation of 1No. 6-Unit First Floor Classroom Block with Office, Store, and 6-Seater W/C Toilet at Sakafia	4 months	1,689,567.20	0		1,689,567.20	45%

	SHS, Sawaba						
3111256	Construction of 1No. 6-Unit Classroom Block with Staff Common Room and Office at Asokore Mampong	4 months	1,576,431.48	0	546,091.10	1,330,922.48	16%
31112 The land was a public Land and there were no resettlement and compensation	Construction of 1No 3-Unit Classroom Ground Block with Office, Store, Staff Common Room at Asokore Mampong R/C KG	4 months	764,849.04	0	185,433.50	579,413.34	24&

56							
3111253	Completion of Maternity Block, Construction of 2 Unit ENT and Eye Office with Washroom, and Construction of 251 Block Fence with 2M High Wire Mesh on Top of the Left Side of the Wall with Security Post at Adenyase Health Centre	4 months	1,232,277.17	0	377,542.00	854,735.17	23%
3111253	Construction of CHPS Compound at New Zongo	4 months	877,691.50	0	273,924.00	602,767.59	45%

	3111253	Construction of 1 No. 3-Unit Recovery Ward with Office, Washrooms and Storerooms at Buobai Clinic	4 month	653,288.90	0	140,219.00	513,000.00	40%
	3113162	Construction of 15 No. Mechanized Boreholes and Installation of Water Tank Municipality	4 months	1,101,482.50	0	245,509.00	855,973.5	55%
	2210617	Installation and Repair of Street Lights along the Anloga Junction to Airport Round About Stretch at Aboabo No I and Aboabo Extension	2 months	85,000.00	0	85,000	0	100%

2210617	Street Lights Maintenance Works-Municipal Wides	2 Months	316,500.00	0	316,500	0	100%
3111363	Construction of U-Drain Along the Middle B School Road Phase I at Aboabo No I at Aboabo No	2 months	150,000.00	0	150,000.00	0	100%
3111363	Construction of U-Drain Along the Middle B School Road Phase I at Aboabo No.1	2 month	124,568.00	0	124.568.00	0	100%
3111253	Completion of Health Centre at Adenyase/ Sawaba	1 Yr 5 M	795,370	735,870	56,500.00	100%	100%

3111103	Construction of Final Phase of Third Floor of 1. No Two Bedroom Semi-Detached Quarters for Health Staff at Asokore 0Mampong	1Y 5 months	986,315.02	0	944,412.10	0	100%
3111103	Completion of Municipal Chief Executive Bungalow at Asokore Mampong	2 y Month	2,533,756.28	0	1,992,684.33	570,866.30	100%

	3111204	Construction of Fire Service Office Complex at Asokore Mampong	4 Yrs	710,914.00	0	710,913.87	0	100%
	3111103	Construction of 1 No.2-Bedroom Semi Detached Bungalow for Assembly Staff at Asokore Mampong	3 yrs	601,932.64	0	570,866.30	31,046.34	100%

Source: MPCU, AMMA (January, 2026)

From the table 2.10 above the portfolio covers education, health, water supply, drainage, street lighting, and administrative infrastructure. Financial performance across the projects demonstrates prudent fiscal discipline, as no cost overruns were recorded and most projects remained within their original approved budgets. Additionally, all projects were undertaken on public lands, with no resettlement or compensation issues, thereby minimizing social risks and implementation delays. This indicates effective cost control and compliance with safeguards, although some projects experienced time overruns.

Sectoral performance shows mixed implementation progress. Several urban infrastructure projects, including drainage and street lighting works, achieved 100% completion, significantly improving flood control, public safety, and environmental sanitation. Administrative and staff accommodation facilities were also completed, strengthening institutional capacity and service delivery efficiency. However, key social infrastructure projects—particularly classroom blocks, maternity facilities, CHPS compounds, and recovery wards—recorded moderate completion rates ranging between 16% and 55%. While steady progress has been made, the pace of execution suggests that some critical facilities are yet to deliver their full intended benefits to the population.

From a development perspective, the CAPEX portfolio demonstrates a clear commitment to human capital development, urban resilience, and institutional strengthening. Completed infrastructure projects are already contributing to improved safety, governance effectiveness, and service access. Nonetheless, delays in ongoing education and health projects may temporarily constrain improvements in learning conditions and healthcare delivery. To maximize developmental impact, there is a need to accelerate the implementation of ongoing social infrastructure projects, strengthen project monitoring, and ensure timely release of funds so that capital investments translate into tangible improvements in living standards and socio-economic outcomes within the Municipality.

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

Item	Amount
Capex throw Forward	145,666,300.00
MTEF (Ceilings)	111,399,951.17
Variation	34,266,384.83

Source: MPCU, AMMA (January, 2026)

2.18.2 Detailed Analysis of Cumulative CAPEX Throw Forward and MTEF Envelope (2025–2028)

The attached above presents the Cumulative CAPEX Throw Forward and MTEF Envelope for the period 2025–2028

The total CAPEX throws forward amounts to 145,666,300.00, representing the financial commitments carried forward for ongoing capital projects into the medium-term period. In contrast, the Medium-Term Expenditure Framework (MTEF) ceiling for the same period stands at 111,399,951.17, which reflects the approved budgetary allocation envelope within which expenditures are expected to be managed.

A comparison of the two figures reveals a negative variation of 34,266,384.83, indicating that the cumulative capital commitments exceed the available MTEF ceiling by approximately 30.8% of the approved envelope. This significant funding gap suggests that existing project commitments are not fully aligned with the available medium-term fiscal space. Such a mismatch may result from over-commitment of capital projects in previous years, cost escalations, inflationary pressures, exchange rate fluctuations, or delays that have pushed financial obligations into subsequent fiscal periods.

The implication for development planning is substantial. The excess of CAPEX throws forward over the MTEF ceiling places pressure on future budgets and limits fiscal flexibility for initiating new development projects between 2025 and 2028. This situation may necessitate project reprioritization, phased implementation, scope adjustments, or additional resource mobilization strategies. Without corrective measures, the funding shortfall could lead to stalled projects, accumulation of arrears, or reduced efficiency in capital investment delivery. Therefore, prudent financial restructuring and strategic capital planning will be essential to restore alignment between commitments and the approved medium-term fiscal framework.

Table 2.12: Amount of capital envelope spent on active projects

Department	Capital envelope	Amount spent on	Amount spent on

	amount	rollover projects	new projects
Department of Education Youth and Sports	5,745,836.02	0	977,033.60
Department of Health	2,763,256.67	0	791,701.00
Department of Urban Roads	274,568.00	0	274.568.00
Works Department	1,502,982.50	0	647,009.00
Central Administration Department	920,470.97	428.000.00	
Department of Disaster Prevention	14,641.00	14,641.00	
Total	11,221,755.16	14,641.00	2,115,743.60

Source: MPCU, AMMA (January, 2026)

2.18.3 Amount of capital envelope spent on active projects

The table indicates that a total capital envelope of 11,221,755.16 was allocated across departments, with 2,115,743.60 spent on new projects and only 14,641.00 on rollover projects

The Department of Education, Youth and Sports received the largest allocation (5,745,836.02) and recorded significant expenditure on new projects (977,033.60), followed by the Department of Health with 2,763,256.67 allocated and 791,701.00 spent on new initiatives, reflecting prioritization of social sector development. The Works Department and Department of Urban Roads also recorded notable spending on new projects, indicating continued investment in infrastructure expansion. In contrast, the Central Administration Department showed minimal rollover expenditure (428,000.00) with no recorded new project spending, while the Department of Disaster Prevention's entire allocation (14,641.00) was spent on rollover activities, suggesting limited fiscal space for expansion. Overall, the spending pattern reflects a strong focus on initiating new projects rather than completing previously rolled-over ones, which may accelerate development impact but could pose risks if unfinished projects are not adequately funded and completed.

