TARKWA NSUAEM MUNICIPAL ASSEMBLY

REPUBLIC OF GHANA

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My Ref. No. TNMA.01/20/07

Your Ref. No.............................

15th September 2025

SUBMISSION OF DRAFT MEDIUM TERM DEVELOPMENT PLAN (2026-2029)

The Tarkwa-Nsuaem Municipal Assembly wishes to submit to you herewith the Draft Medium-Term Development Plan (2026-2029).

Please accept for your perusal and necessary action.

Thank you.

for: MUNICIPAL CHIEF EXECUTIVE
(PETER KWESI WILSON)
MUNICIPAL CO-ORDINATING DIRECTOR

THE DIRECTOR GENERAL,
NATIONAL DEVELOPMENT PLANNING COMMISSION
NO. 13 SWITCHBACK ROAD, CANTONMENTS
ACCRA

"THRO"

THE REGIONAL MINISTER
WESTERN REGIONAL COORDINATING COUNCIL
SEKONDI

ATTN.:
THE REGIONAL ECONOMIC PLANNING OFFICER
WESTERN REGIONAL CO-ORDINATING COUNCIL
SEKONDI

TARKWA-NSUAEM MUNICIPAL ASSEMBLY

MEDIUM-TERM DEVELOPMENT PLAN

(2026 – 2029)

under

RESETTING GHANA AGENDA – CREATING JOBS, ENSURING ACCOUNTABILITY AND PROMOTING SHARED PROSPERITY

SEPTEMBER 2025

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FOREWORD

The preparation of the 2026 to 2029 Medium-Term Development Plan stems from the mandate of the National Development Planning System Act, Act 480 (1994) that enjoins the Municipal Assembly to formulate programmes, strategies and projects for implementation coupled with the expiration of the 2022-2025 Medium-Term Development Plan in 2025, and the ever-growing changing needs of communities within the Municipality. This Medium-Term Development Plan has been prepared in consultation with Hon. Assembly Members, Heads of Departments/Agencies/Institutions, Sub-Structures, Traditional Councils, Civil Society Organizations (CSOs), vulnerable groups, the Private Sector and Communities in line with National Development Aspirations.

It replaces the 2022 to 2025 Medium-Term Development Plan for the Tarkwa-Nsuaem Municipal Assembly. All stakeholders in the decentralized planning system are encouraged to follow it closely to ensure effective implementation of the Plan towards the achievement of the National Goals as envisioned in the National Development framework. The Plan recognizes the active role the Public Sector plays in the overall development process. The Assembly envisages that collective implementation of the Plan would yield the expected results or impact, hence, is calling on all stakeholders to effectively contribute to the implementation of the Plan. All hands-on deck!!!

HON. EBENEZER COBBINAH

(MUNICIPAL CHIEF EXECUTIVE)

TARKWA - NSUAEM MUNICIPAL ASSEMBLY

ACKNOWLEDGEMENTS

The preparation of this Medium-Term Development Plan has been made possible through the collective efforts of numerous individuals and institutions to whom we are deeply grateful.

We wish to acknowledge the invaluable guidance and support of the Municipal Chief Executive- Hon. Ebenezer Cobbinah and the Presiding Member- Hon. Joseph Kwofie, whose leadership provided the necessary direction throughout the process. Our sincere appreciation also goes to the Municipal Planning Coordinating Unit (MPCU) under the leadership of the Municipal Co-ordinating Director-Alhaji Boffour Ahmed Haruna for their technical expertise, commitment, and tireless efforts in coordinating stakeholder consultations, data collection, analysis, and drafting of this plan.

We are equally indebted to the Assembly Members, traditional authorities, heads of departments, civil society organizations, private sector representatives, youth groups, and community members who participated in the public hearings and stakeholder engagement sessions. Their contributions and insights ensured that this plan reflects the true aspirations and priorities of our people.

Special thanks go to the four mining companies within the municipality namely Anglo Gold Ashanti Iduapriem Mine, Gold Fields Ghana Limited, Ghana Manganese Company Limited and Golden Star Wassa Mine for their contributions during the plan preparation and to the overall development of the municipality.

We are also grateful to the National Development Planning Commission (NDPC) and the Western Regional Co-ordinating Council for providing the framework, guidelines, and technical backstopping which shaped the preparation of this plan.

Finally, we recognize the efforts of all staff of the Assembly who worked directly or indirectly to make the preparation of this Medium-Term Development Plan a success.

BY:

PLAN PREPARATION TEAM

ABBREVIATIONS AND ACRONYMS

1D1F	-	One District One Factory
AAP	-	Annual Action Plan
BAC	-	Business Advisory Centre
BECE	-	Basic Education Certification Examination
CBD	-	Central Business Districts
CHPS	-	Community Health Planning and Services
CHRAJ	-	Commission on Human Rights and Administrative Justice
C-MAM	-	Community-based Management of Acute Malnutrition
CSOs	-	Civil Society Organizations
DACF	-	District Assemblies Common Fund
DACF-RFG	-	District Assemblies Common Fund - Responsive Factor Grant
DMTDP	-	District Medium Term Development Plan
DRIP	-	District Road Improvement Programme
EPI	-	Expanded Programme on Immunization
GOG	-	Government of Ghana
HIV/AIDS	-	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
HOFA	-	Hope for All Foundation
ICT	-	Information Communication Technology
IGF	-	Internal Generated Fund
JHS	-	Junior High School
KG	-	Kindergarten
KVIPs	-	Kumasi Ventilated Improved Pits
LEAP	-	Livelihood Empowerment against Poverty
LED	-	Local Economic Development
LI	-	Legislative Instrument
LPG	-	Liquified Petroleum Gas
LUSPA	-	Land Use and Spatial Planning Authority
M&E	-	Monitoring and Evaluation
MCD	-	Municipal Coordinating Director
MCE	-	Municipal Chief Executive
MDF	-	Minerals Development Fund
MMDAs	-	Metropolitan/ Municipal/District Assemblies
MP	-	Member of Parliament
MPCU	-	Municipal Planning Coordinating Unit
MSEs	-	Micro and Small-Scale Enterprise
MTDP	-	Medium-Term Development Plan
MUSEC	-	Municipal Security Committee
NADMO	-	Natural Disaster Management Organization
NCCE	-	National Commission for Civic Education
NDPC	-	National Development Planning Commission

NGOs	-	Non-Governmental Organizations
NHIS	-	National Health Insurance Scheme
NMTDPF	-	National Medium Term Development Policy Framework
OGP	-	Open Government Partnership
OPD	-	Out Patient Department
PERD	-	Planting for Export and Rural Development
PFJ	-	Planting for Food and Jobs
PHC	-	Population and Housing Census
PM&E	-	Participatory Monitoring and Evaluation
PoA	-	Program of Action
PPA	-	Public Procurement Authority
PPPs	-	Public-Private Partnerships
PWD	-	Persons with Disability
RCC	-	Regional Coordinating Council
RFJ	-	Rearing for Food and Jobs
RIAP	-	Revenue Improvements Action Plan
SDGs	-	Sustainable Development Goals
SEA	-	Strategic Environmental Assessment
SHS	-	Senior High School
SPVs	-	Special Purpose Vehicles
STIs	-	Sexually Transmitted Infections
SWCD	-	Social Works and Community Development
TnA	-	Tarkwa na Aboso
TNMA	-	Tarkwa-Nsuaem Municipal Assembly
UHC	-	Universal Health Coverage
UMaT	-	University of Mines and Technology
UN	-	United Nations
URTI	-	Upper Respiratory Tract Infection
WASH	-	Water Sanitation and Hygiene
WATSAN	-	Water and Sanitation
WC	-	Water Closet
YaWEP	-	Youth and Women in Entrepreneurship Programme

EXECUTIVE SUMMARY

The Tarkwa-Nsuaem Municipal Assembly is one of the fourteen (14) Metropolitan/Municipal/District Assemblies (MMDAs) in the Western Region of Ghana with a projected population of 232,655 people in 2025, based on the 2021 Population and Housing Census (PHC). The Municipal Assembly, like any other District in Ghana, is the highest planning authority at the district level as prescribed by Section 82 of the Local Governance Act, 2016 (Act 936). The Municipality envisions to become a world-class model municipality providing excellent socio-economic services for its inhabitants with the core values of professionalism, client focus, transparency, accountability, participation, efficient and effective use of resources which shape the behaviour of its staff in making the vision a reality.

As part of its functions, the Assembly is required to prepare District Medium-Term Development Plans and Settlement Structure Plans in the manner prescribed by the National Development Planning Commission (NDPC) and the Land Use and Spatial Planning Authority (LUSPA).

In fulfilment of its mandates, the Tarkwa-Nsuaem Municipal Assembly commenced the preparation of the 2026-2029 Medium-Term Plan upon the release of the guidelines issued by NDPC in line with the National Development Planning (Systems) Regulation, 2016 (L.I. 2232).

The Plan is strategically developed to align with the National Medium Term Development Policy Framework (NMTDPF 2026-2029). It is aimed at giving direction and guidance to the Municipality as it strives towards the achievement of the NMTDPF goal.

The preparation process was participatory, as it involved all stakeholders including Traditional Authorities, Assembly Members, Zonal Councils, Unit Committees, Religious Leaders, Heads of Departments /Units and Agencies, the Private Sector, Women and Youth Groups, Persons with Disability, Civil Society Organizations, Artisan Groups, and Communities, within the Municipality.

The process started with the formation of a Plan Preparation Team from the Municipal Planning Coordinating Unit (MPCU), comprising of the Municipal Planning Officer, the Municipal Budget Analyst, the Municipal Physical Planning Officer, the Municipal Director of Health, the Municipal Director of Education, the Municipal Statistician, the Municipal Social Welfare and Community

Development Officer, and the Chairperson of the Development Planning Sub-Committee, with the responsibility to facilitate the preparation of the Plan.

A thorough review of the plan prepared under the "Agenda for Jobs II: Creating Prosperity and Equal Opportunity for all 2022-2025" and the compilation of the current situation were done to determine development gaps in the Municipality.

To enhance effective participation in the plan preparation process, various stakeholders' meetings including MPCU, Inter Sectorial, Public Hearings, Urban and Zonal Council and other engagement were held to solicit the views of all identified interest groups and stakeholders in the Municipality.

A community needs assessment was also conducted in all the communities across the Municipality to receive the prioritized needs of the communities and to serve as inputs to the development of the Plan.

To ensure private sector participation of the plan preparation, the Planning Team had interactions with key development partners and corporate bodies such as AngloGold Ashanti Iduapriem Mine, Gold Fields Ghana Limited, Ghana Manganese Company, Golden Star Wassa Mine and Civil Society Organizations to receive their inputs for incorporation, develop a comprehensive plan and eliminate duplications.

The general issues identified through the analysis of the current situation and the various stakeholders' engagements can be categorised under Social (inadequate educational and health facilities etc), Economic (inadequate employment opportunities, lack of entrepreneurial skills etc), Environment (poor sanitation, inadequate sanitary facilities etc) and Infrastructure (Poor Road network, ineffective land use planning etc).

The Medium-Term Development goal for the period is "***to achieve inclusive and sustainable development by promoting local economic growth and job creation, enhancing access to quality social services and protection for all, improving infrastructure and promoting resilient human settlement, strengthening accountable and participatory governance system and building community resilience through effective emergency preparedness and disaster risk management***'.

To effectively address the development issues and achieve the Medium-Term Development goal, the Municipality has adopted Development programmes which include Youth, Vulnerable and Women Empowerment, Tourism and Agriculture Development, Improving Education and Health Services Delivery, Water and Sanitation, Infrastructure Development, Climate Change Mitigation and Adaptation, Transparent, Accountable and Participatory Governance, Assets Maintenance and Sustainability and Knowledge Management and Learning. These programmes are translated into activities which are spread through the four-year planning period for implementation.

The development programmes were further categorized under four Development Dimensions including Economic Development, Social Development, Environment, Infrastructure and Human Settlement, Governance and Institutional Development, adopted from the National Development Planning Framework. In all, 582 projects and programmes are earmarked for implementation in the Medium-Term Development Plan (2026-2029).

The total budget for the plan period is estimated to be GH₵ 334,504,938.00 whiles the total cost of implementation of interventions within the Plan is expected to be GH¢454,488,527.34. A gap of GH¢119,983,589 is envisaged. The Assembly intends to resort to employing the PPP approach in the implementation of some projects, intensify efforts of IGF mobilization and adopt proposal writing to seek for more funding to finance the gap.

A general Public Hearing and General Assembly meeting were held to validate and adopt the plan on 28th August and 7th October, 2025 respectively where all relevant stakeholders were present. Signed reports of the Public Hearings are attached in ***Annex 1 and 2.***

The effective and efficient implementation of the plan is expected to bring positive impact to all the sectors resulting in the achievement of the medium-term goal.

The Medium-Term Development Plan (MTDP) 2026-2029 of the Tarkwa- Nsuaem Municipal Assembly has been structured into eight (8) Chapters.

Chapter One (1) provides the background of the Tarkwa-Nsuaem Municipal Assembly, including the vision, mission, functions, mandate, core values, organogram and locational map, as well as the structure of the various chapters of the plan.

Chapter Two (2) presents a performance review of the implementation of the 2022- 2025 MTDP, analysis of the financial performance and a data-driven situational analysis, capturing existing conditions and diagnosis. It also highlights the key development issues (Strengths, Weaknesses, Opportunities and Threats (SWOT)) and estimated future development needs.

Chapter Three (3) focuses on prioritizing the key development issues identified in chapter 2 using a specified criteria and prioritization tool, detailing the processes used in the prioritization.

Chapter Four (4) of this document outlines the Municipality's development goals, objectives and strategies aligned with the national development agenda. It also provides an indication of development proposals integrated with spatial plans, using relevant maps and desired future situation, accompanied with a brief narrative.

Chapter Five (5) focuses on Composite Development Programmes for the plan period showing indicative cost, programme status, implementing agencies, financing and resource mobilization mechanisms, as well as environmental assessments of the formulated projects and programmes.

Chapter Six (6) outlines the Annual Action Plans spanning the four-year planning period.

Chapter Seven (7) takes a look at the Participatory Monitoring and Evaluation (PM&E) arrangements for the plan implementation period. It focuses on stakeholder analysis, with a brief narrative accompanied with tables, as well as selection of indicators for tracking the implementation of the MTDP. It will also consider a brief narrative on intended evaluations to be conducted over the plan period, knowledge management and learning framework.

Finally, ***Chapter Eight (8)*** outlines the communication strategy that will ensure transparent, efficient and accountable execution and implementation of the MTDP.

CHAPTER ONE
INTRODUCTION

1.1. Introduction

Chapter One of this document focuses on a brief profile (location, demographic characteristics, etc.) of the Tarkwa-Nsuaem Municipality. It also highlights the vision, mission, functions, mandate, core values, as well as presents the organogram of the Assembly. The chapter equally provides an overview of the structure and content of the plan.

1.2. Background

The Tarkwa-Nsuaem Municipality is one of the 14 Metropolitan/Municipal/District Assemblies in the Western Region of Ghana. The municipality was established through Legislative Instrument, L.I. 1886 in 2008. It has Tarkwa as its capital and shares boundaries with the Prestea-Huni Valley Municipality to the North, the Nzema-East Municipality to the West, the Ahanta-West Municipality to the South and the Mpohor District to the East. The municipality has a total land area of 978.26 sq. km, with 438 communities across 30 electoral areas.

The population of the Municipality according to the 2021 Population and Housing Census (PHC) is 219,109, comprising of 105,822 females (48.30%) and 113,287 males (51.70%). The projected population for the year 2025, using a growth rate of 2.2%, is 232,655.

The Municipality has several natural resources. These include minerals such as gold, manganese, marbles, fertile land, water bodies (the Bonsa River, the Kawere and the Ankobra River) as well as forest reserves, (the Neung South, the Neung North and Ndumfri Forest Reserves, which possess a variety of tree species of great economic and medicinal values).

The local economy is structured into three main sectors: primary, secondary, and tertiary. The primary sector is largely driven by agricultural activities, with industries categorized under the secondary sector. The tertiary sector which is mainly services, is the largest employer of the municipality's workforce.

The 2021 Population and Housing Census also revealed that the Municipality's employable population are mainly engaged in the services sector (53.4%), followed by industry (28.9%) and agriculture (17.7%). The Municipality has a good proportion of the working age group (15-64 years) being 141,700, representing 64.7% of the total population. However, the number of dependents which includes 71,959 children (under 15 years) and 5,450 adults over 64 years, is also quite high. As a result, there is a dependency ratio of 54.6%, which translates into more pressure on the workforce.

The rural-urban split of the population stands at 58.9% urban and 41.1% rural, attributed to the concentration of the mining value chain activities in the municipal capital and other surrounding urban areas. The high population in in the urban areas puts pressure on urban infrastructure.

1.2.1. The Vision & Mission of the Municipal Assembly

The Municipal Assembly is the highest political authority in the municipality and has the power to perform deliberative and legislative functions. It is mandated to plan and develop the municipality through the preparation and effective implementation of development plans and budgets, as enshrined in the Local Governance Act, Act 936 (2016).

Vision
The Tarkwa-Nsuaem Municipal Assembly envisions to become a world-class model municipality providing excellent socio-economic services for its inhabitants.

Mission
The Assembly exists to improve the quality of life of its inhabitants through the provision of effective and efficient socio-economic services in collaboration with other stakeholders.

1.2.2. Functions of the Municipal Assembly

Tarkwa-Nsuaem Municipal Assembly, like all the MMDAs in Ghana, derives its mandate and functions from the Local Governance Act, 2016 Act 936 section 12 sub section (1) to (9), as follows:

(1) ***(a)*** *exercise political and administrative authority in the district;*
(b) *promote local economic development; and*
(c) *provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law.*

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

(3) Without limiting subsections (1) and (2), a District Assembly shall
(a) *be responsible for the overall development of the district;*
(b) *formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district;*
(c) *promote and support productive activity and social development in the district and remove any obstacles to initiative and development;*

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

__(e)__ initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;

__(f)__ be responsible for the development, improvement and management of human settlements and the environment in the district;

__(g)__ in co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;

__(h)__ ensure ready access to courts in the district for the promotion of justice;

__(i)__ act to preserve and promote the cultural heritage within the district;

__(j)__ initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment; and

__(k)__ perform any other functions that may be provided under another enactment.

(4) A District Assembly shall take the steps and measures that are necessary and expedient to

__(a)__ execute approved development plans for the district;

__(b)__ guide, encourage and support sub-district local structures, public agencies and local communities to perform their functions in the execution of approved development plans;

__(c)__ initiate and encourage joint participation with other persons or bodies to execute approved development plans;

__(d)__ promote or encourage other persons or bodies to undertake projects under approved development plans; and

__(e)__ monitor the execution of projects under approved development plans and assess and evaluate their impact on the development of the district and national economy in accordance with government policy.

(5) A District Assembly shall co-ordinate, integrate and harmonize the execution of programmes and projects under approved development plans for the district and other development programmes promoted or carried out by Ministries, Departments, public corporations and other statutory bodies and non-governmental organizations in the district.

(6) A District Assembly in the discharge of its duties shall

__(a)__ be subject to the general guidance and direction of the President on matters of national policy; and

__(b)__ act in co-operation with the appropriate public corporation, statutory body or non-governmental organization.

(7) Public corporations, statutory bodies and non-governmental organizations shall co-operate with a District Assembly in the performance of their functions.

(8) In the event of a conflict between a District Assembly and an agency of the central Government, public corporation, statutory body, non-governmental organization or individual over the application of subsection (5), (6) or (7), the matter shall be referred by either or both parties to the Regional Co-ordinating Council for resolution.

(9) The Instrument that establishes a particular District Assembly or any other Instrument, may confer additional functions on the District Assembly.

1.2.3. Core Values

The Tarkwa-Nsuaem Municipal Assembly derives its core values from the Local Government Service Protocols. These core values define the attitudes and behaviours that will be required of staff to make the Assembly's vision a reality. These are shown in Table 1.

Table 1 - Core values of the Tarkwa-Nsuaem Municipal Assembly

Professionalism	Exhibiting a high degree of competence and best practice of the profession.
Client Focus	Focusing on the needs and priorities of the services recipients
Transparency	Openness in all decisions and actions taken.
Accountability	Public trust and responsibilities for actions and inactions.
Participation	Involvement of all stakeholders in the governance process.
Efficient & effective use of resources	Putting public resources to its maximum use

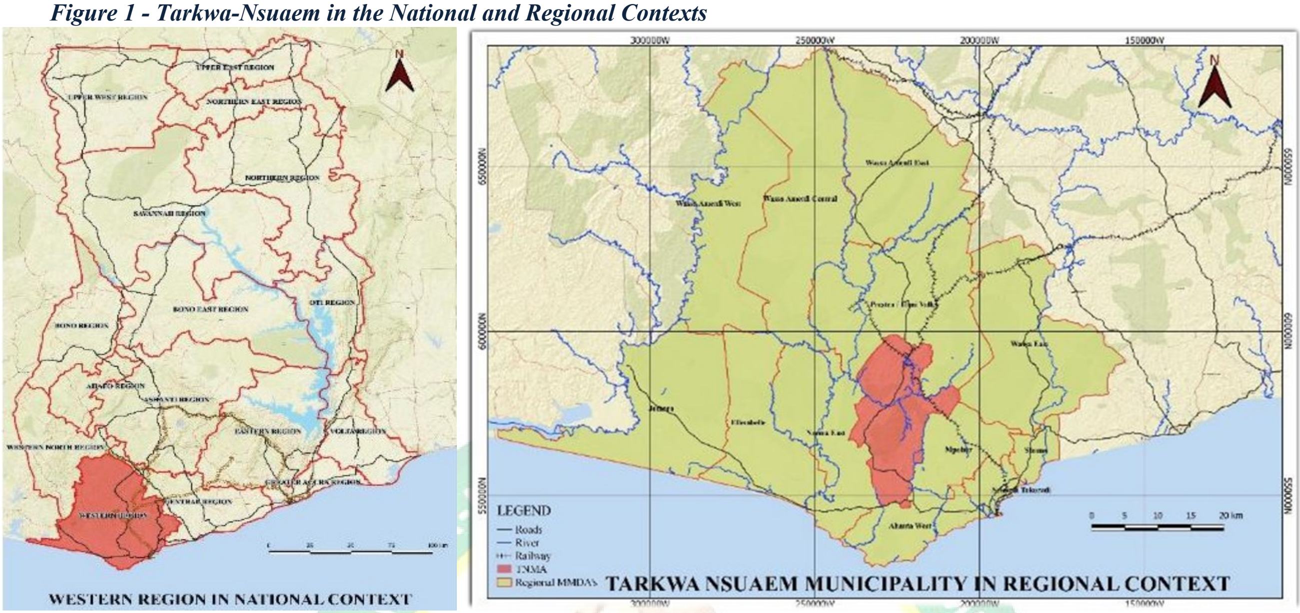
1.2.4. Location

The Municipality is located between Latitude 4˚0'N and 5˚4'N and Longitude 1˚45'W and 201'W in the eastern part of the Western Region and has Tarkwa as its capital town.

The strategic location of the municipality makes it favourable for trade, enabling it to transact business with all the four adjoining districts. It also facilitates the transportation of goods and services to and from the Municipality, encouraging inter-district trade and ultimately boosting economic activities.

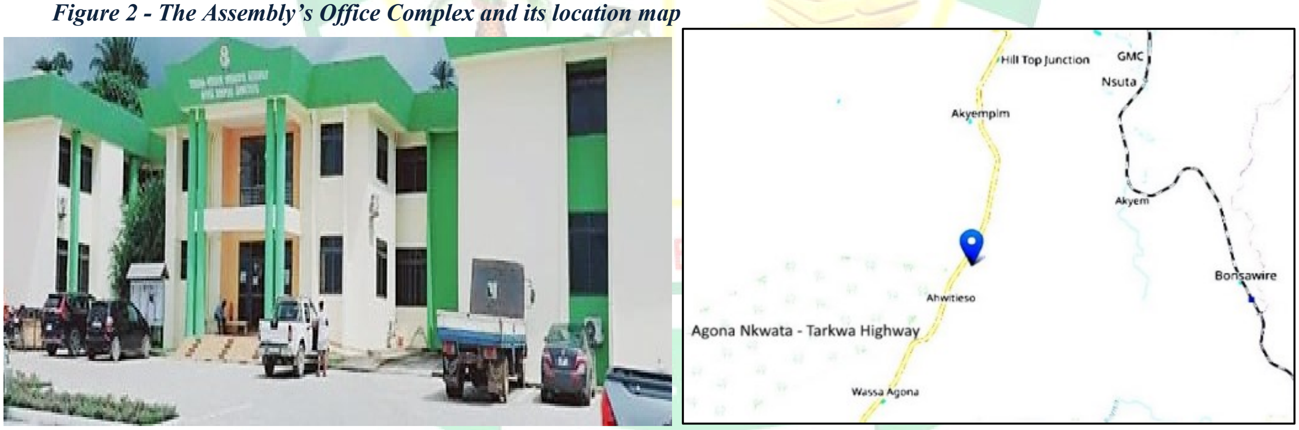
Figure 1 depicts the location of the Municipality in the National and the Regional contexts.

Figure 1 - Tarkwa-Nsuaem in the National and Regional Contexts



The Assembly's office complex is located in the Ahwetieso, one of the communities within the municipality, along the Agona Nkwanta - Tarkwa Highway. Figure 2 shows the location of the office complex

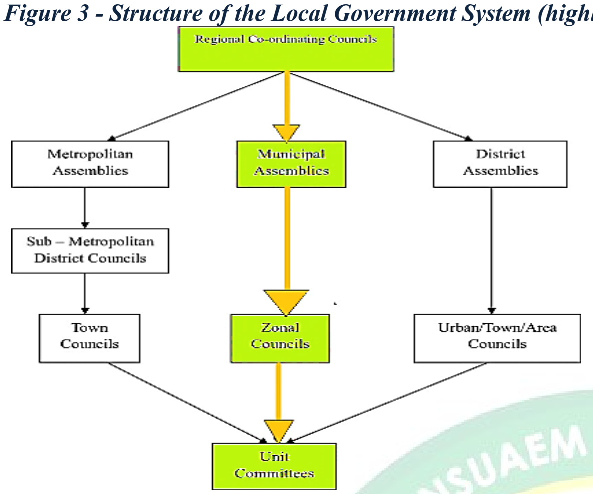
Figure 2 - The Assembly's Office Complex and its location map



1.2.5. Organizational Structure of the Municipality

In alignment with the Local Government System, the municipal assembly is comprised of sub-structures which include zonal councils and unit committees. As such, there are six sub-structures under the Municipal Assembly namely, Tarkwa Urban Council, Nsuaem, Simpa, Nsuta, Dompim and Benso Zonal Councils. Figure 3 depicts the structure of the Local Government System, with emphasis on the Municipal Assembly system (highlighted in green).

Figure 3 - Structure of the Local Government System (highlighting the Municipal Assembly system)



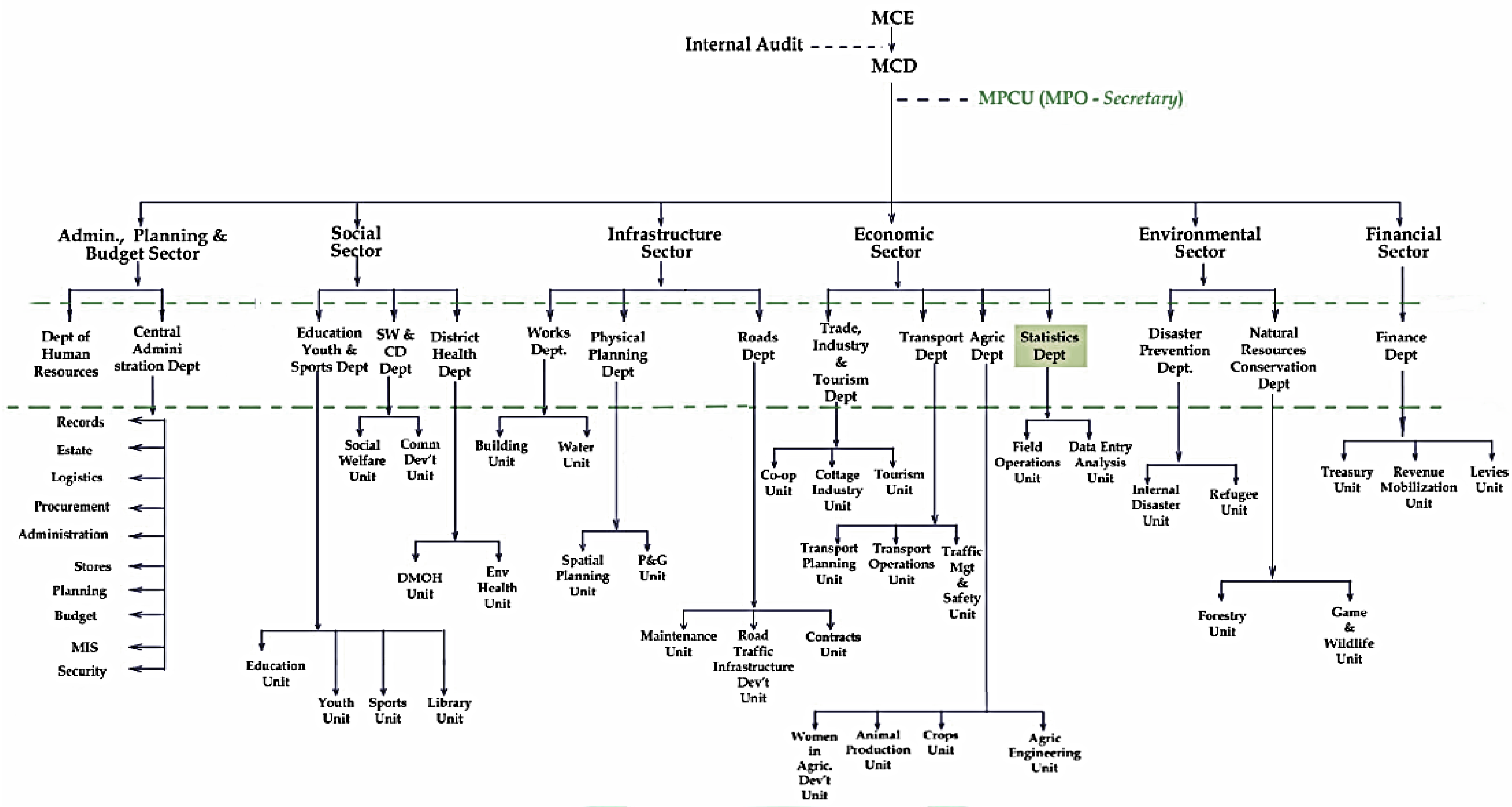
Again, there are 30 electoral areas within the municipality, each represented by a five-member unit committee, as well as a competent Assembly member who has been given the mandate by the electorates to represent them at the Municipal level. Assembly members serve as the liaison between the Municipal Assembly and the community; thus, they are conduits of community development. In addition, 13 other members are appointed by the government to also serve as Assembly Members. In total, there are 43 Assembly members who make up the General Assembly, thus the highest decision-making body within the Assembly.

The General Assembly performs deliberative, legislative and executive functions and these functions are performed under the leadership of the Presiding Member, who is elected from among the members of the Assembly. In the performance of its functions, the Assembly also works through the Executive Committee and its subsidiary committees (Development Planning, Social Services, Works, Finance and Administration, Justice and Security).

At the apex of authority, the Municipal Chief Executive (MCE) is the political and administrative head of the Municipal Assembly. He is the representative of the President of the country at the local level. The Municipal Chief Executive (MCE) works collaboratively with the Municipal Coordinating Director (MCD) and other technocrats from all the decentralized departments of the Assembly, as well as Institutions and Agencies. The hierarchical structure of the Municipal Assembly promotes coordination in the discharge of duties, hence ensuring a systematic approach in addressing the developmental challenges of the municipality. In addition, the expertise of technocrats, headed by the MCD within the hierarchy guarantees efficiency and effectiveness.

Figure 4 shows the Administrative Organogram/Structure of the Municipal Assembly.

Figure 4 - Administrative Organogram/Structure of the Municipal Assembly



1.2.6. Structure of the Plan

The Medium-Term Development Plan (MTDP) 2026-2029 of the Tarkwa- Nsuaem Municipal Assembly has been structured into eight (8) Chapters.

Chapter One (1) provides the background of the Tarkwa-Nsuaem Municipal Assembly, including the vision, mission, functions, mandate, core values, organogram and locational map, as well as the structure of the various chapters of the plan.

Chapter Two (2) presents a performance review of the implementation of the 2022- 2025 MTDP, analysis of the financial performance and a data-driven situational analysis, capturing existing conditions and diagnosis. It also highlights the key development issues using the Strengths, Weaknesses, Opportunities Threats (SWOT) analysis and estimated future development needs.

Chapter Three (3) focuses on prioritizing the key development issues identified in chapter 2 using a specified criteria and prioritization tool, detailing the processes used in the prioritization.

Chapter Four (4) of this document outlines the Municipality's development goals, objectives and strategies aligned with the national development agenda. It also provides an indication of development proposals integrated with spatial plans, using relevant maps and desired future situation, accompanied with a brief narrative.

Chapter Five (5) focuses on Composite Development Programmes for the plan period showing indicative cost, programme status, implementing agencies, financing and resource mobilization mechanisms, as well as environmental assessments of the formulated projects and programmes.

Chapter Six (6) outlines the Annual Action Plans spanning the four-year planning period.

Chapter Seven (7) takes a look at the Participatory Monitoring and Evaluation (PM&E) arrangements for the plan implementation period. It focuses on stakeholder analysis, with a brief narrative accompanied with tables, as well as selection of indicators for tracking the implementation of MTDP. It will also consider a brief narrative on intended evaluations to be conducted over the plan period, knowledge management and learning framework.

Finally, ***Chapter Eight (8)*** outlines the communication strategy that will ensure transparent, efficient and accountable execution and implementation of the MTDP.

CHAPTER TWO
SITUATIONAL ANALYSIS

2.1. Introduction

Chapter Two (2) broadly considers a data-driven situational analysis of the Tarkwa-Nsuaem Municipal Assembly, zooming in on a performance review of the 2022 - 2025 Medium -Term Development Plan, including the financial performance for the stated period. It will also provide a concise overview of the existing conditions supplemented by maps, tables, charts, and other pictorial representations of issues.

The chapter also seeks to analyse existing strengths and opportunities that could be utilized to address identified issues as well as weaknesses and threats that could derail development efforts. It concludes with projections and estimated future development needs of future population.

2.2. Performance Review

MMDAs as planning authorities at the local level are required by Section 82 of the Local Governance Act, Act 936 of 2016 to undertake Planning functions which include the preparation of District Medium-Term Development Plans (MTDPs) in the manner prescribed by the Commission.

Equally, they are required to monitor and evaluate the districts development plans and report in a prescribed format to the Commission through the Regional Coordinating Council.

In fulfilment of the above, the Tarkwa-Nsuaem Municipal Assembly (TNMA) prepared a 4-year MTDP spanning from 2022 to 2025 under the National Development Policy Framework dubbed ***"AN AGENDA FOR JOBS II: CREATING PROSPERITY AND EQUAL OPPORTUNITY FOR ALL".*** The plan contained a set of development projects, programmes and activities under four (4) out of the five (5) major Goals of the policy framework.

These goals were *Build a Prosperous Society*; *Creating Opportunities for all*; *Safeguarding the natural environment* and *ensuring a resilient built environment*; and *Maintaining a Stable, United and Safe Society*. Indicators were provided to measure the achievement of the interventions annually.

Generally, the indicators under the various sectors performed well within the period under review due to the effective implementation of interventions within the plan and other government interventions that were brought on board to improve the wellbeing of the citizenry. A summary analysis of performance is also presented below according to the various themes, whilst a detailed analysis of the indicators under the goals is presented in Table 2.

2.2.1. Economic Development

The overall goal of the Tarkwa-Nsuaem Municipal Assembly's Economic Development strategies over the medium term is to build a prosperous society.

The Economic Development dimension is aimed at improving the different areas of the municipality's economy. Interventions under the Economic Development Dimension were implemented with an emphasis on the development of the private sector, rural and agricultural development, tourism and the creative arts. The municipality, amidst a few challenges, recorded some level of growth with respect to economic development indicators to ensure sustainable development.

Agriculture, which includes the production of crops and livestock, had been the Municipality's primary economic activity for a long time. However, the 2021 Population and Housing Census revealed an economic shift from agriculture (which now employs just 17.7% of the Municipality's employable population) to services (53.4%), and industry (28.9%), especially along the mining value chain. This shift of interest from agriculture, coupled with some illegal mining activities has direct impact on farmland viability, resulting in reductions in the yields of some major crops, including rice, yam, plantains, cocoyam, and maize. The impact of this could be observed in the increment of the price of these crops on the local market, with rice having the biggest percentage of price increase (111.1%) in 2024.

Nonetheless, government flagship programmes such as Planting for Food & Jobs, helped to incentivize the production of other major crops such as cassava and cocoa, through the supply of fertilizers to farmers. This resulted in significant positive upturns for these crops, with cocoa in particular experiencing the highest increment in yield, thus directly causing a decrease in the price of the crop on the local market.

Livestock production also saw a satisfactory improvement. Although grasslands, which supports both cattle and goat rearing have been shrinking largely due to illegal mining activities, the promotion of housed livestock systems such as poultry and piggery has contributed to massive improvement in their production. However, in the long run, restoring grazing areas and grasslands within the municipality through reclamation projects would be beneficial to both the ecosystem and livestock production.

Similarly, in creating an enabling environment for micro and small-scale enterprise development, the Assembly in collaboration with its stakeholders and partner institutions undertook some skills development initiatives, including Business-in-a-Box, and the Youth and Women in Entrepreneurship Programme (YaWEP), to create employment and improve income levels, especially in rural communities and peri-urban areas of the municipality. This has resulted in a significant increase in the creation of new jobs, especially in the industry (44.4%) and services (21.2%) sectors. Moving forward, the Municipal Assembly should collaborate more effectively and efficiently with the private sector to create more employment opportunities, as well as creating incentives to attract the youth into the agricultural sector by adopting climate smart Agric technologies and other strategies.

Additionally, the construction of roads leading to tourist sites such as the University of Mines and Technology (UMaT) Waterfall, as well as the completion of the Tarkwa na Aboso (TnA) Sports Stadium, which now serves as the home stadium for Medeama Sporting Club, contributed to a substantive increase in tourist arrivals from 8% in 2021 to 26.3% in 2024, which has stirred economic activities (through trading of goods and services) in the municipality.

The above, along with others contributed to the marginal achievement of the overall national development agenda thus, the 'Agenda for Jobs' and SDG8 target 8.6, as well as the Assembly's objectives of 'improving production efficiency and yield, and promoting the creation of decent jobs' for residents of the Municipality.

2.2.2. Social Development

The overall goal of the Tarkwa-Nsuaem Municipal Assembly's Social Development strategies over the medium term was to create equal opportunity for all. This entailed expanding access to and improving the quality of education at all levels for all socio-economic groups; expanding access to and improving the quality of healthcare; and strengthening social protection, especially for children, women, persons with disability and the elderly.

Under education, the municipality saw significant improvement in the completion and retention rates, as well as an improvement in the overall Basic Education Certification Examination (BECE) pass rate (100%). It equally recorded a 100% completion rate at all levels, contributing to high literacy of the people in the municipality. The Assembly also constructed and rehabilitated a number of schools across the Municipality to enhance access to quality education for all. However, the Municipality recorded a decline in net enrolment ratio, from 192% for kindergarten, 241% for primary and 127% for JHS recorded in 2021 to 68.75% for kindergarten, 95.40% for primary, and 73.75% for JHS in 2024. This suggests that several children of school-going age are not in school. This could be attributed to majority of these children being engaged in illegal mining and its related value-chain activities, particularly in rural areas.

Under health service delivery, all health facilities in the municipality are functional and delivering good health care services. This is reflected in the percentage of the population with improved access to health care rising from 54.6% in 2021 to 88% in 2024, which is contributing to the Assembly's objective of guaranteeing affordable, equitable, easily accessible and Universal Health Coverage (UHC) for residents. As a consequence of this improved healthcare and collaborations with the relevant Non-Governmental Organizations (NGOs) such as the Hope for All Foundation (HOFA), the prevalence rate of HIV/AIDS within the Municipality went as low as 0.15% in 2024 from 1.1% in 2021. This milestone also contributed to achieving the Assembly's objective of attaining a 'reduction of HIV/AIDS, STIs and other infections, especially among vulnerable groups.

As at 2024, 88% of the population had sustainable access to sources of safe drinking water. The Assembly ensured that existing water facilities were regularly maintained and repaired while constructing more throughout the municipality. This was all in pursuit of improving access to safe and reliable water supply services for all residents of the Municipality.

In contrast, waste management continued to be a major challenge as the proportion of the population with access to improved sanitation services stood at 60% in 2024, a decline from 76.4% in 2021. Nevertheless, notable activities such as "Operation Clean Your Frontage" which were implemented at zonal councils, and the evacuation of waste by the Assembly have partly contributed to access to improved sanitation services during the period.

Integrated Social Service delivery is integral to the functions of the Municipal Assembly. The Assembly in the period under review (2022-2024) made varying efforts to help address multi-dimensional poverty and vulnerability to promote linkages between health, child protection, gender-based violence, and social protection services. To achieve this, the Department of Social Welfare trained selected child workers in handling child protection and family welfare cases, all in the aim of achieving the Assembly's objectives. Additionally, 99% of referral cases had received adequate follow-up.

2.2.3. Environment, Infrastructure and Human Settlement

In relation to the environment, infrastructure and human settlement development, the Assembly's goal was to ensure a resilient built environment while safeguarding the natural environment. Efforts to achieve this goal included promoting sustainable water resource development and management, improve efficiency and effectiveness of road transport infrastructure and services, ensure sustainable extraction of mineral resources; and enhance climate change resilience.

To improve the road networks across the Municipality, the Assembly carried out reshaping and grading of roads, as well as patching of potholes to improve road conditions and access, especially in rural areas. This led to a marginal increase in the percentage of roads in good condition from 17.4% in 2021 to 23.7% in 2024. Overall, urban roads received more attention within the period under review than feeder roads. However, with the introduction of the central government's flagship program, District Road Improvement Programme (DRIP), the Assembly received road infrastructure equipment that was utilized in the reshaping and maintenance of many deplorable feeder roads within the Municipality, partially contributing to the Assembly's goal of safeguarding the natural environment and ensuring a resilient built environment.

The Municipality also maintained its 100% electricity coverage in all rural and urban communities. This is in fulfilment of the national agenda to ensure efficient transmission and distribution of energy to improve the wellbeing of the people in the municipality and contribute to the attainment of SDG7 target 7.1. The overall progress made in the sector has contributed to the achievement of the Medium -term objective of building a resilient infrastructure.

The Assembly, moving forward, will encourage Public-Private-Partnerships (PPP) in infrastructure development within the municipality.

2.2.4. Governance, Corruption and Public Accountability

The overall goal of the Assembly is to maintain a stable, united and safe society. This will entail: deepening democratic governance and public accountability; enhancing public sector management and service delivery; promoting the rule of law and equal access to justice; promoting peaceful coexistence of all segments of society; and ensuring public safety and security.

The organization of town hall meetings, stakeholder engagements, public education, public hearings and other popular participation activities carried out within the period resulted in access to information to the general public by 10%.

Within the period under review, the Municipal Assembly collaborated with the Ghana Police Service to ensure the security of residents of the Municipality and their properties. As a result, the Assembly achieved police to citizen ratio of 1:246 in 2024, which is a significant improvement from the ratio of 1:300 in 2021. The outcome could be attributed to the establishment of a regional police command in the capital of the municipality, Tarkwa, which necessitated the posting of additional officers into the municipality. Subsequently, there has been no reported cases of armed robbery within the past two years as a result of the increase in patrols by officers. This has promoted peaceful and inclusive societies for sustainable development in alignment to SDG 16, as well as the municipal goal to 'maintain a stable, united and safe society'.

2.2.5. Emergency Planning and Preparedness

Emergency planning is essential to ensuring the preparedness of institutions to withstand shocks such as natural disasters, explosions and medical emergencies including COVID-19. Fortunately, within the period, the Assembly recorded zero cases of COVID-19. This was due to continuous vaccination campaigns and routine Expanded Programme on Immunization (EPI) mop-ups which have ensured complete eradication of COVID-19 from the municipality.

The percentage of communities affected by disaster within the municipality has also seen a reduction from 5.7% in 2021 to 0.8% in 2024, due to interventions such as proactive planning and implementation for disaster prevention and mitigation, intensive education and sensitization on disaster and climate change activities, as well as communal labour and desilting of drains in communities.

In addition, climate change programmes such as tree planting and reclamation of degraded lands were organized to mitigate the impacts of climate change. All these contributed towards attaining the Assembly's objectives of enhancing relief operations and humanitarian welfare and the implementation for disaster prevention and mitigation.

Moving forward, the Assembly should continue to fully enforce compliance of relevant laws and regulations such as the Land Use and Spatial Planning Act, 2016 (Act 925), while intensifying public education on development controls and land use management to limit future occurrences.

2.2.6. Implementation, Coordination, Monitoring and Evaluation

In fulfilment of section 2 subsection 1 (c) and (f) of the National Development Planning (System) Act, 1994 Act 480, the Municipal Assembly outlined and implemented several activities as efforts to ensure inclusiveness and ownership of project planning, implementation, monitoring and evaluation process at all levels.