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
Department of Education Youth and Sports	5,745,836.02	0	0	977,033.60	4,768,802.42	28%
Department of Health	2,763,256.67	0	0	791,701.00	1,971,555.67	36
Department of Urban Roads	274,568.00	0	0	274.568.00	0	100%
Works Department	1,502,982.50	0	0	647,009.00	855,973.50	81%
Central Administration Department	920,470.97	0	0	428.000.00	492,470.97	100%
Department of Disaster Prevention	14,641.00	0	0	14,641.00	0	100%

Source: MPCU, AMMA (January, 2026)

2.18.3 Estimated Cost and Cost overruns of Active Projects

The table 2.13 above on estimated cost and cost overruns of active projects shows that all listed departments are operating within their original contract sums, as both the Revised Contract Sum and Cost Overruns columns record zero adjustments

This indicates effective initial cost estimation and contract management controls across the departments. The Department of Education, Youth and Sports holds the highest total contract sum (5,745,836.02), followed by the Department of Health (2,763,256.67) and the Works Department (1,502,982.50), suggesting that the bulk of capital investment is concentrated in social infrastructure sectors. However, actual payments made so far remain significantly lower than total commitments in some departments, particularly Education and Health, resulting in substantial outstanding balances.

In terms of implementation progress, performance varies across departments, the Department of Urban Roads, Central Administration Department, and Department of Disaster Prevention have reached 100% work completion, with either no outstanding balances or projects fully executed. The Works Department shows strong progress at 81%, while Education (28%) and Health (36%) are progressing more slowly despite their large financial commitments. This suggests that although cost control is commendable, there may be implementation delays in key social sectors, potentially affecting service delivery outcomes. The high outstanding balances in Education and Health may indicate phased payments, procurement delays, or slower project execution, which require close monitoring to ensure timely completion and optimal developmental impact.

Table 2.14: Performance of Core and MMDAs Specific Indicators in the Asokore Mampong Municipality

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year
	Economic Development							
	Total output in agricultural production							Extension service delivery (Farm and home visitation) Introduction of Planting for Food and Jobs II
	i. Maize	15(mt/ha)	12(mt/ha)	15(mt/ha)	8.4(mt/ha)	12(mt/ha)	16 (mt/ha)	
	ii. Rice (milled),	-	-	-	-	2.5 (ma/ha)	0.9(ma/ha)	
	iii. Cassava	10(mt/ha)	13 (mt/ha)	4.4 (mt/ha)	0.73(mt/ha)	1.1 (mt/ha)	1.4(mt/ha)	
	iv. Yam	56(mt/ha)	60(mt/ha)	31.5 (mt/ha)	5.25 (mt/ha)	5(mt/ha)	4.5(mt/ha)	
	v. Plantain	20 (mt/ha)	20.12 (mt/ha)	44.25 (mt/ha)	-	1.3 (mt/ha)	0.8(mt/ha)	
	vi. Cowpea							
	vii. Cattle	28,850	39,847	42,185	43,657	43657	41983	
	viii. Sheep	9,120	10,954	14,568	12,965	10,2965	13,111	
	ix. Goat	5,995	11,124	12,897	14,769	14,769	15,024	
	x. Poultry	25,151	18,364	22,560	19,187	19,187	24.576	

1.								
2.	Percentage of arable land under cultivation	5%	4%	3%	1%	1%	1%`	
3.	Number of new industries established i. Agriculture,	-	-	-	-	-	-	
	ii. Industry,	-	-	-	-	-	-	
	iii. Service	-	-	-	-	-	-	
4.	Number of new jobs created iv. Agriculture	250	668	48	50	62	60	
	v. Industry	-	-	-	-	-	-	
	vi. Service	-	-	-	-	-	-	

6	Percentage change in IGF	5%	2.04%	(6.54)%	34.41%	5%	5.74	Preparation and implementation of Revenue Improvement Action Plan, Provision of adequate logistics. Intensive education and sensitization at community durbars, use of radio and information van.
	Social Development							
7	Net enrolment ratio	28.7%	49.7%	54.2%	70%	76.00%	72.29%	Implementation of 200 days of reading program at the primary level. The municipal conducted
	iii. Kindergarten	37.7%	54.4%	53.7%	80%	90.00%	85.98%	
	iv. Primary	20.0%	46.4%	46.3%	60%	68.00%	63.78%	
	v. JHS							
	Gender Parity Index	0.9	0.91	0.91	1.02	1.03	1.23	
	i. Kindergarten	1.04	1.01	1.12	1.03	1.04	1.52	
	ii. Primary	1.02	1.02	1.03	1.04	1.04	1.20	
	iii. JHS							
	Completion rate							
	i. Kindergarten	46.6%	50.7%	63.3%		70.00%	61.02%	

	iii. JHS iv. SHS							maths and science quiz competition for JHS schools.
		52.3%	56.8%	64.1%		75.00%	66.98%	
		48.7%	50.3%	55.2%		70.00%	58.01%	
		50.8%	50.8%	56.0%		70.00%	58.00%	
0	Pass rate JHS	85.3%	73.8%	80%	85%	93.00%	N/A	The municipal conducted reading competition for primary schools. Organised capacity building workshop for staff.eg. cyber security and mental health training. Organised orientation for newly appointed Headteachers
	SHS	73.56%	85.25%	86%	87%	94.00%	N/A	
1	Proportion of health facilities that are functional i. CHPS Compound ii. Clinic iii. Health Center							Training and orientation of health staff on data
		10%	0%	0%	0%	0%	0%	
		80%	80%	100%	100%	100%	100%	
		60%	60%	60%	60%	60%	60%	
		0%	0%	0%	0%	0%	0%	

	iv. Polyclinic							manageme nt and District Health Information Manageme nt System 2 (DHIMS2). Nutritional health intervention for pregnant women and children. Wellness clinic (Non-Communica ble Disease Clinic). Disease surveillance and reporting
12	Prevalence of malnutrition (institutional) •Wasting	0%	0%	0%	0%	0%	0%%	
	•Underweight	1.3%	1.2%	1.5%	1.20%	1.5%	1.74%	
	•Stunting	3.9%	0.34%	0.53%	0.5%	1.0%	1.25%	
	•Overweight	0%	0%	0%	0%	0%	0%	
13	Maternal mortality ratio (Institutional)	0	0	0	0	0	0	
14	Malaria case fatality (Institutional) i. District total	0	0	0	0	0	0	
	ii. Under five years	0	0	0	0	0	0	
	iii. Women between 15-49	0	0	0	0	0	0	
15	Proportion of population who have tested positive for covid-19	18	0	0	0	0	0	
16	Proportion of population with valid NHIS card	47.98%	57.81%	77.4%	78.50%	87.23%	57.71%	1.Public Education 2.Special

	i. Total							Exercises (INDIGENT) 2.Dawn Announcement 3.Stakeholders Engagement 4.Tranceparency and Accountability
	ii. Indigents	19.67%	21,78%	29.1%	29,58%	32.26%	18.47%	
	iii. Informal	1.61%	1.89%	2.53%	2.56%	0.64%	0.8%	
	iv. Aged	22.99%	22.46	30.0%	30.51%	26.25%	13.66%	
	v. Under 18years	1.24%	0.66%	0.88%	0.89	0.45%	0.46%	
	vi. Pregnant Women							
.17	Number of births and deaths registered							Child health Week. In March each year. Organise Mass Registrations. Organize Birth and Death month in Sept.
	i. Birth -Male	2400	3857	2593	1822	2129	1572	
	Female	2342	3757	2904	1724	2108	1478	
	ii. Death -Male				35	437	73	
	Female				28	276	33	
.18	Percent of population with sustainable access to safe drinking water sources							The municipality has with support
	i. District	65%	72%	80%	85%	85%	90%	
	ii. Urban	65%	72%	80%	85%	85%	90%	

	iii. Rural							from World and UNICEF implemented Sanitation and water projects from 2022 to 2024. Mechanized boreholes have been constructed by the Assembly
19	Proportion of population with access to improved sanitation services i. District ii. Urban iii. Rural	65% 65%	70% 70%	83% 83%	85% 85%	90% 90%	87% 87%	
20	Recorded cases of child abuse 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							All efforts to take data from Asokore Mampong Police Command and Airport Police Command has proved futile
21	Percentage of road network in good condition Total Urban Feeder	50% 50%	52% 52%	51% 51%	55% 55%	55% 55%	60% 60%	Upgrading of 21 of 21km roads at Adukrom, Parkoso and Parkoso.

22	Percentage of communities covered by electricity	100%	100%	100%	100%	100%	100%	
	District	100%	100%	100%	100%	100%	100%	
	Rural							
	Urban							
23	Reported cases of crime							All efforts to take data from Asokore Mampong Police Command and Airport Police Command has proved futile for 3024 and 2025
	i. Rape	1	0	2				
	ii. Armed robbery	5	11	25				
	iii. Defilement	0	0	1				
	iv. Murder	0	0	0				
	v. Drug trafficking	1	0	2				
	vi. Peddling	1	0	0				
	vii. Drug abuse	0	0	0				
	viii. Domestic violence	2	0	0				
		2	0	0				
24	Number of communities affected by disaster	3	8	7	4	1	3	Table to simulation exercise on flooding was organized by NADMO Head Office
	i. Domestic Bushfire	3	0	1	2	1	0	
	ii. Floods	3	0	0	3	1	2	
	iii. Wind/Rain Storm							
25	Percentage of annual action plan implemented	71%	96%	94.6%	90.1%	100%	90.67%	
	MMDA Specific Indicators (Start with the ISS variables)							
1	Number of trainings conducted on ISSOPs							
2	Proportion of case workers trained in child protection and family welfare	1	2	2	2	2	2	
3	Number of child violence cases	100%	100%		100%	100%	100%	

	benefitting from social welfare/social services							
4	Number of children reached by social work/social services	0	0	0	0	0	0	
5	Number of people reached with child protection and SGBV information	50	80	120	256	50	59	
6	Number of LEAP household members on NHIS	896	896	896	1874	896	896	
7	Number of households with adolescent girls benefiting from LEAP	320	361	361	361	350	400	
8	Number of outreach visits to communities with LEAP households	8	8	8	10	8	8	
9	Number of referrals received from GHS	5	2	0	3	5	7	
10	Proportion of referrals receiving adequate follow-up	100%	0%	0%	65%	100%	100%	
11	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	1	1	1	1	1	1	
12	Number of regional intersectoral monitoring visits conducted	1	0	0	0	0	0	
13	Number of meetings organised to discuss integrated services	2	2	2	2	2	1	
14	Number of girls reached by prevention and care services	2	2	2	2	50	70	
15	Number of CP/SGBV cases referred to other services and followed up	50	65	80	61	10	8	
16	Number of NGOs, including RHCs, trained	10	10	11	10	2	2	
17	Number of children in RHCs profiled and reunified	20	22	25	25	20	18	
18	Proportion of sub-standard RHCs closed	15	12	14	255	0	0	
19	Number of children placed in foster care	0	0	0	0	0	0	
20	Proportion of population with access to basic drinking water sources	65%	72%	80%	90%	85%	90%	
21	Proportion of population with access to	65%	70%	83%	86%	90%	87%	

	improved sanitation services						
DACF Indicators							
		Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
1	Percentage coverage of portable water	65%	72%	80%	85%	85%	90%
	Percentage coverage of portable water under						
	Community Water and Sanitation Agency						
	Ghana Water Company						
2	Population data	191402	194096	196833	199586		202,350
3	Total kilometres of Tarred Roads						
	Urban	50%	52?	51%	55%	55%	60%
	Feeder	-	-	-	-	-	-
4	Number of Public Health Facilities	6	6	6	6	10	6
5	Number of Public Health Professionals	350				500	345
6	Number of Kindergarten, Primary and Junior High	75	79	79	79	85	79
7	Number of Classrooms						
	KG			121	121	124	121
	Primary			371	371	377	371
	JHS			220	220	226	220
	SHS			226	226	244	226
8	Enrolment						
	KG			3,312	2,951	2800	2914
	Primary			12,778	12,155	1200	11817
	JHS			7,724	7,598	7000	7388
	SHS				7,724	7500	7,598
9	Number of Trained Teachers						
	KG			0	0	10	0
	Male						162
	Female			145	150	150	
	Primary			0	0	10	140
	Male						373

Female			145	150	150		
JHS			70	69	80	255	
Male							
Female			347	348	350	280	
SHS			484	484	500	484	
Male							
Female			280	280	300	280	

Source: MPCU, AMMA (February, 2026)

2.19 Analysis of Performance of Core and MMDAs Specific Indicators

2.19.1 Economic Development Analysis

The economic development indicators presented in the table show that agriculture remains the dominant driver of the local economy, with measurable improvements in selected production outputs over the review period.

Total agricultural output for major crops such as maize, rice (milled), cassava, yam, plantain, and cowpea demonstrate fluctuations across the years, with notable increases in some crop yields but inconsistencies in others. Livestock production (cattle, sheep, goat, and poultry) also shows moderate growth trends, particularly between 2023 and 2025. However, average productivity of selected crops declined sharply from 26.26 mt/ha in 2022 to 3.69 mt/ha in 2024 before slightly recovering to 4.78 mt/ha in 2025, indicating structural productivity challenges. More critically, the percentage of arable land under cultivation declined from 5% in 2021 to 1% from 2024 onward, reflecting underutilization of productive land resources. This suggests that while output volumes may show marginal improvements in certain areas, agricultural intensification and land expansion strategies remain weak, posing risks to long-term food security and income growth.