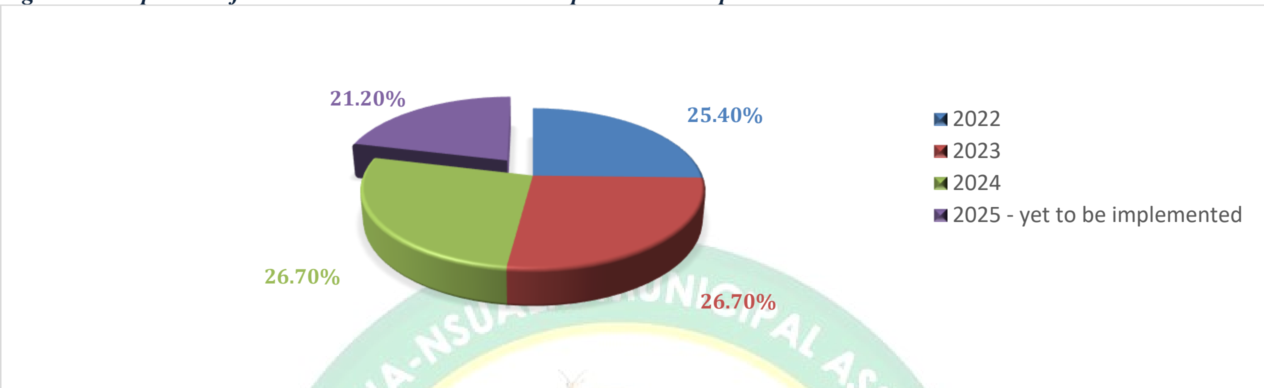
In assessing the implementation status of the Medium-Term Development Plan (MTDP 2022-2025) under the *Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All*, premium was placed on the analysis of the progress made in implementing the key activities outlined in the Annual Action Plans and the Medium-Term Development Plan using set indicators as the basis.

Consecutively within the period, the Assembly achieved very high percentages in the implementation of its Annual Action Plans in the first 3 years of the plan period, achieving 97.81% in 2022, 95.27% in 2023 and 98.60% in 2024. This performance in implementation of its Annual Action Plans resulted in the huge success in the MTDP implementation.

In total, the MTDP had 528 activities set out for implementation within the period 2022 to 2025. Cumulatively for the three (3) years (2022-2024), 416 projects representing 78.8% had been implemented out of the overall four (4) year Medium-Term Development Plan, 2022-2025. This is presented in Figure 5.

The overall progress made by the Assembly in the implementation of the MTDP based on the assessment of the number of interventions implemented can be said to be very encouraging and contributed to the achievement of the municipal objectives. The successful implementation can be attributed to effective collaboration with development partners, strong revenue mobilization drive of the Internal Generated Fund (IGF), as well as prompt release of budgetary allocations for activities within the action plans.

Figure 5 - Proportion of the Overall Medium-term Development Plan Implemented



It is worth noting that all the budget items for the periods under review (2022-2024) were found in the respective Annual Action Plans guaranteeing that funds were channelled to address the needs of the people, leading to the achievement of the Assembly in the implementation of almost all interventions in the respective Annual Action Plans and the Medium-Term Plan as a whole.

The achievement is also a result of effective participatory monitoring and evaluation of projects that have improved the wellbeing of citizens and enhanced socio-economic growth of the Municipality.

The high implementation rate (78%) of the MTDP (2022 - 2025) within the period 2022 -2024 indicates that the Assembly is likely to achieve a 100% implementation rate by the end of the planning period, hence, contributing to the attainment of the MTDP goal which is to "p*rovide and sustain quality, effective and accessible socio-economic services to achieve enhanced general wellbeing while ensuring a healthy and secured environment for all through effective collaboration with other stakeholders.'*

Table 2 - Summary of Performance review (2022-2025)

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022 - 2025 MEDIUM-TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
ECONOMIC DEVELOPMENT	Percentage change in yields of major crops					
	i. Cocoa	12.05%	22.05%	2024	311.6%	The shift of interest from agriculture to mining has resulted in reductions in the yields of some crops. However, government flagship programmes, such as Planting for Food & Jobs, helped to incentivize the production of other crops such as cocoa, which saw a significant positive upturn in yield within the period
	ii. Coconut	13.8%	23.8%		-2.9%	
	iii. Maize	4.45%	14.4%		3.2%	
	iv. Rice	14.42%	24.4%		77.3%	
	v. Cassava	13.77%	23.77%		321.5%	
	vi. Plantain	15.30%	25.30%		-74.6%	
	vii. Cocoyam	15.44%	25.44%		-54.2%	
	viii. Vegetables	4.25%	14.25		-14.3%	
	ix Oil palm	13.20%	23.20		-57.8%	
	Percentage change in livestock/poultry production					There was significant upward shift in livestock production except for cattle and goat rearing. This is majorly due to the ever-dwindling availability of grasslands, which supports both cattle and goat rearing, due to illegal mining activities. On the contrary, poultry production has seen a massive improvement in the municipality due to public education on the benefits of poultry production
	i. Cattle	25.4%	35.4%	2024	-58.4%	
	ii. Sheep	30.2%	40.2%		34.3%	
	iii. Goat	62.12%	72.12%		-67.6%	
	iv. Pigs	41.5%	51.5%		4.3%	
	v. Poultry	40.45%	50.45%		163.8%	
	Change in price of major crops					
	i. Cocoa	32%	3.3%	2024	-3.2%	Government flagship programmes such as Planting for Food & Jobs aided in the decline of prices of cocoa however, with the other crops, there were major price increments mostly owing to low production/yield
	ii. Coconut	50%	50%		20%	
	iii. Maize (Olonka) 2.4	25%	28.6%		39.4%	
	iv. Rice 5kg	10%	10%		111.1%	
	v. Cassava (10kg)	20%	10%		56.4%	
	vi. Plantain (7kg)	16.7%	7.1%		77.7%	
	vii. Cocoyam (1.85 kg)	16.7%	10%		56.4%	
	viii. Vegetables (okro) 2.3kg	25%	20%		9.1%	
	Percentage of arable land under cultivation	36%	51.8%	2024	50%	Reclamation of degraded lands within the period accounted for the achievement
	Percentage change in IGF	-47.80%	30%	2024	25%	The achievement can be attributed to the establishment and effective implementation of the Revenue taskforce
	Percentage of total arable land under cultivation being irrigated	5%	17%	2024	14.77%	Provision of water sources by mining companies to farmers within the municipality for irrigation
	Extension services personnel to farmer ratio	1:1500	1:1000	2024	1:2000	Reallocation of extension areas as well as the involvement of National Service Personnel supported the achievement
	Percentage Increase in tourist arrivals	8%	30%	2024	26.3%	Construction of roads leading to tourist sites, as well as the completion of the TnA Sports Stadium

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022 - 2025 MEDIUM-TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
	Percentage change in new jobs created i. Agriculture ii. Industry iii. Service	 33.3% -10% 15.7%	 43.3% 10% 55.7%	2024	 -50% 44.4% 21.2%	The shift of interest from agriculture to mining has resulted in in a favourable change in the industry. Other initiatives such as YaWEP also contributed to the change
SOCIAL DEVELOPMENT	Net enrolment ratio i. Kindergarten ii. Primary iii. JHS	192% 241% 127%	100% 100% 100%	2024	 68.75% 95.40% 73.75%	Factors accounting for the achievement include the School Feeding Programme, Community Scholarship Schemes and Support to students and teachers
	Gender Parity Index i. Kindergarten ii. Primary iii. JHS iv. SHS	 1.05 0.98 1.09 1.30	 1 1 1 1	2024	 1.02 1.04 1.08 1.34	Sponsorship for girls as well as brilliant but needy students
	Completion rate i. Kindergarten ii. Primary iii. JHS iv. SHS	 100% 100% 100% 21.30%	 100% 100% 100% 100%	2024	 100% 100% 100% 100%	Factors accounting for the achievement include Community Scholarship Scheme and Support to students and teachers.
	Pass rate i. JHS ii. SHS	 80% 58.85%	 100% 100%	2024	 100% 100%	Intensive teaching and Learning as well as Capacity Building programmes for teaching and non-teaching staff contributed to this success. Also, the inter-school reading festival was instituted to promote reading among pupils.
	Retention Rate	78%	100%	2024	85%	Factors accounting for the achievement include the Community Scholarship Schemes and Support to students and teachers
	Drop-Out Rate	5%	0%	2024	3%	Factors accounting for the achievement include the School Feeding Programme, Community Scholarship Schemes and Support to students and teachers
	Percentage of Schools benefiting from School feeding	39.5%	40.9%	2024	45%	Extension of School Feeding Programme to more schools within the municipality
	Gross Enrolment Rate	198%	72.1%	2024	150%	The municipality has overachieved in the gross enrolment rate due to awareness creation as well as the construction of classrooms across the municipality
	Net Admissions in Primary	124%	100%	2024	100%	The municipality has overachieved in the gross enrolment rate due to awareness creation as well as the construction of classrooms across the municipality
	Teacher absenteeism rate i. KG ii. Primary iii. JHS iv. SHS	 2% 3% 1.5% 2.5%	 0% 0% 0% 0%	2024	 3.21% 3.21% 3.21% 3.21%	Inadequate logistics for effective monitoring and supervision of schools
	Proportion of health facilities that are functional i. CHPS Compound	 100%	 100%	2024	 100%	Factors accounting for this include the rehabilitation of existing health facilities and the provision of equipment and logistics

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022 - 2025 MEDIUM-TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
	ii. Clinic iii. Health Centre iv. Polyclinic v. Hospital	100% 100% 0 100%	100% 100% 100% 100%		100% 100% 100% 100%	
	HIV/AIDS prevalence rate (% of adult population, 15-49 yrs. HIV positive)	1.1%	0.10 %	2024	0.15%	HIV sensitization, voluntary testing and counselling played a role in reducing the prevalence rate.
	Morbidity rate	0.6	<=18.0%	2024	2.1	High volumes of late referral cases from adjourning districts
	Doctor to patient ratio	1:5210	1:2500	2024	1:3930	Newly posted health professional into the municipality contributed to an increase over the baseline
	Nurse to population ratio	1:560	1:400	2024	1:442	Newly posted health professional into the municipality has contributed to an increase over the baseline
	Percentage of Population with improved access to health care	54.6%	100%	2024	88%	Factors accounting for this include the rehabilitation of existing health facilities and the provision of equipment and logistics
	Proportion of new-borns/mothers receiving PNC within 48 hours of delivery	83%	90%	2024	97.5%	Improved health care services due to good doctor/nurse -patient ratios
	Proportion of population with valid NHIS card (by sex)	M - 52.7% F - 48.1%	M - 50% F - 60%	2024	M - 24.82% F - 25.29%	Loss of interest by residents due to the perceived low quality of healthcare received by card bearers, in contrast to non-card bearers.
	Percentage of population with access to basic drinking water sources i. District ii. Urban iii. Rural	85% 72.3% 53.27%	100% 100% 100%	2024	88% 98% 78%	Construction, repair and maintenance of water facilities within the municipality.
	Proportion of population with access to improved sanitation services i. District ii. Urban iii. Rural	76.4% 69.3% 80.6%	75% 60% 50%	2024	60% 48.59 24.3	Current sanitation logistics and facilities within the municipality are inadequate to cater for the sanitation needs of the ever-increasing population
	Integrated Social Services (ISS) Proportion of referrals receiving adequate follow-up Proportion of child workers trained in child protection and family welfare	50% 0%	100% 80%	2024	99% 20%	Workshops and capacity building programmes for social welfare officers contributed to these achievements
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT	Percentage of road network in good condition i. Total ii. Urban iii. Feeder	17.4% 16.7% 0.7%	51% 40% 12.20%	2024	23.7% 18.9% 4.8%	Regular reshaping and grading of roads as well as the patching of critical potholes has helped to increase the percentage of road network in good condition. The District Road Improvement Programme also contributed to this achievement

DEVELOPMENT DIMENSION	INDICATOR	BASELINE (2021)	2022 - 2025 MEDIUM-TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
	Percentage of communities covered by electricity i. District ii. Rural iii. Urban	 100% 100% 100%	 100% 100% 100%	2024	 100% 100% 100%	The installation of prepaid meters as well Electricity extension to new communities and new sites ensured that the totality of the municipality has electricity access.
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY	Police-Citizen's ratio	1:300	1:150	2024	1:246	The establishment of a regional police command in the capital of the municipality, Tarkwa, has brought about an increase in the police-citizen ratio
	Percentage increase in access to information	10%	60%	2024	40%	Participation of citizenry in the governance process through transparent governance at the municipal level has increased access to information.
EMERGENCY PLANNING AND RESPONSE (including COVID-19 recovery plan)	Proportion of population who have tested positive for Covid-19	0.58%	0%	2024	0%	COVID19 vaccination campaigns and routine EPI mop-ups have ensured complete eradication of COVID-19 from the municipality.
	Percentage of communities affected by disaster	5.70%	0%	2024	0.8%	The percentage of communities affected by disaster within the municipality has seen a constant reduction due to interventions such as sensitization and education on climate change activities as well as communal labour and desilting of drains in communities
IMPLEMENTATION , COORDINATION, MONITORING AND EVALUATION DIMENSION	Percentage of annual action plan implemented	93.40%	100%	2024	98.6%	Prompt release of budgetary allocations for activities within the action plans

2.3. Financial Performance (2022-2024)

Revenue available to the Tarkwa-Nsuaem Municipal Assembly for the implementation of its 2022-2025 Medium-Term Development Plan included both internal and external sources. The major sources of external funds were the Central Government transfers to MMDAs (GOG Grants), the District Assemblies Common Fund - Responsive Factor Grant (DACF-RFG), the Minerals Development Fund (MDF) and the District Assemblies Common Fund (DACF). The internal sources were Stool Lands and Internally Generated Funds (IGF).

Within the review period, quite a number of the funding sources were unable to achieve their budgetary estimates. For instance, the IGF which was the major source, received GH₵ 39,459,850.27 out of the estimated GH₵ 42,092,728.00, representing 93.75% of the budgeted amount. However, it is worthy to note that the MTDP implementation period is yet to elapse and this affords the Assembly time to make up for the gap. Again, taking into consideration the interventions that the Assembly has put in place to improve IGF generation, the funding source is on course to exceed the estimated amount by the end of the implementation period. Meanwhile, other sources such as DACF and DACF-RFG also performed very poorly within the period, with percentages of 40.47% and 39.86% respectively.

In contrast, other sources of funds such as MDF, GOG Grants and MPs common Fund received amounts that exceeded their budgetary estimates. For example, GOG Grants received GH₵ 21,652,967.77 which far exceeds the budgeted amount of GH₵ 14,552,517, thus achieving an over performance of 148.79% of the estimate. Similarly, the Mineral Development Fund (MDF) received an amount of GH₵ 28,308,116, which marginally exceeded the estimated amount of GH₵ 26,100,000.

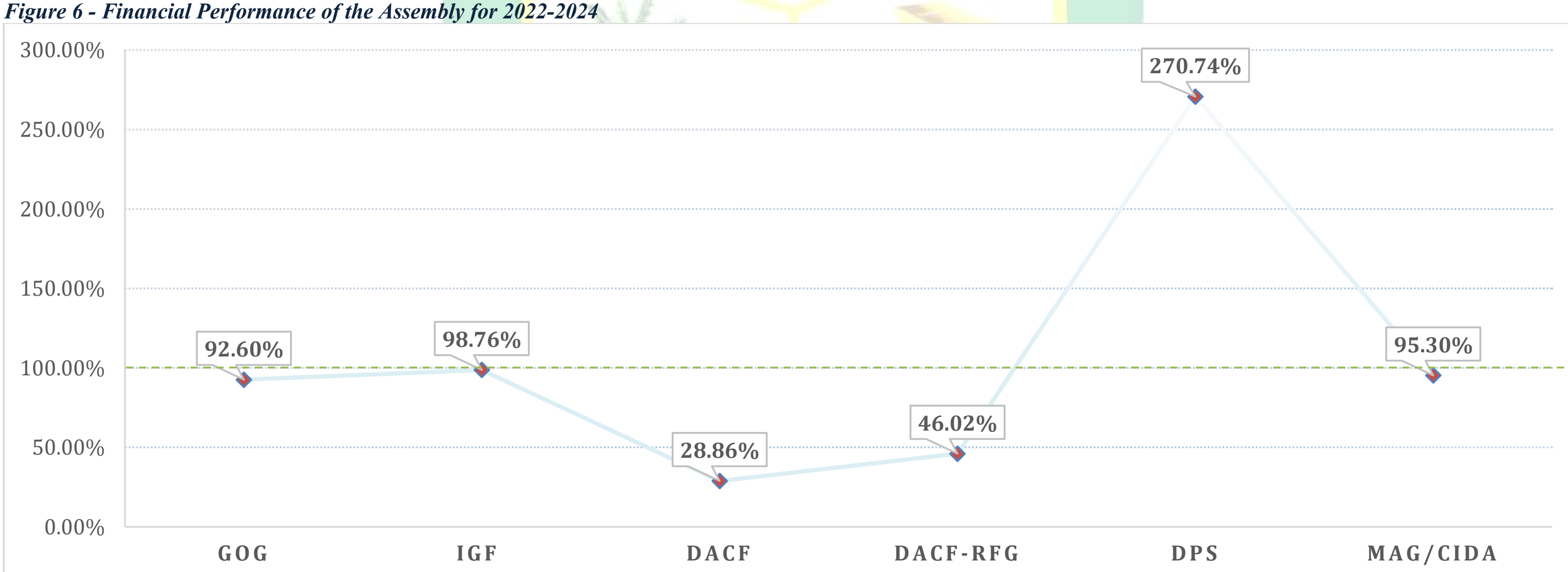
Table 3 provides a summary of the financial performance of the Assembly, with Figure 6 representing said data in graphical format.

Table 3 - Financial Performance of the Assembly for 2022-2024

SOURCE OF FUNDS	TOTAL ESTIMATED COST OF PLAN (A)	TOTAL AMOUNT RECEIVED (B)	VARIANCE (C) = (A-B)
GOG	23,383,634.75	21,652,967.77	1,730,666.98
IGF (INCLUDING STOOL LANDS & MDF)	72,557,737.35	71,656,783.27	900,954.08
DACF (INCLUDING MP-CF, PWD-CF AND MSHARP/HIV, DECENTRALISED DEPT)	20,666,120	5,964,878.04	14,701,241.96
DACF-RFG	5,731,980	2,637,955.30	3,094,024.70
DPs	22,900,000	62,000,000	-39,100,000.00
ABFA	0	0	0.00
OTHERS			
MAG/CIDA	100,000.00	95,304.99	4,695.01
TOTAL	**145,339,472.10**	**164,007,889.37**	**-18,668,417.27**

Source: MPCU 2025

Figure 6 - Financial Performance of the Assembly for 2022-2024



2.4. Existing Conditions and Diagnosis

2.4.1. Demographic Characteristics

According to the 2021 Population and Housing Census (PHC), the total population of the Tarkwa-Nsuaem Municipality stood at 219,109, comprising 105,822 (48.30%) females and 113,287 (51.70%) males. Using the growth rate of 2.2% (source, Ghana Statistical Service), the projected population for the year 2025 stands at 239,264. Similarly, projections have been made for years from the census year (2021) to the end of the planning period (2029) as shown below in Table 4.

Table 4 - Projected population for 2022- 2029 (using a growth rate of 2.2%)

Year	Projected Population	Projected Male Population	Projected Female Population
2022	223,949	115,782	108,167
2023	228,897	118,340	110,557
2024	233,953	120,954	112,999
2025	239,264	123,699	115,565
2026	244,586	126,451	118,135
2027	250,826	129,263	120,763
2028	255,826	132,139	123,449
2029	261,273	135,078	126,195

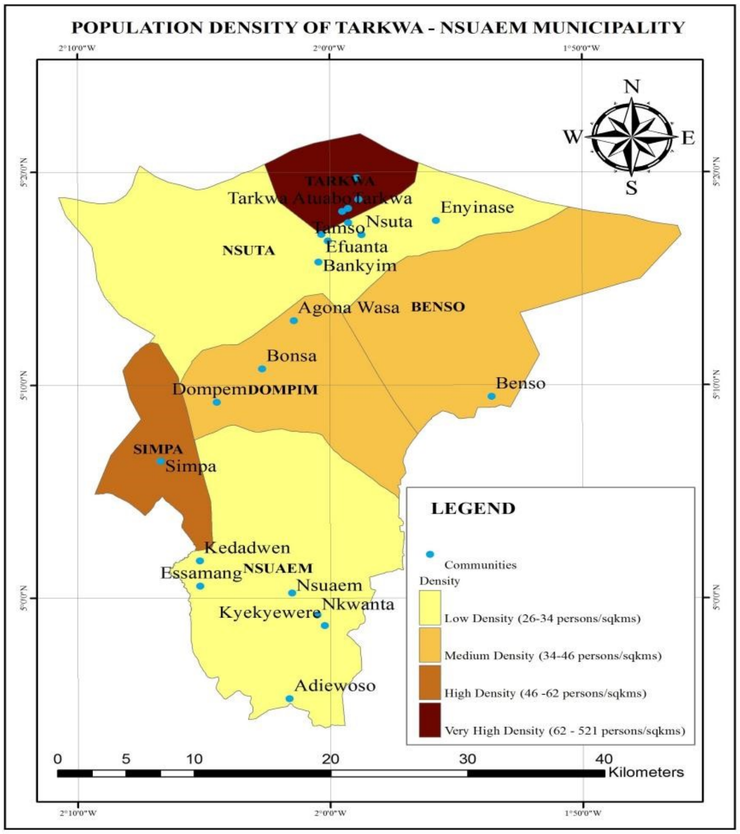
Source: MPCU Secretariat

The Municipality has a marginally noticeable male predominance which comprises 105,822 (48.30%) females and 113,287 (51.70%) males. The slight imbalance can be attributed to the demand for labour in mining and related industries within the municipality, which attracts more male immigrants. However, when these immigrants are unable to secure jobs in the formal sector of mining, they resort to illegal mining activities which results in destruction of forest cover, pollution of water bodies and degradation of land. This leads to reduction of arable lands, resulting in low agricultural productivity, which in the long run affects economic development.

Population Density

The rural-urban split of the population according to the 2021 PHC stands at 59% urban (129,046 residents) with 41% rural (89,618). This is primarily due to the concentration of mining and its value chain activities in the urban areas. The municipality has a population density of 235.9 persons per square kilometre, with majority of the population being concentrated in the capital, Tarkwa, as well an average household size of 3.1. The high population in the urban areas puts pressure on the existing infrastructure within those areas. Figure 7 provides a graphical representation of the population density of the Tarkwa-Nsuaem Municipality.

Figure 7 - Map of Population Density

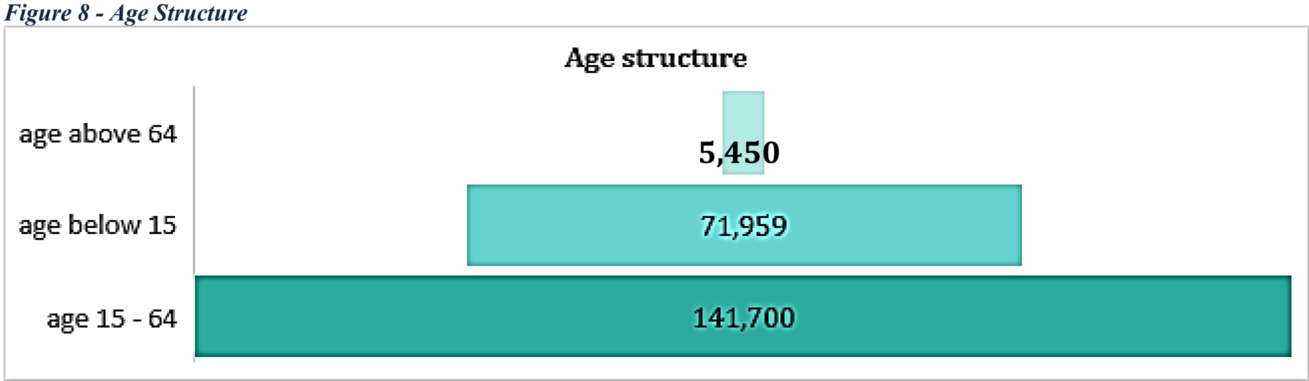


Source: MPCU Secretariat

Age Structure and Dependency

The Municipality has a very good proportion of the working age group (15 - 64 years), of 64.6% (141,700) according to the 2021 PHC. On the other hand, total dependents which include children below age 15 (71, 959) and adults above age 64 (5,450) stand at a 35.4%. This, therefore sets the dependency ratio at 1:0.55, which translates into less than one dependent per person within the working age group. This can be attributed to the fact that majority of immigrants have their families settled outside the municipality, leading to repatriation of incomes. This reduces the capital available for local investment within the municipality, affecting Local Economic Development. However, the high population within the working age group boosts productivity within the municipality. Figure 8 shows the age structure of the municipality’s population.

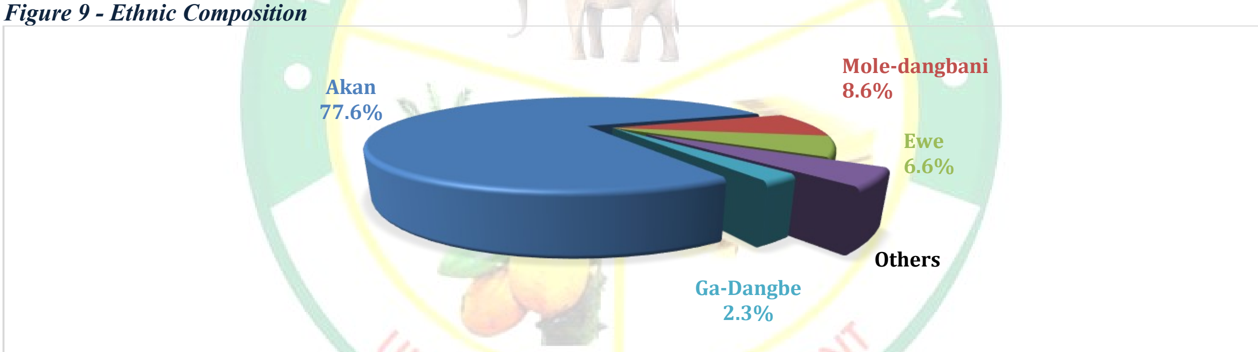
Figure 8 - Age Structure



Ethnic and Religious Composition

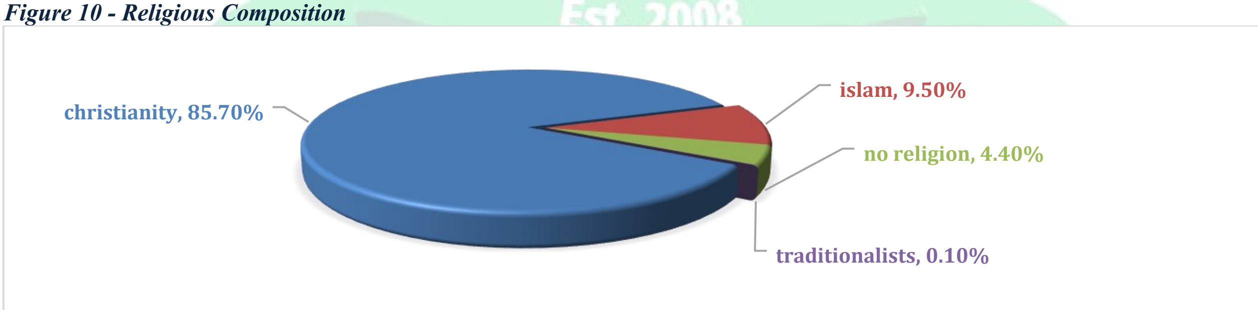
The municipality is also very ethnically diverse. Although it is dominated by Akans (77.6%), there are also other significant groups, including Mole-Dagbani (8.6%), Ewe (6.6%), among others. Figure 9 shows the ethnic composition of the municipality's population.

Figure 9 - Ethnic Composition



Similarly, 85.7% of the municipality's population are Christians, followed by 9.5% Muslims and 4.4% with no religion, as shown in Figure 10.

Figure 10 - Religious Composition

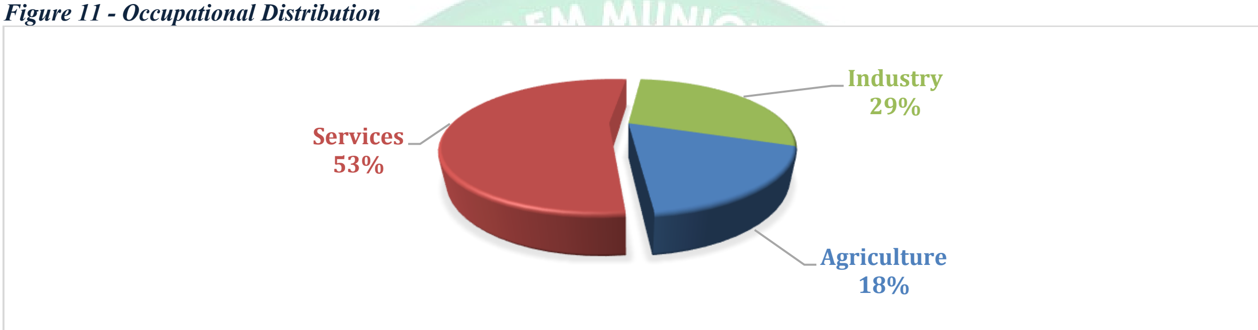


This cultural and religious diversity fosters innovation, enhancing problem solving and driving economic growth. It brings together varied perspectives, skills and experiences leading to more creative solutions and a wider range of ideas. The diversity however necessitates culturally sensitive public services and social cohesion initiatives.

Occupation Distribution

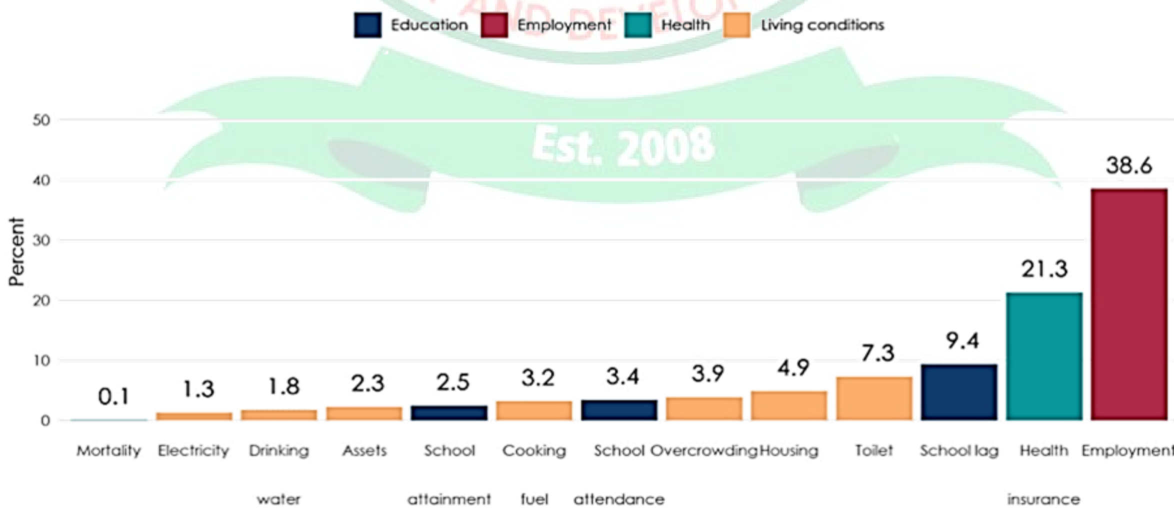
Agriculture was the Municipality's primary economic activity for a long time. However, the 2021 Population and Housing Census revealed a shift of interest from agriculture (now 17.7% of the Municipality's employable population) to services (53.4%), and industry (28.9%). This is shown in Figure 11.

Figure 11 - Occupational Distribution



Sadly, the Ghana Statistical Service, in its Multidimensional Poverty Report of 2024 recorded 18.2% of the municipality's population as multidimensionally poor, indicating employment as the greatest indicator contributing to this phenomenon. Figure 12 gives a graphical representation of the indicators used to measure deprivation in the 2024 Multidimensional Poverty Report.

Figure 12 - Multidimensional Poverty Report Deprivation Indicators



2.4.2. Physical Characteristics

Topography

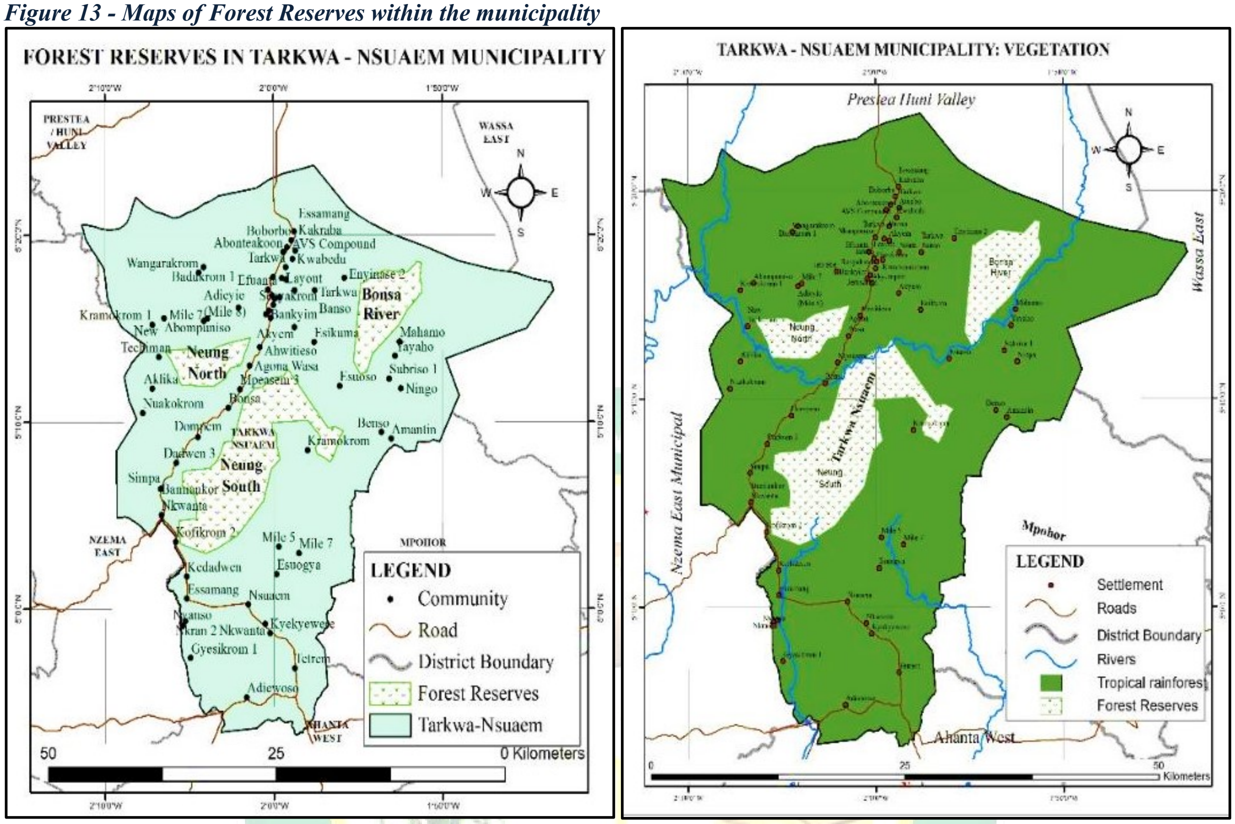
Topography plays a crucial role in understanding the physical world and its impact on the various aspects of life. These include landform, elevation, slope among others. The topography of the Tarkwa-Nsuaem Municipality is characterized by ridges and valleys, reflecting the underlying Banket series of the Tarkwaian system. The area also has undulating terrain with some scarps, ranging from 150 to 300 meters above the sea level. The mining activities within the area, both open-cast gold and manganese mines, is significantly impacting the topography of the land. The municipality falls within the tropical rainforest zone, influencing the area's climate and soil conditions which are suitable for agriculture.

Vegetation

The Municipality falls within the rainfall belt thus giving it the "green" physical outlook. It can boast of about 390.94 km^2 of Forest Reserves comprising the Bonsa Reserve (160.58km^2), Ndumfri Reserve (72.52km^2) and Neung Reserve (157.84Km^2) as well as other off-reserves with the height of trees ranging between 15 and 40 meters high with wide crowns. These reserves have species that include Mahogany, Wawa, Odum and Sapele.

The municipality over the years has experienced significant vegetation changes between 2022 and 2025 due to mining and other human activities. Both large and small-scale mining activities including illegal mining, have significantly impacted the vegetation cover causing deforestation, pollution and land degradation. In addition, the ever-increasing population and urbanization have led to the conversion of vegetation cover for settlements and infrastructure development. Also, expansion of agricultural lands particularly for cash crops like oil palm, rubber and cocoa, has contributed to deforestation and land-use changes within the municipality. Figure 13 indicates the locations of the forest reserves.

Figure 13 - Maps of Forest Reserves within the municipality



Source: MPCU Secretariat

Water

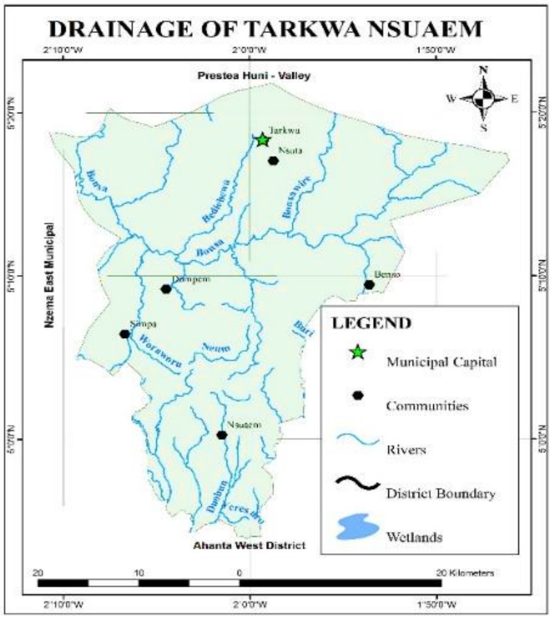
The Municipality is home to several water bodies and watersheds. Key amongst them is the Bonsa River, the Kawere River and the Ankobra River. These waterbodies play a vital role in the lives and livelihood of the communities.

The major water uses in the Tarkwa-Nsuaem Municipality are agricultural, domestic and mining. A percentage of the Tarkwa community also relies on ground water for both domestic and industrial use.

For a good while, the Ghana Water Company has been the main source of pipe borne water for Tarkwa and its peri-urban surroundings. The Company treats approximately 2,800-m³ of water from Bonsa River on daily basis to serve about 5,030 customers. However, the Bonsa river over the years faces contamination from illegal mining activities leading to increased treatment costs and supply challenges.

Figure 14 is a map of the drainage system of the municipality and represents the current state of River Bonsa.

Figure 14 - Map of the Drainage System of the Municipality & the state of River Bonsa

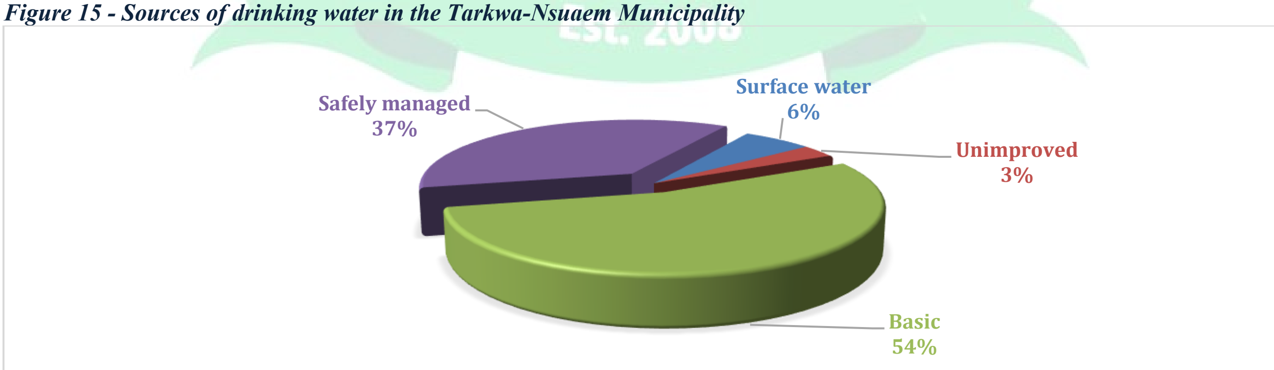


Source: MPCU Secretariat

According to the 2021 Population and Housing Census, sachet/bottled water was the most used source of drinking water for residents of the municipality. This was attributed to the rapid effects of illegal mining activities on surface water. The contamination of these sources of water made most residents resort to the use of sachet/bottled water.

According to the 2024 WASH survey, 53% of the total population had access to basic water services, while 36% had access to improved water sources. A good proportion (9%) depend on rain, stream, spring and rivers as their source of drinking water. Figure 15 indicates the sources of drinking water for residents.

Figure 15 - Sources of drinking water in the Tarkwa-Nsuaem Municipality



Source: MPCU Secretariat

Climate
The Municipality lies within the South-Western Equatorial Zone and has fairly uniform temperatures: around 26 °C in August (coolest) and 30 °C in March (hottest). Sunshine lasts roughly 7 hours per day, while relative humidity ranges between 70-80% in the dry season and 75-80% in the wet season. The Municipality experiences one of the highest rainfall patterns in Ghana, with a mean annual rainfall of 187.83mm with a double maximum rainfall starting from March to September as the main rainfall season and October to February as the dry season. For the past years, the municipality had been experiencing rising temperatures and an increase in rainfall variability which affected various sectors such as Agriculture and water resources.

The increasing Population in the Municipality continue to put stress on demand for water supply. Daily water availability per person continue to drop significantly from year to year. Meanwhile, many wells often poorly constructed especially in the rural areas are contaminated whiles surface and groundwater are threatened by waste disposal, illegal mining (galamsey), and pollution.

Research indicates that increased surface mining activities in the Tarkwa area correlates with a decline in rainfall patterns, compared to less-mined regions like Benso.

In response to climate concerns and environmental degradation in the Municipality, the Municipal Assembly in collaboration with the Gold Fields Ghana Limited and the Forestry Commission have been leading Green Ghana Day tree-planting campaigns, scaling up environmental restoration efforts.

Soil and Geology
The relief of the Municipality falls within the forest disserted plateaus physiographic region. Pre-Cambrian rocks of Birimian and Tarkwarian formations underlie the forest-disserted plateau.

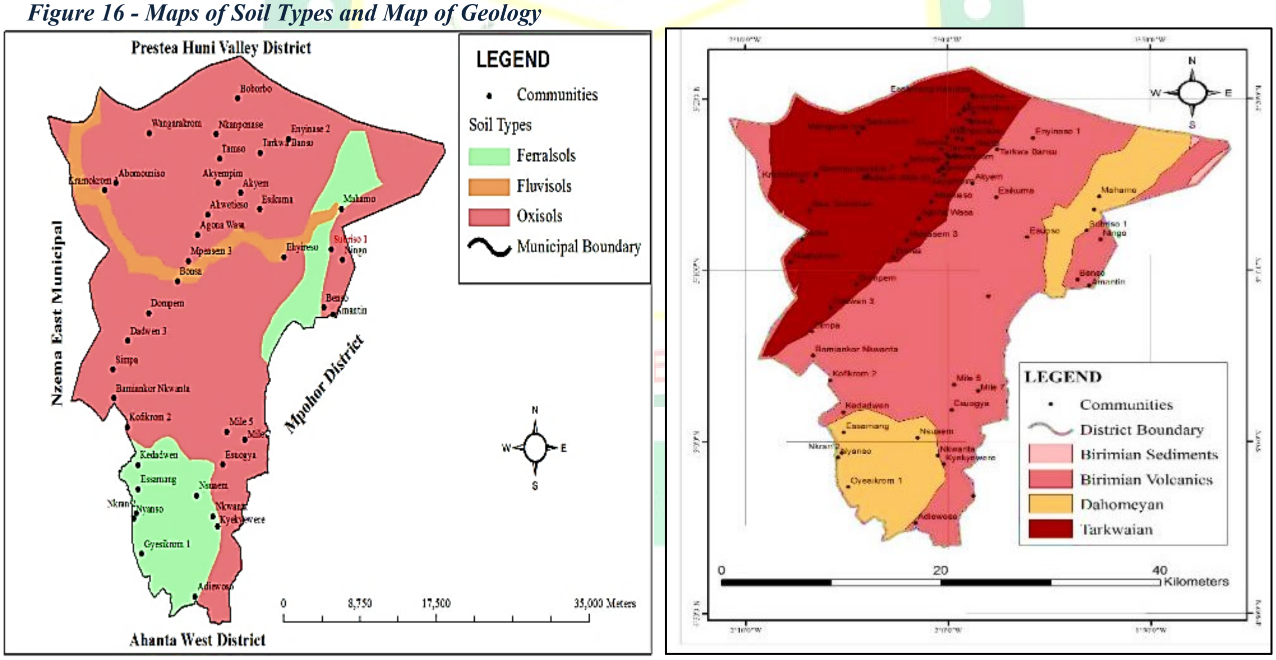
The soil type is mainly Oxisols containing at all depths, not less than 10% weathered minerals. Soils are mostly deep, open and acidic in nature due to the heavy leaching of base from the above soil layers caused by high rainfall, humidity and temperature. The acidic nature reduces availability of soil phosphorus, calcium and magnesium, but generally, levels are acceptable for good plant growth, hence the cultivation of cassava, maize, plantain, rubber, cocoa and oil palm among others.

The geological formations in the Municipality are mostly the Birimian and Tarkwarian rocks. Economically, the Birimian rocks are regarded as the most important formations as a result of its mineral potentials.

Due to the geological formation of the Municipality, there is the existence of mineral components. These minerals include Gold and Manganese, accounting for the surge in mining activities in the Municipality, creating employment for several people and reducing economic hardships. However, the increasing number of mining activities in the Municipality is gradually degrading the forest and polluting water bodies with trace metals like arsenic, mercury and cadmium, which pose threats to the environment.

Mining also compacts soils, reduces porosity and makes them more susceptible to erosion, and unsuitable for agriculture. This accounts for the reduction in the overall crop output in the municipality over the past years. Figure 16 presents maps for both the soil types and geology.

Figure 16 - Maps of Soil Types and Map of Geology



Source: MPCU Secretariat

Plant and Animal Life

The municipality is situated in the rainfall belt of Ghana and historically featured evergreen equatorial forest vegetation, which protected the ecosystem and supported various wild animals including grasscutters, monkeys and squirrels. It promoted and supported the development of wildlife reserves, focusing on rearing of animals for consumption.

In contrast, land use changes including mining and lumbering have led to a reduction in natural and semi-natural vegetation cover with cultivated and managed terrestrial areas becoming dominant. The Natural Resources Conservation Department of the Assembly supports the development of private nurseries, woodlots, fodder poles and timber as well as replanting efforts for watercourses and degraded land. The Department continually advises on the regulation of hunting, capture, killing and sale of animals as well as cutting, logging and destruction of vegetation to help conserve wildlife population.

2.4.3. Economy

The Tarkwa- Nsuaem Municipality's economy, according to the 2021 Population and Housing Census, is made up of the services sector, employing 53.4% of the working population, industry (28.9%) and agricultural sector (17.7%).

The services sector, which majorly includes mining support services (catering services for mining companies and sale of mining equipment) in addition to the industry sector, currently employs the highest proportion of the population. The huge boom in mining and its value chain activities is due to the rich mineral endowment of the municipality, which serves as a pull factor to attract migrants into the municipality in search of greener pastures. The high working population offers a large market for business activities, contributing to the attraction of skilled workforces, which allows the transfer of knowledge and skills in specialized sectors of the economy such as the mining industry.

i) Internally Generated Fund (IGF)

Revenue to the Municipality is generated from both internal and external sources. However, the major source of revenue for the Municipality is the Internally Generated Funds which includes property rates, fines, royalties (Mineral Development Fund and Stool Lands), rent, licenses etc. The Municipality has been performing well in its internal revenue generation as it recorded GH¢ 74,568,373.27 within the period under review (2022-2024) representing 86.46% of the total budgeted revenue within the period.

Rates is the major source of Internally Generated Fund for the Municipality as it recorded GH¢ 31,236,800.04 representing 41.89% of the total IGF received for the period (2022-2024). This was followed by Minerals Development Fund, which recorded GH¢ 28,308,116.00 representing 37.96% of the total IGF received for the period. Other sources such as licences, stool lands and permits also recorded a significant improvement in the IGF as they recorded 10.13%, 5.20% and 1.51% of the overall IGF respectively.

The significant improvement in the Assembly's Internally Generated Funds (IGF) especially from rates over the years can be attributed to the effective implementation of the Assembly's Revenue Improvements Action Plan (RIAP) which included the formation of a Revenue Mobilization Taskforce and the involvement of National Service personnel in the mobilization of revenue for the Assembly. This justifies the completion of more developmental projects and programmes across the Municipality, hence improving the socio-economic wellbeing of the citizens.

In spite of the significant revenue performance, the Municipality is challenged with limited permanent staff assigned to the revenue department as well as revenue mobilisation leakages. These challenges affect the implementation of the Municipal's annual action plans as the Assembly is unable to meet its revenue targets. It is therefore incumbent on the Assembly to develop effective strategies to harness all potentials to achieve its revenue targets for improved services delivery. Table 5 provides details of the Assembly's performance in its IGF Mobilization.

Table 5 - Assembly's performance in its IGF Mobilization

Years	**2022**		**2023**		**2024**		**2022-2024**	
ITEMS	**BUDGET FORECAST**	**ACTUAL**	**BUDGET FORECAST**	**ACTUAL**	**BUDGET FORECAST**	**ACTUAL**	**ESTIMATE**	**ACTUAL**
RATES	7,570,000.00	6,095,324.63	11,430,000.00	10,130,090.41	18,120,000.00	15,011,385.00	37,120,000.00	31,236,800.04
LANDS (PERMITS)	319,000.00	319,524.56	400,000.00	209,303.00	700,000.00	596,599.00	1,419,000.00	1,125,426.56
RENT	90,000.00	99,362.00	205,000.00	194,279.00	320,000.00	247,802.00	615,000.00	541,443.00
LICENSES	2,154,000.00	2,044,264.48	2,568,500.00	2,473,903.16	3,849,000.00	3,032,914.00	8,571,500.00	7,551,081.64
FEES	656,000.00	598,736.60	849,000.00	643,611.00	1,042,000.00	641,251.00	2,547,000.00	1,883,598.60
FINES	32,000.00	20,093.00	55,000.00	11,777.43	60,000.00	14,360.00	147,000.00	46,230.43
STOOL LANDS	1,390,709.00	490,227.00	2,190,709.00	1,814,755.00	3,000,000.00	1,570,695.00	6,581,418.00	3,875,677.00
MINERAL ROYALTIES	6,900,000.00	8,792,482.00	9,200,000.00	8,256,750.00	13,150,000.00	11,258,884.00	29,250,000.00	28,308,116.00
IGF OVERALL	19,111,709.00	18,460,014.27	26,898,209.00	23,734,469.00	40,241,000.00	32,373,890.00	86,250,918.00	74,568,373.27

Source: Municipal Budget Unit (2025)

Agriculture

Agriculture continues to play an important role in the economy of the Municipality, providing both full-time and part-time employment for the people especially the rural population. However, according to the 2021 PHC, employment in the agricultural sector recorded a decline, employing 17.7% of the employable population from the 31.5% recorded in the 2010 PHC.

The common agricultural practices of the people in the municipality include crop cultivation, and animal husbandry. Tree crops such as cocoa, oil palm, coconut and rubber, as well as arable crops which include maize, cassava, rice, plantain, cocoyam and animals such as poultry, pigs, goats, cattle and sheep are the main agricultural products. Adoption of improved varieties, water use management, integrated pest management, supplementary feeding of livestock, row planting, use of pesticides and fertilization are pursued to enhance agricultural productivity.

Government Flagship Programmes such as Planting for Food and Jobs (PFJ), Planting for Export and Rural Development (PERD), Greenhouse Technology Village, Rearing for Food and Jobs (RFJ) and Agricultural Mechanization Services helped to further enhance productivity. Figure 17 displays some images of beneficiaries of the Government Flagship Programmes.

Figure 17 - Beneficiaries of Planting for Food and Jobs

The Municipality experiences relatively favourable weather conditions which support agricultural production. In spite of all the effort and support in the sector, interest continues to dwindle. Dozens of people over the years have gradually migrated from the Agricultural sector to the other sectors due to the unavailability of access to lands as perpetual increase in illegal mining activities have destroyed the farming lands. These activities are unregulated, resulting in the destruction of farmlands and limiting the total land area of cultivation leading to high food prices across the Municipality. This situation in the long run, has heavily affected productivity. For instance, rice production in 2024 recorded a total of 209.7 metric tons, which is a sharp decline from 1,250 and 1,103 metric tons produced in the years 2023 and 2022 respectively. Similarly, other major crops such as maize, yam, cocoyam and plantain all saw a reduction in production at various levels, as can be seen in Table 6.

Table 6 - Trend of the agriculture production in the Municipality

INDICATORS		BASELINE 2021	ACTUAL 2022	ACTUAL 2023	ACTUAL 2024
Total output in agricultural production (In metric tons)					
i.	Maize	2,250	2,460	2,545	2,322.5
ii.	Rice (milled),	925	1,102	1,250	209.7
iii.	Cassava	1102	1205	1,350	4,645
iv.	Yam	1,460	1,136.2	2,000	232.25
v.	Cocoyam	1,520	1,650	2,300	696.75
vi.	Plantain	5,480	6,205	9,500	1,393.5
vii.	Cocoa	4,100	4,300	3,800	16,875
viii.	Coconut	2066.2	2045.7	2,025.5	2005.40
ix.	Vegetables	10148.5	9641.0	9,158.9	8701.0
x.	Oil palm	11,000	12,006	16,500	4,645
xi.	Cattle	4,850	1627	2,060	2,017
xii.	Sheep	1521	1506	2,040	2,042
xiii.	Goat	36,650	35,644	32,000	11,860
xiv.	Pig	15,670	12,000	15,600	16,350
xv.	Poultry	12,000	15,400	32,000	31,661
Average productivity of selected crop (mt/ha):					
i.	Maize	3.75	3.55	3.4	3.52
ii.	Cassava	12.9	14.3	15.7	17.5
iii.	Yam	10	9.9	8.4	8.5
iv.	Cocoyam	9.1	9.12	8.3	8,4
v.	Plantain	8.7	10.3	10.28	15.29
vi.	Cocoa	14.5	18.7	4.2	0.9
vii.	Oil palm	12.0	16.5	4.8	12.75
viii.	Rice (milled)	3.93	3.7	4.4	3.02
Percentage of arable land under cultivation		36%	38.7%	35%	50%
Percentage change in yields of major crops					
i.	Cocoa	12.05%	48.3%	23.4%	-0.0003%
ii.	Coconut	13.8%	2.45%	14%	-0.95%
iii.	Maize	4.45%	-3.57%	3.4%	0.09%
iv.	Rice	14.42%	-36.31%	13.4%	52.7%
v.	Cassava	13.77%	4.03%	12%	0.28%
vi.	Plantain	15.30%	2.27%	12.0%	0.24%
vii.	Cocoyam	15.44%	0.03%	39.4%	-0.3%
viii.	Vegetables	4.25%	12.42%	21.5%	-4.98%
Percentage change in livestock/poultry production					
i.	Cattle	25.4%	3.09%	26.6%	26.3%
ii.	Sheep	30.2%	1.78%	35.4%	1.5%
iii.	Goat	62.12%	1.17%	10.2%	1.0%
iv.	Pigs	41.5%	2.1%	30%	3.21%
v.	Poultry	40.45%	88.75%	107.7%	1.0%
Percentage of total arable land under cultivation being irrigated		5%	15.7%	16.5%	14.77%
Change in price of major crops					
i.	Cocoa	32%	21.21%	-7.1%	-3.2%
ii.	Coconut	50%	33.3%	0%	20%
iii.	Maize (Olonka) 2.4	25%	20%	-14.3%	39.4%
iv.	Rice 5kg	10%	27.3%	-5.8%	111.1%
v.	Cassava (10kg)	20%	50%	-10%	56.4%
vi.	Plantain (7kg)	16.7%	71%	-14.3%	77.7%
vii.	Cocoyam (1.85 kg)	16.7%	14.3%	-10%	56.4%
viii.	Vegetables (okro) 2.3kg	25%	40%	-16.7%	9.1%

Source: Department of Agriculture - TNMA, 2024

Local Economic Development (LED)

The increasing mining activities within the Municipality serves as a pull factor to attract migrants into the city in search of greener pastures leading to higher population density. The high population density offers a large market for business activities in the city. This development contributes to the attraction of skilled workforces, which allows the transfer of knowledge and skills in specialized sectors of the economy such as the mining industry. There are a wide range of business opportunities in the Tarkwa-Nsuaem Municipality. Arable lands make agricultural activities such as livestock rearing, crop farming (fruits and vegetables) and fish farming very lucrative when commercialized.

With a strong mineral resource sector such as gold, manganese, marble stones among others, the municipality can boast of prospects in supply of mining equipment and machinery, jewellery, construction, just to mention a few.

The Tourism sector is also a strong area for new business investments in the municipality. Key opportunities in this sector include tourist accommodation, tourist transportation, catering enterprises, eco-tourism projects, and nightlife and leisure services. About 56.1% of the working population who are in the informal sector are into petty trading. However, the percentage of people in service (53.4%), accounts for the high commercial activities in the Municipality.

In contrast, a number of challenges hinder the full realization of these opportunities. These include limited access to credit facilities for small and medium scale enterprises, inadequate entrepreneurial skills, poor road networks, land litigations, underdeveloped tourist sites, high prices of goods and services, etc. There is therefore the need to strategize and adopt measures to address these hindrances in order to develop the municipality to its full potential.

Job Creation

Due to the rich mineral deposits within the area, mining and its value chain activities employ many residents of the municipality. Currently, there are three major mining companies namely, Goldfields Ghana Limited, AngloGold Ashanti Iduapriem Mine and Ghana Manganese Company Limited providing a number of employment opportunities to the inhabitants.

These companies ensure that unskilled labour force is taken from within the Municipality and inhabitants with advanced certificates are also given priority with respect to technical and professional employment.

Though unregulated, illegal mining proves to be a major source of income and livelihood for majority of the youth in the Municipality, especially among the rural population. This however poses a major threat to the youth as the act is unsustainable and also poses both social and environmental threats to residents.

Other areas of employment include people employed in managerial positions, professionals, clerical support staff and public sector staff.

The implementation of the Government's Flagship Programme, One District One Factory (1D1F) saw the completion of a common-user Oil Palm Processing facility at Dompim. This was earmarked to provide employment for not less than 500 youth across the municipality, in a bid to achieving decent work and economic growth (SDG 8).

The informal sector also offers opportunities for job creation within the area particularly in the agriculture and service sectors. This sector employs about 56.1% of the municipal's working force. The location of the municipality as the gateway to the northern part of the Western Region is a major factor that promotes job creation, as the municipality connects with major markets in neighbouring districts, such as Prestea Huni-Valley, Nzema East and Ahanta West Municipalities. This attracts people from within and outside the municipality to transact business and creates opportunities for inhabitants to invest. The tourism sector is an untapped area in the municipality. Conscious efforts towards revamping some selected tourist sites by the Assembly will also create employment for interested youth.

The Ghana Enterprise Agency of the Assembly in collaboration with its stakeholders and partner institutions in a bid to creating an enabling environment for Micro and Small-Scale Enterprise (MSEs) development, undertakes some activities and programmes, including Business-in-a-Box and other skills development programmes. The Ghana Jobs and Skills Project also known as YouStart is a prioritized skills development project aimed to upgrade the skills of individuals, create more and better-quality jobs and improve job outcomes for the youth.

This program also assists young entrepreneurs with business plans to access funding under the YouStart Ghana Jobs and Skills Project of which the first phase of the project saw the grant disbursement of GH₵227,277.30 to qualified young entrepreneurs. This program is helping to increase the number of MSEs in the municipality, creating employment and improving income levels through the facilitation of Business Growth and Development Services, especially in rural communities and peri urban areas of the municipality. Figure 18 provides pictures of YouStart beneficiaries.

Figure 18 - Beneficiaries of YouStart

In spite of these opportunities, unemployment still remains very high among the populace since about 18% of the working population remains unemployed. Inadequate access to credit facilities, lack of skilled labour and the quest for white collar jobs are hindering the growth of the local economy. Table 7 details the number of new industries and new jobs created under Agriculture, Industry and Services.

Table 7 - New industries and new jobs created under Agriculture, Industry and Services.

Item	2021	2022	2023	2024
Number of new industries established				
Agriculture	42	36	35	37
Industry	60	85	90	60
Service	20	70	82	17
Number of new jobs created				
Agriculture	200	220	30	100
Industry	90	95	60	130
Service	1012	120	40	60

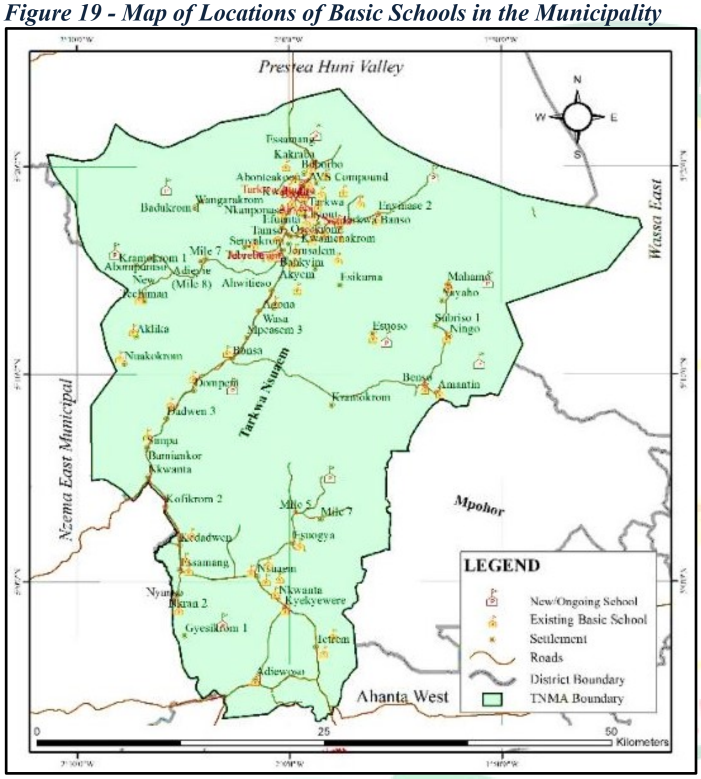
However, the Municipal Assembly intends to collaborate with the private sector especially the Mining companies within the Municipality (Goldfields Ghana Limited, AngloGold Ashanti Iduapriem Mine and Ghana Manganese Company) to build the capacity of the youth through skills development training that will help sustain their economic wellbeing. The Municipal Assembly will also leverage on the implementation of Government Flagship Programmes such as the Youth Employment Program, Youth Apprenticeship Program, and the 'Adwumawura' project to help create employment opportunities for the youth.

2.4.4. Social Characteristics

Education

The Tarkwa-Nsuaem Municipality can boast of several educational infrastructure supporting education delivery. Currently, the Municipality has 209 Pre-schools (Kindergarten), 207 Primary schools, 152 Junior High schools, 4 Senior High schools, 2 vocational schools and 2 Tertiary institutions. Figure 19 depicts the locations of basic schools in the municipality.

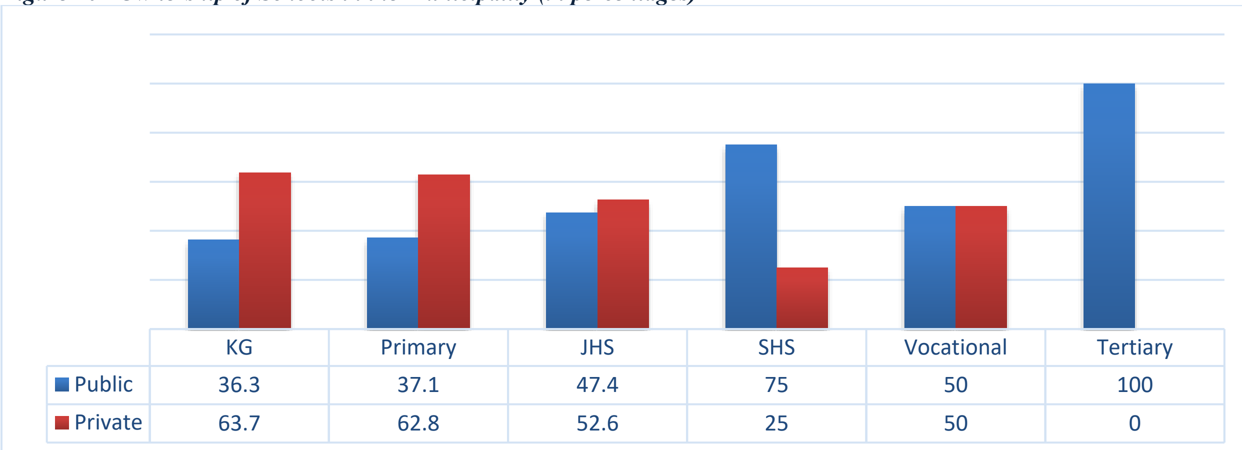
Figure 19 - Map of Locations of Basic Schools in the Municipality



Source: MPCU Secretariat

There are both public and private schools. It is however, important to state that private ownership of schools at the kindergarten and primary levels exceeds public ownership. Whilst advancing to Junior High School, the wide gap between private and public ownership of schools at the kindergarten and primary levels closes significantly. The situation is different at the secondary and tertiary levels. For example, the Municipality had a total of 75 primary public schools against 127 private schools in the 2023/2024 academic year, while 72 and 80 were recorded for total public and private Junior High Schools respectively. However, the situation is different with second cycle and tertiary institutions. The private ownership has aided in improving the infrastructure needs of the Municipality. Figure 20 depicts the ownership of Schools in the Municipality

Figure 20 - Ownership of Schools in the Municipality (in percentages)



Source: Municipal Education Service, EMIS UNIT -2025

The Municipality can boast of a literacy rate of 79.3% of the population 6 years and older, as well as 1,749 trained and 205 untrained teachers. Equally, the class sizes in the municipality varies, ranging from 35 to as high as 80 pupils in a class, thus bringing the teacher-pupil ratio to 1:80 in some public schools, compared to the GES standard of 1:30. This makes teaching and learning quite tedious, creating a lot of inconveniencies. Again, some of the schools continue to experience teacher deficit. There is therefore the need to recruit extra teachers to fill the backlog. In addition, further training is required for the untrained teachers.

Despite these challenges with teaching and learning, academic performance has been quite encouraging, with Table 8 showing statistics of the municipality's BECE results from 2021 to 2023.

Table 8 - Statistics of the BECE results from 2021 to 2023

BECE PERFORMANCE	2021			2022			2023		TOTAL
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	
Candidates	2,014	2,051	4,065	1,946	1,960	3,906	2,225	2,209	4,434
Passes	1,468	1,623	3,091	1,562	1,626	3,188	1,800	1,703	3,503
Fails	546	428	974	384	334	718	425	506	931
% of passes	**36.11%**	**39.93%**	76.0%	**39.99%**	**41.63%**	81.6%	**40.59%**	**38.41%**	79.0%
% of fails	**13.43%**	**10.53%**	24.0%	**9.83%**	**8.55%**	18.4%	**9.59%**	**11.41%**	21.0%

Source: Municipal Education Service, EMIS UNIT -2025

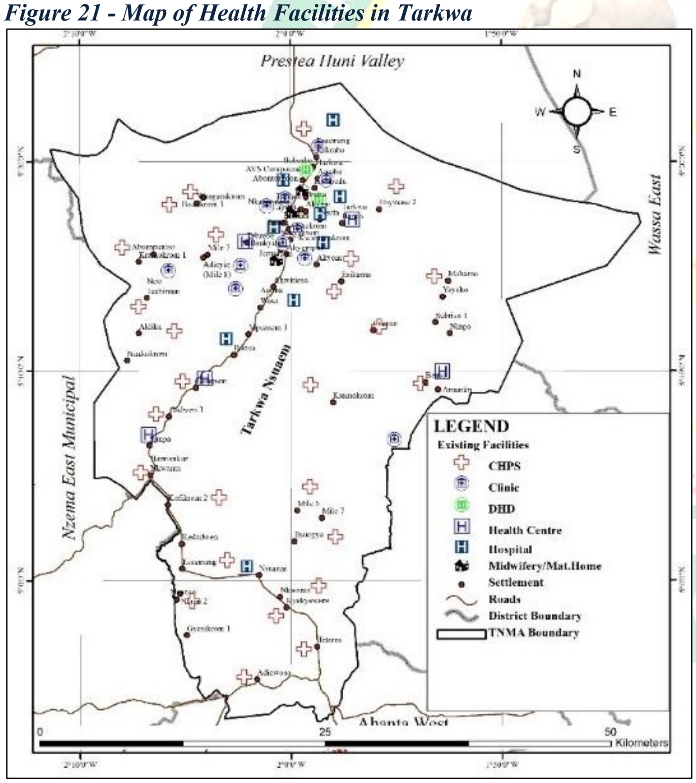
The performance of girls in BECE in the municipality is quite better than boys over the reporting period. In 2021, 79.1% of girls out of the total number of girl candidates passed, while 72.9% boys out of the total boy candidates passed, 2022 had 83.0% and 80.3% of girls and boys respectively, passing the exams. However, 2023 presented a different situation where boys led with a percentage of 80.9%, while 77.1% of girls passed.

With the boosting of educational infrastructure across the municipality, access to education is guaranteed. This is evident in the 79.3% literacy rate. This will aid in the achievement of SDG 2, Quality Education.

Health

The Municipality's health situation has improved over the past 4 years. There are currently 36 CHPS Compounds, 11 Clinics, 9 Health Centres and 8 Hospitals distributed across the Municipality. In spite of this, the distribution of these health facilities is skewed towards the urban communities, as shown in Figure 21.

Figure 21 - Map of Health Facilities in Tarkwa



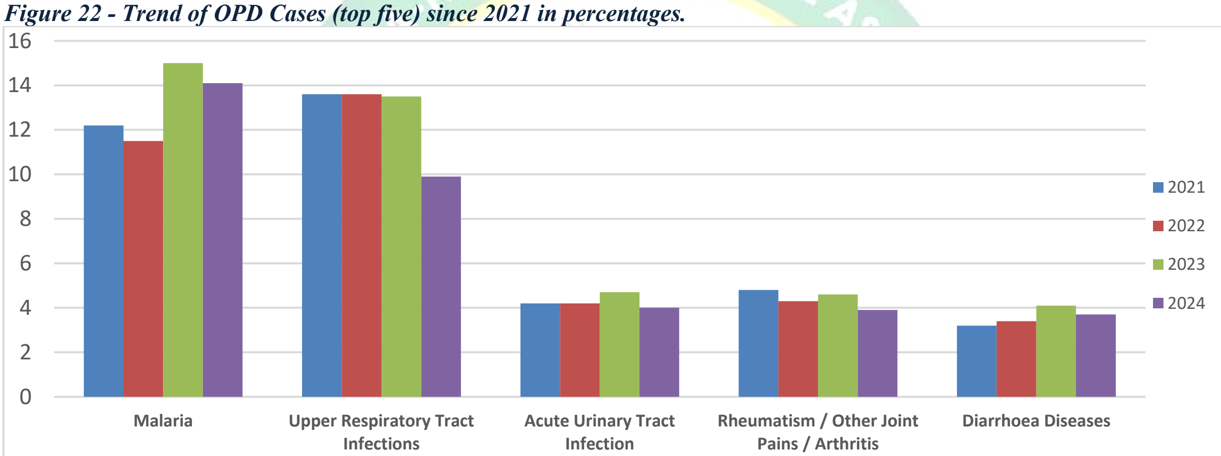
Source: MPCU Secretariat

On disease prevalence, Malaria has been leading on the top ten Outpatient Department (OPD) chart for the past two years, accounting for 14.1 % of all cases recorded in 2024. However, Upper Respiratory Tract Infection (URTI) is coming up strongly within the same period with 9.9 % followed by Acute Urinary Tract Infection at 4.0 %. The top ten OPD cases produced 49.4 % of all recorded cases, with the remaining 50.6 % being all other OPD cases that do not fall under the top ten. Malaria and Upper Respiratory Tract Infections have remained at the top two positions in the top ten OPD cases from 2021 to date.

The high volumes, as well as the indiscriminate disposal of waste, produces stagnant water sources which breed mosquitoes. This contributes to the high malaria rate in the municipality. Again, the consistent increase in Upper Respiratory Tract Infection could be attributed to pollutants from both legal and illegal mining, and other extractive sector activities.

In effect, this has led to a surge in health expenses and reduced the overall productivity of residents in the municipality. Figure 22 shows a trend of OPD Cases (top five) between 2021 and 2024.

Figure 22 - Trend of OPD Cases (top five) since 2021 in percentages.



Source: Municipal Health Directorate, TNMA 2025

Child protection

It is common to find young girls between the ages of 13 and 18 in the Tarkwa-Nsuaem Municipality getting pregnant (826 in 2022), causing the girl child to drop out of school. Sometimes these girls are given out in forced marriages to those persons responsible for their pregnancies. Child protection is therefore a great concern in the Municipality, as children born out of this act are occasionally abandoned. Meanwhile, the municipality has only one (1) under resourced orphanage home, jointly owned by the Municipal Assembly and a private individual which takes care of orphans and neglected children.

Streetism is on the rise as children migrate from neighbouring villages and countries to explore opportunities mostly in the area of mining and its value chain activities to earn a living. These children mostly end up on the streets. The males among them venture into illegal mining popularly known as “galamsey” whilst the females especially the foreigners, end up in prostitution. Child labour is therefore prevalent and, on the ascendency, due to these acts. Cocoa growing areas in the municipality such as Bonsa, Bonsawire, etc are not left out as parents prefer to send their children to help them on their farms during school hours. This exposes the children to many health hazards. They sometimes indulge in social vices such as drug abuse, aggression, armed robbery etc. which become a threat to the security of the municipality and the country as a whole.

Social Protection

The Social Welfare and Community Development Department of the Tarkwa-Nsuaem Municipal Assembly assists the Municipality to develop and implement social protection interventions within the framework of national policy to tackle emerging social issues.

The population within the municipality continues to benefit from some Central Government social interventions. These interventions include Livelihood Empowerment against Poverty (LEAP), National Health Insurance Scheme (NHIS), Ghana School Feeding Programme, Capitation Grant, and Free SHS.

Unfortunately, the coverage of these interventions is limited to a smaller proportion of the population. For instance, LEAP is serving only 839 beneficiaries in the municipality as at end of year 2024, whilst the School Feeding Programme is just in 34 out of 85 schools with total beneficiaries of 12,637 pupils. However, compared to LEAP, NHIS is able to reach a greater proportion of the population, covering a total population of 5,647 card bearers. The capitation Grant and Free Senior High School (SHS) equally serve 37,142 and 5,897 beneficiaries respectively. Table 9 provides a breakdown of the beneficiaries of these Social Interventions.

Table 9 - Beneficiaries of Social Interventions

YEAR	LEAP	NHIS	SCHOOL FEEDING	CAPITATION GRANT	FREE SHS
2021	799	7,281	8,797	37,142	5,059
2022	799	7,182	11,910	37,142	5,084
2023	839	6,076	12,323	37,142	5,454
2024	839	5,647	12,637	37,142	5,897

Source: Social Welfare, GES, NHIS, 2025

The municipality plays host to a number of Persons with Disability (PWD) such as the visually impaired and physically challenged. These persons are given start-up capital from the Persons with Disability (PWD) Fund of the District Assembly Common Fund to support their activities. Table 10 is a breakdown of the registered number of PWDs as at year end 2024.

Table 10 - Registered PWDs in the Municipality

TYPE OF DISABILITY	MALE	FEMALE	TOTAL
PHYSICALLY CHALLENGED	127	135	262
HEARING IMPAIRED	58	54	112
VISUALLY IMPAIRED	36	36	72
TOTAL	221	225	446

Source: Social Welfare, 2025

The implementation of these interventions is met with numerous challenges which include irregular and inadequate release of funds, limited number of beneficiaries among others. However, the various interventions contribute to the alleviation of poverty in the municipality, especially among vulnerable groups, contributing to achieving SDG 1.

Nutrition

Malnutrition is one of the major developmental challenges in the Municipality, and its rates keep fluctuating. Across all age groups, micronutrient deficiencies, particularly of vitamin A, iodine, and iron are the major concern and continue to undermine the health of people, especially women and children. Iron deficiency coupled with the high malaria burden leads to very high prevalence of anaemia, especially among women and children in the Municipality.

The assessment of children during Child Welfare Clinics revealed that, 1.3 out of children under 5 years of age in 2022 and 1.1 in 2023, were malnourished.

These statistics give the indication that the menace is prevalent. To bring the situation under control, the Municipality is currently embarking on scale up programmes which includes, Nutrition surveillance, Nutrition education, Micro nutrient deficiency control programmes (Vitamin A supplementation, iodine deficiency Disorders and Anaemia control programme), Infant and young child feeding (breastfeeding and complementary feeding), Community- based Management of Acute Malnutrition (C-MAM), Non communicable disease control (hypertension and diabetes control) and Monitoring and supervision of nutrition activities.

Aged care

The total population of the aged (60 years and above) in the municipality is 9,332, comprising 4,592 males and 4,740 females. A total of 6,081 of the aged have accessed education at various levels from primary to tertiary, while 3,251 have never received any form of formal education, as seen in Table 11.

Table 11 - Level of Education of the aged in the municipality

EDUCATIONAL LEVEL	MALE	FEMALE	TOTAL
NEVER ATTENDED	834	2,417	3,251
BASIC SCHOOL	2,408	1,732	4,140
SECONDARY	817	438	1,255
TERTIARY	533	153	686
TOTAL	**4,592**	**4,740**	**9,332**

Out of the aged population, about 27.3% are actively involved in various forms of economic activities such as farming and petty trading. A portion of the aged population (26.9%) who were in the formal sector currently receive pensions as a regular source of income.
The remaining 54.2% do not have access to any form of income but rely on relatives, increasing the dependency ratio of the municipality.

Sadly, the stage of life of the aged is characterised by physical, emotional and financial challenges such as high cost of medical expenses, loneliness, among others.

The Assembly, as a result of these challenges, is benefitting from various social interventions such as Livelihood Empowerment Against Poverty (LEAP) supporting 829 persons and providing free registration and renewal of National Health Insurance Scheme (NHIS) instituted by the Government of Ghana for the aged. The assembly will continue to collaborate with all other stakeholders to institute and expand social interventions.

Migration

As a resource-endowed municipality with a thriving mining sector, Tarkwa-Nsuaem attracts thousands of migrants seeking employment opportunities, and improved livelihoods. Migrants come from many parts of the country mainly in pursuit of perceived job opportunities in large-scale mining, artisanal and small-scale mining, and informal urban economies (e.g. petty trading, services).

While mining attracts labour, many of these migrants fail to find stable jobs, thus contributing to underemployment. The ever-increasing population also leads to the proliferation of slums, with poor sanitation, increasing pressure on social amenities and infrastructure such as schools, health facilities, and water systems.

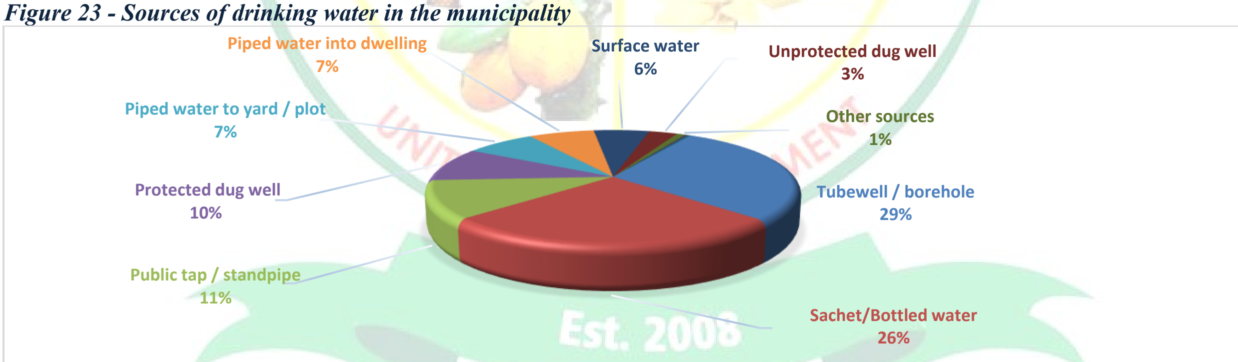
In spite of these, migrants contribute to the growth of the informal and formal labour force, especially in mining, construction, transport, and small businesses. Many of them establish small-scale enterprises that contribute to local trade, services, and market vibrancy. It also brings about a mix of traditions, languages, and customs.

To alleviate some of the challenges associated with migration, the Municipal Assembly seeks to leverage programmes like YouStart, and YaWEP to absorb migrant labour productively, through vocational training, apprenticeships, and support for microenterprises.

Water and Sanitation

Water and sanitation are crucial to human health and well-being. Not only are they prerequisite to health, but also contribute to livelihoods, school attendance, dignity and help to create resilient communities living in healthy environments. According to the 2024 WASH survey, the municipality can currently boast of 45 mechanized boreholes, 6 small-town water systems and enhanced mechanized boreholes, 7 hand dug wells, and 192 hand pumps, of which 10 are non-functional at the time of the survey. Figure 23 presents the sources of drinking water in the municipality.

Figure 23 - Sources of drinking water in the municipality

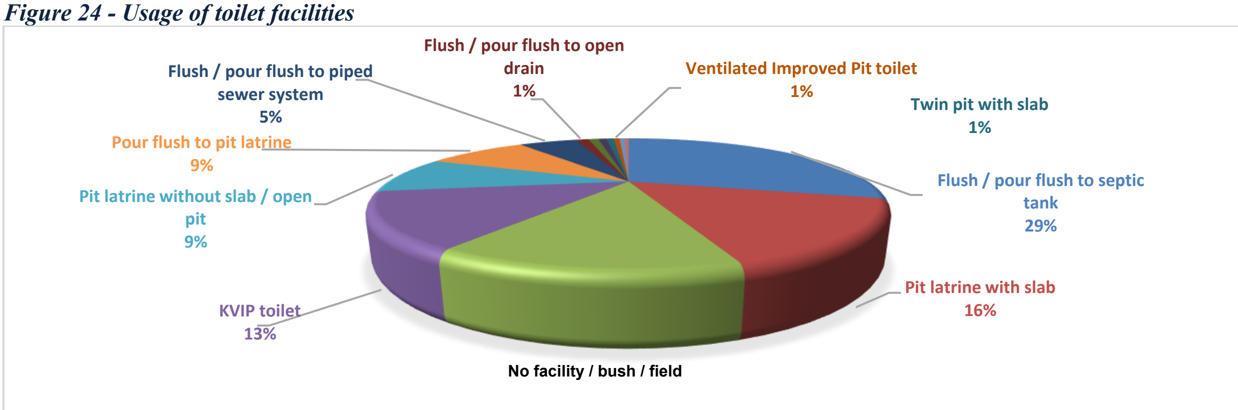


Source: 2024 WASH survey

The Ghana Water Company for some time now has been the main source of pipe borne water for Tarkwa and its peri-urban surroundings as it treats water from Bonsa River to serve customers. However, the quality of water bodies in the Takwa-Nsuaem Municipality recently has been heavily impacted by the activities of illegal miners, thus a greater number of the residents' resort to bottle/sachet water.

On the other hand, sanitation infrastructure in the Municipality includes Public Toilet facilities, a Cesspool Emptier, as well as household toilets. In all, there are 30 public pit latrines which are unimproved/outmoded and are currently being phased out by authorities, 20 Kumasi Ventilated Improved Pits, and 56 public Water Closets. Many of these do not provide privacy and security to users and are also open to the weather. The Municipality's WASH survey also discovered that an estimated 15% of households do not have access to any toilet facility, thus practice open defecation. Figure 24 presents the usage of households' toilet facilities in the municipality.

Figure 24 - Usage of toilet facilities



Source: 2024 WASH survey

The Assembly has adopted management modules such as franchising, polluter-pay-principle (pay as you dump), door to door lifting by the Private Managers among others under the supervision of the Environmental Health Unit. It is however, doing well to supervise all the service providers. The existing infrastructure in the Municipality is still inadequate for safe solid waste collection, treatment and disposal. For instance, there is no final disposal site for treatment of waste. The Municipality depends on the final disposal site of the Prestea-Huni Valley Municipality. Consequently, service providers are still unable to lift the containers on regular basis due to the distance covered to the final disposal site.

The combination of technologies to manage sanitation products from their point of generation to the point of reuse or disposal differs from community to community. At the emptying and transport stage of the value chain, the Assembly's only Cesspool Emptier is unable to adequately serve Tarkwa and its surrounding peri-urban areas. Due to this inadequacy, other private waste management entities are providing commercial services, which are quite expensive, to complement the efforts of the Assembly.

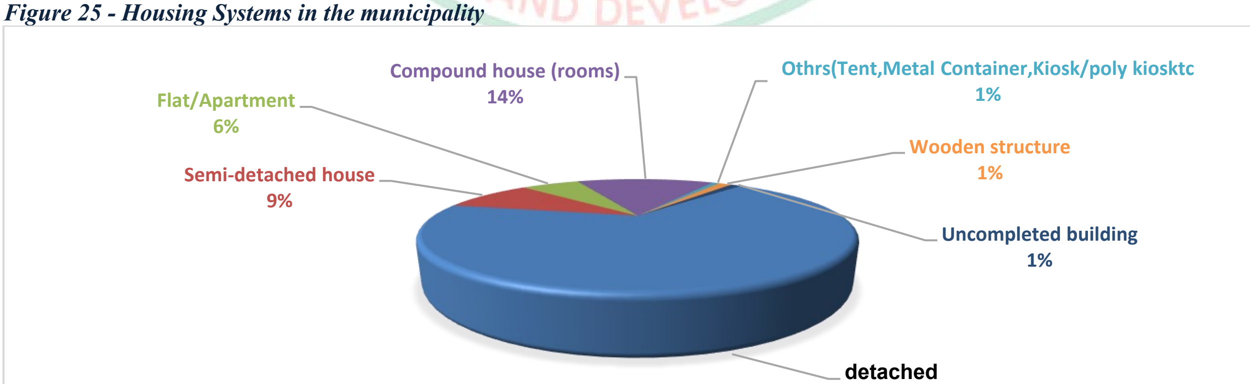
The Municipal Assembly has performed considerably well in the management of solid waste in the face of challenges through the provision of communal waste containers and dumping sites. The municipality has 16 refuse bays for waste disposal. These bays are located at various vantage points within the municipality and serve as solid waste points of collection, before being transported to the final disposal site. It is worthy to note however, that the refuse containers at these bays are inadequate, causing refuse spillovers.

Collection, storage, haulage and management of solid waste in the municipality is done by Zoomlion on a contractual basis under the supervision of the Municipal Environmental Health Unit of the Assembly. Due to the high cost of lifting, resulting from the distance to the final disposal site, Zoomlion is unable to successfully manage the waste in the Municipality.

Housing

The housing system of the Tarkwa-Nsuaem Municipality offers various options for residents, businesses and investors. According to the 2021 PHC, the municipality has a total of 79,130 housing units. Out of this, a total of 44,589 representing 56.3% of the total housing units are within the urban areas whiles 34,541 representing 43.7% are in the rural communities. The housing system of the Municipality is categorized into detached, semidetached, flat/apartments, compound house, huts/buildings, tent, metal containers, kiosks and wooden structures. These houses accommodate the growing population of the municipality. The common housing system of the municipality is the detached houses which account for about 65.7% of the total housing units. This is followed by compound houses and semi-detached houses which account for 14.4% and 9.1% of the total housing units respectively. Figure 25 provides details of the various housing systems in the municipality.

Figure 25 - Housing Systems in the municipality



The increasing population of the Municipality, as a result of the surge in mining activities, has created a housing deficit as the housing stock in the urban areas is inadequate. This housing deficits in the urban areas has put pressure on the existing housing facilities thereby leading to high cost of rents.

For instance, rent for a single room self-contained within the Tarkwa and its nearby communities ranges between GH₵ 450.00 and GH₵ 600.00. Also, rent for apartments in Tarkwa and its neighbouring communities like Tamso, Brahabebome, Bankyim, and Akyempim averages GH₵ 2,000 per month for a 2-bedroom apartment. This high cost of rent makes life unbearable for many inhabitants especially those with lower incomes, as their incomes are spent on rent hence affecting their economic wellbeing.

To resolve these challenges, the Municipal Assembly seeks to promote Public Private Partnerships arrangements in the housing sector.

Gender

Gender inequality remains a significant challenge in the municipality. Women and girls face limited access to education, health services, land ownership, credit, and economic opportunities. Female-headed households, which are increasingly common in both urban and rural areas, often live in poverty and suffer from food insecurity. In the mining and agricultural sectors, women are largely confined to informal, low-paying, and unregulated jobs. Their access to decision-making platforms is limited, and they are often excluded from leadership roles at the community and institutional levels. For instance, only 1 out of 30 elected Assembly Members in the Assembly is a female, an indicator of gender imbalance in local governance.

Social and cultural expectations continue to uphold traditional gender roles, limiting the ability of women and girls to participate meaningfully in public life. Issues such as teenage pregnancy, child marriage, and gender-based violence remain prevalent, particularly in rural areas where support services and redress mechanisms are less accessible. The unequal spatial distribution of services further compounds gender disparities - urban centres are relatively better resourced, while rural communities lack reproductive health services, education infrastructure, and protective systems.

These gender disparities have far-reaching development implications. They weaken household resilience, reduce productivity in key sectors, and perpetuate cycles of poverty and social exclusion. Without deliberate and sustained efforts to promote gender equality, the municipality risks leaving behind a significant portion of its population. Addressing these inequalities is essential not only for inclusive and sustainable development but also for achieving SDG 5.

In response to these challenges, the Tarkwa-Nsuaem Municipal Assembly has initiated several interventions which includes supporting girls' education through scholarships and mentorship schemes aimed at reducing school drop-out rates among adolescent girls. Equally, a Municipal Gender Desk has been established to coordinate gender mainstreaming across all departments and programmes. Women in the municipality are engaged in skills training and livelihood programmes in sectors such as artisanal mining, agribusiness, and trade to enhance income generation and economic independence. Additionally, community-based awareness campaigns are held regularly to sensitize the public on issues of gender equality, reproductive health, early marriage, and gender-based violence.