The implementation of programmes such as Extension Service Delivery (farm and home visitation) and the introduction of Planting for Food and Jobs Phase II provided institutional support to farmers, but their effectiveness was constrained by delayed and inadequate fund releases, high agro-input prices (especially livestock feed), limited access to agricultural finance, and climate variability including delayed rainfall and dry spells.

These constraints directly affected production planning, farmer training, demonstrations, and input distribution. Furthermore, there were no recorded new industries established across agriculture, industry, and services during the period, indicating limited structural transformation and diversification of the local economy. Job creation figures were modest, with agriculture contributing 250 jobs at baseline but declining significantly in subsequent years. The absence of industrial expansion weakens value addition, agro-processing potential, and overall economic resilience.

Internally Generated Funds (IGF) performance shows volatility, declining by (6.54%) in 2023 before rising sharply to 34.41% in 2024 and stabilizing at 5.74% in 2025

The improvement is attributable to the preparation and implementation of a Revenue Improvement Action Plan, provision of logistics, and intensive public sensitization. However, challenges such as unwillingness of citizens to pay and occasional attacks on revenue officers undermine revenue mobilization efforts. The proposed automation of revenue systems and outsourcing selected revenue items to private collectors represent strategic reforms that can enhance efficiency, transparency, and compliance. Overall, the economic development performance reflects an agriculture-led economy with limited industrial diversification, declining land utilization, productivity constraints, and revenue mobilization reforms that require sustained institutional strengthening and targeted agricultural financing to stimulate inclusive economic growth.

2.20 Social Development

2.20.1 Education

During the review period, the Municipality recorded steady progress in key education indicators, particularly in enrolment, gender parity and academic performance. Net Enrolment Ratios improved significantly compared to the 2021 baseline across Kindergarten, Primary and JHS levels. However, although 2025 performance remained high (KG: 72.29%; Primary: 85.98%; JHS: 63.78%), targets were marginally missed, largely due to infrastructural deficits, inadequate funding, and socio-economic factors such as school-age children engaging in commercial tricycle activities.

Gender Parity Index (GPI) improved consistently across all levels and exceeded parity (1.0), indicating enhanced female participation and retention in basic education. Completion rates, however, remain below 2025 targets across all levels, suggesting retention challenges despite improvements in access. Pass rates at both JHS and SHS levels showed strong upward trends over the period under review, reflecting the impact of interventions such as the 200 Days Reading Programme, quiz competitions, and capacity-building workshops for teachers and headteachers.

Key challenges affecting the sector include inadequate classrooms, insufficient furniture and learning materials, irregular funding flows, and limited logistical support. Policy recommendations include regular release of GoG funds, enforcement of bye-laws to prevent child labour, construction of additional classrooms, and increased supply of teaching and learning materials.

2.20.2 Health

The health sector recorded positive institutional outcomes. Maternal mortality and malaria case fatality rates remained at zero throughout the review period, indicating effective service delivery, disease surveillance, and improved clinical management. Nutritional indicators showed generally low prevalence rates; however, slight increases in underweight and stunting cases in 2025 suggest the need for intensified nutrition interventions.

Functionality of Clinics and Health Centres remained high, but significant infrastructure gaps persist, particularly the absence of a Municipal Hospital/ Polyclinic and inadequate CHPS coverage in some sub-municipals. The decline in NHIS active membership in 2025 (57.71% against a target of 87.23%) reflects challenges in public awareness, affordability, and renewal rates despite ongoing public education and special registration exercises.

Key challenges include inadequate infrastructure, limited accommodation for health staff, and funding constraints. The Municipality will continue to advocate for completion of the Asokore Mampong Hospital under Agenda 111, lobby for refurbishment and equipment for health facilities, and strengthen NHIS public education and stakeholder engagement.

2.20.3 Water and Sanitation

Access to sustainable safe drinking water improved steadily over the review period, reaching 85% district-wide by 2025, with urban areas attaining 90% coverage. The construction of mechanized boreholes and implementation of water and sanitation projects contributed significantly to this progress.

Access to improved sanitation services also increased to 87% in 2025, though slightly below the 90% target. Continued investments are required to close the gap, particularly in densely populated communities. Budgetary and logistical limitations remain constraints to accelerated expansion.

2.20.4 Civil Registration and Vital Statistics

The Municipality recorded steady progress in birth registration through mass registration exercises and public sensitization activities. However, death registration remains relatively low due to logistical constraints and the absence of a municipal mortuary facility. The establishment of a mortuary is expected to significantly improve death registration rates and data reliability for planning purposes.

2.20.4 Infrastructure and Economic Development

The proportion of road network in good condition improved from 50% in 2021 to 60% in 2025, supported by the upgrading of 21km of roads at Adukrom and Parkoso. Despite this progress, inadequate budgetary allocation constrained further improvements.

Electricity coverage remains universal (100%) across the Municipality, supporting economic activities and household welfare.

2.20.5 Social Protection, Security and Disaster Management

COVID-19 positivity declined to zero after 2021, reflecting effective public health measures. However, data gaps persist in crime and child protection statistics due to limited collaboration with relevant security agencies.

The number of communities affected by disasters fluctuated over the review period, mainly due to floods, bushfires and rainstorms. Simulation exercises and preparedness activities were conducted to enhance response capacity.

2.20.6 Annual Action Plan Implementation

The implementation rate of the Annual Action Plan improved significantly from 71% in 2021 to 96% in 2022. Although performance slightly declined to 90.67% in 2025 against a 100% target, overall execution remains strong. Funding delays and logistical constraints were the primary limiting factors.

2.20.7 Overall Assessment and Way Forward

Overall, the Municipality continues to make steady progress in social service delivery, particularly in education performance, water access, electricity coverage, and disease control. However, infrastructure deficits, irregular funding, NHIS enrolment challenges, sanitation gaps, and data management weaknesses require sustained attention.

Going forward, the Municipality will prioritize infrastructure expansion in education and health, strengthen revenue mobilization to support service delivery, intensify NHIS enrolment drives, expand sanitation coverage, and enhance inter-agency collaboration for improved data reporting and planning.

2.21 Analysis of Integrated Social Service in the Municipality

The table presents performance trends across key social protection, child welfare, and basic services indicators between 2021 and 2024, with projections to 2025.

There has been steady improvement in outreach and awareness creation, as the number of people reached with child protection and SGBV information increased significantly from 50 at baseline to 256 in 2024, although the 2025 target appears conservative. LEAP-related interventions show mixed performance: while NHIS enrolment among LEAP household members rose sharply from 896 to 1,874 in 2024, outreach visits increased only marginally, and referrals received from GHS fluctuated, declining to zero in 2023 before recovering in 2024. Notably, the proportion of referrals receiving adequate follow-up dropped to 0% in 2022 and 2023 but improved to 65% in 2024, with a full recovery projected for 2025. Institutional collaboration indicators such as data sharing between DSWCD, NHIS, and GHS remained consistently at one MMDA, suggesting stability but limited expansion. Meanwhile, the number of CP/SGBV cases referred and followed up increased from 50 to 80 by 2023 before declining in 2024, which may indicate either improved preventive measures or reporting and case management challenges.

In terms of child welfare and broader development outcomes, progress is evident in residential and community-based care. The number of children in RHCs profiled and reunified increased from 20 to 25 by 2023/2024, reflecting strengthened reintegration efforts, although targets for 2025 are slightly lower. Training of NGOs and case workers remained relatively stable, supporting institutional capacity building. However, the proportion of sub-standard RHCs closed fluctuated considerably, with an unusually high figure recorded in 2024, which may require data validation. Access to essential services demonstrates significant improvement: access to basic drinking water rose from 65% at baseline to 90% in 2024, while improved sanitation coverage increased from 65% to 86% over the same period. These gains indicate positive movement in environmental health and living standards, reinforcing the integrated social protection agenda. Overall, the data reflects moderate institutional strengthening, improved service coverage, and expanding social protection benefits, though inconsistencies in referrals, follow-ups, and monitoring visits highlight areas requiring strategic attention to ensure sustained and equitable development outcomes.

2.22 Analysis of DACF Indicators

The table shows steady improvements in basic service delivery over the period 2021–2025, particularly in water and road infrastructure

Percentage coverage of potable water increased consistently from a baseline of 65% in 2021 to 90% in 2025, surpassing the 2025 target of 85%. This indicates significant expansion in access to safe water, likely reflecting effective interventions by relevant agencies. Similarly, the proportion of tarred urban roads improved from 50% in 2021 to 60% in 2025, exceeding the 55% target. Population growth was gradual, rising from 191,402 in 2021 to 202,350 in 2025, suggesting that infrastructure expansion has generally kept pace with demographic changes. However, the number of public health facilities remained static at six from 2021 to 2025, falling short of the 2025 target of ten, while public health professionals declined slightly to 345 against a target of 500, indicating pressure on health service delivery despite population growth.

In the education sector, infrastructure expansion has been modest but enrolment trends show some fluctuations. The number of Kindergarten, Primary, and Junior High Schools increased from 75 in 2021 to 79 in 2025, though still below the 2025 target of 85. Classroom numbers saw slight increments in 2024 but reverted to earlier levels in 2025 across KG, Primary, JHS, and SHS, suggesting limited sustained infrastructure growth. Enrolment declined in several categories between 2023 and 2024 before showing partial recovery in 2025, particularly at KG and JHS levels, while Primary enrolment remained below earlier figures. The number of trained teachers shows mixed performance, with some improvements at certain levels but inconsistencies in gender distribution and totals across years. Overall, while gains are evident in water and road infrastructure, the health and education sectors require strengthened investment and human resource expansion to meet set targets and respond adequately to population growth.

2.23 Update on Critical Development and Poverty Issues

Table 2.15: Update on Critical Development and Poverty Issues, 2025

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals
Ghana School Feeding Programme			18,000	16,321
Capitation Grants	332,129.26	332,129.26	22,359	22,259
National Health Insurance Scheme			166,961	100885
Livelihood Empowerment Against Poverty (LEAP) programme			896	896
National Youth Employment Program			900	897
One District-One Factory Programme			1	1
Free SHS Programme			14,000	13.755
24-Hour Economy initiatives				Procurement is in process
National Apprenticeship Programme			270	270
Ghana Labour Export Programme			3	1
Nkoko Nkitinkiti initiatives			200	177
Payment of monthly allowance to Assembly Members	343,200.00	200,200.00	22	22

Source: MPCU, AMMA (February 2026)

2.23.1 Analysis on Critical Development and Poverty Issues

The table on Critical Development and Poverty Issues for 2025 highlights the level of support provided through various national social intervention and empowerment programmes and the extent to which targeted beneficiaries were reached. Overall, the data shows that most programmes achieved high levels of implementation, although some experienced shortfalls in reaching their intended targets. For instance, the Ghana School Feeding Programme recorded 16,321 actual beneficiaries compared to a target of 18,000, indicating a coverage rate of about 90.7%. Similarly, the Free SHS Programme reached approximately 13,755 beneficiaries against a target of 14,000, reflecting strong but slightly below-target performance. These programmes remain critical social protection interventions aimed at improving access to education and reducing poverty among vulnerable households.

In terms of financial allocation and receipts, Capitation Grants received the full allocation of GH¢332,129.26 and achieved almost complete target coverage with 22,259 beneficiaries out of the targeted 22,359. This demonstrates effective fund disbursement and implementation efficiency within the basic education support system. However, the Payment of monthly allowance to Assembly Members recorded a funding gap, with actual receipts amounting to GH¢200,200.00 out of the allocated GH¢343,200.00, representing about 58.3% of the expected funds. Despite the shortfall, the programme still covered all 22 targeted beneficiaries. Such discrepancies between allocations and actual receipts may affect timely implementation and sustainability of governance support initiatives.

The table also reflects mixed performance across employment and livelihood programmes. The Livelihood Empowerment Against Poverty (LEAP) programme fully achieved its target of 896 beneficiaries, indicating effective delivery of social protection support to extremely poor households. Likewise, the National

Apprenticeship Programme met its target of 270 beneficiaries, strengthening youth skills development and employability. The National Youth Employment Program and Nkoko Nkitinkiti initiative also performed strongly, achieving 897 out of 900 and 177 out of 200 beneficiaries respectively. However, programmes such as the Ghana Labour Export Programme, which achieved only 1 beneficiary out of a target of 3, and the National Health Insurance Scheme, which recorded 100,885 beneficiaries out of a target of 166,961, suggest implementation constraints that may include funding limitations, administrative challenges, or lower enrolment. The 24-Hour Economy initiative was still at the procurement stage, indicating that implementation had not yet commenced within the reporting period. Overall, the interventions collectively contribute to poverty reduction, social protection, and economic empowerment, although improved funding flows and programme expansion will be necessary to enhance their development impact

2.23.2 Livelihood Empowerment Against Poverty (LEAP)

Livelihood Empowerment against Poverty (LEAP) programme is a social cash transfer programme that provides cash and health insurance to the extremely poor households across the country. Its main aim is to alleviate short-term poverty and encourage long-term human capital development. The programme is doing considerably well in the Municipality. The Livelihood Empowerment Against Poverty (LEAP) programme had targeted 1,200 number of beneficiaries but had actual beneficiaries of 1874. This year effort was made to increase the constants number of 896 beneficiaries for the past three years to 1874 beneficiaries and it even exceeded target set for the year. The effective administration of the LEAP program contributes to the gradual achievement of SDG 1 which aims to end poverty in all its forms everywhere.

2.23.3 National Youth Employment

The Youth Employment Agency (YEA) in Asokore Mampong is currently managing beneficiaries under these modules with Eight Hundred and Ninety-Seven (897) beneficiaries which are: Community Health Workers (CHWs), Community Protection Assistant (CPAs), Fire Service Assistants, Prison Office Assistant (POAs), Arabic Teachers Module, Skills Training Module, National Insurance Commission (GRICS Module), YEA/GIZ E-commerce training and Apparel and Garment Module beneficiaries.