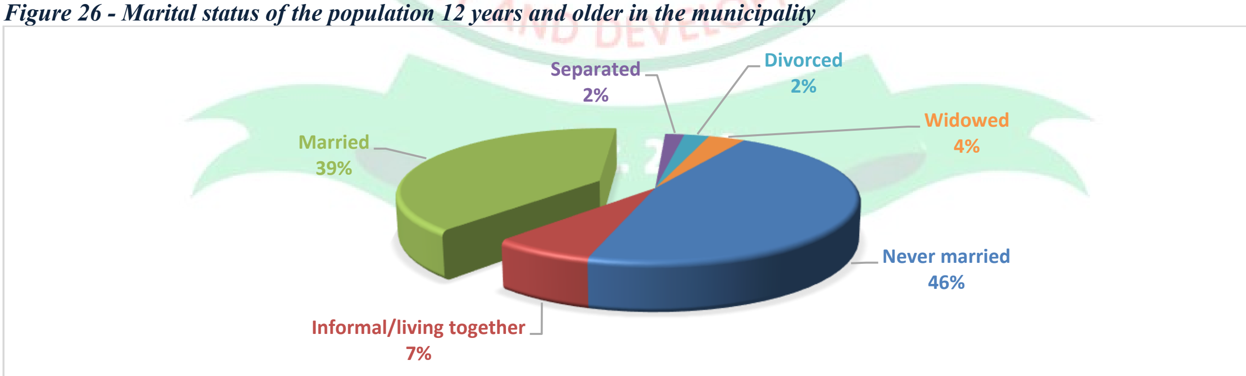
Family Life

Family life in the Municipality is a blend of traditional values and modern influences, reflecting the dynamic social fabric of the area. The Municipality, as in many parts of Ghana, is deeply rooted in tradition, community values, and cultural heritage.

Traditionally, families are extended, often including grandparents, uncles, aunts, and cousins. This structure promotes communal living and shared responsibilities. However, urbanization and education have influenced family structures, with more nuclear families emerging in urban areas like Tarkwa.

According to the 2021 PHC, 39% of the population 12 years and older are married as depicted in Figure 26, with an average household size of 3.1.

Figure 26 - Marital status of the population 12 years and older in the municipality



Source: 2021 PHC

Additionally, the Akan-speaking groups in the Municipality, like the Wassa, Ahanta, among others, practice the matrilineal system of inheritance, thus lineage is often traced through the mother. Other ethnic groups such as Ewe and Ga-Dangbe, follow patrilineal traditions.

Men are often seen as the breadwinners and decision-makers, especially in rural areas. They are responsible for providing for the family and participating in community leadership, whilst women play a central role in the household and economy, particularly in trading, farming, and managing the home. They are also custodians of culture and child raising.

Children are expected to help with household chores, and perform well in school. Education is increasingly prioritized, though access can vary between urban and rural areas. Social Norms such as respect for elders are highly cherished, and elders are often consulted for important family decisions.

Migration for work (mining) often separates families temporarily. Again, increasing exposure to global culture is shifting gender roles and parenting styles, leading to a shift in employment for females, from domestic chores to active economic ventures, which in the long run increases productivity.

Youth

The youth population in the Municipality is substantial, with a significant portion of residents aged 15 to 35. According to the 2021 PHC, the youth population (15-35) is 91,619 (52% male and 48% female) representing 42% of the total Municipal Population. This suggests that majority of the Municipality's residents are youth. Of this total youth population, 53% are in the urban areas whiles 43% are in the rural areas. The high population in the urban areas is as a result of the increasing mining related activities that attract more immigrants especially the youth to the Municipal capital in search of greener pastures.

The youth are also engaged in other artisan works such as carpentry, welding, masonry and other small enterprise businesses. A section of youth within the municipality are also employed at the various mining companies including Goldfields Ghana Limited, AngloGold Ashanti Iduapriem Mine and the Ghana Manganese Company Limited

However, a number of the youth still resort to illegal mining activities as their main source of income and livelihood. This activity is unsustainable and poses social and environmental threats to the people.

With an unemployment rate of 18% (PHC 2021), the Municipal Assembly envisages to leverage on government interventions such as the Youth Apprenticeship program, Adwumawura program, and YouStart to create job opportunities for the youth.

2.4.5. Environment

Human Settlement (Built Environment)

Lands in the Municipality are put mainly to Commercial, Residential, Industrial, and Agricultural uses. A high proportion of the population in the Municipality live in the urban areas though there are more rural communities than urban; thus, having a high rural-urban split of 41: 59.

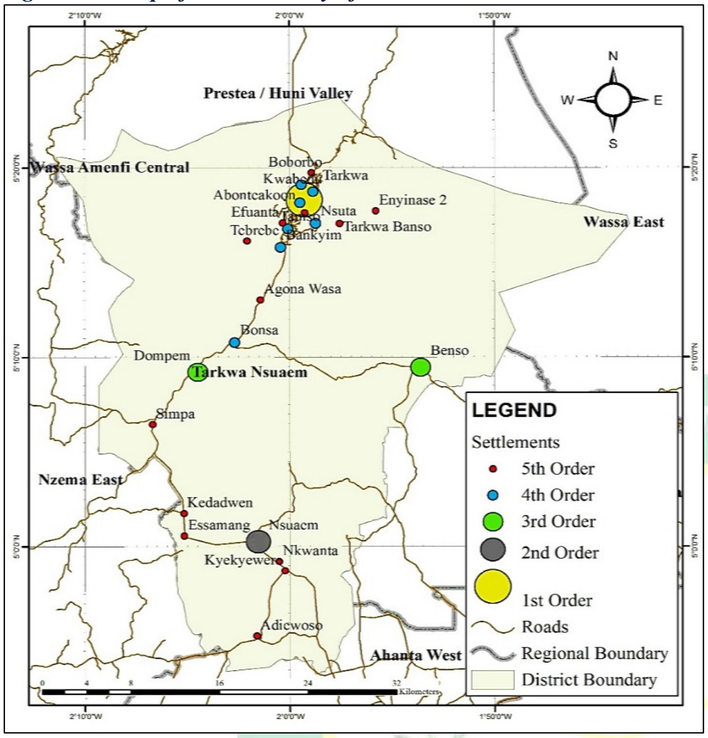
The Tarkwa-Nsuaem Municipality is experiencing rapid urban expansion. This growth has led to the emergence and expansion of informal settlements or slums. These slums are characterized by poor housing, insecure tenure, inadequate services, and environmental degradation.

In terms of hierarchy of settlements, Tarkwa, the Municipal capital is a first order settlement whilst Nsuaem, Dompim and Benso are the next bigger settlements. The rest are rural in nature. Meanwhile, provision of services in the municipality though inadequate, is skewed in favour of the municipal capital, Tarkwa. Important facilities such as market structures, school blocks, health facilities, water and sanitation facilities and so forth are inadequate in most of the rural communities hence poverty is glaring in these areas.

National trends indicate that a large share of the population live in temporary structures made of wood, mud, or tin, with 37% of urban dwellers living in slum-like conditions. The situation is similar within the municipality with a vast majority of residential structures, especially in the rural areas, made with such building material. Currently, about 35.87% of the total housing units are using poor quality building materials which lack durability and safety, affecting housing quality.

Figure 27 depicts the hierarchy of settlement within the municipality

Figure 27 - Map of the Hierarchy of Settlement



Building regulations are not adhered to, thus posing serious consequences for the land use pattern. Towns such as Tarkwa and Nsuaem are the most affected due to their proximity to mining operations, markets, and transit points. Many peri-urban communities on the fringes of these towns are also evolving into unplanned settlements.

Gutters are chocked with garbage, creating stagnant water which breeds mosquitoes and results in the high incidence of malaria. Erosion is widespread in most communities in the Municipality due to poor drainage systems, inadequate settlement planning, and landscaping among others. The foundations of some buildings are exposed, leading to hanging houses making them unsafe for habitation. Flooding has become a frequent disaster due to the indiscriminate construction activities.

Infrastructure

Transportation networks within the municipality include motorized, non-motorized and public transit. There exists a 66km highway that runs through the Municipality from the Ahanta West Municipality (Agona-Nkwanta) to the Prestea-Huni Valley Municipality (Bogoso) and beyond.

Due to the huge business activities along the stretch, there is heavy vehicular movement on the major highway leading to frequent destruction of the roads in the area.

However, in 2024, the rehabilitation of the Highway was completed by the Government of Ghana. The asphalted nature of the highway, is not only aesthetically pleasing to the eye, but has contributed to improving mobility and reducing air pollution. Figure 28 shows the current state of the Agona Nkwanta - Tarkwa Highway.

Figure 28 - Agona Nkwanta - Tarkwa Highway

For the safety of pedestrians and children, speed ramps have been provided in most of the communities along the Highway to prevent vehicles from over speeding. Traffic in the Central Business Districts (CBD) of the municipality is being managed by traffic lights to also ensure the safety of pedestrians as well as ease congestion.

The nature of feeder roads within the Municipality had become challenging over the years as town roads and other roads linking to some farmlands were in deplorable states. However, the introduction of the District Road Infrastructure Programme (DRIP), a Government of Ghana flagship initiative, has helped to restore portions of the deplorable roads within the municipality. As one of the 261 MMDAs in the country, the Assembly received a grader, a roller compactor, a back-hole, a water tanker, tipper trucks, among others. Since their receipt, the DRIP equipment has been utilized for major road works such as the Essaman - Nyanso Road, shown in Figure 29.

Figure 29 - Road works using the DRIP equipment

The municipality also has 6 major Lorry Parks at Tarkwa, New Atuabo and Akyempim, including STC, VIP and MMT yards, that operate within and beyond the Western Region, in addition to 30 other lorry parks spread across the municipality. Within the communities, taxis and motor cycles are the main means of commute. However, until some communities get improved access roads, most commercial cars continue to shy away from operating in such areas.

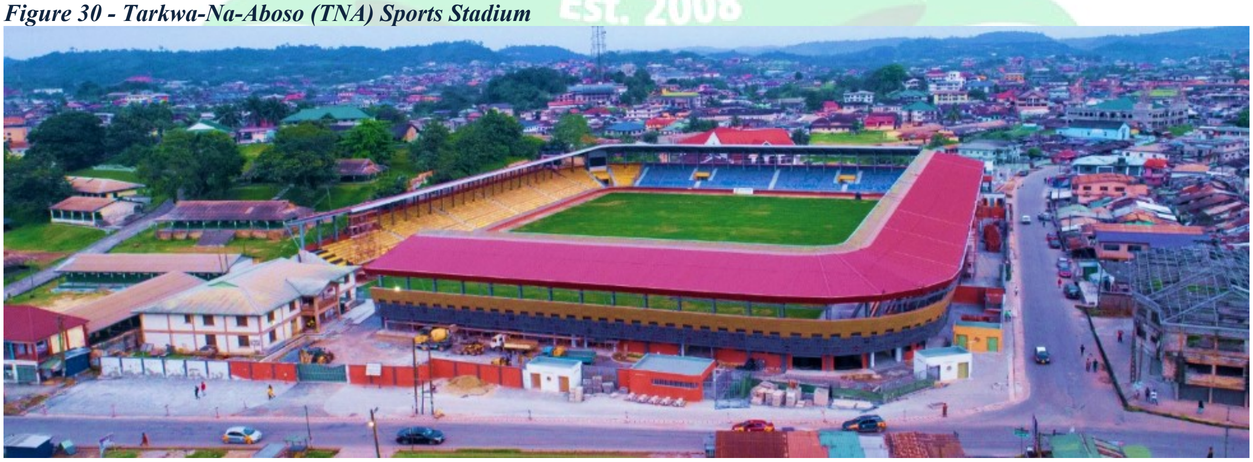
There is also a rail infrastructure which has been out of use for some years and is currently receiving a major rehabilitation by the Ministry of Railways.

The municipality can boast of various tourist sites ranging from hospitality, sports, memorial sites, and natural relief sites which include the UMAT waterfall, the Sir Charles McCarthy burial site, as well as over 63 luxurious hotels that draw people from far and near to the municipality for vacation.

There are quite a number of sports facilities in the municipality including 3 tennis courts, 2 golf courses, as well as a few football fields such as Akoon Park and the Tarkwa SHS Park, which has a running track and hosts the municipality's inter schools' competitions.

The most iconic sports infrastructure in the municipality, however is the Tarkwa-Na-Aboso (TNA) Sports Stadium, a FIFA-standard modern sports stadium with a seating capacity of Ten Thousand, Four Hundred and Sixty-One (10,461) as shown in Figure 30. The stadium is located within the heart of Tarkwa Township and serves as the home ground of Medeama Sporting Club and primarily hosts football matches, as well as other programmes such as conferences, concerts, religious activities, and public programmes.

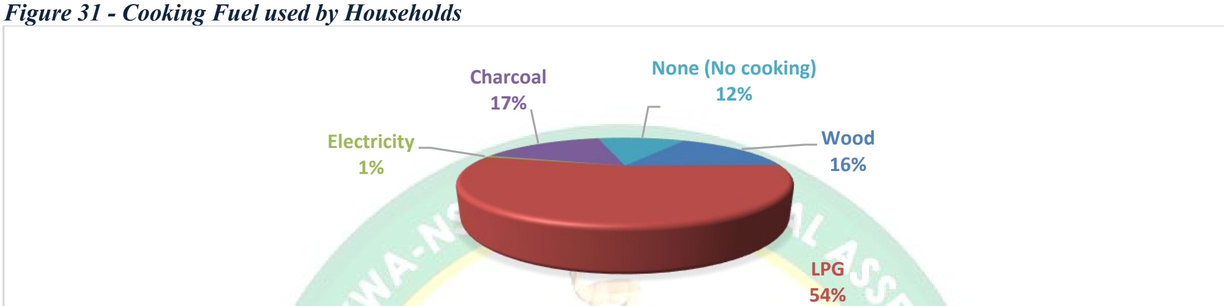
Figure 30 - Tarkwa-Na-Aboso (TNA) Sports Stadium



The various infrastructure within the municipality plays a crucial role by facilitating trade and commerce, boosting productivity, and improving the quality of life of the people.

In terms of energy, households within the municipality employ the use of various cooking fuels, with Liquified Petroleum Gas (LPG) being the main fuel used for cooking, as shown in Figure 31.

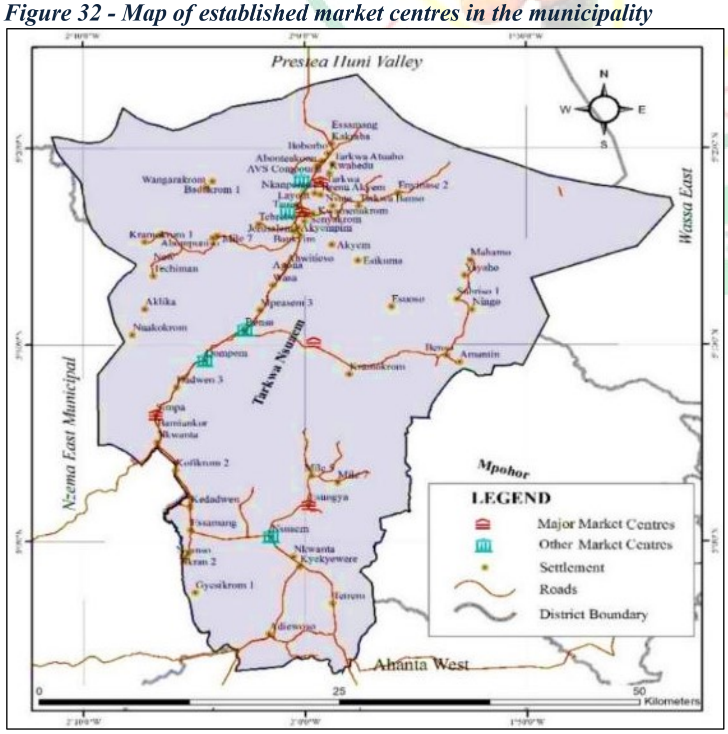
Figure 31 - Cooking Fuel used by Households



The municipality has also achieved 100% electricity coverage across all communities; however, a few newly sprung suburbs are yet to be covered. Again, due to the erratic power supply, some businesses are on the verge of collapsing. This is as a result of high cost of production which includes the cost of running standby generators to compensate for the loss of power.

The municipality can also boast of 8 major established markets evenly spread, with numerous satellite markets, as is mapped in Figure 32.

Figure 32 - Map of established market centres in the municipality



Asset maintenance

To ensure the sustainability of projects, the Municipal Assembly has an action plan for the maintenance of all public facilities within the municipality.

The Assembly also budgets for the maintenance and rehabilitation of existing infrastructure and logistics which include the general maintenance of office equipment, official vehicles, air conditioners, official and residential accommodations.

The Assembly also sometimes receives support from corporations and other institutions such as the mining companies, to maintain and rehabilitate some facilities within the municipality. Examples of these include the rehabilitation of a dormitory at Fiaseman SHS, the emergency ward at the Apinto Government Hospital, among others.

Table 12 is a sample of the Municipal Assembly's Repair and Maintenance Plan for Existing Infrastructure (2024) whiles Table 13 is the Annual Operations and Maintenance Plan for the Tarkwa-Na-Aboso (TNA) Sports Stadium.

Table 12 - A sample of the Assembly's Repair and Maintenance Plan (2024)

ASSET/ INFRASTRUCTURE	LOCATION	TYPE OF MAINTENANCE	ESTIMATED COST	ACTUAL RELEASE	TIMEFRAME	RECOMMENDATION
Residential buildings	Municipal Chief Executive's Residence, Tarkwa	Carpentry work and Painting of Generator Set Shed	4,000.00	3,000.00	Jan - Dec 2024	Rehabilitation/renovations must be regular and be extended to other facilities to ensure sustainability.
	Municipal Coordinating Director's Residence	Renovation	20,926.50	20,926.50	Jan - Dec 2024	
Public Buildings/ Structures	Community Centre, Asuogya	Renovation	199,266.50	199,266.50	Jan - Dec 2024	
	Tiling of Community Centre, Adieyie mile 8	Renovation	85,855.00	85,855.00	Jan - Dec 2024	
	School Canteen Tarkwa, Abompuniso	Renovation	146,000.00	146,000.00	Jan - Dec 2024	
	10-Seater W/C Toilet, Bonsa	Rehabilitation (Phase 1,2,3)	453,182.00	388,182.00	Jan - Dec 2024	
	10-Seater W/C Toilet, Wassa Agona	Rehabilitation (Phase 1,2)	400,000.00	394,000.00	Jan - Dec 2024	
	10-Seater W/C Toilet, Essamang	Rehabilitation (Phase 1,2,3)	400,000.00	389,347.00	Jan - Dec 2024	
Repair of Office Air Conditions	Tarkwa	General servicing	50,000.00	36,745.70	Jan - Dec 2024	Adequate budgetary allocation must be made available. Management should exhibit commitment for repairs and maintenance of equipment.
Repair of Office equipment	Tarkwa	General servicing	291,500.00	68,633.00	Jan - Dec 2024	
Maintenance of Official vehicles	Tarkwa	Routine servicing	714,000.00	1,290,773.00	Jan - Dec 2024	

Table 13 - Annual Operations and Maintenance Plan for TnA Sports Stadium

Type of Infrastructure / Assets	Type of maintenance	Schedule of maintenance (start date to end date	Estimated Cost GH¢	Total Estimated Annual Cost GH¢	Responsible Officer(s)	Delivery Period
Servicing of all Office Equipment 2 No. Scanner	Replacement of toner cartridge	1st to 15th of the sixth and twelfth months of each year	10,000.00	20,000.00	IT Manager/ Technical Manager	Twice Annually
4 No. Printers	Replacement of toner					
18 No. Desktop Computers	General servicing					
5 No. Under-Counter Fridge						
4 Nr.32" Samsung Television						
5 No.60" Samsung Television						
4 No. UPS						
Maintenance of Office Furniture	Fixing of office furniture and general servicing	12th month of each year	10,000.00	10,000.00	General Manager	Annually
2 No. 6-In-1 Computer Desk						
2 No. Reception Desk						
12 No. Double Pedestal Desk						
107 No. Chairs (Swivel Chairs, Designed Chairs, Stacking Chairs, Executive Swivel Chairs)						
1 Wooden Cabinet						
2 No. 3-In One Sofa						
1 Kitchen Cabinet						
1 Treatment Bed						
1 Conference Seating Set						
8 No. Message Tables						
Maintenance of Machinery and Plant (generator, lawn mower)	Replacement of worn-out parts	1st to 15th of the first month of each quarter of each year	15,000.00	60,000.00	IT/ Technical Manager	Quarterly
	Filling of approaches/loose spots					
Maintenance of lorry parks	Routine line marking, signage	1st to 15th of the sixth and twelfth months of each year	25,000.00	50,000.00	Manager	Twice Annually
Maintenance of office accommodation (offices, ticketing booth, media room, etc.)	Routine Cleaning, Painting, Patching of defective walls, Re-screeding of cracked floors, Repairs to Windows, doors, etc.	1st month each year	75,000.00	75,000.00	General Manager	Annually
Rehabilitation and Maintenance of Changing and Wash Rooms	Routine Cleaning, Painting, Patching of defective walls Windows, doors, lockers, cabinets and built in wall seating units	1st to 15th of the first month of each quarter of each year	25,000.00	100,000.00	General Manager	Quarterly
Maintenance of Lighting	Replacement of unserviceable Chokes, Photocells	1st week each Month each year	5,000.00	60,000.00	ECG/ General Manager	Monthly
	Replacement of defective bulbs, cables					
Maintenance of pitch	Mowing and weeds, servicing of goal post nets	1st week each Month each year	1,500.00	18,000.00	Environmental Manager	Monthly
Maintenance of stands (10, 461 seats)	Fixing of seats and general servicing	1st to 15th of the sixth and twelfth months of each year	6,000.00	12,000.00	General Manager	Twice Annually
SANITATION						
Waste Management	Emptying of bins		2,500.00	130,000.00	General Manager	Weekly
TOTAL			**535,000.00**			

Climate change
The over-reliance on the natural resources such as gold and manganese in the Municipality has intensified the municipality's vulnerability to climate change. Changing rainfall patterns coupled with very high temperatures now directly threaten agricultural livelihoods, which is 17% of the workforce.

To add, illegal mining has also played its part through deforestation, the release of harmful chemicals into the atmosphere, water pollution, and pit abandonment without reclamation.

Despite planting over 50,000 trees through initiatives like Green Ghana, rainforest and vegetative cover loss continues at very alarming rates, undermining the resilience of the municipality's ecosystem. As a result, climate-sensitive diseases such as cholera, are increasing due to changing climate conditions and polluted water sources.

Green Economy
To address the aforementioned climate change challenges, the Assembly has launched initiatives to promote climate mitigation and resilience, including tree planting campaigns, climate risk assessments, multi-stakeholder forums to develop climate action plans, as well as the promotion of Sustainable Mining Practices including monitoring illegal mining activities and sensitizing farmers on climate-smart agriculture to reduce environmental impacts.

Other programs like "Trash for Art" aims to encourage recycling plastic waste into creative art pieces, reducing indiscriminate disposal and promoting environmental awareness in schools like the University of Mines and Technology (UMaT), which focuses on mining technology and sustainable practices. Research on waste activation and carbon dioxide (CO_2) mineralization aims to repurpose waste into resources, mitigating pollution and supporting a circular economy.

The Open Government Partnership (OGP) action plan (2022-2027) also aims to enhance transparency, inclusion, and accountability in resource management, ensuring that mineral development funds benefit mining communities directly. The Municipal Assembly also intends to collaborate with Donors and partner institutions to help ensure climate resilient agricultural production by construction of irrigational facilities.

The transition to a green economy means balancing economic opportunities from mining with sustainable practices. Continued efforts in policy implementation, community involvement, and innovative technologies are therefore crucial for long-term environmental and socio-economic resilience.

2.4.6. Governance

The overall goal of the Assembly is to maintain a stable, united and safe society. This entails deepening democratic governance and public accountability; enhancing public sector management and service delivery; promoting the rule of law and equal access to justice; promoting peaceful coexistence of all segments of society; and ensuring public safety and security.

The Assembly is the highest political authority in the municipality and has the powers to perform deliberative and legislative functions. It is also the responsibility of the Assembly to Plan and Develop the municipality through the preparation and effective implementation of development plans and budgets as enshrined in the Local Governance Act, Act 936 (2016).

The General Assembly of the Tarkwa-Nsuaem Municipal Assembly is the highest decision-making body. It has 45 members including 1 Member of Parliament and 1 MCE, as well as 43 Assembly Members (30 elected and 13 appointed by the Government) with two female Assembly Members representing 4.4% of the total General Assembly. Heads of the Decentralized Departments are ex-officio members of the Assembly. They advise the Assembly on technical issues and are also responsible for the implementation of decisions made by the Assembly. It is the mandate of the Member of Parliament to register the interests and the concerns of the Municipality on the floor of the National Parliament.

The Municipal Assembly has 5 statutory sub-committees namely: Development Planning Sub-Committee, Justice and Security Sub-Committee, Works Sub-Committee, Finance and Administration Sub-Committee, and the Social Services Sub-Committee.

The Assembly operates six substructures namely, Tarkwa Urban Council, Nsuaem, Simpa, Nsuta, Dompim and Benso Zonal Councils and 30 Unit Committees. These Sub District administrative structures are symbols of community participation and forms the basis for the effective distribution of infrastructural services at the Sub-District level. Although all 6 zonal councils have officers assigned to manage the council, the Dompim Zonal Council lacks a functional office for their activities. This challenge therefore negatively impacts revenue mobilization. There is therefore the need to strengthen the sub-structures within the medium term.

Peace and Security

The municipality is relatively calm, as security issues within the Municipality are handled by the Municipal Security Committee (MUSEC) headed by the Municipal Chief Executive. Currently, the total number of officers for the police service stands at 201 (144 males and 77 females) with a police-citizen ratio of 1:246 which is far ahead of the United Nations' benchmark of 1: 500. This is good for the Municipality as it is known for its extractive activities which attract people from various backgrounds into the Municipality. The adequate number of police personnel and other security agencies, coupled with regular security patrols and other security measures have helped reduced the cases of crime within the Municipality. Currently, there are 8 police stations across the Municipality. These are Benso, Dompim, Simpa, Nsuaem, Nsuta, Bonsaso, Railways and Tarkwa.

Unfortunately, the Municipality is faced with chieftaincy disputes in the Dompim Community, as well as the Wassa Fiase paramountcy. The lack of leadership as a result of these disputes slows down decision-making and derails development efforts. Nevertheless, there is calmness due to effective operations of the security services.

Community Action Planning

Community Action Planning in the Municipality encompasses a collaborative process that involves identifying and addressing the needs of the various communities within the jurisdiction. The Assembly through the Municipal Planning Coordinating Unit (MPCU) supports the development of Community Action Plans for all 438 communities annually. These Action Plans serve as input into the Overall Development Plan for the municipality.

The Assembly, in its efforts to equip communities with these structured plans, prepares a step-by-step process to assess current challenges, prioritize the issues, and co-create solutions that are both viable and resilient for the development of the communities.

The overall goal of the Action Plans is to understand the communities' perception of issues at hand and their potential solutions. It is also to increase the communities' ability to work together to affect their conditions, promote inclusiveness, and integrate participation across sectors in the planning and development processes. This in effect will result in creating outcomes that matter to all residents and interest groups within the Municipality.

In preparing the Plans, the Assembly brings together stakeholders, including residents, local authorities, and other stakeholder groups, to identify the issues or local needs of the communities. These issues are further prioritized to identify the most pressing needs. Resources are further assessed, and based on the strengths, weaknesses, opportunities, and threats of the communities, shared vision, objectives, strategies and actions are developed.

The comprehensive involvement of the communities in the development processes results in an effective approach to addressing community needs and promotes sustainable development.

Popular Participation

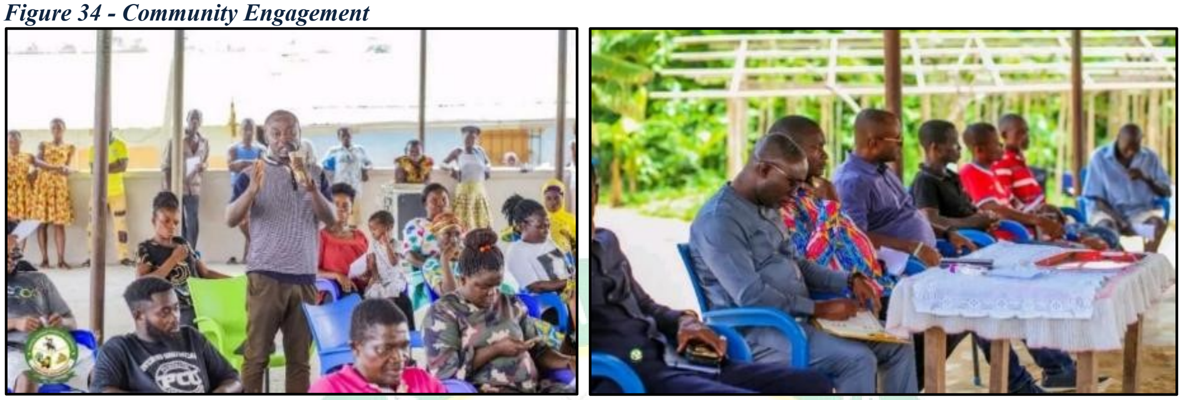
As part of ensuring accessible, transparent and accountable governance, the Assembly holds bi-annual Town Hall meetings to account to the people on the implementation of the Assembly's Annual Action Plans and Budgets, and also provide a platform for the citizens to interact with the officials of the Assembly on issues confronting their wellbeing.

This exercise witnesses the participation of all stakeholders including the Traditional Authorities, Assembly Members, Heads of Departments /Units and Agencies within the Municipality, the Private sector, women groups, Persons with Disability, Civil Society Organizations, Artisan groups, youth groups and so on. Figure 33 shows sample photos from Town Hall Meetings.

Figure 33 - Town Hall Meetings

Again, to better understand the needs of the citizens and receive feedback on the implementation of programmes and policies at the local level, the Municipal Assembly organizes community engagements where the officials of the Assembly led by the Municipal Chief Executive visits the communities to engage the Chiefs, Assembly members, Unit Committee Members, Opinion leaders, Religious Leaders, CSOs and the general public to discuss developmental issues and also receive feedbacks on implementation of government programmes and policies. Figure 34 shows sample photos from Community Engagements.

Figure 34 - Community Engagement



This platform helps promote transparency, openness, accountability and enhance citizens' participation in decisions making that affects their lives.

Interaction with Traditional Authorities

Traditional authorities within the municipality are very much part and parcel of the democratic system of governance, playing a key role as custodians of the land and its culture. As such, the Municipal Assembly collaborates regularly with them on a myriad of issues.

As the custodians of the land and the leaders of their respective communities, they advocate for needs and priorities of their community. On a regular basis throughout each year, the Assembly led by the Municipal Chief Executive visits the Traditional Councils to engage the Chiefs, as well as members of the community to discuss developmental issues and also receive feedback on implementation of programmes and policies that inure to the benefit of these communities.

The Assembly also collaborates with chiefs to mediate disputes, especially those relating to land. They are also involved in the public hearings, as well as the celebration of public holidays such as Independence Day and Farmers' Day within the municipality. Figure 35 shows pictures of engagements between Assembly officials and the traditional authorities.

Figure 35 - Engagements between Assembly officials and the traditional authorities.

Intermittently, the Assembly attends traditional council programmes and meetings to update them on government policies and programmes being implemented in the municipality and also receive feedback from them. Additionally, the traditional council is represented on major decision-making committees such as the General Assembly. The involvement of the traditional authorities also fosters inclusive governance and participation.

Corruption

Corruption poses potential obstacles for proper and responsive governance anywhere within the country. Nonetheless, the Tarkwa-Nsuaem municipality over the past years has seen little to no cases of corruption related activities.

Credit could be attributed to the vigilance of the security services, the judicial system and institutions such as the National Commission for Civic Education (NCCE), which continues to call for public re-examination of corruption and the implementation of local solutions to eradicate corrupt practices. Other state institutions such as Commission on Human Rights and Administrative Justice (CHRAJ), have mechanisms in place to both prevent and punish corruption.

In addition, the Assembly, from time to time, organizes public hearings which serve as platforms where the citizenry is updated on the implementation of projects and programmes, thus ensuring transparency and accountability in governance. The Assembly, led by the Municipal Chief Executive appeals to the various agencies and departments to refrain from all forms of corruption as such acts are prosecutable. The low level of corruption in the municipality promotes accountability and boosts investor confidence.

Social Accountability

The Tarkwa-Nsuaem Municipal Assembly is mandated by law to give accounts of its activities and decisions to stakeholders including Nananom and community members. This is to ensure transparency, responsiveness, and the efficient use of resources in addressing their needs and priorities.

The Assembly has a fully functional social audit committee which is made up of representatives from CSOs, the Traditional authority, PWDs, women groups, and youth groups, who conduct intermittent assessment on all activities of the Assembly and make recommendations to management for implementation.

Participatory planning, budgeting, monitoring and evaluation are equally major tools for accountability within the municipality.

The Assembly organizes activities such as radio engagement with a phone-in segment to render account to the public and also receive feedback and needs. It also publishes information on project details on its website and other social media platforms for easy access.

Social accountability improves service delivery, enhance transparency, empowers citizens and promotes efficient and effective use of resources. It also offers stakeholders the opportunity to express their concerns, demand improvements, and influence decision-making in their favour.

Implementation, Coordination, Monitoring and Evaluation

Effective implementation, coordination, monitoring and evaluation of the Municipal Medium-Term Development Plan is crucial in achieving the goals and objectives of the Municipality.

In fulfilment of section 2 subsection 1 (c) and (f) of the National Development Planning (System) Act, 1994 Act 480, the Municipal Assembly outlines and implements several activities as efforts to ensure inclusiveness and ownership of project planning, implementation, monitoring and evaluation processes at all levels.

The development process of the Municipal Assembly starts from the planning and budgeting stages, where stakeholders are brought together to assess alternatives and select priorities for the development of the Medium-Term Development Plan. The strategies are further developed into activities and phased into Annual Action Plans over a period of four years. Each Annual Action Plan is reviewed with stakeholders prior to the ensuing year. Budget estimates are developed from the Annual Action Plan, after which a Procurement Plan is also prepared to manage the process.

The MPCU coordinates the activities of the various departments to ensure that efforts are directed towards the achievement of set targets and objectives.

During implementation, monitoring exercises are conducted to track progress and also ensure that the implementation of the various projects within the Medium-Term Development Plan leads to the expected outcomes. It also assesses whether the interventions have incorporated the needs of the vulnerable in society such as PWDs, women and children. Stakeholders involved in the monitoring processes include the end users of the projects (communities), traditional authorities, service providers, CSOs, the private sector and MPCU members. To ensure effective participation of all stakeholders in the exercise, the Assembly adopts PM&E tools which include Participatory Rural Appraisal, Citizen Report Card, Community Score Card and Participatory Expenditure Tracking Surveys.

The Assembly also conducts several evaluations before, during and after project/activity implementation and findings are incorporated into the planning cycles. These evaluations form an integral part of the planning and implementation process of the Assembly as they ensure smooth implementation of the plan. The exercise is done to compare the municipality's achievements with its planned activities and also measures the extent to which the objectives or intended results of the activities/projects have been achieved.

The four major types of evaluation methods that are adopted are Ex-ante Evaluation, Mid- Term Evaluation, Terminal Evaluation and Ex-post. The Ex-ante Evaluation is carried out before the implementation of the plan. This is to contribute to the translation of a good idea into viable projects to be planned in detail. Mid- Term Evaluation is carried out approximately at the middle of the implementation of the project/activity so as to contribute to the improvement of the project's performance during the rest of the implementation period. Terminal Evaluation and Ex-post are undertaken at the end and close to the end of the implementation of the project/ activity to assess the performance of the project, and to identify successor projects.

2.4.7. Emergency Preparedness and Response

Emergency planning is essential to ensuring the preparedness of institutions to withstand shocks such as natural disasters, explosions and medical emergencies including COVID19. The municipality being a mining area, takes keen interest in emergency planning. Disaster cases common to the municipality include floods, domestic fires, bush fires and wind/rainstorms.

Although disaster occurrence within the 2022-2025 planning period was minimal compared to the previous planning period (2018-2021), some man-made activities had fuelled their occurrences. Activities like galamsey have blocked waterways and disrupted natural drainage leading to increased flood risk in the municipality. In addition, loss of vegetation cover due to urbanization and other agricultural activities had reduced the land's ability to absorb rainfall, increasing runoff and flooding. A number of fire outbreaks were also recorded over the period. This was often due to faulty electrical wiring and unsafe cooking practices. Figure 36 shows images of some of these disasters.

Figure 36 - Some disasters in the municipality

The disaster occurrences have caused damages to homes, businesses and other infrastructure which intend disrupt economic activities especially farming that depends on natural resources.

The Natural Disaster Management Organization (NADMO) Department of the Assembly will continue to implement its Annual Disaster Preparedness Programmes to withstand any shocks. These include community sensitization programmes, radio campaigns, among others. Again, the Assembly in collaboration with development partners such as GoldFields Ghana has rehabilitated the old emergency ward into an ultra-modern Emergency Response Facility at the Apinto Government Hospital to manage all health emergencies in the municipality.

The Assembly will continue to prioritize green economic activities such as tree planting exercises, among others in the municipality, as they provide a wide array of benefits which include supporting biodiversity, preventing soil erosion and flooding.

2.5. Identified Development Issues

As an outcome of the performance review, as well as the compilation of the existing situation within the municipality, the eminent issues have been outlined in Table 14

Table 14 - List of Development Issues

THEMATIC AREA	KEY DEVELOPMENT ISSUES	
ECONOMIC DEVELOPMENT DIMENSION	-Low entrepreneurial skills among the Youth -Gender barriers in Entrepreneurship - High unemployment rate among the youth -Inadequate development of markets -Low interest in agriculture among the youth -High level of post-harvest losses -Inadequate storage facilities -Low level of community interest in tourism activities	-Loss of farmlands to galamsey, housing and other related activities -Low mechanization of agriculture -Inadequate feed and water quality standards for livestock. -Weak pest and disease monitoring and surveillance systems. -Complex Bureaucracy in business establishment and registration processes -Inadequate tourism facilities
SOCIAL DEVELOPMENT DIMENSION	-High HIV / AIDS stigmatisation and Discrimination -Periodic shortages of HIV/AIDS supplies (ARVs, test kits, condoms) -Inadequate healthcare infrastructure -Limited access to medical supplies in rural areas -High incidence of HIV / AIDS among young persons -Limited knowledge of STIs, especially among vulnerable groups -Inadequate educational infrastructure -Inadequate access to regular water supply services	-Inadequate maintenance of facilities -Weak planning and M&E for water service delivery. -Poor attitude of citizenry towards environmental sanitation -Declining net enrolment at basic level especially in illegal mining prone areas -Limited health literacy -Poor sanitation and waste management -Inadequate recreational/sports infrastructure and equipment -inadequate health facilities -High distribution losses
ENVIRONMENT AND HUMAN SETTLEMENT	-Weak enforcement of building regulations -Incomplete street naming and property addressing system -Inadequate community centres -Inadequate toilet facilities -Indiscriminate dumping of plastic waste on the environment -Poor road condition and Network -Poor road user behaviour -Poor mobile network coverage -Increasing forest degradation of protected areas -Illegal Mining and logging in protected areas -Poor collaboration and coordination among relevant Institutions -Haphazard development -Inadequate logistics -Inadequate funds for emergency response	-Weak enforcement of environmental laws and regulations -Weak natural resource management systems -Increasing air, soil and noise pollution -Inadequate spatial plans (SDFs, SPs & LPs) -Pollution of water resources -Inadequate coordination and management of shared water resources -Negative impact of climate variability and change -Weak database for spatial planning and management -Non-compliance with zoning regulations and planning standards -Inadequate extension of electricity to new areas -Poor drainage systems -Inadequate public awareness on health emergencies -Inadequate capacity for emergency response -Building in waterways
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT	-Low public trust in the Assembly's accountability mechanisms -Limited modernization and technology use in the public sector -Limited involvement of the public in expenditure tracking -Limited transparency in Government procurement processes -Poor community participation in monitoring	-Politicization of local level development -Ineffective sub district structures -Limited participation of citizenry in the development processes -High levels of public perception of corruption -Inefficiencies in record management -Inadequate accountability mechanisms -Weak sense of community ownership -Inadequate resources for implementation of activities

2.6. Identifying Strengths, Weakness, Opportunities and Threats (SWOT)

<table>
<tr><th colspan="2">KEY DEVELOPMENT ISSUES</th><th>STRENGTHS</th><th>WEAKNESSES</th><th>OPPORTUNITIES</th><th>THREATS</th></tr>
<tr><td>ECONOMIC DEVELOPMENT DIMENSION</td><td>-Low entrepreneurial skills among the Youth
-Gender barriers in Entrepreneurship
- High unemployment rate among the youth
-Inadequate development of markets
-Low interest in agriculture among the youth
-Inadequate storage facilities
-Low level of community interest in tourism activities
-Loss of farmlands to galamsey, housing and other related activities
-Low mechanization of agriculture
-Weak pest and disease monitoring and surveillance systems.
-Complex Bureaucracy in business establishment and registration processes
-Inadequate tourism facilities</td><td rowspan="3">-Legislative Power
The Municipal Assembly as the highest Development authority has the power to make and enforce by-laws within the Municipality.

-Staff capacity
The Assembly has the requisite staff with the technical knowledge to implement its activities and projects

-Human capital
The municipality has high proportion of the population in the working age group, both skilled and unskilled labour force, that is ready to work.

-Strategic location of the municipality
The municipality is strategically located for trade activities.

-Few vibrant market centres

-The Municipality as a mining hub
The Municipality is known to for its mining activities leading to establishment of multinational companies that help to generate more revenue for the Assembly

Emergence of small and medium scale businesses in the mining value chain and its related activities.

-Stakeholder engagements
The Assembly engages its stakeholders in the development process and Plan implementation

Natural resources
Such as gold, manganese, marble stones, arable lands, forest reserves, water bodies.</td><td rowspan="3">-Limited resources
Resources to respond to the needs of the people are limited due to the large number of communities, each with their unique set of needs

-Unemployment rate
The municipality has a high unemployment rate of 18%

-High interest and overdependence on mining and its value chain activities

-Loss of arable lands to mining
Most of the arable lands are being converted to galamsey sites

-Lack of monitoring and evaluation
Inconsistent monitoring and evaluation of projects mostly lead to low quality of work

-High poverty rate
About 18.2 % of the municipality's population live in multidimensional poverty.

-Social, economic and gender inequalities
Inequalities exist in accessing health and educational services

-Under resourced and inaccessible health and educational facilities, especially within rural areas.

-Gender barriers

-Cultural and traditional barriers that hinder</td><td rowspan="3">-Favourable Government policies and programmes such as YouStart and 24-hour Economy

-Central Government's commitment to education and health

-Agricultural modernization and agro-processing interventions

-High investor interest in value addition and renewable energy

-Access to regional and national markets

-Collaboration with external stakeholders such as Ministries and government machinery

-Funding Source
The Assembly has a strong funding source from the central government to aid in the implementation of its activities

-Revenue Opportunities
The Assembly also has the ability to rake in more revenue to implement its activities

-Public Private Partnerships to fund and build new infrastructure</td><td rowspan="3">-Economic instability such as inflation

-Unemployment and the skill gap
Mismatch between training and job market

-Brain-drain
Skilled labour migrating for better opportunities

-Mismanagement of infrastructure funds

-Rapid Population Growth
The increasing population puts much pressure on existing infrastructure.

-Environmental Factors
The climate change, deforestation, land degradation, pollution of water bodies.

-Weak enforcement of laws affecting effective</td></tr>
<tr><td>SOCIAL DEVELOPMENT DIMENSION</td><td>-Periodic shortages of HIV/AIDS supplies (ARVs, test kits, condoms)
-Inadequate healthcare infrastructure
-Limited access to medical supplies in rural areas
-Limited knowledge of STIs, especially among vulnerable groups
-Inadequate educational infrastructure
-Inadequate access to regular water supply services
-Inadequate health facilities
-Inadequate maintenance of facilities
-Weak planning and M&E for water service delivery.
-Poor attitude of citizenry towards environmental sanitation
-Declining net enrolment at basic level in illegal mining prone areas
-Poor sanitation and waste management
-Inadequate recreational/sports infrastructure and equipment</td></tr>
<tr><td>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT</td><td>-Weak enforcement of building regulations
-Incomplete street naming and property addressing system
-Inadequate community centres
-Inadequate toilet facilities
-Indiscriminate dumping of plastic waste on the environment
-Poor road condition and Network
-Poor road user behaviour
-Poor drainage systems
-Poor mobile network coverage
-Increasing forest degradation of protected areas
-Illegal Mining and logging in protected areas
-Poor collaboration and coordination among relevant Institutions
-Weak enforcement of environmental laws and regulations
-Weak natural resource management systems
-Increasing air, soil and noise pollution
-Inadequate spatial plans (SDFs, SPs & LPs)
-Pollution of water resources
-Inadequate coordination and management of shared water resources</td></tr>
</table>

	KEY DEVELOPMENT ISSUES	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	-Negative impact of climate variability and change -Weak database for spatial planning and management -Non-compliance with zoning regulations and planning standards -Inadequate extension of electricity to new areas -Haphazard development -Inadequate logistics -Inadequate funds for emergency response -Inadequate public awareness on health emergencies -Inadequate capacity for emergency response -Building in waterways	**-Cultural diversity** The municipality's population encompasses people from varied cultural backgrounds, with different perspectives that could be harnessed for development. **-High literacy rate** The Municipality can boast of a literacy rate of 79.3%, which translates into more people with the requisite expertise. **-Infrastructure** The municipality has several infrastructure ranging from hospitality, sports, memorial sites, and natural relief sites which include the TNA Sports Stadium, the UMAT waterfall, the Sir Charles McCarthy burial site. **Increasing number of private and international schools** **Increased awareness of importance of education**	employment and resistance to social change -**Insecurity** due to Chieftaincy disputes **-Environmental degradation** Deforestation, pollution, climate change, etc **-Community apathy in governance** Rising apathy among citizenry due to lack of trust in leadership **-Poor teacher and health worker motivation** leading to brain drain **-Public dissatisfaction** Public mistrust in authorities because of the Assembly's inability to meet the needs of the people also poses major development threat.	**-Existence of donor and NGO support** for under-served and rural areas **-Digital technology adoption** Digital mobile and virtual classrooms for remote areas **-Government support for LED** through grants and capacity building -Existence of SDGS **-Smart cities initiatives and sustainable urban planning interventions** **-Research institutions**	infrastructure development **-Unpredictable rainfall patterns**
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT	-Low public trust in the Assembly's accountability mechanisms -Limited modernization and technology use in the public sector -Limited involvement of the public in expenditure tracking -Limited transparency in Government procurement processes -Politicization of local level development -Ineffective sub district structures -Limited participation of citizenry in the development processes -High levels of public perception of corruption -Inefficiencies in record management -Inadequate accountability mechanisms -Poor community participation in monitoring -Weak sense of community ownership -Inadequate resources for implementation of activities				

2.7. Medium -Term Needs Assessment and Projections

This section focuses on the development proposals for 2026-2029, based on the areas identified under the existing condition, and the needs identified through the various stakeholders' engagements across the Municipality.