The Community Health Workers (CHWs) module has 13 beneficiaries of which 3 representing 23.1% males and 10 representing 76.9% females. Community Protection Assistants (CPAs) Module has 146 beneficiaries with 92 representing 63.0% males and 54 representing 37.0% females. Fire Service Assistants has 91 beneficiaries with 29 representing 31.9% males and 62 representing 68.1% females, Arabic Teachers Module has beneficiaries of 377 with 274 representing 72.7% males and representing 27.3% females, Prison Office Assistants (POAs) Modules has 19 beneficiaries with 8 representing 42.1% males and 11 representing 57.9% females, Skills Training Module has 55 beneficiaries with 16 representing 29.1% males and 39 representing 70.9% females. With respect to Apparel and Garments Modules, had 141 beneficiaries with 6 representing 4.26% males and 135 representing 95.74% females, National Insurance Commission (GRICS Module) has 7 beneficiaries with 4 representing 57.14% males and 3 representing 42.86% females and YEA/GIZ E-commerce has 48 beneficiaries with 33 representing 68.75% males and 15 representing 31.25% females. These beneficiaries of the National Youth Employment contribute in various ways to uplift the image of the Municipality with regards to the objectives of the Agency. The above roles support community safety, justice, healthcare and economic growth, empowering the youth and enhancing local services

1.23.4 National Health Insurance Scheme

Overall, active membership under the National Health Insurance Authority declined significantly from 150,255 in 2024 to 100,885 in 2025, achieving only about 60.4% of the 2025 target of 166,961 indicating a major negative performance variance.

Indigent membership increased substantially to 36,945 in 2025 achieving about 69.9% of its target, which shows improved inclusion of vulnerable populations though still below expectations.

Informal sector membership dropped sharply to 35,350 representing about 57.2% of its target suggesting challenges with enrolment and renewals among the main contributing group.

Aged membership reached 1,530 exceeding its target about 24.1% indicating strong performance likely due to exemption policies and focused registration.

Under -18 membership declined drastically to 26,140 achieving only about 52.0% of the target which points to reduced family enrolment or renewal challenges.

Pregnant women enrolment reaches 89, slightly exceeding the target by 4.0% reflecting effective maternal health registration efforts.

Overall, despite strong performance among exempt groups, significant decline in informal sector and under-18 membership contributed to overall shortfall in active membership performance. Table 2.16 below shows the categories registered. All public health facilities and some of the private health facilities in the Municipality accept the insurance cards for treatment.

Table 2.16: National Insurance Scheme

Category	Active Members		
	Actual 2024	Target 2025	Actual 2025
Indigents	7,023	52,874	36,975
informal	56,620	61,745	35,350
Aged	4,907	1,233	1,530
Under 18 years	58,394	50,253	26,140
Pregnant women	1,716	856	890

TOTAL	150,255	166,961	100,885

Source: Municipal NHIA Office – AMMA, 2025

2.24 Staff Strength and Capacity of the Asokore Mampong Municipal Assembly

The staff strength analysis shows significant variations between the required and actual staffing levels across departments, indicating uneven human resource distribution within the Assembly.

The data shows that while some departments are relatively well staffed, others face critical shortages that may affect service delivery. For instance, the District Co-ordinating Director position is fully covered with 100% staffing, while the Department of Education, Youth and Sports also demonstrates a relatively high staffing level with 88% coverage. Similarly, the Social Welfare and Community Development Department records 80% coverage, suggesting moderate capacity to deliver its mandates. However, Central Administration, despite having the highest staffing numbers, only achieves about 50% coverage, indicating that the department still requires additional personnel to meet its full operational requirements.

The analysis further reveals that several technical departments experience significant staffing gaps. The Department of Agriculture records only 51.42% coverage, while the Finance Department has 59.33%, suggesting moderate capacity but still below the required staffing levels needed for effective implementation of agricultural extension services and financial management functions. More concerning are departments such as Health (44%), Works (36%), Human Resources (40%), and NADMO (42%), which operate with less than half of their required staff strength. These shortages could potentially affect service delivery in critical areas such as health service coordination, infrastructure development, personnel management, and disaster management. The situation is even more severe in departments such as Physical Planning (12.5%), Birth and Death Registry (25%), and Urban Roads (3.4%), indicating extremely limited institutional capacity to effectively perform statutory functions.

Additionally, the table highlights a wide range of training needs across departments, which suggests that beyond staffing gaps, there are also capacity development challenges. Key training requirements identified include Monitoring and Evaluation, Public Financial Management, Report Writing, Project Management, Data Analysis, Disaster Mapping, Spatial Development Framework preparation, and Agricultural Extension Management. These training needs reflect the operational demands of decentralized governance and development planning. Addressing both the staffing deficits and the identified training gaps will be essential for strengthening institutional efficiency, improving coordination of development programmes, and enhancing overall service delivery within the Assembly. Strategic recruitment and targeted capacity-building interventions will therefore be critical for improving administrative and technical performance. This is presented in table 2.17 below

Table 2.17: Staff Strength

S/N	Department	Requirement		Actual	% Covered	Training Required
		Minimum	Maximum			
1	District Co-ordinating Director	1	1	1	100%	1. Monitoring and Evaluation
2	Central Administration	111	130	65	50%	1. Filling of Appraisal 2. Report Writing 3. Proposal Writing 4. M & E 5. Local Government Protocols 6. Public Financial Management 7.
3	Finance Dept	10	12	7	59.33%	1. Public Financial Management
4	Social Welfare and Community Development	10	15	12	80%	1. Fund Management 2. Report Writing
5	Department of Agriculture	20	35	18	51.42%	1. Data Analysis 2. Agriculture Extension Management
6	Department of Education Youth and Sports	37	50	44	88%	1. Monitoring and Supervision 2. Project Management
7	Department of Health	25	50	22	44%	1. Refresher Training on DHMS
8	Physical Planning Dept.	17	24	3	12.5%	1. Training on the Preparation of Spatial Development Framework

9	Works Department	10	25	9	36%	1. Supervision management 2. Project Management
10	Human Resources Dept.	3	5	2	40%	1. Filling of Appraisal 2. Local Government Protocols 3. Report Writing
11	Statistics Dept	2	5	3	60%	1. Data collection and Analysis 2. Report Writing
12	Urban Roads Dept	18	29	1	3.4%	1 Report writing 1 Project Supervision
13	Trade and Industry	12	22	2	0.09%	1. Marketing and Packaging 2. Report Writing
14	NADMO	20	50	21	42%	1. Disaster Mapping 2. Report Writing
15	Transport	10	12	7	58.33%	1. Report Writing
16	Birth and Death	5	8	2	25%	1. Report Writing

Source: Municipal Human Resource Department, 2025

2.25 Capacity Development

For the Assembly to improve the performance of the staff and Assembly members, two (2) training programmes were organized as presented in the table 2.18 below.

Table 2.18: Capacity Development

Name or type of the Capacity Development	Venue/ Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Male	Female

Training of town Council Executives/ Unit Committee Members on preparation of Community Action Plan	Asokore Municipal Assembly Conference Hall	To help members increase their knowledge in CAP preparation	DACF	All council secretaries/ Area Executives/ unit committee members	MPO and MBA	55	40	15
Training workshop on Smart Work Place Training and implementation	Asokore Municipal Assembly Conference Hall	To help participants increase their knowledge in the use Smart Work Place system	GoG	All staff of the District Assembly	LGSS	65	59	75

Source: HR Dept, AMMA, 2025

Training of Staff on Smart Work Place Training (Left and Middle) and Training of Assembly Members and Unit Committed members on CAP Training (Right)

2.25 Logistical Analysis of the Assembly

Deepen political, financial and administrative decentralization is one of the objectives of the Asokore Mampong Municipal Assembly. To achieve this objective, it is important for the Assembly to have adequate logistics such as vehicles, computers, printer, projectors, photocopier machines, etc.

Table 2.19 Logistics Analysis

Required	Required	Actual	Remarks
Computers (Desk top 25) and Laptop (11)	45	36	
Printers	30	21	
Projectors	2	1	
Photocopier Machines	3	2	
Office Space	65 rooms	53 room	
Vehicles	12	9 Vehicles	

Source: Compilation of Works Dept, Transport Dept and IT Unit, 2025

The table 2.19 presents a comparison between the required and actual availability of key logistical resources within the institution. Overall, the data indicates a shortfall across all listed items, suggesting that the institution is operating below its optimal logistical capacity. For instance, out of the 45 computers required (including 25 desktops and 11 laptops), only 36 are currently available, indicating a deficit of nine computers. Similarly, the organization requires 30 printers but has only 21, reflecting a shortage of nine printers. This gap in essential ICT equipment may affect operational efficiency, documentation processes, and the ability of staff to perform digital tasks effectively

In terms of specialized office equipment, the institution requires two projectors but currently has only one, while three photocopier machines are required but only two are available. Although these shortages appear minimal numerically, they could significantly affect activities such as presentations, training sessions, meetings, and large-scale document reproduction. Limited access to such equipment may lead to scheduling delays, reduced productivity, and overreliance on the few available machines, which could accelerate wear and maintenance issues.

The table also reveals gaps in physical infrastructure and mobility resources. Out of the 65 office rooms required, only 53 rooms are available, leaving a deficit of 12 rooms, which could lead to overcrowding, shared offices, or inefficient workspace arrangements. Likewise, the organization requires 12 vehicles but currently has only 9, representing a shortfall of three vehicles. This limitation may constrain field operations, monitoring activities, and administrative mobility. Overall, the resource gaps highlighted in the table underscore the need for strategic investment in office infrastructure, ICT equipment, and logistics to enhance institutional efficiency and improve service deliver.

2.26 Evaluation and Participatory Monitoring and Evaluation (M&E)

2.26.1 Evaluations Conducted, Findings and Recommendations

As part of efforts to ensure accountability, transparency, and improved project outcomes, the Municipality undertook evaluation exercises during the period under review. The evaluation process involved the analysis of data obtained from both primary and secondary sources and a comparison of these data with assessment reports generated during and after the implementation of the year's activities. This approach enabled the Municipality to assess the effectiveness, relevance, and efficiency of the interventions implemented.

Field surveys were conducted to evaluate selected physical development projects implemented within the Municipality. These surveys involved systematic data collection, analysis, field observations, community consultations, and reporting. The participatory approach adopted ensured that community members and other key stakeholders were actively engaged in assessing the progress and outcomes of the projects. This approach enhanced transparency and ensured that the evaluation process reflected the experiences and perspectives of beneficiaries.

Furthermore, the Municipal Planning Coordinating Unit (MPCU) together with the Stakeholders' Forum validated the evaluation findings before and after project completion. This validation process helped to determine whether the implemented interventions achieved their intended objectives and contributed to the overall development of the Municipality. In 2025, the Municipality conducted three (3) Terminal Evaluations and one (1) Ex-Ante Evaluation to assess project performance and inform future planning and implementation. The details of these evaluations are presented in the table below.

Table 2.20: Update of Evaluation Conducted

Name of the Evaluation	Policy/Programme/ Project Involved	Consultant of Resource Persons Involved	Methodology Used	Findings
Terminal evaluation of Health Facility	Improve access to quality health care	1. Municipal Director of Health Service 2. Municipal Planning Officer 3. Municipal Works Engineer	1. Observations 2. Site Visit	1. Completion of New Health Centre at Adenyase 2. Construction of CHPS Compound at New Zong 3. Construction of Recovery Ward at Buobai Clinic
Terminal Evaluation of Official	Improve access to quality official accommodation	1. Municipal Coordinating Director	1. Observations 2. Site Visit	The completed staff bungalows and MCE

Residential Accommodation		2. Municipal Planning Officer 3. Head of Works Department 4. Head of Social Welfare and Community Development 5. Head- Ghana Fire Service		Bungalow has enhanced attendance and reduce lateness
Ex-Anti Evaluation of Revenue Mobilization	Improve access to market	1. Municipal Finance Officer • 2. Municipal Planning Officer	1. Observations 2. Site Visit	Revenue Improvement Action Plan Prepared

		3. Head of Works Department • Revenue Officer 4. Municipal Budget Officer		
Terminal Evaluation of Market Facility	Improve the revenue generation of the Municipal	5. Municipal Finance Officer • 6. Municipal Planning Officer 7. Head of Works Department • Revenue Officer 8. Municipal Budget Officer	3. Observatio ns 4. Site Visit	1- Existing markets where stores were used as warehouses 2- Some of the store owners were not operating the stores 3- There were not adequate

data on the number of properties in the municipality

Source: MPCU, AMMA February, 2026

The evaluation results presented in Table 2.20: Update of Evaluation Conducted provide important insights into the performance of key municipal programmes and projects and their implications for development planning and service delivery. The findings show how monitoring and evaluation processes help identify successes, operational gaps, and areas requiring improvement for better policy implementation.

Firstly, the evaluation of health facility projects indicates positive progress in improving access to healthcare services within the municipality. The completion of the new health centre at Adenyase, the CHPS compound at New Zong, and the recovery ward at Buobai Clinic demonstrates the Assembly's commitment to strengthening health infrastructure. The implication is that improved healthcare facilities can enhance service delivery, reduce travel time for patients, and contribute to improved health outcomes. However, the recommendation for regular monitoring suggests that sustainability and effective utilization of these facilities depend on continuous supervision, maintenance, and adequate staffing.

Secondly, the evaluation of official residential accommodation highlights its impact on staff productivity and institutional efficiency. The completion of staff bungalows and the MCE's bungalow has improved staff attendance and reduced lateness. This implies that providing adequate accommodation for key officials can enhance workforce commitment and improve administrative efficiency within the Assembly. The recommendation for routine maintenance further emphasizes the need to preserve public assets to ensure long-term benefits and prevent rapid deterioration of infrastructure.

Thirdly, the evaluation of revenue mobilization and market facilities reveals both opportunities and operational challenges in local revenue generation. The preparation of the Revenue Improvement Action Plan indicates efforts to strengthen internally generated funds (IGF), which are critical for financing development projects. However, the need for logistics support suggests that inadequate resources may hinder effective revenue collection. Similarly, the market facility evaluation revealed issues such as stores being used as warehouses and lack of accurate property data. These findings imply that weak data systems and poor utilization of market infrastructure can reduce the Assembly's revenue potential. Strengthening data collection and enforcing proper use of market facilities will therefore be essential to enhance revenue performance.