2.7.1. Development Projections

The needs of future population are estimated and harmonised with community solicited needs through various public fora and consultations, contributing to informing the overarching needs and desired state of the Municipality.

Based on the identified issues of the Municipality, the Assembly through the MPCU estimated the development interventions that need to be provided. All proposals for the desired future were also informed by the estimated population (as presented in Table 15) and other demographic characteristics contained in the 2021 PHC.

The Projections are categorized under Social (Education, Health, water and Sanitation) and Economic (Markets and skilled training) sectors of the municipality, taking into consideration the expected financial inflows.

Table 15 - Population Projections for the planned period

Year	Projected Population BASED ON 2021 PHC	Projected Male Population	Projected Female Population
2025	239,264	123,699	115,565
2026	244,586	126,451	118,135
2027	250,826	129,263	120,763
2028	255,826	132,139	123,449
2029	261,273	135,078	126,195

Source: MPCU - TNMA (2024)

Table 16 - Projection of classrooms from 2026- 2029

Years	Projected population of school going age based on PHC 2021	Total number of classrooms needed (1:30)	Estimated number of classrooms available (both private and public)	Gap (classroom deficit)	Expected Number of KGs (2-unit)	Expected Number of Primary Schools (6-unit	Expected Number of JHS (3-unit
2026	63,115	2,104	1,942	162	6	6	5
2027	64,391	2,146	1,987	159	8	8	8
2028	65,692	2,190	2,075	115	8	8	8
2029	67,020	2,234	2,163	71	6	7	6
TOTAL					**28**	**29**	**27**

Source: MPCU - TNMA (2025)

Table 17 - Projection of Health Facilities from 2026 - 2029

Years	Projected population	Estimated cumulative CHPS compounds needed (1:5,000people)	Total Number of CHPS compounds available	Gap	Yearly allocation
2026	244,586	49	36	13	6
2027	250,826	50	42	8	6
2028	255,826	51	48	3	6
2029	261,273	52	52	0	3

Source: MPCU - TNMA (2025)

Table 18 - Projection of Public Schools' water and toilet

Years	Total number of public schools	Water			Toilet		
		estimated public schools with water	Gap	Yearly allocation	Public schools with toilet	Gap	Yearly allocation
2026	221	108	113	20	168	53	13
2027	221	128	93	30	181	40	14
2028	221	158	63	32	195	26	13
2029	221	190	31	31	208	13	13
TOTAL		**221**	**0**	**113**	**221**	**0**	**53**

Source: MPCU - TNMA (2025)

Table 19 - Projection of Health Care Facility water and toilet

Years	Total number of Health facilities	Water			Toilet		
		estimated Health facilities with water	Gap	estimated yearly allocation	estimated Health facilities with toilet	Gap	estimated yearly allocation
2026	60	42	18	4	56	4	1
2027	60	46	14	5	57	3	1
2028	60	51	9	4	58	2	1
2029	60	55	5	5	59	1	1
TOTAL		**60**	**0**	**18**	**60**	**0**	**4**

Source: MPCU - TNMA (2025)

Table 20 - Projections for household (water and toilet) connections

Years	Projected population	Household Water		Household Toilet	
		Additional population to be served with household connection	Households to be served (average household size 3.1)	Additional population to be served with basic sanitation services	household to be served (average household size = 3.1)
2026	244,586	5,743	1,853	9,149	2,951
2027	250,826	8,480	2,735	9,461	3,052
2028	255,826	6,280	2,026	7,228	2,332
2029	261,273	7,369	2,377	7,445	2,402
Total			**8,991**		**10,737**

Source: TNMA Water Sanitation and Hygiene (WASH) Master Plan.

***Projections for household water and sanitation facilities for the medium-term period (2026 - 2029) are consistent with projections from the municipality's Water, Sanitation and Hygiene (WASH) Master Plan.**

Table 21 - Projections for community water (hand pumps/standpipes) facilities

Years	Projected population	Population served by Community Water Facilities	Additional Population to Be Served by Community Water Facilities	Number Of Facilities to Be Constructed (300 Per 1 Standpipe/Handpump)
2026	244,586	235,035	9,551	**32**
2027	250,826	240,894	9,932	**33**
2028	255,826	245,500	10,326	**34**
2029	261,273	249,810	11,463	**38**
TOTAL			41,272	**137**

Source: TNMA Water Sanitation and Hygiene (WASH) Master Plan.

Table 22- Projections for refuse bays

Years	Electoral Areas	Current Number of Refuse Bays	Expected Number of Refuse Bays	Gap
2026	30	16	3	14
2027	30	19	4	11
2028	30	23	3	7
2029	30	26	4	4
TOTAL		30	14	0

Source: MPCU - TNMA (2025) - ***Note: One refuse bay to one electoral area (30)

Table 23 - Projection of Market Facilities from 2026 - 2029

Years	Electoral Areas	Estimated Number of Markets	Gap	Expected Number of Markets
2026	30	8	22	5
2027	30	13	17	6
2028	30	19	11	5
2029	30	24	6	6
TOTAL		30	0	22

Source: MPCU - TNMA (2025)

CHAPTER THREE
KEY DEVELOPMENT PRIORITIES

3.1. Introduction

This chapter presents a list of the prioritised development issues identified through the compilation of chapter two (performance review and existing situation) and needs assessment held at the community level. It also provides a brief narrative on how the prioritization processes was conducted.

3.2. Key Development Priorities

3.2.1. Prioritization Processes (How prioritization was done)

The Community needs assessment was done in a participatory and systematic manner through the bottom-up approach to understand the communities' needs and challenges.

To ensure effective prioritization of the numerous development needs, the Pairwise ranking method was employed. The pairwise ranking method is a decision-making technique where development options are compared in pairs to determine the preference or priorities. This ranking method was essential as it is a valuable tool for making informed decisions and establishing priorities. The method also helps in simplifying complex decisions by breaking them into smaller and more manageable comparisons.

The process begun with the engagement of all relevant stakeholders to identify and understand the needs of the Communities. The lists were prioritised at the community level and under the guidance of the MPCU, the communities developed their community action plans.

Furthermore, community representatives including the traditional authorities, elders, Assembly and Unit committee members, women, men and youth groups, PWDs, clergy, informal and formal sector workers etc. were gathered at the Zonal Council level where the various Communities presented their specific issues. These issues were put together for further prioritization to get the comprehensive prioritized needs for each zone.

The pairwise approach of prioritization was used to prioritize the comprehensive Zonal Council needs. The approach comprised evaluating two issues at a time (comparing) where all the needs were listed both horizontally and vertically to form a grid.

For each pair of needs, participants were asked to choose which of them was more pressing or important till the chosen need is written in a corresponding cell. Once the table is filled, the needs were counted and the issue with the highest count became the top priority.

The approach aided the Zonal Councils to systematically determine which issues were more important and required urgent attention relative to the others based on agreed criteria which included the following:

1. Severity and diversity of the problem and intended benefits (social, economic, environmental etc.) of addressing it.

2. Significant multiplier effect on economic efficiency, e.g. attraction of investors, job creation, increases in incomes and growth.

3. Significant linkage effect on meeting basic human needs and rights.

4. Significant effects in the sustainable spatial development of designated spaces or corridors.

5. Opportunities for addressing key cross-cutting development themes such as marginalised and vulnerable groups. gender equality and equity and environmental concerns including climate, biodiversity, disaster risk reduction, etc.

Figure 37 presents a sample of the zonal council pairwise ranking from the Tarkwa Urban Council.

Figure 37 - Tarkwa Urban Council's Pairwise Ranking

	Link Roads	Water	Toilet	Com. Center	Drainage	Light Ext.	Bricks	Market	Teachers Quarters	Network	Refuse Bay/Cont	CHPS Compound	Total	Ranking
Link Road	X	Water	L. Road	L. Road	Drain	Elec. Ext	L. Road	L. Road	L. Road	L. Road	L. Road	L. Road	8	4th
Water		X	Water	Water	Drain	Elec. Ext	Water	Water	Water	Water	Water	Water	9	3rd
Toilet			X	Toilet	Drain	Elec. Ext	Toilet	Toilet	Toilet	Toilet	Toilet	Toilet	7	5th
Comm. Center				X	Drain	Elec. Ext	Com. Cent	Com. Cent	Com. Cent	Com. Cent	Com. Cent	Com. Cent	6	6th
Drainage					X	Drain	Drain	Drain	Drain	Drain	Drain	Drain	11	1st
Light Exten.						X	Elec. Ext	Elec. Ext	Elec. Ext	Elec. Ext	Elec. Ext	Elec. Ext	10	2nd
P. Bricks							X	market	T. Quars	Net-wk.	Refuse B/C	Chps	0	12th
Market								X	market	Net-wk.	Refuse B/C	market	3	9th
T. Quarters									X	Net-wk.	Refuse B/C	Chps	1	11th
Network										X	Net-wk.	Net-wk.	5	7th
Refuse Bay/Cont											X	Refuse B/C	4	8th
CHPS Compound												X	2	10th

TARKWA URBAN COUN.

The process was repeated through all six zonal councils within the Municipality.

Other stakeholders such as the Institutions, Agencies, Corporate Organizations, NGOs, the Paramountcy and the Departments at the Municipality were also met to assess their issues and inputs. The final list of needs was brought to the Expanded MPCU for validation.

3.2.2. List of Prioritized Issues

The Tarkwa-Nsuaem Municipal Assembly's prioritization was based on the development issues identified in chapter two, of which the first 30 are listed in table 24 in order of priority, linked to the Sustainable Development Goals and targets.

Table 24 - Top 30 Development Priorities

NO.	DEVELOPMENT ISSUES	Linked SDGs (TARGETS)
1.	Poor road condition and Network	SDG 11 (Target 11.2)
2.	Inadequate extension of electricity to new areas	SDG 7 (Target 7.1)
3.	Inadequate educational infrastructure	SDG 4 (Target 4.1, 4.2, 4.3)
4.	High unemployment rate among the youth	SDG 8 (Target 8.5, 8.6)
5.	Inadequate health facilities	SDG 3 (Target 3.4)
6.	Poor sanitation and waste management	SDG 6 (Target 6.2), SDG 12 (Target 12.5)
7.	Inadequate access to regular water supply services	SDG 6 (Target 6.1)
8.	Loss of farmlands to galamsey, housing and other related activities	SDG 9 (Target 9.3)
9.	Illegal Mining and logging in protected areas	SDG 15(Target 15.1)
10.	Gender barriers in Entrepreneurship	SDG 5 (Target 5.1, 5a)
11.	Limited access to medical supplies in rural areas	SDG 3 (Target 3.7)
12.	Poor mobile network coverage	SDG 11 (Target 11.2)
13.	Inadequate community centres	SDG 11 (Target 11.7)
14.	Inadequate toilet facilities	SDG 6 (Target 6.2)
15.	Inadequate tourism facilities	SDG 8 (Target 8.9
16.	Low interest in agriculture among the youth	SDG 2 (Target 2.4)
17.	Inadequate development of markets	SDG 9 (Target 9.1)
18.	Poor community participation in monitoring	SDG 16 (Target 16.7)
19.	Poor drainage systems	SDG 6 (Target 6.2)
20.	Ineffective sub district structures	SDG 16 (Target 16.6)
21.	Increasing air, soil and noise pollution	SDG 3 (Target 3.9), SDG 6 (Target 6.3)
22.	Pollution of water resources	SDG 6 (Target 6.3)
23.	Inadequate spatial plans (SDFs, SPs & LPs)	SDG 11 (Target 11b)
24.	Declining net enrolment at basic level especially in illegal mining prone areas	SDG 4 (Target 4.1, 4.2)
25.	Inadequate maintenance of facilities	SDG 9(Target 9.1)
26.	Poor road user behaviour	SDG 3 (Target 3.6), SDG 11 (Target 11.2)
27.	Negative impact of climate variability and change	SDG 13 (Target 13.1)
28.	High incidence of HIV / AIDS among young persons	SDG 3 (Target 3.3)
29.	Poor attitude of citizenry towards environmental sanitation	SDG 6 (Target 6.b, 6.3)
30.	Inadequate storage facility	SDG 9 (Target 9.1)

3.3. Other Prioritisation for Consideration - the 2030 SDGs Prioritised Targets

The Tarkwa-Nsuaem Municipal Assembly prioritised 12 out of the 17 SDGs and 29 targets for implementation towards the attainment of the national development goals. These goals and targets have strong synergies and strong positive inter-linkages with all the other goals. Listed below are the SDGs targets prioritized.

GOAL	TARGET
1 NO POVERTY	• **Target 1.5:** By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters • **Target 1.a:** Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions • **Target 1.b:** Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions
2 ZERO HUNGER	• **Target 2.2:** By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed **Target**s on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons • **Target 2.4:** By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.
3 GOOD HEALTH AND WELL-BEING	• **Target** 3.1: By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births • **Target** 3.2: By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births • **Target** 3.3: By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases • **Target** 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being • **Target** 3.7: By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes • **Target** 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination • **Target** 3.c: Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

- **Target** 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
- **Target** 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- **Target** 4.5: By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- **Target** 4C: By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States
- **Target** 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- **Target** 5.a: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- **Target** 7.1: By 2030, ensure universal access to affordable, reliable and modern energy services
- **Target** 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- **Target** 11.5: By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
- **Target** 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
- **Target** 12.4: By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- **Target** 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- **Target** 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children
- **Target** 16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for al
- **Target** 16.6: Develop effective, accountable and transparent institutions at all levels
- **Target** 16.9: By 2030, provide legal identity for all, including birth registration
- **Target** 17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection

CHAPTER FOUR
DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1. Introduction

This chapter presents the formulation of development goals, objectives, strategies and programmes, as well as assesses the goal compatibility using the goal compatibility matrix. It further gives an indication of development proposals integrated with spatial plans, through the relevant maps and desired future situation, accompanied with a brief narrative (a spatial representation of proposed goals and objectives).

4.2. Formulation of Development Goals, Objectives and Strategies

In formulating goals aimed at addressing the identified prioritised development issues, consideration was given to cross-cutting, as well as emerging development themes and consistent with the Sustainable Development Goals (SDGs), the overall goal for the medium-term period 2026-2029 is to **"*achieve inclusive and sustainable development by promoting local economic growth and job creation, enhancing access to quality social services and protection for all, improving infrastructure and promoting resilient human settlement, strengthening accountable and participatory governance system and building community resilience through effective emergency preparedness and disaster risk management'*.**

The goal compatibility matrix was further used to evaluate and compare the compatibility of the thematic goals against each other to avoid conflicts. The results of this evaluation revealed that 3 of the goals were compatible with each other and none of them conflicted with another. However, 1 of the goals had a neutral relationship with 2 other goals, hence the implementation of this goal had neither positive or negative impacts on any of the other goals. Therefore all 4 goals can be implemented without impacting negatively on another. Further details of the goal compatibility matrix are provided in ***Annex 3***.

Again, the Assembly, in line with the National Development Framework developed specific objectives to achieve the overall medium-term and thematic goals. Alternative strategies were developed and evaluated to determine the most appropriate for achieving the set goal and objectives. In determining the best alternative strategies, resources, social costs, intended objectives and technology components were taken into consideration. Table 25 presents the Goals, Objectives and Strategies linked to the National Development Framework.

Table 25 - Matrix on Development Goals, Objectives, Strategies and Programmes

PRIORITISED ISSUES	GOAL	OBJECTIVES	ALIGNED NATIONAL OBJECTIVES	STRATEGIES	DEVELOPMENT PROGRAMME
THEMATIC AREA: ECONOMIC DEVELOPMENT					
➢ Low entrepreneurial skills among the Youth ➢ Gender barriers in Entrepreneurship ➢ High unemployment rate among the youth ➢ Inadequate development of markets	**Promote inclusive and sustainable economic growth by enhancing agriculture productivity, supporting small and medium scale enterprises, expanding local industries and creating decent jobs particularly for the youth, women and vulnerable to reduce poverty**	➢ Reduce unemployment rate among males and females from 18% to 10% by 2029 ➢ Increase the number of small and medium-sized enterprises (SMEs) in Tarkwa Municipality by 20% in 2029 Increase support for PWDs and other vulnerable groups by 30% by 2029	**Enhance business enabling environment**	➢ Create an entrepreneurial culture, especially among the youth, women and the disabled ➢ Strengthen programmes aimed at entrepreneurship ➢ Development ➢ Enhance market access and trade opportunities to benefit more women ➢ Strengthening skills & business development support Develop communication and public-private dialogue to enhance the inclusive and open process of stakeholder engagement	**Youth, Women and Vulnerable Empowerment programme**
➢ Inadequate tourism activities ➢ Inadequate opportunities in the tourism sector		Develop four (4) tourist attraction sites by 2029	**Diversify and expand the tourism industry**	➢ Promote public-private partnerships for investment in the sector Promote and enforce local tourism and develop available and potential sites to meet international standards.	**Tourism development programme**
➢ Low interest in agriculture among the youth ➢ High level of post-harvest losses ➢ Inadequate storage facilities ➢ Loss of farmlands to galamsey, housing and other related activities ➢ Low mechanization of agriculture ➢ Inadequate feed for livestock. ➢ Weak pest and disease monitoring and surveillance systems.		➢ Increase agricultural productivity by 40% in 2029 Increase arable lands by 10% through reclamation of degraded lands.	**Promote agriculture as a viable business among the youth**	➢ Design and implement special programmes to build the capacity of the youth in agriculture. ➢ Provide access to agricultural financing for youth. ➢ Reinvigorate extension services ➢ Ensure effective implementation of the yield improvement programme ➢ Intensify and increase access to mechanization along the agriculture value chain ➢ Ensure continuous expansion and upgrading of road infrastructure connecting farms to market centres ➢ Enforce land-use regulations and promote reforestation programmes in degraded agro ecological zones Strengthen livestock and poultry production	**Agricultural development programme**
THEMATIC AREA: SOCIAL DEVELOPMENT					
➢ Declining net enrolment at basic level especially in illegal mining prone areas ➢ Inadequate educational infrastructure ➢ Inadequate logistics for teaching and learning	**Enhance human development by improving access to quality education,**	➢ Increase enrolment rates in primary, JSS and secondary schools by 20 % by the end of 2029. ➢ Increase number of educational infrastructures by 10% by the end of 2029. Train 100% of teachers in innovative teaching methodologies by 2029.	**Enhance equitable access to, and participation in quality education at all levels**	➢ Enhance quality of teaching and learning environment at all levels ➢ Promote the 'right age enrolment' in basic education ➢ Expand infrastructure and facilities at all levels Ensure adequate supply of teaching and learning materials (SDG Target4.2,4.c) 5.6.5 Strengthen the payroll validation process (SDG Target 16.6)	**Educational services programme**

PRIORITISED ISSUES	GOAL	OBJECTIVES	ALIGNED NATIONAL OBJECTIVES	STRATEGIES	DEVELOPMENT PROGRAMME
➢ Inadequate healthcare infrastructure and logistics ➢ Limited access to medical supplies in rural areas ➢ High mortality rate ➢ High incidence of HIV / AIDS among young persons ➢ High incidence of malaria	**health care, water and sanitation, social protection services whiles promoting gender equality, youth empowerment and the inclusion of vulnerable groups to ensure equity and social cohesion.**	➢ Increase health service delivery in the municipality by 30% by the end of 2029 ➢ Reduce HIV infection among the youth by 20% by the end of 2029. ➢ Reduce the prevalence of malaria by 50% by the end of 2029. ➢ Develop and implement yearly comprehensive disaster response plans Reduce food-related diseases by 50% by 2029	**Ensure equitable, affordable and quality Universal Health Coverage (UHC)**	➢ Provide adequate health infrastructure and institute functional health logistics ➢ Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare ➢ Expand and equip health facilities ➢ Sensitise the youth on STIs prevention Strengthen capacity to prevent and manage malaria cases	**Health services and emergency response programme**
➢ Inadequate access to regular water supply services ➢ Inadequate maintenance of water facilities. ➢ Weak planning and M&E for water service delivery. ➢ Poor attitude of citizenry towards environmental sanitation ➢ Poor sanitation and waste management		➢ Increase the proportion of households with access to safe drinking water by 40% by the end of 2029 ➢ Increase the proportion of households with access to improved sanitation facilities by 40% by the end of 2029 Develop 1 engineered final disposal site by the end of 2029.	**Improve access to safe, reliable and sustainable water supply services for all**	➢ Develop and implement District Water and Sanitation Plans (DWSPs) (SDG Targets 6.1, 16.6) (WASH Master Plan) ➢ Accelerate the implementation of the Water for All Programme (SDG Target 6.1) ➢ Ensure routine maintenance of water infrastructure ➢ Strengthen institutional coordination and harmonisation in water service delivery ➢ Encourage household waste segregation ➢ Launch school programmes and media campaigns to shift social norms around waste Scale-up sensitisation campaigns to promote proper handwashing and hygiene practices particularly among children (SDGs Target 6.2)	**WASH programme**
➢ Inadequate recreational/sports infrastructure and equipment ➢ Weak capacity for sports development and management		Increase community-based sports infrastructure for communities by 15% by the end of 2029.	**Enhance sports and recreational infrastructure for all**	➢ Develop and maintain para-sports and disability friendly recreational infrastructure (SDG Target 9.1) ➢ Support the development of infrastructure and spaces such as community parks to facilitate physical activities and foster a fitness culture ➢ Support inter-school sporting activities within the Municipality ➢ Promote private sector participation and investments in sports and development	**Parks and open space for wellbeing programme**
THEMATIC AREA: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT					

PRIORITISED ISSUES	GOAL	OBJECTIVES	ALIGNED NATIONAL OBJECTIVES	STRATEGIES	DEVELOPMENT PROGRAMME
➢ Increasing forest degradation of protected areas ➢ Encroachment and illegal Mining in protected areas ➢ Pollution of water resources	**Improve the availability, accessibility and quality of physical and social infrastructure including transportation networks, housing, energy, ICT and community facilities to promote orderly human settlement, enhance mobility and support socio economic development.**	➢ Conduct education programmes on protected area conservation in all communities within the Municipality by 2029 ➢ Implement sustainable alternative livelihoods interventions in all mining catchment communities within the Municipality by the end of 2029 ➢ Educate all local mining communities and miners within the municipality on the impact of illegal mining on water resources and the benefits of sustainable practices by 2029	**Safeguard forest and protected areas** **Promote sustainable water resources development and management**	➢ Strengthen involvement of local communities in the management of forests and wetlands through mechanisms such as co management systems ➢ Ensure restoration of degraded areas within and outside forest reserves ➢ Promote alternative sources of livelihood for forest fringe and mining communities ➢ Strengthen environmental governance including enforcement of relevant legislations to protect and maintain the integrity of forest, wetlands and biodiversity hotspots (SDG Targets 16.6, 16.b) (AU Target A1 G7 P1 T1-6) ➢ Promote efficient water use ➢ Intensify the protection of all major water bodies, tributaries and major treatment plants	**Terrestrial and Aquatic Ecosystem restoration programme**
➢ Weak enforcement of environmental laws and regulations ➢ Improper management of liquid and solid waste, ➢ Indiscriminate dumping of waste.		Ensure 80% of the population have access to a minimum basic sanitation service by 2029	**Reduce Environmental Pollution**	➢ Intensify enforcement of regulations and standards on liquid and solid waste pollution including open burning (SDG Targets 11.6, 16. b) ➢ Intensify public education on indiscriminate disposal of waste. ➢ Enforce environmentally sound management of chemicals and related waste	**Waste management programme**
➢ Inadequate inclusion of gender and vulnerability issues in climate change actions ➢ Inadequate institutional capacity to access global fund.		➢ Educate 80% of local communities about climate change impacts and adaptation strategies by the end of 2029 through awareness-raising campaigns and training programmes. ➢ Integrate climate change adaptation and resilience measures into annual plans and budget of the Municipality by 2029.	**Enhance climate change resilience**	➢ Develop capacity to access Global-climate Funds ➢ Implement land restoration initiatives, climate adaptation and mitigation strategies, ➢ Promote climate-smart agriculture ➢ Promote climate resilience interventions for vulnerable groups especially women	**Climate change programme**

PRIORITISED ISSUES	GOAL	OBJECTIVES	ALIGNED NATIONAL OBJECTIVES	STRATEGIES	DEVELOPMENT PROGRAMME
➢ Poor road condition and network ➢ Inadequate adherence to road safety measures.		Increase the percentage of roads in good condition to 80% by 2029 through the use of DRIP	**Improve efficiency and effectiveness of road transport infrastructure and services**	➢ Expand and maintain road transport infrastructure ➢ Sustain the implementation of DRIP ➢ Enforce national road traffic laws and regulations ➢ Promote private sector participation in construction, rehabilitation and management of road transport services	**Transportation improvement programme**
➢ Non-compliance with zoning regulations and planning standards ➢ Inadequate extension of electricity to new areas ➢ Haphazard development ➢ Building in waterways		➢ Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms ➢ Build the capacity of local authorities to implement sustainable spatial planning practices through training by 2029	**Promote sustainable spatially integrated development of human settlements**	➢ Facilitate the preparation and implementation of human settlement policy ➢ implement the zoning guidelines and planning standards ➢ Intensify street naming and property addressing system municipal wide	**Physical development programme**
➢ Poor maintenance culture ➢ High cost of maintenance ➢ Inadequate rehabilitation of facilities		Rehabilitate 20% of official buildings by 2029	**Promote effective maintenance culture**	➢ Institute a robust maintenance scheme including financing for critical infrastructure. (SDG Targets 9.a, 11.2) (AU Target A1 G4 P2&3 T3) ➢ Enforce relevant standards in various sectors to reduce rapid deterioration of public infrastructure (SDG Target 11.2) ➢ Develop asset register on infrastructure conditions (SDG Targets 9.a, 11.2)	**Asset Maintenance programme**
THEMATIC AREA: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT					
➢ Inadequate information and representation of marginalized groups ➢ Limited public access to government information	**Strengthen democratic governance, accountability and citizens participation in local**	➢ Create awareness on 80% of Assembly interventions by the end of 2029 ➢ Increase participation of marginalized groups in local governance activities by 60% by 2029 ➢ Reduce crime rate by 60% in 2029	**Deepen political and administrative decentralization**	➢ Enhance the capacity and effectiveness of assembly members at the local level ➢ Revamp and adequately resource sub district structures (Town, Area, and Unit ➢ Committees to perform statutory functions effectively ➢ Ensure effective inter service/inter- sectoral collaboration and cooperation ➢ Improve efficiency in service delivery	**Security and Communication programme**

PRIORITISED ISSUES	GOAL	OBJECTIVES	ALIGNED NATIONAL OBJECTIVES	STRATEGIES	DEVELOPMENT PROGRAMME
➢ Low public trust in government accountability mechanisms ➢ Limited involvement of the public in expenditure tracking ➢ Inadequate resources for implementation of activities ➢ Poor community participation in monitoring ➢ Weak sense of community ownership	**decision-making processes by building institutional capacity, promoting transparency and deepening decentralization for effective and responsive service delivery**	➢ Implement OGP local action Plans by 2027 ➢ Establish a robust feedback digital platform, allowing citizens to report concerns and provide feedback by 2029 ➢ Achieve 100% Implementation rate of MTDP by end of 2029 ➢ Develop and implement a comprehensive M& E Plan by 2029	**Deepen transparency, public accountability, political and administrative decentralization**	➢ Enhance public trust in accountability mechanisms ➢ Boost public interest and participation in governance ➢ Enhance participatory budgeting, revenue, and expenditure tracking. ➢ Strengthen feedback mechanisms in service delivery to capture citizen inputs ➢ Ensure timely implementation of recommendations from the Auditor General's reports ➢ Promote stakeholder participation in M&E activities ➢ Strengthen systems and structures for ensuring transparency and accountability in the management of public funds ➢ Promote public interest in performance monitoring reports of public institutions through targeted campaigns	**Monitoring and evaluation programme**
➢ Limited training opportunities for public sector staff ➢ Slow implementation of HRMIS across MDAs		➢ Train 90% of staff and Assembly members on effective governance, leadership and management by 2029	**Strengthen the effectiveness, accountability, and efficiency of public institutions**	➢ Improve public trust in governance ➢ Improve citizen engagement and reporting on corruption ➢ Promote transparency and accountability in procurement ➢ Enhance performance management system to improve productivity in the public ➢ Improve accessibility and preservation of public records	**Knowledge management and learning programme**

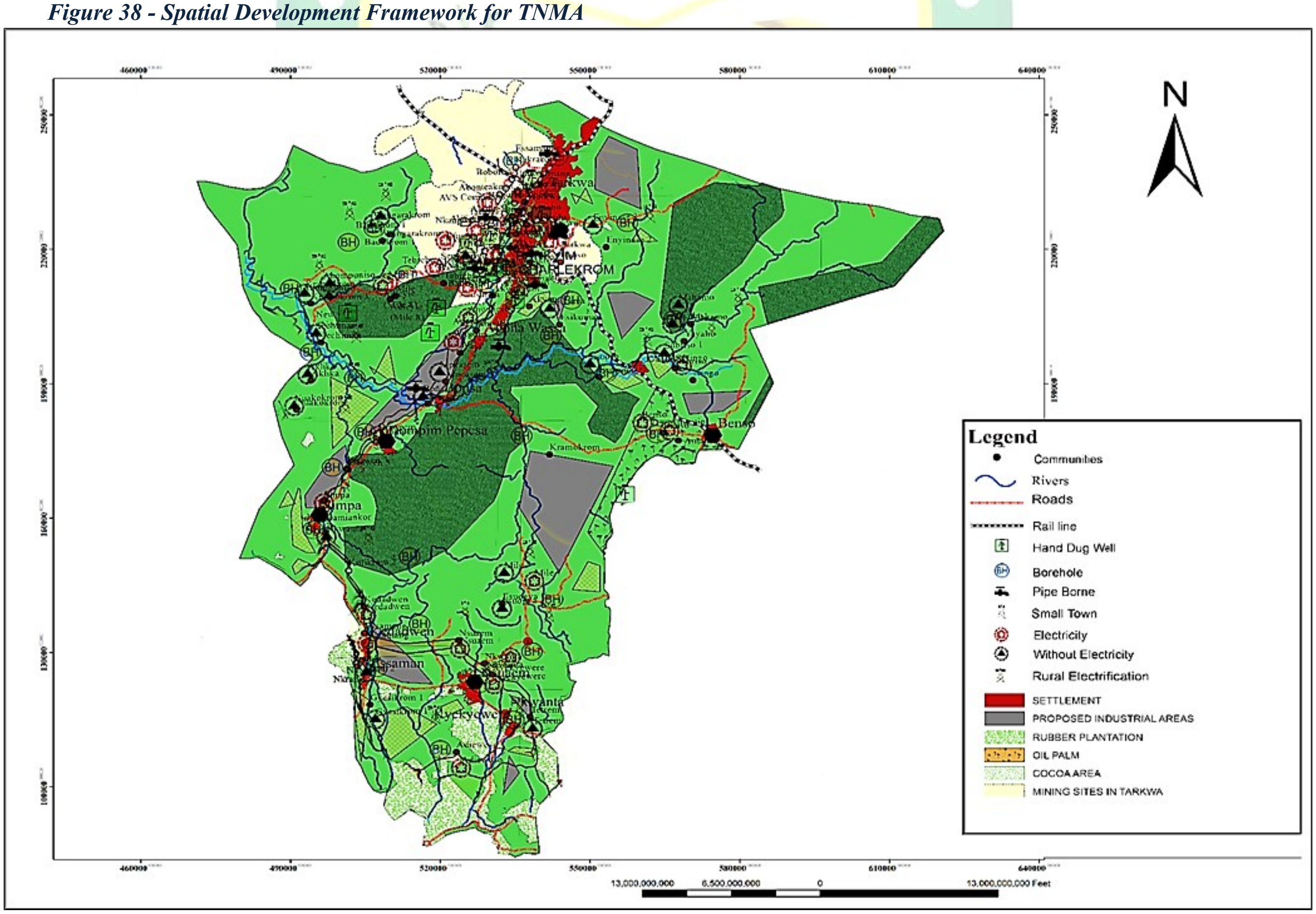
4.3. Integration of Spatial Plans

Land use and Spatial Planning play a critical role in the general development of every country. The effectiveness or otherwise of land use planning is a determinant of development. Planning our lands in a coordinated manner is therefore critical in the general development process. Structure Plans and Spatial Development Frameworks are thus prepared for this purpose.

Based on the guidelines prescribed by the Land Use and Spatial Planning Authority (LUSPA) for the preparation of spatial plans, the Tarkwa-Nsuaem Municipal Assembly also developed its long-term Spatial Development Framework for the Municipality's entire territorial area, to include policy interventions aimed at achieving the desired development goals, focusing on achieving defined social, economic and environmental policies.

The Spatial Development Framework for the Municipality for the next 20 years is presented in Figure 38.

Figure 38 - Spatial Development Framework for TNMA



Source: Municipal Planning Unit, 2025

To sanitize development, a 15-year structure plan has also been prepared for Greater Tarkwa, covering all urban areas within the jurisdiction and its peripheries. It shows both existing and proposed broad land uses and expresses the development intentions of the Assembly in terms of land use proposals over the medium-term planning period and beyond.

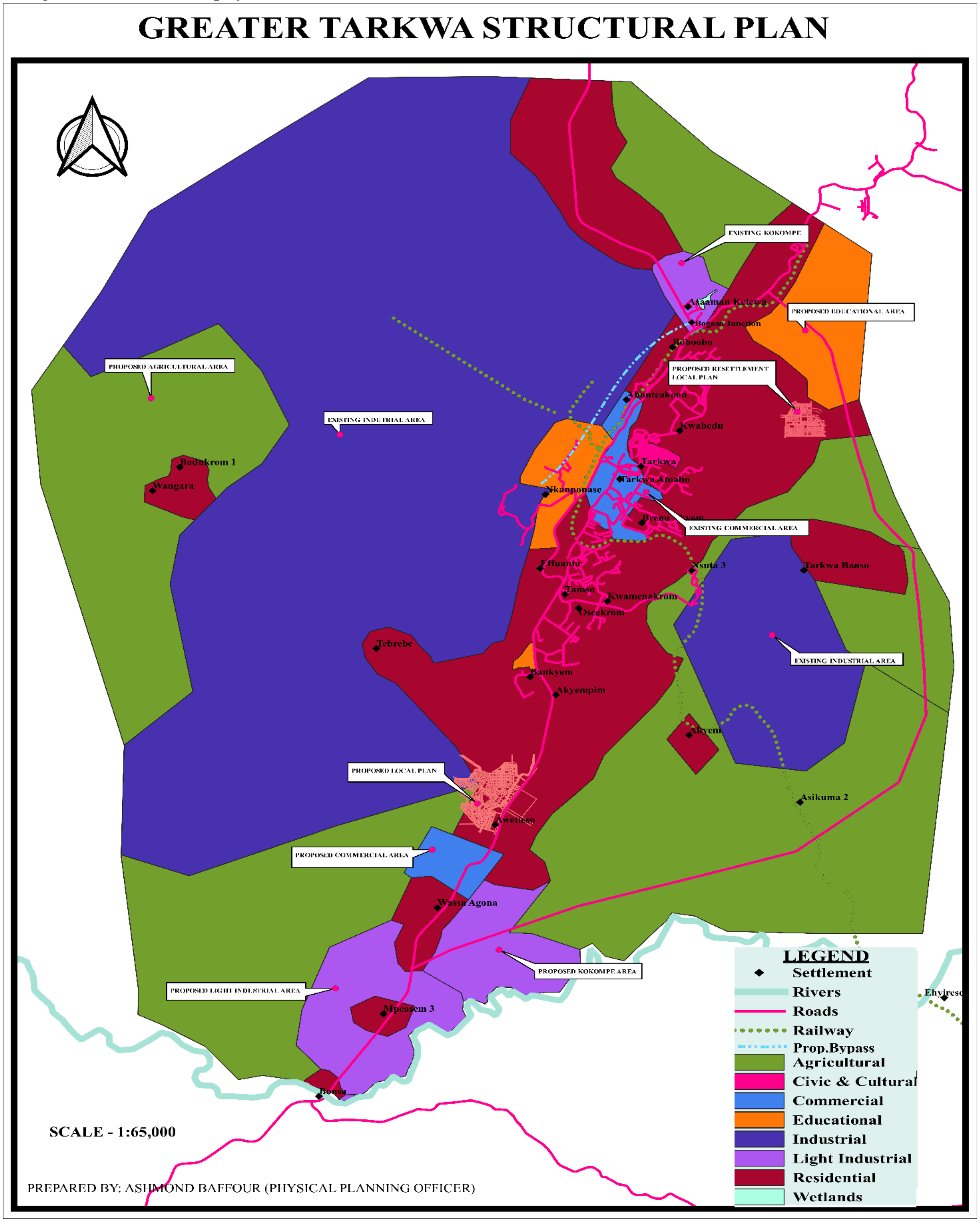
It depicts coordinated land uses and trunk infrastructure proposals and areas with substantial development that is categorised into industrial, commercial, residential, educational, and agricultural enclaves. It also shows primary transport corridors such as arterial roads and rail networks, as well as essential utilities, such as water supply and drainage.

Industrialization with mining being dominant continues to be the driver of development with an industrial area being proposed between Wassa Agona and Bonsa. With high growth of artisans in the Municipality, a fifty-acre land has been proposed at Wassa Agona for development as industrial site. There is also the need to create a satellite commercial hub at Ahwetieso to absorb pressure with respect to trade and commerce, thus a proposed transformation of Ahwetieso from being predominantly residential to mixed use (residential and commercial).

A by-pass has been proposed from Nkanponase to Bogoso Junction with the aim of easing vehicular congestion in Tarkwa. With all of these development interventions, it is expected that demand for land for residential development and its related land uses will increase. New residential areas have thus been proposed at Ahwetieso and its environs. Agriculture lands have also been proposed at the peripheries of the residential areas to cater for the food needs of the inhabitants.

Figure 39 represents the structure plan for the Greater Tarkwa and its peripheries.

Figure 39 - Structure Map of Greater Tarkwa



CHAPTER FIVE
COMPOSITE DEVELOPMENT PROGRAMMES

5.1. Introduction

This chapter presents the Development Programmes, the Costing of the Plan, Programme Financing and Revenue Generation measures, as well as Strategic Environmental Assessment (SEA) of formulated programmes.

5.2. Development Programmes

The Development Programmes were formulated based on the strategies in Chapter Four. To facilitate cohesive alignment, related strategies contributing to the same objective were categorised under common programmes. The broad programmes for the municipality over the planning period include

- *Youth, Women and Vulnerable Empowerment programme*
- *Tourism development programme*
- *Agricultural development programme*
- *Educational services programme*
- *Health services and emergency response programme*
- *WASH programme*
- *Parks and open space for wellbeing programme*
- *Terrestrial and Aquatic Ecosystem restoration*
- *Waste management programme*
- *Climate change programme*
- *Transportation improvement programme*
- *Physical development programme*
- *Asset Maintenance programme*
- *Security and Communication programme*
- *Monitoring and evaluation programme*
- *Knowledge management and learning programme*

5.3. Costing of Plan

5.3.1. Assumptions for Costing

To ensure the Assembly realistically plans interventions within its capacity for implementation and to limit budget overruns in the costing of programmes, the resource and material costing assumptions were considered.

Resource assumptions
This is based on the assumption that the right personnel, equipment, and materials will be available when required for the implementation of the interventions within the period. The SWOT analysis was performed on all proposed interventions to identify projects with the highest potential for implementation within the period. This aided the team to limit projects and also concentrate on prioritized feasible ones based on available resources.

Cost Assumptions
For accurate cost projections, the total cost components were broken down into goods, works, consulting and technical services.
Works: The cost of previous similar projects, inflation and the current market prices of goods and labour were considered. Also, the Public Procurement Authority's website (*www.ppa.gov.gh*) was visited and the Unit Cost of Infrastructure Estimator Tool applied.

Goods: The average Price Database for Common User Items which is reviewed and updated periodically on the Public Procurement Authority's (PPA) platform, the current market prices and the cost of similar items procured were considered.

Consultancy Services: In the case of Consultancy Services, the levels of expertise required to execute the assignment and the rates per day would be determined by seeking expert advice and the duration figured out to arrive at the cost of the consultancy service. The Ministry of Works, Housing and Water Resources' Scale of Fees for Consultancy Services in construction were also considered as the basis for the costing of such consultancy services.

Technical services: Service providers were requested to present quotes and Market surveys were equally conducted to ascertain current quotes for required services.

5.3.2. Methodologies for Costing

When estimating the cost of a project, several established methodologies are used to ensure accuracy, transparency, and reliability. Each approach has its strengths and is chosen based on the nature of the project, availability of data, and required level of detail.

One of the approaches used is *Analogous Estimating*, which involves using the actual costs of similar completed projects as a basis for the current project, adjusting for differences in scope, size, and location.

Another is *Parametric Estimating*, which applies mathematical models or statistical relationships between historical data and other variables - for example, calculating costs per square metre in construction and multiplying by the total area.

Bottom-Up Estimating involves breaking the project into smaller tasks or work packages, estimating the cost of each, and then aggregating them to form the total budget. This provides highly detailed and accurate costing.

Expert Judgment relies on the experience and knowledge of professionals who have handled similar projects to provide realistic and practical cost figures, especially when data is limited or when projects are unique.

5.3.3. Programme of Action (POA)

The Tarkwa-Nsuaem Municipal Assembly adopted the intra and inter-sectorial approach in formulating a Programme of Action (POA) for all the programmes and sub-programmes including monitoring, evaluation and communications from 2026 to 2029. This was to facilitate a Municipal multi-sectorial approach in the implementation and coordination of the POA in relation to synergy and resource efficiency. The POA consists of the development programmes (focused on the composite budget programmes). Others include the time frame, indicative budget and implementing agencies (both lead and collaborating).

Table 26 presents the details of Program of Action (POA).

Table 26 - Programme of Action (POA)

DEVELOPMENT PROGRAMME	TIME FRAME				COST				TOTAL	PROGRAMME STATUS		IMPLEMENTATION INSTITUTION/ DEPARTMENT	
	2026	2027	2028	2029	GOG	DACF	IGF	OTHERS		NEW	ONGOING	LEAD	COLLABORATING
Youth, Women and Vulnerable Empowerment programme					5,211,150.00	12,159,350.00	13,709,500.00	8,399,500.00	39,479,500.00	NEW		BAC	SW/CD
Tourism development programme					420,000.00	980,000.00	2,200,000.00	22,500,000.00	26,100,000	NEW		BAC	Physical Planning
Agricultural development programme					1,096,965.00	2,559,585.00	5,592,000.00	3,601,050.00	12,849,600.00	NEW		Agriculture	Central Administration
Educational services programme					5,880,000.00	13,720,000.00	23,173,000.00	5,390,000.00	48,163,000	NEW		GES	Central Administration
Health services and emergency response programme					4,417,500.00	10,307,500.00	12,730,000.00	10,245,000.00	37,700,000.00	NEW		Health	Central Administration
WASH programme					3,946,050.00	9,207,450.00	9,420,000.00	1,430,000.00	24,003,500	NEW		Works	Environmental Health
Parks and open space for wellbeing programme					465,000.00	1,085,000.00	930,000.00	1,100,000.00	3,580,000	NEW		Physical Planning	Education
Terrestrial and Aquatic Ecosystem restoration					231,000.00	539,000.00	870,000.00	2,150,000.00	3,790,000	NEW		Natural Resource Conservati on	Water Resource Commission
Waste management programme					4,904,400.00	11,443,600.00	15,650,000.00	1,085,500.00	33,083,500.00	NEW		Environme ntal Health	Central Administration
Climate change programme					606,000.00	1,414,000.00	1,940,000.00	450,000.00	4,410,000	NEW		Natural Resource Conservati on	Physical Planning
Transportation improvement programme					11,436,000.00	26,684,000.00	5,625,000.00	9,570,000.00	53,315,000	NEW		Urban Roads	Central Administration

Physical development programme					2,886,600.00	6,735,400.00	6,740,000.00	810,000.00	17,172,000	NEW		Physical Planning	Works
Asset Maintenance programme					9,613,500.00	22,431,500.00	19,680,000.00	1,260,000.00	52,985,000.00	NEW		Works	Central Administration
Security and Communication programme					3,447,000.00	8,043,000.00	8,680,500.00	4,390,000.00	24,560,500	NEW		Info. Services Departmen t	NCCE
Monitoring and evaluation programme					1,438,500.00	3,356,500.00	8,000,000.00	1,480,000.00	14,275,000	NEW		Central Administra tion	MPCU
Knowledge management and learning programme					12,003,107.20	28,007,250.14	18,616,570.00	395,000.00	59,021,927.34	NEW		Human Resource	Central Administration
TOTAL					68,002,772.20	158,673,135.14	153,556,570.00	74,256,050.00	454,488,527.34				

5.4. Programme Financing

The Programme Financing strategy for the planned period is prepared to deal with the means for mobilising and utilising financial resources for the implementation of the MTDP.

The major expenditure programme areas of the Municipality for the period are: Youth, Women and Vulnerable Empowerment programme, Tourism development programme, Agricultural development programme, Educational services programme, Health services and emergency response programme, WASH programme, Parks and open space for wellbeing programme, Terrestrial and Aquatic Ecosystem restoration, Waste management programme, Climate change programme, Transportation improvement programme, Physical development programme, Asset Maintenance programme, Security and Communication programme, Monitoring and evaluation programme, and Knowledge Management and Learning.

It is intended to finance the planned projects and programmes mainly from three major sources of funding which includes projected Central Government inflows, Internally Generated Fund (IGF) and Donor funds from Development Partners.

The Central Government inflow is one of the primary financing sources for the plan's execution. This funding source will concentrate on grants from the Central Government to the various ministries, the statutory Common Fund (DACF) allocation to the Assembly and the releases from Ghana's Road Fund to the Department of Urban Roads.

Th Municipality's major funding source for the plan implementation is its Internally Generated Funds (IGF). This includes rates, rents, fines, licences, fees etc. In order to raise sufficient funds for the plan's implementation, the Assembly will extend and combine the current IGF revenue sources aimed at increasing efficiency and broadening its revenue collection network while adhering to current legal provisions in order to consolidate existing revenue. Revaluing properties, updating company data, reviewing tax rates regarding the transformative direction to make sure the trade-offs are maximized, and bolstering revenue capacities will all be used to achieve this.

Private sector participation is very key in the plan implementation. The Assembly will therefore adopt Public-Private Partnerships (PPPs) as Special Purpose Vehicles (SPVs) to finance the municipal development projects in order to draw in and maintain private sector investments for the plan's implementation.

The Assembly will position itself to attract, mobilize and sustain Development Partners' investments into the Municipality through project proposals for the implementation of the plan. This include international development agencies, both bilateral and multilateral, that are actively supporting reform and development programmes within various sectors.

In sum, the total cost of the projects and programmes for the MTDP for the plan period will be **GH¢454,488,527.34**. Anticipated revenue from all sources of funding will amount to GH¢334,504,938. The total gap will also amount to **GH¢119,983,589.**

Table 27 outlines the details in the Indicative Financial Strategy, capturing all potential sources of funding available for executing all programmes.

Table 27 - Programme Financing

DEVELOPMENT PROGRAMME	PROGRAMME COST (A) GH¢	EXPECTED REVENUE AND SOURCES OF FUNDING										TOTAL (B)	GAP (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	STOOL LAND	MDF	DEDENRALIZED DEPARTMENTS	Others		
Youth, Women and Vulnerable Empowerment programme	**39,479,500.00**	0	9832631.04	10782164	680148	0	0	1266400	4812000	67200	0	**26,760,395**	-12,719,105
Tourism development programme	**26,100,000.00**	0	2458157.76	2695541	170037	0	0	316600	1203000	16800	0	**6,690,099**	-19,409,901
Agricultural development programme	**12,849,600.00**	0	9832631.04	10782164	680148	0	0	1266400	4812000	67200	0	**26,760,395**	13,910,795
Educational services programme	**48,163,000.00**	0	12290788.8	13477705	850185	0	0	1583000	6015000	84000	0	**33,450,494**	-14,712,506
Health services and emergency response programme	**37,700,000.00**	0	12290788.8	13477705	850185	0	0	1583000	6015000	84000	0	**33,450,494**	-4,249,506
WASH programme	**24,003,500.00**	0	9832631.04	10782164	680148	0	0	1266400	4812000	67200	0	**26,760,395**	2,756,895
Parks and open space for wellbeing programme	**3,580,000.00**	0	6145394.4	6738852.5	425092.5	0	0	791500	3007500	42000	0	**16,725,247**	13,145,247
Terrestrial and Aquatic Ecosystem restoration	**3,790,000.00**	0	6145394.4	6738852.5	425092.5	0	0	791500	3007500	42000	0	**16,725,247**	12,935,247
Waste management programme	**33,083,500.00**	0	9832631.04	10782164	680148	0	0	1266400	4812000	67200	0	**26,760,395**	-6,323,105
Climate change programme	**4,410,000.00**	0	3687236.64	4043311.5	255055.5	0	0	474900	1804500	25200	0	**10,035,148**	5,625,148
Transportation improvement programme	**53,315,000.00**	0	6145394.4	6738852.5	425092.5	0	0	791500	3007500	42000	0	**16,725,247**	-36,589,753

Physical development programme	**17,172,000.00**	0	12290788.8	13477705	850185	0	0	1583000	6015000	84000	0	**33,450,494**	16,278,494
Asset Maintenance programme	**52,985,000.00**	0	8603552.16	9434393.5	595129.5	0	0	1108100	4210500	58800	0	**23,415,346**	-29,569,654
Security and Communication programme	**24,560,500.00**	0	3687236.64	4043311.5	255055.5	0	0	474900	1804500	25200	0	**10,035,148**	-14,525,352
Monitoring and evaluation programme	**14,275,000.00**	0	6145394.4	6738852.5	425092.5	0	0	791500	3007500	42000	0	**16,725,247**	2,450,247
Knowledge management and learning programme	**59,021,927.34**	0	3687236.64	4043311.5	255055.5	0	0	474900	1804500	25200	0	**10,035,148**	-48,986,779
TOTAL	**454,488,527.34**	**0**	**122907888**	**134777050**	**8501850**	**0**	**0**	**15830000**	**60150000**	**840000**	**0**	**334504938**	**-119,983,589**

The identified gaps in financial resources will primarily be funded by developing efficient plans to increase IGF collection revenue. These tactics could involve, among other things, enforcing revenue enhancement regulations, starting revenue sensitization campaigns, and growing the pay parking initiative.

To carry out some shared projects of interest, the Assembly also plans to work more closely with other organizations and the corporate sector. Furthermore, capital-intensive initiatives like the development of an engineered landfill site and other WASH activities will also be financed through the PPP structure.

Ultimately, the Assembly will also write proposals to qualified investors in order to raise more money for the project's implementation.

5.5. Revenue Generation Measures

The Tarkwa-Nsuaem Municipal Assembly generates its revenue through a mix of internal and external strategic measures. The external measures have been through the Mineral Development Fund (MDF), allocations from the central government transfers and the District Assemblies Common Fund (DACF). The internal measures include Internally Generated Funds (IGFs) and Stool Lands.

The main sources of revenue for the implementation of the Programme of Action embedded in the 2026-2029 MTDP for the plan period are;

- *Internally Generated Fund (IGF)*
- *District Assemblies Common Fund (DACF)*
- *District Assemblies Common Fund-Responsive Factor Grants (DACF-RFG)*
- *Member of Parliament's (MP) Common Fund*
- *Government of Ghana transfers (GOG)*
- *Mineral Development Fund (MDF)*
- *Public Private Partnership (PPPs)*

Other sources include;

- *Disability Common Fund*
- *Decentralized Department*
- *MSHARP/HIV*
- *MAG/CIDA*

The Central Government transfers (GoG) and Internally Generated Fund (IGF) are the two major sources that provides the Assembly with greater amount of revenues for implementing the programmes and projects outlined for the planning period. Table 28 indicates the estimated revenues that would be generated by the Assembly to implement its projects and programmes.

Table 28 - Estimated Revenue Generation for the period; 2026-2029

REVENUE SOURCES	2025 BASELINE (GH¢)	2026 ESTIMATES (GH¢)	2027 ESTIMATES (GH¢)	2028 ESTIMATES (GH¢)	2029 ESTIMATES (GH¢)
IGF	26,467,700	28,450,900	29,873,445	31,580,499	33,003,044
DACF	22,692,647	27,483,337	31,321,725.00	32,742,338.00	33,285,650
DACF-RFG	1,973,450	1,973,450	2,143,200.00	2,143,200.00	2,242,000
MP's CF	1,500,000	1,500,000	1,750,000.00	1,750,000.00	2,000,000
PWD's CF	350,000	500,000	550,000.00	615,000.00	655,000
DECENTRALISED DEPARTMENT	150,000	150,000	200,000.00	235,000.00	255,000
MSHARP/HIV	114,000	138,000	157,000.00	162,000.00	167,000
GOG SALARIES	10,231,690	11,254,859	12,789,613.00	14,068,574.00	15,475,431
MDF	12,000,000	14,000,000	14,700,000.00	15,500,000.00	15,950,000
STOOL LANDS	3,000,000	3,500,000	3,850,000.00	4,130,000.00	4,350,000
TOTAL	**78,479,487**	**88,950,546**	**97,334,983.00**	**102,926,611.**	**107,383,125**

Source: Municipal Finance / Budget Office, TNMA 2025

From table 28 (baseline) it could be realized that, the Assembly is projected to raise an amount of Three Hundred and Thirty-Four Million, Five Hundred and Four Thousand, Nine Hundred and Thirty-Eight Ghana Cedis (GH₵ 334,504,938) from all revenue sources within the planning period to implement its program and activities in the MTDP. The highest revenue will be generated through District Assembly common fund. This source of funding is expected to generate an amount of GH₵ 134,777,050 .00 within the four-year planning period. This is followed by Internally Generated Funds (IGF) which is also expected to generate a total of GH₵ 122,907,888.00 for the planning period to implement activities in the Plan. This is followed by Mineral Development Fund (MDF) and Stool Lands which are expected to raise an amount of GH₵ 60,150,000.00 and GH₵ 15,830,000.00 respectively within the Planning period.

The achievement of the MTDP overall goal by the Tarkwa-Nsuaem Municipal Assembly revolves around consistent and timely availability of adequate revenue and resources to support the implementation of its planned programmes and projects. However, the financial requirements for implementing these planned programmes and projects far exceed its financial capacity. Therefore, there is a critical need to outsource for other revenue generation avenues.

The location of the Municipality provides it with a range of investment opportunities that can significantly be tapped to generate revenue. Some of these areas are as follows;

- *Large scale agriculture*
- *Waste management*
- *Tourism*

To improve revenue generation and efficiency, the Assembly has put in place the following innovative measures to mobilize domestic resources for the implementation of its projects and programmes during the plan period;

- The Assembly has programmed to procure some motorbikes for the revenue unit to aid in revenue collection.
- Engagement of contract collectors with proven track records and constant education to complement the shortage of revenue staff.
- Sensitization on local radio stations and community information centres on tax compliance
- Plans are underway to equip the Works and Physical Planning departments to carry out routine monitoring exercises on permits.
- Organization of training programmes for staff of the Assembly to improve revenue performance.
- The Assembly plans to implement a comprehensive property valuation and assessment system which includes regular property assessments.
- Defaulters on fines and rent to be sanctioned.

Together, these measures can significantly improve the financial sustainability of the Assembly to enhance service delivery.

5.6. Strategic Environmental Assessment (SEA)

To ensure long-term sustainability and alignment with strategic goals, the programmes identified were taken through thorough analysis, through the application of Strategic Environmental Assessment (SEA) tools, which provide a comprehensive framework for evaluating the environmental, social, economic, and governance implications of formulated programmes.

A Sustainability Appraisal Test was therefore applied to the proposed Objectives and Strategies. Four criteria namely; *Effects on Natural Resources, Effects on Socio-Cultural Conditions, Effects on The Economy and Institutional Issues* were the parameters used.

These criteria had various components, which could be either favourable or otherwise to the various strategies. Colours were used to represent the level of impact, as indicated in Table 29.

Table 29 - SEA key

COLOUR	MEANING
(0) Black	"Not Relevant",
(1) Deep red	'Works strongly against the aim',
(2) Light red	'Works against the aim',
(3) Yellow	"On balance or has neutral effect"
(4) Green	"Positive effect"
(5) Deep green	"Very positive effect

The details of the text are filed with the Planning Unit, as captured in ***Annex 4.***

The overall performance of the activities was quite promising. Those that involved construction impacted negatively on almost all the components of natural resources namely; deforestation, pollution, ecotourism and climate change with the obvious result of the destruction of wildlife and their habitats which are eco-tourist attractions in themselves.

In order to minimize the negative impacts, measures such as tree planting, landscaping to check erosion around public buildings would be employed. Others are inclusion of environmental concerns into project design and all the skills development and capacity building trainings to address the issue of pollution as well as reclaiming degraded lands. There would be increased stakeholder consultations during project implementation so that the desire of mitigating the effects would be a collective responsibility.

CHAPTER SIX
ANNUAL ACTION PLANS

6.1. Introduction

This chapter captures the Annual Action Plans for the period (2026-2029).

6.2. Annual Action Plans

Since implementation involves the translation of planned activities into real actions to achieve the set objectives, the Programme of Action (PoA) presented in Chapter 5 is further phased out into Composite Annual Action Plans (CAAPs) to be implemented by the Departments, Institutions and Agencies within the municipality, in collaboration with NGOs, Private sector and the Communities. The activities to be implemented within the period are categorized as new (freshly introduced) or ongoing (planned projects being implemented). The activities are further costed taking into consideration the Medium-Term Expenditure Framework provided by the Ministry of Finance. The Annual Action Plan developed will form the basis for the Municipal Assembly's Annual Budget.

The preparation of the CAAPs took into consideration the following:

- *What action to be taken (Activities)*
- *Where should the action be (Location)*
- *Who takes that action (Responsibility)*
- *At what time (Time Frame)*
- *Who is the responsible or principal action agent, (Lead) as well as Collaborating agent (s) including development partners*
- *A budget indicating the costed planned activities*
- *Funding sources (GoG/IGF/AFDB/Donor/Others)*

The Composite Annual Action Plans for 2026, 2027, 2028 and 2029 are presented in tables ,30,31, 32 and 33 respectively.

Table 30 - 2026 Composite Annual Action Plan

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
1.	Organization of Training and Business Counselling Programmes on Business Development for both Male and Female Entrepreneurs	Municipal Wide					20,000	20,000.00	0	**New**		BRC	Agric
2.	Implementation of the Youth and Women Entrepreneurship Programme (Community Apprenticeship)	Municipal Wide					2,000,000	150,000.00	100,000	**New**		BRC	Development Partners
3.	Facilitate/Support Governments policy.	Municipal Wide					40,000	90,000	1,000	**New**		BRC	GoG
4.	Provision of start-up kits for MSEs	Municipal Wide					100,000.00	250,000.00	100,000	**New**		BRC	Development partners
5.	Training in employable skills	Existing MSMEs					30,000	50,000	20,000		**Ongoing**	BRC	Development partners/GOG
6.	Organization of Trade fair	Municipal Wide					0	200,000	200,000.00	**New**		BRC	Development partners/GOG
7.	Establishment of skills training center	Tarkwa						1,000,000.00	5,000,000.00	**New**		BRC	Development Partners /NGOs
Objective: Increase the number of small and medium-sized enterprises (SMEs) in Tarkwa Municipality by 20% in 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
8.	Completion of 20 NO. Market stall and 12 NO. Lockable store and provision of Mechanized bore hole	Adieyie Community, Benso, Wassa Agona, Simpa					0	450,000.00	0		**Ongoing**	BRC	Works
9.	Institution of Market Day	Tarkwa					0	200,000.00	10,000.00	**New**		Works	Traditional authorities
10.	Rehabilitation of 2 No. market stores, lockable stores and mechanized boreholes	Tarkwa Banso, Tamso Market					320,500	300,000	0	**New**		Works	Central Admin
11.	Construction of 24-hour economy model market with ancillary facilities	Tarkwa					2,500,000.00	200,000.00	0	**New**		Works	Central Admin
Objective: Develop four (4) tourist attraction sites by 2029													
Programme: Tourism development programmes													
12.	Development of new tourist sites (Ultramodern community center with a museum)	UMaT Tarkwa, Mahamo					200,000	100,000	10,000,000.00	**New**		Urban Roads	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
13.	Promote public-private partnerships for investment in the tourism sector	Municipal Wide					200,000.00	100,000.00	1,000,000.00	**New**		Urban Roads	Central Admin
14.	Celebration of Tarkwa festival	Tarkwa					0	500,000.00	500,000.00	**New**		Centre for national culture	Central Admi
Objective: Increase agricultural productivity by 40% in 2029													
Programme: Agricultural development programme													
15.	Annual Farmers' Day Celebration and other celebrations	Municipal Wide					400,000	150,000	150,000	**New**		Agric	Central Admin
16.	Training and demonstration on postproduction activities (storage, processing, packaging, market linkages etic)	Municipal Wide					75,000.00	150,000.00	75,000.00	**New**		Agric	Central Admin
17.	Establish urban vegetable and livestock production demonstration farm	Office premises					50,000.00	200,000.00	50,000.00	**New**		Agric	Central Admin
18.	Training and Field demonstrations on Good Agronomic practices	13 AEA Operational areas					25,000.00	150,000.00	25,000.00	**New**		Agric	Central Admin
19.	Supply Tree Crop Seedlings for plantation establishment (Oil palm, Coconut, Rubber)	Municipal Wide					70,000.00	180,000.00	70,000.00	**New**		Agric	Central Admin
20.	Organize Research Extension Liaison Committee (RELC) Planning Sessions	13 AEA Operational areas					2,500.00	60,000.00	2,500.00	**New**		Agric	Central Admin
21.	Farm and home visit by AEAs, field assistants and Veterinary Extension Agents	13 AEA Operational areas					4,000.00	70,000.00	4,000.00	**New**		Agric	Central Admin
22.	Support livestock production (Piggery, poultry, fish, ruminants etc.) / Training on Good Animal Husbandry Practices	13 AEA Operational areas					15,000.00	100,000.00	15,000.00	**New**		Agric	Development partners
23.	Disseminate information on improved Climate friendly technologies / Promote Agricultural modernization and mechanization	Municipal Wide					50,000.00	220,000.00	50,000.00	**New**		Agric	Central Admin
24.	Promote the growth of fruit trees around urban and rural homes as a climate resilient and food security measure	Municipal Wide					100,000.00	100,000.00	400,000.00	**New**		Agric	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
25.	Conduct Ghana Agricultural Productivity Survey	13 AEA Operational areas					20,000.00	58,000.00	50,000	**New**		Agric	BRC
26.	TEDMAG training for MDA MAOs, AEAs and 3 field assistants	Office complex					2000.00	6,000.00	2000.00	**New**		Agric	BRC
27.	Surveillance and Monitoring of Existing Emerging and Re-emerging disease / Vaccination of Sheep and Goat and pets	Municipal Wide					10,000	12,000	10,000	**New**		Agric	Vert. Service
28.	Train at least 200 women farmers in additional livelihood venture (Home gardening, mushroom, snails, detergents making etc.)	Four (4) Operational areas					6,262.50	30,000.00	6,262.50	**New**		Agric	Central Admin
29.	Support to the Agric department (maintenance, fuel etc)	Municipal Wide					50,000	50,000	50,000	**New**		Agric	Finance Department
Objective: Train 100% of teachers in innovative teaching methodologies by 2029.													
Programme: Educational services programme													
30.	Capacity building workshop for teaching and non-teaching staff	Municipal Wide					50,000	20,000	20,000.00	**New**		GES	Central Admin
31.	Teachers award programme	Municipal Wide					50,000	20,000.00	110,000	**New**		GES	Development partners
32.	Organization of Annual Mock Exams for Male and Female pupils	Municipal Wide					70,000	50,000	20,000.00	**New**		GES	Central Admin
Objective: Increase educational infrastructure by 10% by the end of 2029.													
Programme: Educational services programme													
33.	Construction /Completion of 4 No. 3-Unit Classroom Block with landscaping and horticultural works	Wassa Agona. Simpa Junction, Ningo, Nuakokrom					1,500,000.00	1,000,000.00	0	**New**		GES	Works
34.	Construction of Teachers quarters	Kedadwen, Domeabra					500,000.00	0	0		**Ongoing**	GES	Works
35.	Construction of 3 No. 6-Unit Classroom Block with WC toilet facilities with landscaping and horticultural works around facility	Esuogya, Benso Essamang, Esuoso					3,000,000.00	3,400,000.00	0	**New**		GES	Works
36.	Completion/Rehabilitation of 2 No. 6-Unit Classroom Block with Ancillary facilities with landscaping and horticultural works around facility	Bogrekrom, Nsuaem Zongo,					400,000.00	500,000.00	0		**Ongoing**	GES	Works
37.	Construction of dining hall	Tarkwa SHS					500,000.00	1,000,000.00		**New**		GES	Works
38.	Renovation of science Laboratory	Fiaseman SHS					0	500,000.00	200,000.00	**New**		GES	Works

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
39.	Construction of 2 No 2-Unit Classroom Block with Ancillary facilities, landscaping and horticultural works around facility	Nkwanta, Tetrem (Nyamebekyere)					1,200,000.00	500,000.00	0		**Ongoing**	GES	Works
Objective: Increase enrolment rates in primary, JSS and secondary schools by 20 % by the end of 2029.													
Programme: Educational services programme													
40.	Provide Financial Assistance to students (male and female)	Municipal Wide					500,000	300,000.00	0	**New**		Central Admin	Education
41.	Supply 2,000 dual desks, 1,000 mono Desks and 300 hexagonal desks and 550 teachers' tables and chairs to schools.	Municipal Wide					2,280,000.00	300,000.00	1,000,000.00	**New**		GES	Works
42.	My First Day at School Programme	Municipal Wide					20,000	20,000	0	**New**		GES	Works/ Central Admin
43.	Organization of STMIE Clinics	Municipal Wide					20,000	30,000	0	**New**		GES	Central Admin
44.	Celebration of Independence Day	Municipal Wide					100,000	50,000.00	100,000	**New**		GES	Central Admin
45.	Supply of teaching and learning materials to schools	Municipal Wide					100,000	0	20,000.00	**New**		GES	Central Admin
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
46.	Organize Skills training for women groups on gender mainstreaming	Municipal Wide					50,000	20,000.00	0	**New**		BRC	Central Admin
47.	Sponsorship for girls in vocational training schools and support for brilliant but needy students	Municipal Wide					200,000	50,000.00	100,000.00	**New**		BRC	Gender Desk
Objective: Increase community-based sports and recreational infrastructure for all by 15% by the end of 2029.													
Programme: Parks and open space for wellbeing programme													
48.	Organize Youth and Sports development programmes/acquisition of land for sport development	Municipal Wide					170,000	100,000.00	200,000.00	**New**		GES	Physical Planning
49.	Development of sporting facilities	Bonsa 2, Brahabebome, Railway quarters					200,000	800,000.00	300,000.00	**New**		Central Admin	Private sector
Objective: Reduce food-related diseases by 50% by 2029													
Programme: Health services and emergency response programme													
50.	Undertake public awareness on food safety, public health, air quality control and environmental issues for especially women.	Municipal Wide					30,000	0	10,000.00	**New**		Health/EHU	Central Admin
51.	Sensitization, screening and training of food vendors	Municipal Wide					50,000	20,000.00	0	**New**		Health/EHU	Central Admin
Objective: Increase health service delivery in the municipality by 30% by the end of 2029													

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
Programme: Health services and emergency response programme													
52.	Construction of 4 No. CHPS Compound with landscaping and horticultural works around facility	Adiewoso, Booboobor, Amantin, Anyinase					1,500,000.00	1,600,000	0	**New**		Health	Works
53.	Construction of 4 NO. incinerators at selected health facilities	Benso, Tarkwa Banso, Simpa, Health Directorate					250,000.00	300,000.00	0	**New**		Health	Works
54.	Renovation and completion of health facility	Simpa Junction, Sikafoambatem,					100,000	500,000.00	100,000.00	**New**		Health	Works
55.	Celebration of world health events (HIV, Menstrual day celebrations)	Municipal Wide					10,000	20,000.00	10,000	**New**		Gender	GES
56.	Conduct maternal, Neonatal and immunization intervention programs	Municipal Wide					10,000	5,000.00	5,000,000	**New**		GES	Gold Fields
57.	Quarterly capacity building of staff	Municipal Wide					35,000	20,000	20,000	**New**		Health	SW/CD.
58.	Provision of Equipment and Furniture for health facilities	Municipal Wide					85,000	300,000.00	200,000.00	**New**		Health	Central Admin
Objective: Reduce HIV infection among the youth by 20% by the end of 2029.													
Programme: Health services and emergency response programme													
59.	Educational campaigns against HIV and AIDS through behavioural change and malaria control	Municipal Wide					130,000.00	0	10,000.00	**New**		Health	SW/CD
60.	Provision of test kits for HIV testing	Municipal Wide					30,000	5,000	20,000.00	**New**		Health	Central Admin
61.	Organization of health and safety programmes	Municipal Wide					90,000	50,000	30,000.00	**New**		Health	Central Admin
62.	Support PLWHAs and OVCs and stigma mitigation campaign	Municipal Wide					30,000	20,000	10,000.00	**New**		Health	SW/CD.
Objective: Develop and implement yearly comprehensive disaster response plans													
Programme: Health services and emergency response programme													
63.	Conduct quarterly and annual health Performance Review.	Municipal Wide					50,000	50,000	20,000.00	**New**		Health	SW/CD.
64.	Support for Emergency Responses	Municipal Wide					200,000	200,000	300,000	**New**		Central Admin	NADMO
65.	Disaster Prevention Programmes/Management Programmes	Municipal Wide					350,000	300,000	200,000.00	**New**		NADMO	Central Admin
66.	Organise risk Management activities	Municipal Wide					100,000.00	100,000.00	0		**Ongoing**	Central Admin	Internal Audit
67.	Repairs and Maintenance (O&M) implementation	Municipal Wide					550,000	55,000	0	**New**		Works	Central Admin
Objective: Increase the proportion of households with access to improved sanitation facilities by 40% by the end of 2029													
Programme: WASH programme													
68.	Construction of 1No. 12-seater institutional Latrines (WC)	Nyanso Islamic,					0	800,000	0	**New**		Works	Health

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
69.	Construction of Distribution lines for the overhead water tank at Dompim	Dompim					450,000	0	0	**New**		Central Admin.	Works
70.	Organise National sanitation day and Operation 'Clean your Frontage'	Municipal Wide					220,000	50,000	20,000.00	**New**		EHU	Central Admin
71.	Sanitation improvement package	Municipal Wide					523,500.00	120,000.00	0		**Ongoing**	EHU	Central Admin
Objective: Increase the proportion of households with access to safe drinking water by 40% by the end of 2029													
Programme: WASH programme													
72.	Construction of 15 No. Mechanized Boreholes	Nyamebekyere, Amantin, Supanso, Morrison, Nkwanta, Israel, K.K.B. K,Bentil village, Tarkwa Zongo, Nakaba, Essamang Kakraba, Bonsawire Clinic, Benso (Police Station), Municipal Health Directorate, Cyanide,					1,200,000.00	1,500,000.00	200,000	**New**		Works	Central Admin
73.	Repairs and maintenance of 20 NO. boreholes.	Municipal Wide					380,000.00	200,000.00	50,000.00		**Ongoing**	Works	Central Admin
74.	Water quality testing	Municipal Wide					25,000	20,000.00	0	**New**		Health/ EHU	Works
75.	Training, Monitoring and Evaluation of WATSANs and WSDBs	Selected Communities					50,000	50,000.00	30,000.00	**New**		Works	Central Admin
76.	Rehabilitation of existing malfunctioning Boreholes	Municipal Wide					240,000	105,000	0	**New**		Works	Central Admin
77.	Support for community-initiated projects (market, community center, school, health facility, toilet etc.)	Lowcost, Mempeasem, Boamah, Bepoakyir,					1,000,000	1,000,000.00	0		**ongoing**	Works	Central Admin
Objective: Develop and operationalize engineered final disposal sites by the end of 2029.													
Programme: Waste management programme													
78.	Maintenance and Management of waste/landfill sites, fumigation, sanitation management by Zoomlion and Sanitation improvement package.	Selected Community					2,000,000.00	4,000,000.00	0	**New**		EHU	Works
79.	Construction of 3 No. Refuse Bays	Layout, Lowcost, Kwamenakrom					300,000.00	150,000.00	50,000.00	**New**		EHU	Works
80.	Pushing of Refuse/ Evacuation of waste	Municipal Wide					400,000.00	100,000.00	100,000.00	**New**		EHU	Central Admin
81.	Procurement of Skip Truck	Municipal Wide					1,000,000.00	1,000,000.00		**New**		EHU	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
82.	Review of MESSAP and undertake other WASH programmes	Municipal Wide					100,000.00	200,000.00	200,000.00	**New**		EHU	Central Admin
83.	Development of final disposal site	Municipal Wide					250,000	200,000.00	100,000.00	**New**		EHU	Central Admin
84.	Fumigation	Municipal Wide					418,000.00	100,000.00	30,000.00			EHU	Central Admin
Objective: Increase support for PWDs and other vulnerable groups by 30% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
85.	Support for PWDs (financial, medical, etc.) and Provision of start-up capital	Municipal Wide					250,000	50,000.00	20,000.00	**New**		SW/CD	Central Admin
86.	Organize skills development training for PWDs and other vulnerable groups including women	Municipal Wide					40,000.00	20,000.00	0	**New**		SW/CD	Central Admin
87.	Inclusion of women, PWDs and other vulnerable groups in decision making	Municipal Wide					0	10,000.00	10,000	**New**		SW/CD	Central Admin
88.	Construction of ramps on existing structures to make them disability friendly	Municipal Wide					100,000	100,000.00	0	**New**		Works	Central Admin
89.	Organize child labour programmes, child maintenance, child custody, daycare monitoring, SWIMS etc.	Municipal Wide					20,000	10,000	60,000	**New**		SW/CD	Central Admin
90.	Facilitate the implementation and monitoring of social intervention programmes (Leap, School feeding, PWDs etc.)	Municipal Wide					50,000	10,000.00	0	**New**		SW/CD	Central Admin
91.	Provision of Community Care Services (Hospital welfare, Prison aftercare, NPO, etc.)	Municipal Wide					10,000	20,000	0	**New**		SW/CD	Central Admin
Objective: Implement sustainable alternative livelihoods interventions in all mining prone areas within the Municipality by the end of 2029													
Programme: Terrestrial and Aquatic Ecosystem restoration													
92.	Sensitization of Communities in Mining Catchment Areas on the impact of mining and pollution	Mining Catchment Communities					50,000	0	0	**New**		Forestry	Disaster Prevention
93.	Organization of Alternative livelihood programmes for Mining Catchment Communities	Mining Catchment Communities					50,000	70,000	0	**New**		Central Admin	Agriculture/BRC
94.	Provide special support to artisanal small-scale mining (Community Mining) to facilitate compliance with good mining/processing and environmental practices	Municipal Wide					100,000	20,000.00	30,000.00	**New**		BRC	Central Admin
Objective: Reduce crime rate by 60% in 2029													
Programme: Security and Communication programmes													

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
95.	Completion of 2No. Police posts	Adieyie, Tamso					2,000,000	200,000.00	0	**New**		Central Admin	MUSEC
96.	Support security agencies to enforce compliance of relevant laws and regulations to curb illegal mining	Municipal Wide					500,000	20,000.00	0	**New**		Central Admin	MUSEC
97.	Public education (gender-based violence etc.)	Municipal Wide					20,000	10,000.00	0	**New**		Gender Desk	SW/CD
Objective: Educate 80% of local communities about climate change impacts and adaptation strategies by the end of 2029 through awareness-raising campaigns and training programmes.													
Programme: Climate change programme													
98.	Distribution of seedlings and Tree Planting Exercise (Tree4Life)	Municipal Wide					200,000	200,000	0	**New**		Forestry	Disaster Prevention
99.	Climate change adaptability programmes/Celebration of International Day for Disaster Reduction	Municipal Wide					40,000	100,000.00	0	**New**		NADMO	Forestry
100.	Support for disaster victims	Municipal Wide					140,000	60,000	100,000.00	**New**		NADMO	Central Admin
101.	Organization of programmes to protect water bodies	Municipal Wide					40,000	100,000.00	0	**New**		Forestry	Central Admin
102.	Green economy programmes	Municipal Wide					35,000	50,000.00	50,000.00	**New**		Forestry	Physical Planning
Objective: Increase the percentage of roads in good condition to 100% by 2029 through the use of DRIP													
Programme: Transportation improvement programme													
103.	Construction of existing and roads leading to tourist sites	Esuoso - Banso, Brahabebome					3,000,000	0	1,000,000	**New**		Urban Roads	Central Admin
104.	Grading and reshaping of roads	Municipal Wide					3,000,000	0	1,000,000	**New**		Urban Roads	Central Admin
105.	Organization of road safety sensitizations/campaigns and enforcements	Municipal Wide					120,000	0	0		**Ongoing**	Central Admin.	Road Safety
106.	Organization of road safety meetings	Municipal Wide					0	50,000	0		**Ongoing**	Central Admin.	Road Safety
107.	Planning and rezoning of railway activities	Tarkwa					150,000	15,000	0	**New**		Physical Planning	Central Admin
108.	Construction of access road to new settlements, NHIS and Municipal Assembly offices	Municipal Wide					0	2,000,000.00	0	**New**		Urban Roads	Central Admin
109.	Desilting of drains	Municipal Wide					200,000	0	0	**New**		Urban Roads	NADMO
110.	Construction of Drains and Culverts	Railway Quarters, Nakaba, Cyanide, Brenuakyem, Nkaponase					2,000,000.00	1,500,000.00	1,000,000.00	**New**		Urban Roads	Works

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
111.	Patching of Potholes, Resealing, Upgrading of Gravel Roads and Line marking of Major Roads	Municipal Wide					2,700,000.00	200,000.00	0	**New**		Urban Roads	Works.
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
112.	Extension of Electricity to communities	Municipal Wide					4,000,000	500,000.00	0	**New**		Works	Central Admin
113.	Procure, repair and installation streetlights	Municipal Wide					300,000.00	300,000.00	100,000.00	**New**		Works	Central Admin
114.	Extension of Utilities to newly acquired lands for the establishment of local industries	Municipal Wide					100,000	100,000	0	**New**		Works	Central Admin
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
115.	Street naming and house addressing exercise	Municipal Wide					200,000	200,000.00	0	**New**		Physical Planning	Works
116.	Preparation of Structure Plan and Local plans	Municipal Wide					58,000	500,000	0	**New**		Physical Planning	Stakeholders
117.	Preparation and updating of planning schemes	Municipal Wide					30,000	300,000	0	**New**		Physical Planning	Stakeholders
118.	Redevelopment/Relocation of Land Uses	Municipal Wide					100,000	450,000	80,000	**New**		Physical Planning	Works
119.	Design and Landscaping of Public uses	Municipal Wide					50,000	200,000	0	**New**		Physical Planning	Works
120.	Reclamation of degraded lands	Municipal Wide					80,000	600,000	0	**New**		Physical Planning	Works
121.	Documentation of Assembly lands/landed properties	Municipal Wide					20,000.00	250,000	0	**New**		Physical Planning	Central Admin
122.	Parks and gardens activities	Municipal Wide					10,000.00	100,000	0	**New**		Physical Planning	Central Admin
Objective: Train 90% of staff on effective governance, leadership and management by 2029 to enhance their skills and competence													
Programme: Knowledge management and learning programme													
123.	Organize Workshop to promote the participation of women in local governance.	Municipal Wide					15,000	5,000	0	**New**		SW/ CD	Central Admin
124.	Organization of sub structure activities/ strengthening of sub structures	Zonal councils					500,000.00	500,000.00	100,000.00	**New**		Central Admin	Sub structures
125.	Capacity building programmes for Assembly Members, zonal councils, unit committee members and Staff,	Municipal Wide					20,000	20,500	10,000.00	**New**		HRM	Sub structures
126.	Organize of staff durbar	Municipal Assembly					0	100,000.00	0	**New**		HRM	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
127.	Organization of health, safety and recreational activities	Municipal Assembly					0	300,00.00	0	**New**		HRM	Central Admin
128.	Organize Performance Management Activities	Tarkwa					20,000	50,000	0	**New**		HRM	Central Admin
129.	Strengthen collaboration between Assembly and traditional authorities	Tarkwa					100,000	50,000	0	**New**		Central Admin	MPCU
130.	Sensitization on GIFMIS for decentralized/ centralized Departments and other treasury activities	Municipal Wide					50,000	30,000.00	0	**New**		Finance	Central Admin
131.	Sensitization on IPSAS	Municipal Wide					50,000	20,000.00	0	**New**		Finance	Central Admin
132.	Compensation of Employees/Staff	Tarkwa					13,935,483	1,657,620	0	**New**		HRM	Central Admin
133.	Honorarium for Assembly members	Municipal Assembly					700,000	0	0	**New**			
Objective: Plan and Rehabilitate 20% of official buildings by 2029													
Programme: Asset Maintenance programme													
134.	Repair and Maintenance of Machinery	Tarkwa					200,000	200,000.00	0	**New**		Works	Central Admin
135.	Management of transport and protocol services	Municipal Wide					3,000,000	300,000.00	0	**New**		Central Admin	MPCU
136.	Construction of ultra-modern storage facility stores for TNMA	Tarkwa					1,500,000	0	0	**New**		Works	Central Admin
137.	Maintenance of IT Infrastructure	Municipal Assembly					0	150,000.00	0	**Ongoing**		Central Admi	MIS
138.	Procurement of Logistics and other Office Supplies	Tarkwa					1,000,000.00	1,000,000.00	0	**New**		Procurement	Finance
139.	Installation of Intercom and extension of Internet to offices outside Ahwetieso and installation of CCTV cameras	Municipal Assembly					0	400,000.00	0	**New**		Central Admi	MIS
140.	Construction of canteen for staff	Ahwetieso					500,000.00	500,000.00	0	**New**		Works	Central Admin
141.	Community Support for Assembly Members and Zonal Councils	Municipal Wide					50,000	800,000	0	**New**		Finance	Central Admin
142.	Conduct investigation on employment situation in the municipality	Municipal Wide					15,000	0	30,000	**New**		Statistics	Central Admin
143.	Data collection on the number of foreigners and the businesses they engage in	Municipal Wide					0	50,000	30,000	**New**		Statistics	Central Admin
144.	MP's Projects and Programmes	Municipal Wide					500,000	0	0	**New**		Finance	MP
145.	Construction/Completion of 6No. Community Centre with	Israel, Sun city, Dompim, Aklika, Badukrom, Wangarakrom					1,500,000	1,950,000.00	0	**New**		Works	Central Adm.

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
	landscaping and horticultural works around facility												
146.	Construction/ Rehabilitation of Offices and staff bungalows	Tarkwa					1,200,000	1,300,000	0	**New**		Works	Central Admin
147.	Rehabilitation of educational facilities	Tarkwa					200,000	200,000	0	**New**		Works	Central Admin
148.	Procurement of 4X4 Pickup	Tarkwa					700,000.00	0	0	**New**		Works	Central Admin
Objective: Establish a robust feedback mechanism, allowing citizens to report concerns and provide feedback with a response rate of 90% by 2029													
Programme: Security and Communication programme													
149.	Organize Social Accountability Programmes	Municipal Wide					100,000	100,000.00	0	**New**		Central Admin	MPCU
150.	Organize Town hall meetings	Municipal Wide					50,000	300,000.00	20,000	**New**		Central Admin	NGO's
151.	Organization of statutory meetings (Administrative and Technical)	Tarkwa					70,000	400,000.00	0	**New**		Central Admin	Physical Planning
152.	Organize civic education programs (Constitutional and citizens week)	Municipal Wide					50,000.00	200,000.00	0	**New**		Central Admin	NCCE
153.	Visitation to existing Civic Education Clubs and Formation of new Clubs in basic schools	Municipal Wide					0	30,000.00	0	**New**		Central Admin	NCCE
154.	Develop and implement communication strategies during emergencies, disasters, and social unrest (press briefings, community & social media updates, radio/TV alerts)	Municipal Wide					100,000.00	300,000.00	250,000.00	**New**		Central Admin	ISD
155.	Organize Annual media personalities awards	Tarkwa					0	500,000.00	500,000.00	**New**		Central Admin	ISD
156.	Implementation of NALAG activities	Municipal Wide					100,000	100,000	0	**New**		Finance	Central Admin
Objective: Achieve 100% Implementation rate of MTDP													
Programme: Monitoring and evaluation programme													
157.	Implementation of OGP Programmes	Tarkwa					500,000.00	500,000.00	500,000.00		**Ongoing**	Dev't Planning	FoN
158.	Organize Participatory M&E	Municipal Wide					100,000	60,000	30,000.00	**New**		Central Admin	Works
159.	Preparation of the Plan, Annual Budget, fee fixing and other documents	Administration					250,000	800,000	0	**New**		Central Admin	Budget
160.	Implementation of revenue management activities (RIAP) and Development of digitalized revenue mobilization platform, management	Administration					0	550,000	0	**New**		Budget unit	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
	of database and administration, rating and billing activities												
161.	Conduct mass mobile birth and death registration exercise.	Municipal Wide					25,000.00	25,000.00	0	**New**		Birth and Death	Central Admin
162.	MPCU activities	Administration					300,000	200,000.00	20,000.00	**New**		Central Admin	MPCU
163.	Review of the MTDP/Budget	Municipal Wide					100,000	200,000	50,000.00	**New**		Central Admin	MPCU
164.	Organization of Audit committee meetings and other internal auditing activities	Tarkwa					20,000.00	160,000	0	**New**		Central Admin	Finance
165.	Sensitization on Public Financial Management and Anti-corruption activities	Municipal Wide					20,000	50,000.00	20,000.00	**New**		Finance	Central Admin
166.	Internal management of the organization (Utilities, donations, etc.)	Tarkwa					100,000	200,000.00	0	**New**		Central Admin	Finance