Overall, the evaluations provide valuable evidence for decision-making and policy improvement. They highlight the importance of continuous monitoring, proper maintenance of infrastructure, improved logistics for revenue collection, and reliable data systems. Addressing these issues will not only improve service delivery and institutional performance but also enhance the Assembly's capacity to mobilize resources and sustain local development initiatives

2.26.1Participatory Monitoring and Evaluation Undertaken and Results

Participatory Monitoring and Evaluation (PM&E) was conducted during the period under review using the Community Score Card approach to assess the implementation of the 2024 Annual Action Plan. The exercise was aimed at promoting transparency, accountability, and community participation in the monitoring of development interventions undertaken by the Municipality. Through this approach, stakeholders were provided with the opportunity to assess the performance, quality, and responsiveness of projects and programmes implemented within their respective communities.

The PM&E process involved a broad range of stakeholders to ensure inclusiveness and diverse perspectives in evaluating development outcomes. Key stakeholders who participated in the exercise included Heads of Decentralized Departments and Agencies, Assembly Members, Traditional Authorities, Contractors, Unit Committee Members, Opinion Leaders, Community Members, Civil Society Organizations, Financial Institutions, Religious Bodies, and the Media. Their participation helped to validate the progress of projects, identify implementation challenges, and provide feedback on service delivery and project performance at the community level.

The findings from the PM&E exercise provided valuable insights into the effectiveness of ongoing development interventions and highlighted areas requiring improvement. Stakeholders were able to assess the level of project completion, quality of infrastructure, and the extent to which the projects addressed community needs and priorities. The outcomes of the exercise also informed decision-making by the Municipal Assembly and contributed to improving planning, resource allocation, and project implementation strategies. Details of the PM&E conducted during the period are presented in Table 2.21.

Table 2.21: Update on PM&E Conducted

Name of the PM&E Tool	Policy/Programme/ Project Involved	Consultant or Resource Persons Involved	Methodology Used	Findings
Community Score Card (CSC) on Physical Projects	Construction and Rehabilitation of Physical Project including: • Market facilities • Health facilities • Classroom blocks • Official Residential Accommodation Facilities	Municipal Planning Officer Head of Works Department Municipal Director of Education Municipal Director of Health Head of Environmental Unit	- Site Visits - Focus Group Discussions - Key Informant Interview - Observations	- Low wages paid to workers sometimes affecting the project - Poor Security at the project sites - Project sign post not provided by contractors

Source: MPCU, AMMA (January 2026)

CHAPTER THREE

THE WAY FORWARD

3.0 Introduction

The implementation of the 2025 Annual Progress Report (APR) of the 2022–2025 Medium-Term Development Plan (MTDP) highlighted a number of critical issues that influence the effective implementation, monitoring, and evaluation of programmes and projects within the Municipality. These issues provide important lessons for improving institutional coordination, strengthening monitoring systems, and enhancing resource mobilization for development interventions.

This chapter therefore presents the key issues that were addressed during the year under review as well as those that remain unresolved. It also outlines recommendations aimed at improving programme implementation, strengthening monitoring and evaluation systems, and enhancing the overall development outcomes of the Municipality.

3.1 Key Issues Addressed and Those Yet to Be Addressed

3.1.1 Issues Addressed

During the year under review, the Assembly implemented several measures aimed at improving coordination, reporting, and the monitoring of programmes and projects across departments and units.

One of the key issues addressed was the lack of uniformity in reporting formats used by various departments and units. This situation previously created inconsistencies in the reporting process and made it difficult to compile comprehensive monitoring reports. To address this challenge, the Assembly developed a standardized reporting template for data collection and reporting. This has ensured harmonization of reports submitted by Heads of Departments and Unit Heads. In addition, departmental and unit reports are now presented during quarterly Municipal Planning and Coordinating Unit (MPCU) meetings, where they are discussed and reviewed to improve coordination and decision-making.

In furtherance of improving communication and coordination among departments, Management established a WhatsApp communication platform for Heads of Departments and Units. The platform serves as a mechanism for sharing information, sending reminders, and coordinating reporting activities to ensure timely submission of departmental reports.

Additionally, departments were directed through MPCU meetings to ensure that all activities undertaken during the year align with the overall development objectives of the Municipality and the National Development Policy Framework. This directive has contributed to improved alignment of departmental programmes and projects with national development priorities and has enhanced the implementation of the Assembly's Annual Action Plan.

Despite these improvements, inadequate and untimely release of funds for project and programme implementation, coupled with source deductions has been addressed through increase in DACF and timely release of the fund.

3.1.2 Issues Yet to Be Addressed

Notwithstanding the progress made, some challenges identified during the implementation of the 2025 Annual Action Plan (AAP) remain unresolved and continue to affect the overall performance of the Assembly.

Another major challenge is the low level of Internally Generated Fund (IGF) mobilization. Although the Assembly undertook various measures to improve local revenue mobilization during the year under review, revenue performance remained below the projected targets. The low IGF performance limits the Assembly's financial capacity to undertake development projects and reduces its ability to complement transfers from Central Government and other development partners.

Addressing these challenges remains critical for improving the financial sustainability of the Assembly and enhancing the effective implementation of development programmes and projects within the Municipality.

3.2 Recommendations

In response to the challenges identified, the Municipal Planning and Coordinating Unit (MPCU), during its validation meeting, proposed the following recommendations to enhance the Assembly's performance and ensure the achievement of the development objectives outlined in the MTDP:

1. Strengthen Internally Generated Fund (IGF) mobilization by building the capacity of revenue collectors, introducing improved revenue collection strategies, and recruiting additional revenue collectors to widen the revenue base of the Assembly.

2. Promote private sector participation and investment within the Municipality by improving critical infrastructure such as road networks and utilities, as well as creating a flexible regulatory environment that encourages business growth and investment.

3. Enhance the capacity of the monitoring team, particularly newly recruited staff, through training in project management, monitoring, and evaluation to improve the efficiency and effectiveness of project supervision and reporting.

4. Strengthen the operational capacity of the Assembly's substructures and units through targeted capacity-building programmes to enhance their role in local revenue mobilization and grassroots development.

These interventions are expected to strengthen institutional performance and improve the Assembly's ability to deliver development outcomes within the Municipality.

3.3 Conclusion

The preparation and implementation of the 2025 Annual Action Plan (AAP) and the Monitoring and Evaluation (M&E) Plan have contributed significantly to strengthening development planning and project monitoring within the Municipality. The M&E framework has enhanced project oversight through regular inspections by the Works Department, quarterly monitoring exercises conducted by the MPCU, and increased stakeholder participation through public hearings and consultative meetings.

The Assembly remains committed to implementing the recommended strategies to improve development outcomes and stimulate local economic growth. These efforts will contribute to promoting socio-economic development across the various sectors and improving the living standards of the people within the Municipality.

The Assembly, in collaboration with decentralized departments, Non-Governmental Organizations (NGOs), and the private sector, will continue to utilize available resources prudently to implement planned programmes, projects, and activities aimed at achieving the development objectives of the Municipality and advancing the Agenda for Change and Prosperity in the Asokore Mampong Municipal Assembly.