Table 31 - 2027 Composite Annual Action Plan

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
1.	Organization of Training and Business Counselling Programmes on Business Development for both Male and Female Entrepreneurs	Municipal Wide					25,000	30,000.00	0	**New**		BRC	Agric
2.	Implementation of the Youth and Women Entrepreneurship Programme (Community Apprenticeship)	Municipal Wide					2,200,000	180,000.00	150,000	**New**		BRC	Development Partners
3.	Facilitate/Support Governments Resetting Agenda policy.	Municipal Wide					50,000	110,000	20,000.00	**New**		BRC	GoG
4.	Provision of start-up kits for MSEs	Municipal Wide					120,000.00	280,000.00	150,000	**New**		BRC	Development partners
5.	Internship trainings for MSMEs	Existing MSMEs					40,000	70,000	40,000		**Ongoing**	BRC	Development partners/GOG
6.	Organization of Trade fair	Municipal Wide					0	200,000	200,000.00	**New**		BRC	Development partners/GOG
Objective: Increase the number of small and medium-sized enterprises (SMEs) in Tarkwa Municipality by 20% in 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
7.	Construction of 3No 20 unit. Market stall and 12 NO. Lockable store and provision of Mechanized bore hole	Bonsawire, Benso, Akyem,					600,000.00	600,000.00	0	**New**		BRC	Works
Objective: Develop four (4) tourist attraction sites by 2029													
Programme: Tourism development programmes													
8.	Development of new tourist sites (Ultramodern community center with a museum)	Municipal Wide					200,000	100,000	10,000,000.00	**New**		Urban Roads	Central Admin
9.	Promote public-private partnerships for investment in the tourism sector	Municipal Wide					200,000	100,000	0	**New**		Urban Roads	Central Admin
Objective: Increase agricultural productivity by 40% in 2029													
Programme: Agricultural development programme													
10.	Annual Farmers' Day Celebration and other celebrations	Municipal Wide					400,000	50,000	50,000	**New**		Agric	Central Admin
11.	Training and demonstration on postproduction activities (storage, processing, packaging, market linkages etic)	Municipal Wide					75,000.00	150,000.00	75,000.00	**New**		Agric	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
12.	Establish urban vegetable and livestock production demonstration farm	Office premises					50,000.00	200,000.00	50,000.00	New		Agric	Central Admin
13.	Training and Field demonstrations on Good Agronomic practices	13 AEA Operational areas					25,000.00	150,000.00	25,000.00	New		Agric	Central Admin
14.	Supply Tree Crop Seedlings for plantation establishment (Oil palm, Coconut, Rubber)	Municipal Wide					70,000.00	180,000.00	70,000.00	New		Agric	Central Admin
15.	Organize Research Extension Liaison Committee (RELC) Planning Sessions	13 AEA Operational areas					20,500.00	40,000.00	2,500.00	New		Agric	Central Admin
16.	Farm and home visit by AEAs, field assistants and Veterinary Extension Agents	13 AEA Operational areas					4,000.00	70,000.00	4,000.00	New		Agric	Central Admin
17.	Support livestock production (Piggery, poultry, fish, ruminants etc.) / Training on Good Animal Husbandry Practices	13 AEA Operational areas					15,000.00	100,000.00	15,000.00	New		Agric	Development partners
18.	Disseminate information on improved Climate friendly technologies / Promote Agricultural modernization and mechanization	Municipal Wide					50,000.00	220,000.00	50,000.00	New		Agric	Central Admin
19.	Promote the growth of fruit trees around urban and rural homes as a climate resilient and food security measure	Municipal Wide					100,000.00	100,000.00	400,000.00	New		Agric	BRC
20.	Conduct Ghana Agricultural Productivity Survey	13 AEA Operational areas					20,000.00	58,000.00	50,000	New		Agric	BRC
21.	TEDMAG training for MDA MAOs, AEAs and 3 field assistants	Office complex					2000.00	6,000.00	2000.00	New		Agric	BRC
22.	Surveillance and Monitoring of Existing Emerging and Re-emerging disease / Vaccination of Sheep and Goat and pets	Municipal Wide					10,000	12,000	10,000	New		Agric	Vert. Service
23.	Train at least 200 women farmers in additional livelihood venture (Home gardening, mushroom, snails, detergents making etc.)	Four (4) Operational areas					6,262.50	30,000.00	6,262.50	New		Agric	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
24.	Support to the Agric department (maintenance, fuel etc)						50,000	50,000	50,000	**New**		Agric	Central Admin
Objective: Train 100% of teachers in innovative teaching methodologies by 2029.													
Programme: Educational services programme													
25.	Capacity building workshop for teaching and non-teaching staff	Municipal Wide					60,000	30,000	40,000.00	**New**		GES	Central Admin
26.	Organization of Annual Mock Exams for Male and Female pupils	Municipal Wide					80,000	60,000	30,000.00	**New**		GES	Central Admin
Objective: Increase educational infrastructure by 10% by the end of 2029.													
Programme: Educational services programme													
27.	Construction of 2 No. 3-Unit Classroom Block with landscaping and horticultural works	Essamang, Kokoase,					500,000,00	1,500,000.00	0	**New**		GES	Works
28.	Construction of 2 No. 6-Unit Classroom Block with WC toilet facilities with landscaping and horticultural works around facility	Subriso, Mile 7,					2,000,000.00	2,000,000	0	**New**		GES	Works
29.	Construction of 1 NO. 12 Unit classroom block	Tarkwa Technical Institute					1,000,000.00	1,500,000.00	0	**New**		GES	Works
30.	Completion/Rehabilitation of 3 No. 6-Unit Classroom Block with Ancillary facilities with landscaping and horticultural works around facility	Boobooboo, Nkran, Bepoakyir,					350,000	500,000.00	0		**Ongoing**	GES	Works
31.	Construction of 3 No 2-Unit Classroom Block with Ancillary facilities, landscaping and horticultural works around facility	Ahwetieso, Nsuaem Mile 5, Chalekrom					750,000.00	1,500,000.00	0	**New**		GES	Works
Objective: Increase enrolment rates in primary, JSS and secondary schools by 20 % by the end of 2029.													
Programme: Educational services programme													
32.	Provide Financial Assistance for tertiary students (male and female)	Municipal Wide					500,000	300,000.00	0	**New**		Central Admin	GES
33.	Supply 1000 Desks to school pupils and 200 Teachers' desks	Municipal Wide					300,000	300,000.00	1,000,000.00	**New**		GES	Works
34.	My First Day at School Programme	Municipal Wide					30,000	40,000	0	**New**		GES	Central Admin
35.	Organization of STMIE Clinics	Municipal Wide					30,000	40,000	0	**New**		GES	Central Admin
36.	Celebration of Independence Day	Municipal Wide					120,000	60,000.00	120,000	**New**		GES	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
37.	Teachers award programme	Municipal Wide					60,000	30,000.00	130,000	**New**		GES	Development partners
38.	Supply of teaching and learning materials to schools	Municipal Wide					150,000	0	30,000.00	**New**		GES	Central Admin
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
39.	Organize Skills training for women groups and gender mainstreaming	Municipal Wide					60,000	10,000.00	0	**New**		BRC	Central Admin
40.	Sponsorship for girls in vocational training schools and support for brilliant but needy students	Municipal Wide					220,000	70,000.00	150,000.00	**New**		BRC	Gender Desk
41.	Public education (gender-based violence etc.)	Municipal Wide					40,000	30,000.00	0	**New**		Gender Desk	SW/CD
Objective: Increase community-based sports and recreational infrastructure for all by 15% by the end of 2029.													
Programme: Parks and open space for wellbeing programme													
42.	Organization of Youth and Sports development programmes/acquisition of land for sport development	Municipal Wide					190,000	130,000.00	220,000.00	**New**		GES	Physical Planning
43.	Development of sporting facilities	Bonsa 2, Brahabebome, Railway quarters					250,000	850,000.00	330,000.00	**New**		Central Admin	Private sector
Objective: Reduce food-related diseases by 50% by 2029													
Programme: Health services and emergency response programme													
44.	Undertake public awareness on food safety, public health, air quality control and environmental issues for especially women.	Municipal Wide					40,000	10,000.00	20,000.00	**New**		Health/ EHU	Central Admin
45.	Sensitization, screening and training of food vendors	Municipal Wide					60,000	30,000.00	0	**New**		Health/ EHU	Central Admin
46.	Sensitization on drug abuse and addiction	Municipal Wide					0	50,000.00	50,000.00	**New**		Health/ EHU	Central Admin
Objective: Increase health service delivery in the municipality by 30% by the end of 2029													
Programme: Health services and emergency response programme													
47.	Construction of 3 No. CHPS Compound with landscaping and horticultural works around facility	Jerusalem Kedadwen , Subriso,					1,000,000	1,550,000	0	**New**		Health	Works
48.	Renovation and completion of health facility	Essamang					250,000	0	0	**New**		Health	Works
49.	Celebration of national Health Events	Municipal Wide					200,000.00	300,000.00	100,000.00	**New**		Gender	Education

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
50.	Community Health Programmes	Municipal Wide					10,000	0	1,000,000	**New**		Education	Gold Fields
51.	Provision of Equipment and Furniture for health facilities	Municipal Wide					75,000	0	50,000	**New**		Health	Central Admin
Objective: Reduce HIV infection among the youth by 20% by the end of 2029.													
Programme: Health services and emergency response programme													
52.	Educational campaigns against HIV and AIDS through behavioural change and malaria control	Municipal Wide					30,000	0	10,000	**New**		Health	SW/CD
53.	Provision of test kits for HIV testing	Municipal Wide					30,000	5,000	0	**New**		Health	Central Admin
54.	Support the celebration of World AIDS Day	Municipal Wide					35,000	20,000	10,000	**New**		Health	SW/CD.
Objective: Develop and implement yearly comprehensive disaster response plans													
Programme: Health services and emergency response programme													
55.	Organization of health and safety programmes	Municipal Wide					90,000	10,000	0	**New**		Health	Central Admin
56.	Support PLWHAs and OVCs and stigma mitigation campaign	Municipal Wide					30,000	20,000	0	**New**		Health	SW/CD.
57.	Celebration of World Health events through awareness creation	Municipal Wide					50,000	10,000	0	**New**		Health	SW/CD.
58.	Support for Emergency Responses	Municipal Wide					200,000	200,000	300,000	**New**		Central Admin	NADMO
59.	Disaster Prevention Programmes/Management Programmes	Municipal Wide					350,000	300,000	0	**New**		NADMO	Central Admin
60.	Organise risk Management activities	Municipal Wide					100,000.00	100,000.00	0		**Ongoing**	Central Admin	Internal Audit
61.	Repairs and Maintenance (O&M) implementation	Municipal Wide					550,000	55,000	0	**New**		Works	Central Admin
Objective: Increase the proportion of households with access to improved sanitation facilities by 40% by the end of 2029													
Programme: WASH programme													
62.	Construction of 1 No. institutional Latrines (WC)	Nuakokrom Basic,					1,000,000	0	0	**New**		Works	Health
63.	Construction of 2 No. 12-seater WC toilet facility	Zongo, Badukrom					0	980,000	0	**New**		Central Admin	Works
64.	Operation 'Clean your Frontage'	Municipal Wide					120,000	20,000	0	**New**		EHU	Central Admin
Objective: Increase the proportion of households with access to safe drinking water by 40% by the end of 2029													

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
Programme: WASH programme													
65.	Construction of 10 No. Mechanized Boreholes	Brenuakyim, Mahamo, New Techiman, Booboobor, Adiewoso, Badukrom, Nyayaho, Tamso Compound, Teberebie Junction, Ahwetieso					600,000	900,000	500,000	**New**		Works	Central Admin
66.	Water quality testing	Municipal Wide					25,000	0	0	**New**		Health/ EHU	Works
67.	Training, Monitoring and Evaluation of WATSANs and WSDBs	Selected Communities					50,000	10,000	0	**New**		Works	Central Admin
68.	Rehabilitation of existing malfunctioning Boreholes	Municipal Wide					240,000	50,000	0	**New**		Works	Central Admin
69.	Support for community-initiated projects (market, community center, school, health facility, toilet etc.)	Lowcost, Mempeasem, Boamah, Bepoakyir, Booboobor, Kwabedu, Bogrekrom					2,000,000	0	0		**Ongoing**	Works	Central Admin
Objective: Develop and operationalize engineered final disposal sites by the end of 2029.													
Programme: Waste management programme													
70.	Maintenance and Management of waste/landfill sites, fumigation, sanitation management by Zoomlion and Sanitation improvement package.	Selected Community					2,000,000	4,000,000	0	**New**		EHU	Works
71.	Procurement of 2 Refuse Containers / Construction of 2 No. Refuse Bays	Anomakokrom, Teberebie Junction					360,000	0	0	**New**		EHU	Works
72.	Pushing of Refuse/ Evacuation of waste	Municipal Wide					1,400,000	0	2,500.00	**New**		EHU	Central Admin
73.	Development of final disposal site	Municipal Wide					250,000	0	0	**New**		EHU	Central Admin
Objective: Increase support for PWDs and other vulnerable groups by 30% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
74.	Support for PWDs (financial, medical, etc.) and Provision of start-up capital	Municipal Wide					150,000	5,500	24,500	**New**		SW/CD	Central Admin
75.	Organize skills development training for PWDs	Municipal Wide					40,000	0	0	**New**		SW/CD	Central Admin
76.	Inclusion of PWDs in decision making	Municipal Wide					10,000	0	0	**New**		SW/CD	Central Admin
77.	Construction of ramps on existing structures to make them disability friendly	Municipal Wide					100,000	0	0	**New**		Works	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
78.	Organize child labour programmes, child maintenance, child custody, daycare monitoring etc.	Municipal Wide					20,000	2,500	0	**New**		SW/CD	Central Admin
79.	Facilitate the implementation and monitoring of social intervention programmes (Leap, School feeding, PWDs etc.)	Municipal Wide					50,000	3,500	0	**New**		SW/CD	Central Admin
80.	Provision of Community Care Services (Hospital welfare, Prison aftercare, NPO, etc.)	Municipal Wide					10,000	5,000	0	**New**		SW/CD	Central Admin
Objective: Implement sustainable alternative livelihoods interventions in all mining prone areas within the Municipality by the end of 2029													
Programme: Terrestrial and Aquatic Ecosystem restoration													
81.	Sensitization of Communities in Mining Catchment Areas on the impact of mining and pollution	Mining Catchment Communities					50,000	0	0	**New**		Forestry	Disaster Prevention
82.	Organization of Alternative livelihood programmes for Mining Catchment Communities	Mining Catchment Communities					50,000	70,000	0	**New**		Central Admin	Agriculture/BRC
83.	Provide special support to artisanal small-scale mining (Community Mining) to facilitate compliance with good mining/processing and environmental practices	Municipal Wide					100,000	0	0	**New**		BRC	Central Admin
Objective: Reduce crime rate by 60% in 2029													
Programme: Security and Communication programmes													
84.	Support security agencies to enforce compliance of relevant laws and regulations to curb illegal mining	Municipal Wide					500,000	0	0	**New**		Central Admin	MUSEC
85.	Construction of 2No. Police posts	Adieyie, Tamso					2,000,000	0	0	**New**		Central Admin	MUSEC
Objective: Educate 80% of local communities about climate change impacts and adaptation strategies by the end of 2029 through awareness-raising campaigns and training programmes.													
Programme: Climate change programme													
86.	Distribution of seedlings and Tree Planting Exercise (Green Ghana)	Municipal Wide					200,000	200,000	0	**New**		Forestry	Disaster Prevention
87.	Climate change adaptability programmes/Celebration of International Day for Disaster Reduction	Municipal Wide					40,000	0	0	**New**		NADMO	Forestry
88.	Support for disaster victims	Municipal Wide					140,000	60,000	0	**New**		NADMO	Central Admin
89.	Organization of programmes to protect water bodies	Municipal Wide					40,000	0	0	**New**		Forestry	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
90.	Green economy programmes	Municipal Wide					35,000	0	0	**New**		Forestry	Physical Planning
Objective: Increase the percentage of roads in good condition to 100% by 2029 through the use of DRIP													
Programme: Transportation improvement programme													
91.	Construction of existing and roads leading to tourist sites	Esuoso - Banso, Brahabebome					3,000,000	0	1,000,000	**New**		Urban Roads	Central Admin
92.	Grading and reshaping of roads	Municipal Wide					3,000,000	0	1,000,000	**New**		Urban Roads	Central Admin
93.	Organization of road safety campaigns and meetings	Municipal Wide					100,000	0	0		**Ongoing**	Central Admin.	Road Safety
94.	Planning and rezoning of railway activities	Tarkwa					150,000	15,000	0	**New**		Physical Planning	Central Admin
95.	Desilting of drains	Municipal Wide					200,000	0	0	**New**		Urban Roads	NADMO
96.	Construction of Drains and Culverts	Railway Quarters, Nakaba, Cyanide, Brenuakyem, Nkaponase					200,000	0	500,000	**New**		Urban Roads	Works
97.	Patching of Potholes, Resealing, Upgrading of Gravel Roads and Line marking of Major Roads	Municipal Wide					2,700,000	0	0	**New**		Urban Roads	Works.
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
98.	Extension of Electricity to communities	Municipal Wide					1,000,000.	500,000.00	0	**New**		ECG	Central Admin
99.	Procure, repair and installation of streetlights	Municipal Wide					300,000.00	300,000.00	300,000.00	**New**		ECG	Central Admin
100.	Extension of Utilities to newly acquired lands for the establishment of local industries	Municipal Wide					100,000	100,000	0	**New**		Works	Central Admin
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
101.	Street naming and house addressing exercise	Municipal Wide					200,000	0	0	**New**		Physical Planning	Works
102.	Preparation of Structure Plan and Local plans	Municipal Wide					58,000	0	0	**New**		Physical Planning	Stakeholders
103.	Preparation and updating of planning schemes	Municipal Wide					70,000	0	0	**New**		Physical Planning	Stakeholders

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
104.	Redevelopment/Relocation of Land Uses	Municipal Wide					100,000	20,000	80,000	**New**		Physical Planning	Works
105.	Design and Landscaping of Public uses	Municipal Wide					50,000	60,000	0	**New**		Physical Planning	Works
106.	Reclamation of degraded lands	Municipal Wide					80,000	60,000	0	**New**		Physical Planning	Works
107.	Documentation of Assembly lands/landed properties	Municipal Wide					250,000	0	0	**New**		Physical Planning	Central Admin
108.	Parks and gardens activities	Municipal Wide					100,000	0	0	**New**		Physical Planning	Central Admin
Objective: Train 90% of staff on effective governance, leadership and management by 2029 to enhance their skills and competence													
Programme: Knowledge management and learning programme													
109.	Organize Workshop to promote the participation of women in local governance.	Municipal Wide					20,000	10,000	0	**New**		SW/ Comm Dev	Central Admin
110.	Capacity building programmes for Assembly Members and Staff	Municipal Wide					30,000	30,500	15,000.00	**New**		HRM	Central Admin
111.	Organize Performance Management Activities	Tarkwa					20,000	55,000	0	**New**		HRM	Central Admin
112.	Strengthen collaboration between Assembly and traditional authorities	Tarkwa					150,000	60,000	0	**New**		Central Admin	MPCU
113.	Sensitization on GIFMIS for decentralized/ centralized Departments and other treasury activities	Municipal Wide					50,000	30,000.00	0	**New**		Finance	Central Admin
114.	Sensitization on IPSAS	Municipal Wide					60,000	30,000.00	0	**New**		Finance	Central Admin
115.	Compensation of Employees/Staff	Tarkwa					5,986,624.78	2,365,650.00	0	**New**		HRM	Central Admin
116.	Support for sub structures	Zonal councils					800,000.00	500,000.00	200,000.00	**New**		Central admi	
117.	Community Support for Assembly Members and Zonal Councils	Municipal Wide					200,0000	1,500,000.00	0	**New**		Finance	Central Admin
118.	Conduct investigation on employment situation in the municipality	Municipal Wide					15,000	0	0	**New**		Statistics	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
119.	Complete Community Self Help Projects	Municipal Wide					500,000.00	1,950,000.00	0	**New**		Finance	Works
120.	MP's Projects and Programmes	Municipal Wide					500,000	500,000	0	**New**		Finance	MP
121.	Support for government flagship programmes	Municipal Wide					1,000,000.00	1,500,000.00	50,000.00			Finance	MP
Objective: Plan and Rehabilitate 20% of official buildings by 2029													
Programme: Asset Maintenance programmes													
122.	Rehabilitation of Offices and staff bungalows	Tarkwa					100,000	100,000	0	**New**		Works	Central Admin
123.	Repair and Maintenance of Machinery	Tarkwa					200,000	0	0	**New**		Works	Central Admin
124.	Management of transport and protocol services	Municipal Wide					3,000,000	0	0	**New**		Central Admin	MPCU
125.	Rehabilitation of educational facilities	Tarkwa					1,000,000.00	1,000,000.00	0	**New**		Works	Central Admin
126.	Construction of 2No. Community Centre with landscaping and horticultural works around facility	Mahamo, Mempeasem					500,000	1,000,000	0	**New**		Works	Central Adm.
127.	Procurement of Logistics and other Office Supplies	Tarkwa					1,500,000.00	1,500,000.00	0	**New**		Procurement	Central Admin
128.	Maintenance of IT Infrastructure	Municipal Assembly					0	150,000.00	0	**Ongoing**		Central Admi	MIS
Objective: Establish a robust feedback mechanism, allowing citizens to report concerns and provide feedback with a response rate of 90% by 2029													
Security and Communication programme													
129.	Implementation of NALAG activities	Municipal Wide					500,000.00	500,000.00	0	**New**		Finance	Central Admin
130.	Organize Social Accountability Programmes	Municipal Wide					50,000	100,000.00	50,000.00	**New**		Central Admin	MPCU
131.	Organize Town hall meetings	Municipal Wide					50,000	300,000.00	100,000.00	**New**		Central Admin	NGO's
132.	Participatory M&E	Municipal Wide					100,000.00	60,000.00	50,000.00	**New**		Central Admin	Works
133.	Organization of statutory meetings (Administrative and Technical)	Tarkwa					1,000,000.00	1,000,000.00	0	**New**		Central Admin	Physical Planning
134.	Organize Annual Media Awards	Tarkwa					0	200,000.00	500,000.00		**Ongoing**	Central Admin	Media houses

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
135.	Organize civic education programs (Constitutional and citizens week)	Municipal Wide					50,000.00	200,000.00	0	**New**		Central Admin	NCCE
136.	Visitation to existing Civic Education Clubs and Formation of new Clubs in basic schools	Municipal Wide					0	30,000.00	0	**New**		Central Admin	NCCE
137.	Develop and implement communication strategies during emergencies, disasters, and social unrest (press briefings, community & social media updates, radio/TV alerts)	Municipal Wide					100,000.00	300,000.00	250,000.00	**New**		Central Admin	ISD
138.	Public education and sensitization on all programmes	Municipal Wide					50,000.00	200,000.00	020,000.00	**New**		Central Admin	NCCE
Objective: Achieve 100% Implementation rate of MTDP													
Programme: Monitoring and evaluation programme													
139.	Preparation of the Plan, Annual Budget, fee fixing and other documents	Administration					1,000,000,000	50,000	50,000.00	**New**		Central Admin	Budget
140.	Implementation of revenue management activities (RIAP) and Development of digitalized revenue mobilization platform, management of database and administration, rating and billing activities	Administration					100,000	450,000	20,000.00	**New**		Budget	Central Admin
141.	MPCU activities	Administration					300,000	50,000.00	30,000.00	**New**		Central Admin	MPCU
142.	Review of the MTDP/Budget	Municipal Wide					100,000	100,000	30,000.00	**New**		Central Admin	MPCU
143.	Organization of Audit committee meetings and other internal auditing activities	Tarkwa					0	160,000.00	0	**New**		Central Admin	Finance
144.	Sensitization on Public Financial Management and Anti-corruption activities	Municipal Wide					10,000	30,000.00	0	**New**		Finance	Central Admin
145.	Internal management of the organization (Utilities, donations, etc.)	Tarkwa					300,000	1,000,000.00	0	**New**		Central Admin	Finance
146.	Undertake site inspection and procure basic Tools for Artisans and PPEs for Monitoring	Municipal Wide					100,000	150,000.00	100,000.00	**New**		Works	Central Admin

Table 32 - 2028 Composite Annual Action Plan

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
1.	Organization of Training and Business Counselling Programmes on Business Development for both Male and Female Entrepreneurs	Municipal Wide					45,000	50,000.00	0	**New**		BRC	Agric
2.	Implementation of the Youth and Women Entrepreneurship Programme (Community Apprenticeship)	Municipal Wide					2,500,000	200,000.00	180,000	**New**		BRC	Development Partners
3.	Facilitate/Support Governments flagship programmes	Municipal Wide					70,000	350,000	20,000.00	**New**		BRC	GoG
4.	Provision of start-up kits for MSEs and graduate apprentice	Municipal Wide					150,000.00	300,000.00	180,000	**New**		BRC	Development partners
5.	Organization of Trade fair	Municipal Wide					0	200,000	200,000.00			BRC	Development partners/GOG
6.	Internship trainings for MSMEs	Existing MSMEs					50,000	80,000	45,000		**Ongoing**	BRC	Development partners/GOG
Objective: Increase the number of small and medium-sized enterprises (SMEs) in Tarkwa Municipality by 20% in 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
7.	Construction of 20 NO. Market stall and 12 NO. Lockable store and provision of Mechanized bore hole	Ningo, Wassa Agona, Mile 7					1.200,000.00	800,000.00	0	**New**		BRC	Works
Objective: Develop four (4) tourist attraction sites by 2029													
Programme: Tourism development programmes													
8.	Development of new tourist sites (Ultramodern community center with a museum)	Municipal Wide					200,000.00	100,000.00	0	**New**		Urban Roads	Central Admin
9.	Celebration of Tarkwa Festival	Tarkwa					0	500,000.00	500,000.00	**New**		Centre for culture	Central admi
10.	Promote public-private partnerships for investment in the sector	Municipal Wide					200,000	100,000	0	**New**		Urban Roads	Central Admin
Objective: Increase agricultural productivity by 40% in 2029													
Programme: Agricultural development programme													
11.	Annual Farmers' Day Celebration and other celebrations	Municipal Wide					450,000	80,000	70,000	**New**		Agric	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
12.	Training and demonstration on post production activities (storage, processing, packaging, market linkages etic)	Municipal Wide					85,000.00	50,000.00	35,000.00	**New**		Agric	Central Admin
13.	Establish urban vegetable and livestock production demonstration farm	Office premises					50,000.00	150,000.00	50,000.00	**New**		Agric	Central Admin
14.	Training and Field demonstrations on Good Agronomic practices	13 AEA Operational areas					25,000.00	150,000.00	25,000.00	**New**		Agric	Central Admin
15.	Supply Tree Crop Seedlings for plantation establishment (Oil palm, Coconut, Rubber)	Municipal Wide					100,000.00	200,000.00	20,000.00	**New**		Agric	Central Admin
16.	Organize Research Extension Liaison Committee (RELC) Planning Sessions	13 AEA Operational areas					2,500.00	20,000.00	2,500.00	**New**		Agric	Central Admin
17.	Farm and home visit by AEAs, field assistants and Veterinary Extension Agents	13 AEA Operational areas					5,000.00	40,000.00	5,000.00	**New**		Agric	Central Admin
18.	Support livestock production (Piggery, poultry, fish, ruminants etc.) / Training on Good Animal Husbandry Practices	13 AEA Operational areas					15,000.00	100,000.00	15,000.00	**New**		Agric	Development partners
19.	Disseminate information on improved Climate friendly technologies / Promote Agricultural modernization and mechanization	Municipal Wide					40,000.00	220,000.00	50,000.00	**New**		Agric	Central Admin
20.	Promote the growth of fruit trees around urban and rural homes as a climate resilient and food security measure	Municipal Wide					100,000.00	100,000.00	400,000.00	**New**		Agric	Central Admin
21.	Conduct Ghana Agricultural Productivity Survey	13 AEA Operational areas					25,000.00	65,000.00	60,000	**New**		Agric	BRC
22.	TEDMAG training for MDA MAOs, AEAs and 3 field assistants	Office complex					10,000.00	6,000.00	5,000.00	**New**		Agric	BRC
23.	Surveillance and Monitoring of Existing Emerging and Re-emerging disease / Vaccination of Sheep and Goat and pets	Municipal Wide					20,000	25,000	15,000	**New**		Agric	Vert. Service

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
24.	Train at least 200 women farmers in additional livelihood venture (Home gardening, mushroom snails, detergents making etc.)	Four (4) Operational areas					10,262.50	40,000.00	10,262.50	New		Agric	Central Admin
25.	Support to the agric department (maintenance, fuel etc)						30,000.00	40,000.00	50,000.00	New		Agric	Central Admin
Objective: Train 100% of teachers in innovative teaching methodologies by 2029.													
Programme: Educational services programme													
26.	Organization of Annual Mock Exams for Male and Female pupils	Municipal Wide					70,000	20,000	0	New		GES	Central Admin
27.	Capacity building workshop for teaching and non-teaching staff	Municipal Wide					30,000	10,000.00	10,000.00	New		GES	Central Admin
Objective: Increase educational infrastructure by 10% by the end of 2029.													
Programme: Educational services programme													
28.	Construction of 2 No. 6-Unit Classroom Block with WC toilet facilities with landscaping and horticultural works around facility	Kofikrom, Aniso					0	2,000,000	500,000.00	New		GES	Works
29.	Completion/Rehabilitation of Classroom Block with Ancillary facilities with landscaping and horticultural works around facility	Nsuaem top					450,000	300,000.00	0		Ongoing	GES	Works
30.	Construction of 3 No 2-Unit Classroom Block with Ancillary facilities, landscaping and horticultural works around facility	Supanso, Boyaya, Antwikrom,					0	1,400,000.00	0	New		GES	Works
Objective: Increase enrolment rates in primary, JSS and secondary schools by 20 % by the end of 2029.													
Programme: Educational services programme													
31.	Provide Financial Assistance for tertiary students (male and female)	Municipal Wide					500,000	800,000.00	500,000.00	New		Central Admin	GES
32.	Supply 2,000 Desks to school pupils and 200 Teachers' desks	Municipal Wide					600,000	0	250,000.00	New		GES	Works
33.	My First Day at School Programme	Municipal Wide					20,000.00	20,000.00	0	New		GES	Works/Central Admin
34.	Organization of STMIE Clinics	Municipal Wide					20,000 .00	50,000.00	0	New		GES	Central Admin
35.	Celebration of Independence Day	Municipal Wide					100,000.00	200,000.00	100,000.00	New		GES	Central Admin
36.	Teachers award programme	Municipal Wide					140,000.00	200,000.00	150,000.00	New		GES	Development partners

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
37.	Supply of teaching and learning materials to schools	Municipal Wide					100,000.00	200,000.00	0	**New**		GES	Central Admin
38.	Completion of fence wall	FIASEC					500,000.00	300,000.00	0	**New**		GES	Central Admin
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
39.	Organize Skills training for women groups and gender mainstreaming	Municipal Wide					50,000	30,000.00	0	**New**		BRC	Central Admin
40.	Sponsorship for girls in vocational training schools and support for brilliant but needy students	Municipal Wide					200,000	300,000.00	0	**New**		BRC	Gender Desk
41.	Public education (gender-based violence etc.)	Municipal Wide					20,000.00	50,000.00	0	**New**		Gender Desk	SW/CD
Objective: Increase community-based sports and recreational infrastructure for all by 15% by the end of 2029.													
Programme: Parks and open space for wellbeing programme													
42.	Organization of Youth and Sports development programmes/acquisition of land for sport development	Municipal Wide					170,000	300,000.00	50,000.00	**New**		GES	Physical Planning
43.	Development of sporting facilities	Brahabebome					200,000.00	300,000.00	0	**New**		Central Admin	Private sector
Objective: Reduce food-related diseases by 50% by 2029													
Programme: Health services and emergency response programme													
44.	Undertake public awareness on food safety, public health, air quality control and environmental issues for especially women.	Municipal Wide					30,000.00	20,000.00	0	**New**		Health/EHU	Central Admin
45.	Sensitization, screening and training of food vendors	Municipal Wide					50,000.00	30,000.00	0	**New**		Health/EHU	Central Admin
Objective: Increase health service delivery in the municipality by 30% by the end of 2029													
Programme: Health services and emergency response programme													
46.	Construction of 2 No. CHPS Compound with nurses' quarters, landscaping and horticultural works around facility	Bepoakyir, Bankyim					1,800,000	2,800,000	0	**New**		Health	Works
47.	Construction of 1 NO. Health center	Ahwetieso					800,000.00	500,000.00	0	**New**		Health	Works
48.	Renovation and completion of health facility	Wassa Agona,					500,000.00	200,000.00	0	**New**		Health	Works

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
49.	Celebration of world Menstrual Day	Municipal Wide					20,000.00	20,000.00	10,000.00	**New**		Gender	Education
50.	Community Health Programmes	Municipal Wide					10,000.00	0	500,000.00	**New**		Education	Gold Fields
51.	Provision of Equipment and Furniture for health facilities	Municipal Wide					75,000	0	50,000.00	**New**		Health	Central Admin
Objective: Reduce HIV infection among the youth by 20% by the end of 2029.													
Programme: Health services and emergency response programme													
52.	Educational campaigns against HIV and AIDS through behavioural change and malaria control	Municipal Wide					30,000.00	0	30,000.00	**New**		Health	SW/CD
53.	Provision of test kits for HIV testing	Municipal Wide					30,000.00	20,000.00	10,000.00	**New**		Health	Central Admin
54.	Support the celebration of World AIDS Day	Municipal Wide					35,000.00	30,000.00	20,000.00	**New**		Health	SW/CD.
55.	Organization of health and safety programmes	Municipal Wide					90,000.00	10,000.00	10,000.00	**New**		Health	Central Admin
56.	Support PLWHAs and OVCs and stigma mitigation campaign	Municipal Wide					30,000.00	20,000.00	0	**New**		Health	SW/CD.
Objective: Develop and implement yearly comprehensive disaster response plans													
Programme: Health services and emergency response programme													
57.	Celebration of World Health events through awareness creation	Municipal Wide					50,000.00	10,000.00	10,000.00	**New**		Health	SW/CD.
58.	Support for Emergency Responses	Municipal Wide					200,000.00	200,000.00	300,000.00	**New**		Central Admin	NADMO
59.	Disaster Prevention Programmes/Management Programmes	Municipal Wide					350,000.00	300,000.00	300,000.00	**New**		NADMO	Central Admin
60.	Organise risk Management activities	Municipal Wide					110,000.00	120,000.00	0		**Ongoing**	Central Admin	Internal Audit
61.	Repairs and Maintenance (O&M) implementation	Municipal Wide					550,000.00	55,000.00	50,000.00	**New**		Works	Central Admin
Objective: Increase the proportion of households with access to improved sanitation facilities by 40% by the end of 2029													
Programme: WASH programme													
62.	Organisation of national sanitation day/Operation 'Clean your Frontage'	Municipal Wide					120,000.00	50,000.00	30,000.00	**New**		EHU	Central Admin
Objective: Increase the proportion of households with access to safe drinking water by 40% by the end of 2029													
Programme: WASH programme													

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
63.	Construction of 10 No. Mechanized Boreholes	Tetrem, Boyaya, Anyiso, Wangrakrom, Kedadwen (New Takoradi), Adieyie, Old Town, Nkaponase, Senyakrom, Kwaminakrom,					400,000	1,000,000	400,000	**New**		Works	Central Admin
64.	Water quality testing	Municipal Wide					25,000	0	0	**New**		Health/ EHU	Works
65.	Training, Monitoring and Evaluation of WATSANs and WSDBs	Selected Communities					50,000	10,000	20,000.00	**New**		Works	Central Admin
66.	Rehabilitation of existing malfunctioning Boreholes	Municipal Wide						200,000	0	**New**		Works	Central Admin
67.	Support for community-initiated projects (market, community center, school, health facility, toilet etc.)	Lowcost, Mempeasem, Boamah, Bepoakyir, Boobooboo, Kwabedu, Bogrekrom					2,000,000	0	0		**Ongoing**	Works	Central Admin
Objective: Develop and operationalize engineered final disposal sites by the end of 2029.													
Programme: Waste management programme													
68.	Maintenance and Management of waste/landfill sites, fumigation, sanitation management by Zoomlion and Sanitation improvement package.	Selected Community					2,000,000	4,000,000	0	**New**		EHU	Works
69.	Procurement of 5 NO. Refuse Containers / Construction of 2 No. Refuse Bays	Nsuta, Efuanta					360,000	0	0	**New**		EHU	Works
70.	Pushing of Refuse/ Evacuation of waste	Municipal Wide					1,400,000	0	2,500.00	**New**		EHU	Central Admin
71.	Review of MESSAP and undertake other WASH programmes	Municipal Wide					100,000	100,000.0	0	**New**		EHU	Central Admin
72.	Development of final disposal site	Municipal Wide					250,000	300,000.00	100,000.00	**New**		EHU	Central Admin
Objective: Increase support for PWDs and other vulnerable groups by 30% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
73.	Support for PWDs (financial, medical, etc.) and Provision of start-up capital	Municipal Wide					150,000.00	30,500.00	24,500.00	**New**		SW/CD	Central Admin
74.	Organize skills development training for PWDs	Municipal Wide					40,000.00	20,000.00	20,000.00	**New**		SW/CD	Central Admin
75.	Inclusion of PWDs in decision making	Municipal Wide					10,000	0	10,000.00	**New**		SW/CD	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
76.	Construction of ramps on existing structures to make them disability friendly	Municipal Wide					1,000,000.00	500,000.00	0	**New**		Works	Central Admin
77.	Organize child labour programmes, child maintenance, child custody, daycare monitoring etc.	Municipal Wide					20,000	10,500.00	10,000.00	**New**		SW/CD	Central Admin
78.	Facilitate the implementation and monitoring of social intervention programmes (Leap, School feeding, PWDs etc.)	Municipal Wide					20,000.00	20,500.00	30,000.00	**New**		SW/CD	Central Admin
79.	Provision of Community Care Services (Hospital welfare, Prison aftercare, NPO, etc.)	Municipal Wide					10,000.00	15,000.00	10,000.00	**New**		SW/CD	Central Admin
Objective: Implement sustainable alternative livelihoods interventions in all mining prone areas within the Municipality by the end of 2029													
Programme: Terrestrial and Aquatic Ecosystem restoration													
80.	Sensitization of Communities in Mining Catchment Areas on the impact of mining and pollution	Mining Catchment Communities					20,000	20,000.00	30,000.00	**New**		Forestry	Disaster Prevention
81.	Organization of Alternative livelihood programmes for Mining Catchment Communities	Mining Catchment Communities					50,000	70,000	50,000.00	**New**		Central Admin	Agriculture/BRC
82.	Provide special support to artisanal small-scale mining (Community Mining) to facilitate compliance with good mining/processing and environmental practices	Municipal Wide					100,000.00	30,000.00	30,000.00	**New**		BRC	Central Admin
Objective: Reduce crime rate by 60% in 2029													
Programme: Security and Communication programmes													
83.	Support security agencies to enforce compliance of relevant laws and regulations to curb illegal mining	Municipal Wide					500,000	100,000.00	100,000.00	**New**		Central Admin	MUSEC
84.	Construction of 2No. Police posts	Adieyie, Tamso					1,000,000	200,000.00	500,000.00	**New**		Central Admin	MUSEC
Objective: Educate 80% of local communities about climate change impacts and adaptation strategies by the end of 2029 through awareness-raising campaigns and training programmes.													
Programme: Climate change programme													
85.	Distribution of seedlings and Tree Planting Exercise (Green Ghana)	Municipal Wide					300,000.00	300,000.00	10,000.00	**New**		Forestry	Disaster Prevention
86.	Climate change adaptability programmes/Celebration of International Day for Disaster Reduction	Municipal Wide					40,000	50,000.00	20,000.00	**New**		NADMO	Forestry

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
87.	Support for disaster victims	Municipal Wide					140,000.00	60,000 .00	50,000.00	**New**		NADMO	Central Admin
88.	Organization of programmes to protect water bodies	Municipal Wide					40,000	20,000.00	20,000.00	**New**		Forestry	Central Admin
89.	Green economy programmes	Municipal Wide					35,000.00	20,000.00	20,000.00	**New**		Forestry	Physical Planning
Objective: Increase the percentage of roads in good condition to 100% by 2029 through the use of DRIP													
Programme: Transportation improvement programme													
90.	Construction of existing and roads leading to tourist sites	Essuoso - Banso, Brahabebome					3,000,000	0	1,000,000	**New**		Urban Roads	Central Admin
91.	Grading and reshaping of roads	Municipal Wide					3,000,000	0	1,000,000	**New**		Urban Roads	Central Admin
92.	Organization of road safety campaigns and meetings	Municipal Wide					100,000.00	100,000.00	50,000.00		**Ongoing**	Central Admin.	Road Safety
93.	Planning and rezoning of railway activities	Tarkwa					150,000	30,000	20,000.00	**New**		Physical Planning	Central Admin
94.	Desilting of drains	Municipal Wide					300,000.00	200,000.00	0	**New**		Urban Roads	NADMO
95.	Construction of Drains and Culverts	Railway Quarters, Nakaba, Cyanide, Brenuakyem, Nkaponase					2,000,000.00	500,000.00	500,000.00	**New**		Urban Roads	Works
96.	Patching of Potholes, Resealing, Upgrading of Gravel Roads and Line marking of Major Roads	Municipal Wide					2,700,000	1,000,000.00	0	**New**		Urban Roads	Works.
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
97.	Extension of Electricity to communities	Municipal Wide					100,000	0	0	**New**		Works	Central Admin
98.	Extension of Utilities to newly acquired lands for the establishment of local industries	Municipal Wide					100,000	100,000	0	**New**		Works	Central Admin
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
99.	Street naming and house addressing exercise	Municipal Wide					200,000.00	300,000.00	0	**New**		Physical Planning	Works
100.	Preparation of Structure Plan and Local plans	Municipal Wide					58,000.00	100,000.00	0	**New**		Physical Planning	Stakeholders
101.	Preparation and updating of planning schemes	Municipal Wide					70,000	20,000.00	0	**New**		Physical Planning	Stakeholders

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
102.	Redevelopment/Relocation of Land Uses	Municipal Wide					100,000.00	20,000.00	80,000.00	**New**		Physical Planning	Works
103.	Design and Landscaping of Public uses	Municipal Wide					50,000	60,000	20,000.00	**New**		Physical Planning	Works
104.	Reclamation of degraded lands	Municipal Wide					80,000	60,000	20,000.00	**New**		Physical Planning	Works
105.	Documentation of Assembly lands/landed properties	Municipal Wide					250,000.00	100,000.00	0	**New**		Physical Planning	Central Admin
106.	Parks and gardens activities	Municipal Wide					100,000	0	0	**New**		Physical Planning	Central Admin
Objective: Train 90% of staff on effective governance, leadership and management by 2029 to enhance their skills and competence													
Programme: Knowledge management and learning programme													
107.	Organize Workshop to promote the participation of women in local governance.	Municipal Wide					15,000.00	1010,000.00	10,000.00	**New**		SW/ Comm Dev	Central Admin
108.	Capacity building programmes for Assembly Members and Staff	Municipal Wide					100,000.00	30,500.00	0	**New**		HRM	Central Admin
109.	Organize Performance Management Activities	Tarkwa					20,000.00	50,000.00	0	**New**		HRM	Central Admin
110.	Strengthen collaboration between Assembly and traditional authorities	Tarkwa					100,000	50,000.00	0	**New**		Central Admin	MPCU
111.	Sensitization on GIFMIS for decentralized/ centralized Departments and other treasury activities	Municipal Wide					50,000.00	50,000.00	0	**New**		Finance	Central Admin
112.	Sensitization on IPSAS	Municipal Wide					50,000	20,000.00	0	**New**		Finance	Central Admin
113.	Compensation of Employees/Staff	Tarkwa					5,986,624.78	2,365,650.00	0	**New**		HRM	Central Admin
Objective: Plan and Rehabilitate 20% of official buildings by 2029													
Programme: Asset Maintenance programme													
114.	Purchase of office equipment, Goods and services for depts/F. Es	Administration					1,150,000	800,000.00	0	**New**		Central Admin	Works
115.	Maintenance of IT Infrastructure	Municipal Assembly					0	150,000.00	0		**Ongoing**	Central Admi	MIS
116.	Community Support for Assembly Members and Zonal Councils	Municipal Wide					50,000	100,000	0	**New**		Finance	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
117.	Complete Community Self Help Projects	Municipal Wide					1,000,000	800,000	0	**New**		Finance	Works
118.	MP's Projects and Programmes	Municipal Wide					350,000	0	0	**New**		Finance	MP
119.	Construction/ Completion of 5No. Community Centre with landscaping and horticultural works around facility	Esuoso, Bonsawire, Brenuakyim, Abonponisu, Kwabedu					1,300,000	1,500,000	500,000	**New**		Works	Central Adm.
120.	Rehabilitation of Offices and staff bungalows	Tarkwa					200,000	500,000	0	**New**		Works	Central Admin
121.	Rehabilitation of educational facilities	Tarkwa					200,000	200,000	0	**New**		Works	Central Admin
122.	Construction of ultra-modern storage facility stores for TNMA	Tarkwa					1,500,000	0	0	**New**		Works	Central Admin
123.	Repair and Maintenance of Machinery	Tarkwa					200,000	0	0	**New**		Works	Central Admin
124.	Management of transport and protocol services	Municipal Wide					2,000,000	1,000,000.00	0	**New**		Central Admin	MPCU
Objective: Establish a robust feedback mechanism, allowing citizens to report concerns and provide feedback with a response rate of 90% by 2029													
Programme: Security and Communication programme													
125.	Organize Social Accountability Programmes	Municipal Wide					100,000	0	0	**New**		Central Admin	MPCU
126.	Organize Town hall meetings	Municipal Wide					200,000.00	250,000.00	100,000.00	**New**		Central Admin	NGO's
127.	Participatory M&E	Municipal Wide					100,000	60,000.00	20,000.00	**New**		Central Admin	Works
128.	Organize Annual media awards	Tarkwa					0	200,000.00	300,000.00			Central Admin	Media
129.	Implementation of NALAG activities	Municipal Wide					500,000.00	500,000.00	0	**New**		Finance	Central Admin
130.	Organize civic education programs (Constitutional and citizens week and elections 2028)	Municipal Wide					50,000.00	200,000.00	100,000.00	**New**		Central Admin	NCCE
131.	Visitation to existing Civic Education Clubs and Formation of new Clubs in basic schools	Municipal Wide					0	30,000.00	0	**New**		Central Admin	NCCE
132.	Develop and implement communication strategies during emergencies, disasters, and social unrest (press briefings, community	Municipal Wide					100,000.00	300,000.00	250,000.00	**New**		Central Admin	ISD

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
	& social media updates, radio/TV alerts)												
Objective: Achieve 100% Implementation rate of MTDP													
Programme: Monitoring and evaluation programme													
133.	Organization of statutory meetings (Administrative and Technical)	Tarkwa					70,000	250,000.00	0	**New**		Central Admin	Physical Planning
134.	Preparation of the Plan, Annual Budget, fee fixing and other documents	Administration					1,000,000,000	50,000	0	**New**		Central Admin	Budget
135.	Implementation of revenue management activities (RIAP) and Development of digitalized revenue mobilization platform, management of database and administration, rating and billing activities	Administration					100,000	450,000	0	**New**		Budget	Central Admin
136.	MPCU activities	Administration					300,000	0	0	**New**		Central Admin	MPCU
137.	Review of the MTDP/Budget	Municipal Wide					100,000	100,000	0	**New**		Central Admin	MPCU
138.	Organization of Audit committee meetings and other internal auditing activities	Tarkwa					0	160,000	0	**New**		Central Admin	Finance
139.	Sensitization on Public Financial Management and Anti-corruption activities	Municipal Wide					10,000.00	10,000.00	0	**New**		Finance	Central Admin
140.	Internal management of the organization (Utilities, donations, etc.)	Tarkwa					300,000.00	300,000.00	0	**New**		Central Admin	Finance
141.	Undertake site inspection and procure basic Tools for Artisans and PPEs for Monitoring	Municipal Wide					100,000.00	350,000.00	500,000.00	**New**		Works	Central Admin

Table 33 - 2029 Composite Annual Action Plan

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
1.	Organization of Training and Business Counselling Programmes on Business Development for both Male and Female Entrepreneurs	Municipal Wide					20,000	20,000.00	0	**New**		BRC	Agriculture
2.	Implementation of the Youth and Women Entrepreneurship Programme (Community Apprenticeship)	Municipal Wide					1,000,000	1,500,000.00	200,000.00	**New**		BRC	Development Partners
3.	Facilitate/Support Governments "flagship programmes	Municipal Wide					200,000.00	550,000.00	300,000.00	**New**		BRC	GoG
4.	Provision of start-up kits for MSEs	Municipal Wide					1,000,000.00	1,000,000.00	300,000.00	**New**		BRC	Development partners
5.	Internship trainings for MSMEs	Existing MSMEs					100,000	500,000.00	20,000.00		**Ongoing**	BRC	Development partners/GOG
Objective: Increase the number of small and medium-sized enterprises (SMEs) in Tarkwa Municipality by 20% in 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
6.	Construction of 2 NO. Market stall and 12 NO. Lockable store and provision of Mechanized bore hole	Kofikrom, Teberebie					600,000.00	1,800,000.00	0	**New**		BRC	Works
Objective: Develop four (4) tourist attraction sites by 2029													
Programme: Tourism development programmes													
7.	Promote public-private partnerships for investment in the sector	Municipal Wide					200,000	100,000	0	**New**		Urban Roads	Central Admin
8.	Celebration of Tarkwa festival	Tarkwa					0	500,000.00	500,000.00		**Ongoing**	Centre for culture	Central admi
Objective: Increase agricultural productivity by 40% in 2029													
Programme: Agricultural development programme													
9.	Annual Farmers' Day Celebration and other celebrations	Municipal Wide					400,000.00	150,000.00	150,000.00	**New**		Agriculture	Central Admin
10.	Training and demonstration on post production activities (storage, processing, packaging, market linkages etic)	Municipal Wide					70,000.00	100,000.00	70,000.00	**New**		Agriculture	Central Admin
11.	Establish urban vegetable and livestock production demonstration farm	Office premises					50,000.00	100,000.00	50,000.00	**New**		Agriculture	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
12.	Training and Field demonstrations on Good Agronomic practices	13 AEA Operational areas of the municipality					25,000.00	150,000.00	25,000.00	**New**		Agriculture	Central Admin
13.	Supply Tree Crop Seedlings for plantation establishment (Oil palm, Coconut, Rubber)	Municipal Wide					70,000.00	180,000.00	70,000.00	**New**		Agriculture	Central Admin
14.	Organize Research Extension Liason Committee (RELC) Planning Sessions	13 AEA Operational areas					25,000.00	40,000.00	2,500.00	**New**		Agriculture	Central Admin
15.	Farm and home visit by AEAs, field assistants and Veterinary Extension Agents	13 AEA Operational areas					10,000.00	50,000.00	10,000.00	**New**		Agriculture	Central Admin
16.	Support livestock production (Piggery, poultry, fish, ruminants etc.) / Training on Good Animal Husbandry Practices	13 AEA Operational areas					15,000.00	100,000.00	15,000.00	**New**		Agriculture	Development partners
17.	Disseminate information on improved Climate friendly technologies / Promote Agricultural modernization and mechanization	Municipal Wide					50,000.00	220,000.00	50,000.00	**New**		Agriculture	Central Admin
18.	Promote the growth of fruit trees around urban and rural homes as a climate resilient and food security measure	Municipal Wide					100,000.00	100,000.00	400,000.00			Agriculture	Central Admin
19.	Conduct Ghana Agricultural Productivity Survey	13 AEA Operational areas					20,000.00	58,000.00	50,000	**New**		Agric	BRC
20.	TEDMAG training for MDA MAOs, AEAs and 3 field assistants	Office complex					10,000.00	6,000.00	10,000.00	**New**		Agric	BRC
21.	Surveillance and Monitoring of Existing Emerging and Re-emerging disease / Vaccination of Sheep and Goat and pets	Municipal Wide					10,000.00	20,000.00	10,000.00	**New**		Agric	Vert. Service
22.	Train at least 200 women farmers in additional livelihood venture (Home gardening, mushroom, snails, detergents making etc.)	Four (4) Operational areas					6,262.50	30,000.00	6,262.50	**New**		Agric	Central Admin
23.	Support to the Agric department (maintenance, fuel etc)						50,000	50,000	50,000	**New**		Agric	Central Admin
Objective: Train 100% of teachers in innovative teaching methodologies by 2029.													
Programme: Educational services programme													
24.	Organization of Annual Mock Exams for Male and Female pupils	Municipal Wide					70,000	20,000	0	**New**		Education	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
25.	Capacity building workshop for teaching and non-teaching staff	Municipal Wide					30,000	5,000	0	**New**		Education	Central Admin
Objective: Increase educational infrastructure by 10% by the end of 2029.													
Programme: Educational services programme													
26.	Construction of 2 No. 6-Unit Classroom Block with WC toilet facilities with landscaping and horticultural works around facility	Subriso, Boamah					1,200,00	500,000.00	0	**New**	**Ongoing**	Education	Works
Objective: Increase enrolment rates in primary, JSS and secondary schools by 20 % by the end of 2029.													
Programme: Educational services programme													
27.	Provide Financial Assistance for tertiary students (male and female)	Municipal Wide					500,000	500,000.00	300,000.00	**New**		Central Admin	Education
28.	Supply 1,000 Desks to school pupils and 200 Teachers' desks	Municipal Wide					600,000.00	200,000.00	250,000	**New**		Education	Works
29.	My First Day at School Programme	Municipal Wide					20,000.00	28,000.00	0	**New**		Education	Works/Central Admin
30.	Organization of STMIE Clinics	Municipal Wide					20,000	30,000.00	0	**New**		Education	Central Admin
31.	Celebration of Independence Day	Municipal Wide					100,000	200,000.00	100,000	**New**		Education	Central Admin
32.	Organize teachers award	Municipal Wide					0	140,000	110,000	**New**		Education	Development partners
33.	Supply of teaching and learning materials to schools	Municipal Wide					100,000	500,000.00	300,000.00	**New**		Education	Central Admin
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
34.	Organize Skills training for women groups and gender mainstreaming	Municipal Wide					50,000	20,000.00	30,000.00	**New**		BRC	Central Admin
35.	Sponsorship for girls in vocational training schools and support for brilliant but needy students	Municipal Wide					200,000.00	300,000.00	300,000.00	**New**		BRC	Gender Desk
36.	Public education and sensitization (gender-based violence etc.)	Municipal Wide					20,000.00	30,000.00	30,000.00	**New**		Gender Desk	SW/CD
Objective: Increase community-based sports and recreational infrastructure for all by 15% by the end of 2029.													
Programme: Parks and open space for wellbeing programme													
37.	Organization of Youth and Sports development programmes/acquisition of land for sport development	Municipal Wide					170,000	0	0	**New**		Education/ Physical Planning	Central Adm

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
38.	Development of sporting facilities	Railway quarters					200,000.00	100,000.00	0	**New**		Central Admin	Private sector
Objective: Reduce food-related diseases by 50% by 2029													
Programme: Health services and emergency response programme													
39.	Undertake public awareness on food safety, public health, air quality control and environmental issues for especially women.	Municipal Wide					20,000.00	20,000.00	100,000.00	**New**		Health/EHU	Central Admin
40.	Sensitization, screening and training of food vendors	Municipal Wide					50,000	50,000.00	0	**New**		Health/EHU	Central Admin
Objective: Increase health service delivery in the municipality by 30% by the end of 2029													
Programme: Health services and emergency response programme													
41.	Construction of 3 No. CHPS Compound and nurses' quarters with landscaping and horticultural works around facility	Kroboase, Nuakokrom, Dadwen					1,500,000.00	1,200,000.00	500,000.00	**New**		Health	Works
42.	Celebration of world health events (malaria, HIV, Menstrual etc)	Municipal Wide					220,000	200,000.00	105,000.00	**New**		Gender	Education
43.	Community Health Programmes	Municipal Wide					30,000.00	30,000.00	200,000.00	**New**		Education	Gold Fields
44.	Provision of Equipment and Furniture for health facilities	Municipal Wide					75,000	0	50,000	**New**		Health	Central Admin
Objective: Reduce HIV infection among the youth by 20% by the end of 2029.													
Programme: Health services and emergency response programme													
45.	Educational campaigns against HIV and AIDS through behavioural change and malaria control	Municipal Wide					30,000	0	10,000	**New**		Health	SW/CD
46.	Provision of test kits for HIV testing	Municipal Wide					20,000	5,000	10,000.00	**New**		Health	Central Admin
47.	Organization of health and safety programmes	Municipal Wide					90,000	10,000	20,000.00	**New**		Health	Central Admin
48.	Support PLWHAs and OVCs and stigma mitigation campaign	Municipal Wide					30,000	20,000	20,000.00	**New**		Health	SW/CD.
Objective: Develop and implement yearly comprehensive disaster response plans													
Programme: Health services and emergency response programme													
49.	Support for Emergency Responses	Municipal Wide					200,000	200,000	300,000	**New**		Central Admin	NADMO
50.	Disaster Prevention Programmes/Management Programmes	Municipal Wide					350,000	300,000	200,000.00	**New**		NADMO	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
51.	Organise risk Management activities	Municipal Wide					100,000.00	100,000.00			**Ongoing**	Central Admin	Internal Audit
52.	Repairs and Maintenance (O&M) implementation	Municipal Wide					550,000	55,000	0	**New**		Works	Central Admin
Objective: Increase the proportion of households with access to improved sanitation facilities by 40% by the end of 2029													
Programme: WASH programme													
53.	Construction of 2 No. 12-seater WC toilet facility	Railway Quarters, Kwabedu					0	1,400,000	0	**New**		Central Admin	Works
54.	Organise national sanitation day/Operation 'Clean your Frontage'	Municipal Wide					120,000.00	220,000.00	30,000.00	**New**		EHU	Central Admin
Objective: Increase the proportion of households with access to safe drinking water by 40% by the end of 2029													
Programme: WASH programme													
55.	Construction of 5 No. Mechanized Boreholes	Tamso Estate, Kwabedu, Wassa Agona, Nsuaem Mile 5, Kyekyewere					1,000,000.00	500,000.00	0	**New**		Works	Central Admin
56.	Water quality testing	Municipal Wide					25,000.00	20,000.00	0	**New**		Health/ EHU	Works
57.	Training, Monitoring and Evaluation of WATSANs and WSDBs	Selected Communities					50,000	10,000	10,000.00	**New**		Works	Central Admin
58.	Rehabilitation of existing malfunctioning Boreholes	Municipal Wide					240,000	105,000.00	120,000.00	**New**		Works	Central Admin
59.	Support for community-initiated projects (market, community center, school, health facility, toilet etc.)	Lowcost, Mempeasem, Boamah, Bepoakyir, Boobooboo, Kwabedu, Bogrekrom					1,000,000.00	100,000.00	20,000.00		**ongoing**	Works	Central Admin
Objective: Develop and operationalize engineered final disposal sites by the end of 2029.													
Programme: Waste management programme													
60.	Maintenance and Management of waste/landfill sites, fumigation, sanitation management by Zoomlion and Sanitation improvement package.	Selected Community					2,000,000.00	1,000,000	500,000.00	**New**		EHU	Works
61.	Procurement of 5 Refuse Containers / Construction of 1 No. Refuse Bays	Nkaponase,					360,000	200,000.00	0	**New**		EHU	Works
62.	Pushing of Refuse/ Evacuation of waste	Municipal Wide					1,400,000	300,000.00	500.00	**New**		EHU	Central Admin
Objective: Increase support for PWDs and other vulnerable groups by 30% by 2029													
Programme: Youth, Women and Vulnerable Empowerment programme													
63.	Support for PWDs (financial, medical, etc.) and Provision of start-up capital	Municipal Wide					150,000.00	5,500.00	24,500.00	**New**		SW/CD	Central Admin

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
64.	Organize skills development training for PWDs	Municipal Wide					40,000	100,000.00	100,000.00	**New**		SW/CD	Central Admin
65.	Inclusion of PWDs in decision making	Municipal Wide					10,000	10,000.00	0	**New**		SW/CD	Central Admin
66.	Construction of ramps on existing structures to make them disability friendly	Municipal Wide					100,000	100,000.00	0	**New**		Works	Central Admin
67.	Organize child labour programmes, child maintenance, child custody, daycare monitoring etc.	Municipal Wide					20,000	12,500.00	10,000.00	**New**		SW/CD	Central Admin
68.	Facilitate the implementation and monitoring of social intervention programmes (Leap, School feeding, PWDs etc.)	Municipal Wide					50,000	3,500	0	**New**		SW/CD	Central Admin
69.	Provision of Community Care Services (Hospital welfare, Prison aftercare, NPO, etc.)	Municipal Wide					10,000	5,000	0	**New**		SW/CD	Central Admin
Objective: Implement sustainable alternative livelihoods interventions in all mining prone areas within the Municipality by the end of 2029													
Programme: Terrestrial and Aquatic Ecosystem restoration													
70.	Sensitization of Communities in Mining Catchment Areas on the impact of mining and pollution	Mining Catchment Communities					50,000.00	20,000.00	10,000.00	**New**		Forestry	Disaster Prevention
71.	Organization of Alternative livelihood programmes for Mining Catchment Communities	Mining Catchment Communities					50,000	70,000	1,000,000.00	**New**		Central Admin	Agriculture/BRC
72.	Provide special support to artisanal small-scale mining (Community Mining) to facilitate compliance with good mining/processing and environmental practices	Municipal Wide					100,000	500,000.00	1,000,000.00	**New**		BRC	Central Admin
Objective: Reduce crime rate by 60% in 2029													
Programme: Security and Communication programmes													
73.	Support security agencies to enforce compliance of relevant laws and regulations to curb illegal mining	Municipal Wide					500,000	300,000.00	500,000.00	**New**		Central Admin	MUSEC
Objective: Educate 80% of local communities about climate change impacts and adaptation strategies by the end of 2029 through awareness-raising campaigns and training programmes.													
Programme: Climate change programme													
74.	Distribution of seedlings and Tree Planting Exercise (Green Ghana)	Municipal Wide					300,000.00	300,000.00	0	**New**		Forestry	Disaster Prevention
75.	Climate change adaptability programmes/Celebration of	Municipal Wide					40,000	300,000.00	30,000.00	**New**		NADMO	Forestry

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
	International Day for Disaster Reduction												
76.	Support for disaster victims	Municipal Wide					140,000.00	60,000 .00	50,000.00	**New**		NADMO	Central Admin
77.	Organization of programmes to protect water bodies	Municipal Wide					40,000	250,000.00	50,000.00	**New**		Forestry	Central Admin
78.	Green economy programmes	Municipal Wide					35,000	50,000.00	50,000.00	**New**		Forestry	Physical Planning
Objective: Increase the percentage of roads in good condition to 100% by 2029 through the use of DRIP													
Programme: Transportation improvement programme													
79.	Grading and reshaping of roads	Municipal Wide					3,000,000	0	1,000,000	**New**		Urban Roads	Central Admin
80.	Organization of road safety campaigns and meetings	Municipal Wide					100,000	0	0		**Ongoing**	Central Admin.	Road Safety
81.	Planning and rezoning of railway activities	Tarkwa					150,000	15,000	0	**New**		Physical Planning	Central Admin
82.	Desilting of drains	Municipal Wide					200,000	0	0	**New**		Urban Roads	NADMO
83.	Patching of Potholes, Resealing, Upgrading of Gravel Roads and Line marking of Major Roads	Municipal Wide					2,700,000	0	0	**New**		Urban Roads	Works.
84.	Construction of Drains and Culverts	Railway Quarters, Nakaba, Cyanide, Brenuakyem, Nkaponase					200,000	0	500,000	**New**		Urban Roads	Works
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
85.	Extension of Electricity to communities	Municipal Wide					500,000.00	1,000,000.00	0	**New**		Works	Central Admin
86.	Extension of Utilities to newly acquired lands for the establishment of local industries	Municipal Wide					100,000.00	100,000.00	0	**New**		Works	Central Admin
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms													
Programme: Physical development programme													
87.	Street naming and house addressing exercise	Municipal Wide					200,000	100,000.00	0	**New**		Physical Planning	Works
88.	Preparation of Structure Plan and Local plans	Municipal Wide					58,000	30,000.00	0	**New**		Physical Planning	Stakeholders
89.	Preparation and updating of planning schemes	Municipal Wide					70,000	20,000.00	0	**New**		Physical Planning	Stakeholders

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
90.	Redevelopment/Relocation of Land Uses	Municipal Wide					100,000.00	50,000.00	80,000.00	**New**		Physical Planning	Works
91.	Design and Landscaping of Public uses	Municipal Wide					50,000.00	60,000.00	0	**New**		Physical Planning	Works
92.	Reclamation of degraded lands	Municipal Wide					80,000	60,000	50,000.00	**New**		Physical Planning	Works
93.	Parks and gardens activities	Municipal Wide					100,000	20,000.00	0	**New**		Physical Planning	Central Admin
Objective: Plan and Rehabilitate 20% of official buildings by 2029													
Programme: Asset Maintenance programme													
94.	Repair and Maintenance of Machinery	Tarkwa					200,000	0	0	**New**		Works	Central Admin
95.	Management of transport and protocol services	Municipal Wide					2,000,000.00	1,000,000.00	0	**New**		Central Admin	MPCU
96.	Procurement of Logistics, Office Supplies and Goods and services for depts/F. Es	Tarkwa					2,000,000	1,500,000.00	100,000.00	**New**		Procurement	Central Admin
97.	Maintenance of IT Infrastructure	Municipal Assembly					0	200,000.00	0		**Ongoing**	Central Admi	MIS
98.	Community Support for Assembly Members and Zonal Councils	Municipal Wide					50,000	100,000	0	**New**		Finance	Central Admin
99.	Conduct statistical surveys	Municipal Wide					30,000	30,000.00	0	**New**		Statistics	Central Admin
100.	Complete Community Self Help Projects	Municipal Wide					1,000,000	500,000.00	300,000.00	**New**		Finance	Works
101.	MP's Projects and Programmes	Municipal Wide					350,000	0	0	**New**		Finance	MP
102.	Construction/Completion of 4 No. Community Centre with landscaping and horticultural works around facility	Brofoyedur Kedadwen(New Takoradi), Bogreykrom, Senyakrom					1,100,000.00	2,000,00	0	**New**		Works	Central Adm.
103.	Rehabilitation of Offices and staff bungalows	Tarkwa					200,000	200,000	0	**New**		Works	Central Admin
104.	Rehabilitation of educational facilities	Tarkwa					500,000	500,000	300,000.00	**New**		Works	Central Admin
Objective: Train 90% of staff on effective governance, leadership and management by 2029 to enhance their skills and competence													
Programme: Knowledge management and learning programme													

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
105.	Organize Workshop to promote the participation of women in local governance.	Municipal Wide					30,000	10,000	20,000.00	**New**		SW/ Comm Dev	Central Admin
106.	Construction of ultra-modern storage facility stores for TNMA	Tarkwa					500,000	500,000.00	0	**New**		Works	Central Admin
107.	Organize Capacity building programmes for Assembly Members and Staff	Municipal Wide					400,000	30,500.00	20,000.00	**New**		HRM	Central Admin
108.	Organize Performance Management Activities	Tarkwa					20,000.00	50,000.00	0	**New**		HRM	Central Admin
109.	Strengthen collaboration between Assembly and traditional authorities	Tarkwa					100,000	50,000	0	**New**		Central Admin	MPCU
110.	Sensitization on GIFMIS for decentralized/ centralized Departments and other treasury activities	Municipal Wide					100,000	50,000.00	0	**New**		Finance	Central Admin
111.	Sensitization on IPSAS	Municipal Wide					30,000	20,000.00	0	**New**		Finance	Central Admin
112.	Compensation of Employees/Staff	Tarkwa					5,986,624.78	3,365,650.00	0	**New**		HRM	Central Admin
Objective: Establish a robust feedback mechanism, allowing citizens to report concerns and provide feedback with a response rate of 90% by 2029													
Programme: Security and Communication programme													
113.	Implementation of NALAG activities	Municipal Wide					500,000	500,000	0	**New**		Finance	Central Admin
114.	Organize Social Accountability Programmes	Municipal Wide					100,000	0	0	**New**		Central Admin	MPCU
115.	Organize Town hall meetings	Municipal Wide					200,000.00	200,500.00	50,000.00	**New**		Central Admin	NGO's
116.	Participatory M&E	Municipal Wide					100,000	60,000	30,000.00	**New**		Central Admin	Works
117.	Organize civic education programs (Constitutional and citizens week)	Municipal Wide					50,000.00	200,000.00	0	**New**		Central Admin	NCCE
118.	Visitation to existing Civic Education Clubs and Formation of new Clubs in basic schools	Municipal Wide					0	30,000.00	0	**New**		Central Admin	NCCE
119.	Develop and implement communication strategies during emergencies, disasters, and social unrest (press briefings, community	Municipal Wide					100,000.00	300,000.00	250,000.00	**New**		Central Admin	ISD

S/N	Projects /Activities	Location	Time frame				Indicative Budget			Programme Status		Implementing Agencies	
			Q1	Q2	Q3	Q4	GoG	IGF/ AFDB	Donor/Others	New	Ongoing	Lead	Collaboration
	& social media updates, radio/TV alerts)												
120.	Organize Annual Media Awards Programs	Tarkwa					0	200,000.00	500,000 .00			Central Admin	ISD
Objective: Achieve 100% Implementation rate of MTDP													
Programme: Monitoring and evaluation programme													
121.	Organization of statutory meetings (Administrative and Technical)	Tarkwa					270,000.00	200,000.00	0	**New**		Central Admin	Physical Planning
122.	Preparation of the Plan, Annual Budget, fee fixing and other documents	Administration					1,000,000,0 00	50,000	0	**New**		Central Admin	Budget
123.	Preparation of 2030-2033 MTDP	Administration					500,000.00	500,000.00	200,000.00	**New**		Dev't Planning	Central admi
124.	Implementation of revenue management activities (RIAP) and Development of digitalized revenue mobilization platform, management of database and administration, rating and billing activities	Administration					100,000	450,000	0	**New**		Budget unit	Central Admin
125.	Review of the Annual Plan and Budget	Municipal Wide					200,000	200,000	0	**New**		Central Admin	MPCU
126.	Organization of Audit committee meetings and other internal auditing activities	Tarkwa					0	160,000.00	0	**New**		Central Admin	Finance
127.	Sensitization on Public Financial Management and Anti-corruption activities	Municipal Wide					20,000	20,000.00	0	**New**		Finance	Central Admin
128.	Internal management of the organization (Utilities, donations, etc.)	Tarkwa					300,000	0	0	**New**		Central Admin	Finance
129.	Undertake site inspection and procure basic Tools for Artisans and PPEs for Monitoring	Municipal Wide					100,000	15,000	0	**New**		Works	Central Admin

CHAPTER SEVEN
MONITORING AND EVALUATION ARRANGEMENTS

7.1. Introduction

This chapter focuses on a brief narrative accompanied by a table on Stakeholder identification and Analysis. It zooms in on Monitoring and Evaluation (M&E) activities put in place to facilitate the plan implementation, as well as the Monitoring Matrix, Evaluations to be conducted over the plan period, Participatory M&E (PM&E), and Knowledge Management and Learning.

7.2. Stakeholder Analysis

In the Assembly's decision-making process, there are individuals, groups, institutions, agencies, etc. that possess some level of interest in its activities considered to be stakeholders. The level of stake differs depending on the level of interest. It is worth noting that no one is barred from participating in the decision-making process on any grounds such as age, gender, political affiliation, level of poverty and disability.

These stakeholders could be found within and outside the Municipality. In essence, participation targets the group concerned with the issues and activities under consideration. Some of these stakeholders include Ministries/Agencies and Institutions, the National Development Planning Commission, the Regional Coordinating Council, Staff of the various Departments and Units of the Assembly, Non decentralized Departments and Agencies within the municipality, Urban/ Zonal Councils and Unit Committee members, Civil Society Organizations/ Non-Governmental Organizations, Development Partners/Donors, Traditional Authorities, Academia, Media, Faith-based organizations, Youth groups, Associations and Trade Unions, Vulnerable groups (Persons with Disabilities, Persons living with HIV), as well as Citizens/Community members.

Each of these stakeholders performs certain key, specific roles and responsibilities in the conduct of Monitoring and Evaluation. Table 34 presents an analysis of the roles and responsibilities of each stakeholder group.

Table 34 - Stakeholder Analysis

NO.	NAME	BRIEF DESCRIPTION OF ROLES AND RESPONSIBILITIES IN THE CONDUCT OF M&E.
INTERNAL STAKEHOLDERS		
1.	Assembly Members	Make laws, approve plans and budgets, champion the needs of their electorates and initiate and monitor projects Provide fora for participation of community members
2.	Member of Parliament	Initiate and support projects with MPs DACF Responsible for collating the concerns of the people for parliament and higher authority Monitor development and lobby for Developmental projects Monitor policy planning implementation Advocate for M&E activities and ensure they align with national development priorities Oversee government projects in the constituency to ensure transparency and accountability
3.	Staff of the various Dept. and Units of the Assembly	Plan, implement and monitor government policies and programmes Develop and implement the M&E plans Collate, manage and analyse data on project performance Ensure M&E activities align with municipal development plans and national frameworks Prepare and submit progress reports of the implementation of projects to the appropriate authorities Provide technical guidance to local stakeholders on M&E tools and procedures
4.	Urban, Zonal Councils and Unit Committee members	Coordinate M&E activities at the zonal and unit committee level in line with directives from the assembly Facilitate community participation in monitoring by mobilizing communities within their jurisdiction Gather and compile data on project implementation from communities in their zone Report project progress, challenges, and community feedback to the assembly for decision making
5.	Citizens/Community	Identify local needs and priorities to shape M&E indicators Participate in surveys and participatory monitoring and evaluation exercises Provide first-hand information and local knowledge on project performance Validate findings to ensure they reflect actual conditions and experiences Monitor projects and hold the implementer accountable for commitment Promote transparency by openly discussing successes, challenges, and lessons learned within the community
6.	Traditional Authorities	Facilitate access to communities for data collection Provide local historical and cultural context for M&E indicators Endorse M&E processes to build trust Participate and encourage community participation in monitoring activities
EXTERNAL STAKEHOLDERS		
7.	Government Ministries, Departments & Agencies (MDAs)	Align M&E activities with national development goals. Coordinate M&E across sectors to avoid duplication. Provide funding, policies, and guidelines for local M&E Enforce standards and reporting frameworks. Use M&E evidence for policy review and reporting to Parliament.
8.	National Development Planning Commission	Advise the Assembly on Government Policy guidelines Provide the M&E policy framework Align the local M&E systems with national development goals, the medium-term national development framework. Offer technical support and capacity building for MMDAs and sector agencies on M7E methods and reporting Coordinate the collection, analysis, and consolidation of M&E data from districts, regions and sectors.

		Monitor and evaluate the implementation of the national development plans at the local level
9.	Regional Coordinating Council	Coordinate, monitor development projects and programmes across MMDAs in the region Facilitate collaboration among districts, sector agencies and development partners to harmonize M&E efforts Ensure that district M&E align with national policies and regional development priorities Provide technical backstopping and capacity building on M&E systems and tools for the municipality
10.	Civil Society Organizations/ Non-Governmental Organizations	Advocate for inclusive and participatory M&E Monitor the implementation of government and donor-funded projects Provide independent feedback on programmes and projects' progress and challenges Facilitate community participation in M&E activities Review the effects of development policy implementation on the welfare of the vulnerable groups, as well as environmental protection
11.	Media	Disseminate M&E results to the public in accessible formats Promote accountability and transparency
12.	Development Partners/Donors	Fund M&E activities and capacity building Develop new programmes and projects in support of policy framework Support harmonization of M&E frameworks across partners Provide financial and technical support to relevant programmes and projects Support independent evaluation of plan implementation Use findings from monitoring and evaluation to guide future funding of priorities
13.	Non decentralized Departments and Agencies within the municipality	Provide technical expertise and sector-specific data to inform local M&E activities Facilitate integration of local M&E findings into sector-wide planning and reporting Use M&E results to recommend policy adjustments and improve service delivery within their mandate
14.	Professional Associations	Provide technical standards, codes of practice and guidelines to M&E quality within their field Promote ethical practices and accountability in M&E activities Build the capacity of members and local stakeholders in specialized M&E tools and approaches
15.	Economic Groups	Identify and communicate the economic needs and priorities of their members for inclusion in M&E indicators Participate in surveys, focus groups and other participatory M&E activities
1	Political Parties	Monitor the implementation of government and local development projects to ensure manifestos are fulfilled Mobilize members to participate in monitoring activities Use M&E findings to inform policy positions
	Corporate Entities	Provide financial and logistical support for local M&E activities as part of Corporate Social Responsibility (CSR)
	Academia	Develop robust, context-appropriate M&E methodologies Conduct independent evaluations to ensure objectivity Produce in-depth studies to complement M&E findings Build the capacity of practitioners through training and mentorship Publish and share best practices and lessons learned.
19.	Vulnerable groups (Persons with Disabilities, Persons living with HIV)	Share unique perspectives and lived experiences to ensure M&E indicators capture equity and inclusion issues Participate in surveys, focus groups and other participatory M&E activities

7.3. Monitoring Matrix

Table 35 - Monitoring Matrix

No	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025	TARGETS 2026	2027	2028	2029	DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
GOAL: PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH BY ENHANCING AGRICULTURE PRODUCTIVITY, SUPPORTING SMALL AND MEDIUM SCALE ENTERPRISES, EXPANDING LOCAL INDUSTRIES AND CREATING DECENT JOBS PARTICULARLY FOR THE YOUTH, WOMEN AND VULNERABLE TO REDUCE POVERTY											
OBJECTIVE: Increase agricultural productivity by 40% in 2029 Increase arable lands by 10% through reclamation of degraded lands.											
PROGRAMME: Agricultural development programmes											
1.	**Percentage of arable lands under cultivation.**	The total area of productive lands as against the total land available expressed as a percentage.	Outcome	50%	60%	70%	80%	85%	Zonal Council basis	Annually	Agric
2.	**Percentage Change in yields of major crops:**	Change in total Food crops harvested in the Municipality in a given year expressed as a percentage of the previous year's total food crops harvested.	Outcome						Zonal Council basis	Annually	Agric
	Cocoa			-0.0003%	10%	20%	30%	40%			
	Coconut			-0.95%	10%	20%	30%	40%			
	Maize			0.09%	10%	20%	30%	40%			
	Rice			52.7%	10%	20%	30%	40%			
	Cassava			0.28%	10%	20%	30%	40%			
	Plantain			0.24%	10%	20%	30%	40%			
	Cocoyam			-0.3%	10%	20%	30%	40%			
	Vegetables			-4.98%	10%	20%	30%	40%			
3.	**Percentage change in livestock/poultry production:**	Change in total livestock produced in the Municipality in a given year expressed as a percentage of the previous year's total livestock produced.	Outcome						Zonal Council / Electoral Area basis	Annually	Agric
	Cattle			26.3%	10%	20%	30%	40%			
	Sheep			1.5%	10%	20%	30%	40%			
	Goat			1.0%	10%	20%	30%	40%			
	Pigs			3.21%	10%	20%	30%	40%			
	Poultry			1.0%	10%	20%	30%	40%			
4.	**Percentage of land under irrigation**	The total number of lands irrigated expressed as a percentage.	Outcome	45%	55%	65%	75%	85%	Zonal Council levels	Annually	Agric
5.	**Extension services personnel to farmer ratio**	The total number of Extension service personnel expressed as a proportion of the total number of farmers.	Outcome	1:2000	1:95	1:90	1:85	1:80	Zonal Council Level	Annually	Agric
6.	**Percentage of degraded land reclaimed**	The total hectares of reclaimed farmlands over total hectares of degraded lands expressed as a percentage	Outcome	100%	100%	100%	100%	100%	Zonal Council / Electoral Area basis	Annually	Physical Planning
Objective: Reduce unemployment rate among males and females from 18% to 10% by 2029											
Programme: Youth, Women and Vulnerable Empowerment programme											
7.	**Proportion of industries established**	The total number of industries established in a given year expressed as a percentage of the total number of planned industries	Outcome	42.9%	52.9%	62.9%	72.9%	82.9%	Sex/Gender/Zonal Council Levels	Annually	BRC

No	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2025	2026	2027	2028	2029			
8.	**Employment rate**	It is the proportion of a country's working-age population that is employed.	Outcome	82%	84%	86%	88%	90%	Sex/Gender	Annually	BRC
9.	**Percentage change in new jobs created** Agriculture Industry Service	The rate of change in the number of new jobs crested over a specific period expressed as a percentage	 Outcome	 70% 80% 30%	 10% 10% 15%	 20% 20% 30%	 30% 30% 45%	 40% 40% 60%	Zonal Council / Electoral Area basis	Annually	BRC
OBJECTIVE: Develop and upgrade four (4) tourist attraction sites by 2029											
PROGRAMME: Tourism development programmes											
10.	**Percentage Increase in tourist arrivals**	Change in the tourists who arrive in the Municipality in a given year expressed as a percentage of the previous year's number of tourist arrivals	Outcome	48%	58%	68%	78%	88%	Male/Female	Quarterly	CNC
GOAL: ENHANCE HUMAN DEVELOPMENT BY IMPROVING ACCESS TO QUALITY EDUCATION, HEALTH CARE, WATER AND SANITATION, SOCIAL PROTECTION SERVICES WHILES PROMOTING GENDER EQUALITY, YOUTH EMPOWERMENT AND THE INCLUSION OF VULNERABLE GROUPS TO ENSURE EQUITY AND SOCIAL COHESION.											
OBJECTIVE: Increase enrolment rates in primary, JSS and secondary schools by 20 % by the end of 2029. **Increase educational infrastructure by 10% by the end of 2029.** **Train 100% of teachers in innovative teaching methodologies within by 2029**											
PROGRAMME: Educational services programmes											
11.	**Gender Parity Index (Ratio between girls' and boys' enrolment rates, the balance of parity is 1.00)**	Ratio of male to female enrolment rates	Outcome	1.0%	1.0%	1.0%	1.0%	1.0%	Sex/Gender	Annually	Education
12.	**Net Enrolment Rate**	The number of pupils in a given educational cycle as a proportion of the population of related school-going age	Outcome	100%	100%	100%	100%	100%	Sex/Gender	Annually	Education
13.	**Completion Rate**	Children completing an educational level as a percentage of initial enrolment in the first grade of that level	Outcome	100%	100%	100%	100%	100%	Sex/Gender	Annually	Education
14.	**Retention Rate**	It is the percentage of a school's graduates e.g., lower primary who continue at the same school.	Outcome	100%	100%	100%	100%	100%	Sex/Gender	Annually	Education
15.	**Drop - Out Rate**	The percentage of pupils failing to complete a particular school at a given period over the total school population.	Outcome	0%	0%	0%	0%	0%	Sex/Gender	Annually	Education
16.	**BECE Pass Rate**	The percentage of candidates who passed the examination over the total number of candidates who sat for the exams.	Outcome	100%	100%	100%	100%	100%	Sex/Gender	Annually	Education
17.	**Percentage of School benefiting from School feeding**	The number of schools benefiting from School Feeding expressed as a percentage of the total number of schools	Outcome	75%	80%	85%	90%	95%	Zonal Council / Electoral Area basis	Annually	Education

No	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2025	TARGETS 2026	2027	2028	2029	DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
18.	**Gross Enrolment Rate**	The rate of the number of pupils at a given level of schooling, regardless of age to the number of children in the relevant age group.	Outcome	100%	100%	100%	100%	100%	Sex/Gender	Annually	Education
19.	**Net Admissions in Primary**	The rate of appropriately aged children admitted to the basic schools compared to the number of children in the relevant age group.	Outcome	100%	100%	100%	100%	100%	Sex/Gender	Annually	Education
20.	**Proportion of JHS & SHS schools with ICT facilities**	Total number of schools with ICT facilities expressed as a percentage of the total number of JHS & SHS schools	Outcome	50%	100%	100%	100%	100%	Zonal Council / Electoral Area basis	Annually	Education
OBJECTIVE: Increase the number of healthcare facilities in rural areas by 20% by the end of 2029 Reduce HIV infection among the youth by 20% by the end of 2029. Reduce the prevalence of malaria by 50% by the end of 2029.											
PROGRAMME: Health services and emergency response programmes											
21.	**HIV/AIDS prevalence rate (% of adult population, 15-49 yrs. HIV positive)**	Adult population, 15-49 yrs. who are HIV positive expressed as a percentage of the total adult population 15-49years	Outcome	0%	0%	0%	0%	0%	Sex/Gender	Annually	HIV Focal Person
22.	**Maternal Mortality ratio**	Number of deaths due to pregnancy and childbirth per 100,000 live births	Outcome	0/100,000 Lb	0/100, 000 Lb	0/100,0 00 Lb	0/100, 000 Lb	0/100, 000 Lb	Per age groups	Annually	Health
23.	**Neonatal Mortality rate**	Number of deaths occurring between birth and age five per 1000 live births	Outcome	0/1000 Lb	0/100 0 Lb	0/1000 Lb	0/100 0 Lb	0/100 0 Lb	Sex/Gender	Annually	Health
24.	**Morbidity rate**	It is a measure of the number of deaths expressed as a percentage of the total population	Outcome	0	0	0	0	0	Sex/Gender	Annually	Health
25.	**Malaria Case fatality**	Number of Malaria case fatality per 10,000 population	Outcome	0/10,000 pop	0/10,0 00 pop	0/10,00 0 pop	0/10,0 00 pop	0/10,0 00 pop	Sex/Gender	Annually	Health
26.	**Crude birth rate**	The total number of live births per 1,000 population in a given year	Outcome	0 WIFA	0 WIFA	0 WIFA	0 WIFA	0 WIFA	Sex/Gender	Annually	Health
27.	**Percentage of registered births and deaths**	The number of births and deaths registered expressed as a percentage over the total number of births and deaths.	Outcome	45.04%	60.04 %	75.04%	90.04 %	105.04 %	Sex/Gender	Annually	Health
28.	**Doctor to patient ratio**	The total number of doctors expressed as a proportion of total patients.	Outcome	1:3930	1:3830	1:3730	1:3630	1:3530	Zonal Council / Electoral Area basis	Annually	Health
29.	**Nurse to population ratio**	The total number of nurses expressed as a proportion of the total patients	Outcome	1:442	1:392	1:342	1:292-	1:342	Zonal Council / Electoral Area basis	Annually	Health

No	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2025	2026	2027	2028	2029			
30.	**Percentage of Population with improved access to health care**	The total number of the population with improved access to health care expressed as a percentage of the entire population	Outcome	100%	100%	100%	100%	100%	Sex/Gender	Quarterly	Health
31.	**Proportion of population with valid NHIS**	The proportion of the population with access to a valid NHIS compared to the total population	Outcome	95%	100%	100%	100%	100%	Sex/Gender	Quarterly	NHIS
OBJECTIVES: Increase the proportion of households with access to safe drinking water by 40% by the end of 2029 Increase the proportion of households with access to improved sanitation facilities (flush toilets, KVIP, household latrine) by 40% by the end of 2029 Develop and operationalize engineered final disposal sites by the end of 2029.											
PROGRAMME: WASH programmes											
32.	**Percentage of population with sustainable access to safe water sources* for Drinking**	The total number of the population with sustainable access to safe drinking water expressed as a percentage of the total population	Impact	88%	100%	100%	100%	100%	Sex/Gender/Zonal Council / Electoral Area basis	Annually	MWST
33.	**Proportion of population with access to improved sanitation (*flush toilets, KVIP, household latrine*)**	The proportion of the population with access to good toilet facilities compared to the total population	Impact	60%	70%	80%	90%	100%	Sex/Gender/Zonal Council / Electoral Area basis	Annually	MEHO
34.	**Proportion of population with access to a hand-washing facility with soap and water**	The proportion of the population practicing good personal hygiene compared to the total population	Output	8%	18%	28%	38%	48%	Sex/Gender/Zonal Council / Electoral Area basis	Annually	MEHO
GOAL: IMPROVE THE AVAILABILITY, ACCESSIBILITY AND QUALITY OF PHYSICAL AND SOCIAL INFRASTRUCTURE INCLUDING TRANSPORTATION NETWORKS, HOUSING, ENERGY, ICT AND COMMUNITY FACILITIES TO PROMOTE ORDERLY HUMAN SETTLEMENT, ENHANCE MOBILITY AND SUPPORT SOCIO ECONOMIC DEVELOPMENT.											
OBJECTIVE: Ensure 80% of the population have access to a minimum basic sanitation service by 2029 OBJECTIVE: Educate 80% of local communities about climate change impacts and adaptation strategies by the end of 2029 through awareness-raising campaigns and training programmes.											
PROGRAMME: Climate change programmes											
35.	Percentage of communities affected by disaster	The number of communities affected by disaster expressed as a percentage of the total number of communities.	Outcome	2.7%	0%	0%	0%	0%	Zonal Council Levels	Quarterly	NADMO
36.	Percentage of farmers engaged in climate smart agriculture	Total number of farmers engaged in climate-smart agriculture expressed as a percentage of the total farming population	Outcome	20%	40%	60%	80%	100%	Sex/ Gender/ Zonal Council levels	Annually	Agric Dept
OBJECTIVE: Increase the percentage of roads in good condition to 100% by 2029 through the use of DRIP											
PROGRAMME: Transportation improvement programmes											
37.	Percentage of Road network in good condition	The number of kilometres of good roads expressed as a percentage over the total road network	Outcome	23.7% %	35%	45%	55%	65%	Feeder/Urban roads	Annually	Urban Roads
Objective: Engage 60% of communities in spatial planning decisions by 2029 through governance and digital platforms Build the capacity of local authorities to implement sustainable spatial planning practices through training by 2029											
Programme: Physical development programmes											
38.	Percentage of communities covered by electricity	Communities covered by electricity expressed as a percentage of the whole Municipality.	Outcome	100%	100%	100%	100%	100%	Zonal Council levels	Quarterly	ECG

No	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2025	2026	2027	2028	2029			
39.	Tele-density penetration	It represents the total number of mobile subscriptions per every 100 inhabitants in a geographical area	Outcome	60%	70%	80%	90%	100%	Zonal Council Levels	Annually	MIS
GOAL: STRENGTHEN DEMOCRATIC GOVERNANCE, ACCOUNTABILITY AND CITIZENS PARTICIPATION IN LOCAL DECISION-MAKING PROCESSES BY BUILDING INSTITUTIONAL CAPACITY, PROMOTING TRANSPARENCY AND DEEPENING DECENTRALIZATION FOR EFFECTIVE AND RESPONSIVE SERVICE DELIVERY											
Objective: Increase the access to public information by 40% by the end of the planning period Increase participation of marginalized groups in local Increase participation of marginalized groups in local government decision making processes by 60% in 2029 through regular public update and access to information											
Programme: Security and Communication programmes											
40.	Percentage change in access to information	The difference in the number of people who have access to information at all levels of governance expressed as a percentage over the base year	Outcome	30%	50%	70%	80%	100%	Zonal council level	Annually	PR Unit
41.	Police citizen ratio	The total number of police expressed as a proportion to the total population	Outcome	1:246	1:230	1:220	1:210	1:200	Sex/Gender	Annually	Police
42.	Change in reported cases of crime	The total number of crime cases reported in a given year.	Outcome	5%	10%	15%	20%	25%	Sex/Gender	Annually	Police
43.	Percentage change in prevalence of violence against women	Change in the fall of the total number violence against women that may occur in a given year.	Outcome	5%	10%	15%	20%	25%	Sex/Gender and Age	Annually	SW&CD
44.	Percentage change in reported cases of abuse	Change in the fall of the total number of reported cases of abuse in a given year as expressed as a percentage of the previous year.	Outcome	5%	10%	15%	20%	0%	Sex/Gender and Age	Annually	SW&CD
Objective: Make 80% of Municipal's data and information publicly available by 2029 through the various Assembly's social media handles and website Implement OGP local action Plans by 2027 to enhance transparent and accountable governance Establish a robust feedback mechanism, allowing citizens to report concerns and provide feedback with a response rate of 90% by 2029 Achieve 100% Implementation rate of MTDP Ensure the participation of stakeholders (traditional leaders, women, PWDs, youth, Contractors, Sos etc) in the quarterly monitoring visits of all 0ngoing projects in the Municipality. Develop and implement a comprehensive M&E Plan by 2029											
Programme: Monitoring and evaluation programmes											
45.	Proportion of the population with access to information through social media	Total number of the population with access to access to information through assembly social media platforms as expressed in percentage of the total population	Outcome	30%	45%	50%	40%	70%	Gender	Annually	ISD
46.	Proportion of OGP plans implemented	Total number of OGP implemented programmes expressed as a percentage of the total planned programmes	Outcome	20%	100%	100%	100%	100%	Sector	Annually	Devit Planning Unit
47.	Proportion of MTDP activities implemented	Total implemented activities expressed in percentage of total planned activities	Outcome	78%	25%	50%	75%	100%	Sector	Annually	MPCU
Objective: Make 80% of Municipal's data and information publicly available by 2029 through the various Assembly's social media handles and website Implement OGP local action Plans by 2027 to enhance transparent and accountable governance Establish a robust feedback mechanism, allowing citizens to report concerns and provide feedback with a response rate of 90% by 2029 Achieve 100% Implementation rate of MTDP Ensure the participation of stakeholders (traditional leaders, women, PWDs, youth, Contractors, Sos etc) in the quarterly monitoring visits of all 0ngoing projects in the Municipality.											

No	INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE	TARGETS				DISAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2025	2026	2027	2028	2029			
Develop and implement a comprehensive M&E Plan by 2029											
Programme: Monitoring and evaluation programmes											
48.	Percentage increase in IGF generation	The difference in revenue mobilization run as a percentage over the previous year	Outcome	45.4%	55.4%	65.4%	75.4%	85.4%	Zonal council level	Annually	Finance
Objective: Train 90% of staff on effective governance, leadership and management by 2029 to enhance their skills and competence											
Programme: Knowledge management and learning programmes											
49.	Percentage of staff trained	Total number of staff trained expressed as a percentage of total number of staff	Outcome	50%	100%	100%	100%	100%	By Departments	Annually	HRM

7.4. Evaluation

Evaluation is an integral part of both planning and implementation, which is carried out to ensure smooth implementation of the plan. Evaluation is the systematic and objective assessment of the design, implementation and results of an on-going or completed project, programme or policy. The Municipal Assembly conducts several evaluations before, during and after project/activity implementation and findings are incorporated into the planning cycles. The Assembly's evaluations for the plan period would seek the efficiency, effectiveness, impact, sustainability and the relevance of the project or activity to the beneficiaries. It will also be carried out to ensure a smooth implementation of the plan and also to provide the necessary feedback. These evaluations will focus on comparing what has been achieved with what is planned and therefore measuring the extent to which the objectives or intended results of the activities/projects have been achieved.

The Assembly would adopt all the four major types of evaluation methods that is the **Ex-ante Evaluation**, **Mid- Term Evaluation**, **Terminal Evaluation** and **Ex-post Evaluation**. The Ex-ante Evaluation would be carried out before the implementation of the plan. This is to contribute to the translation of a good idea into viable projects to be planned in detail. Mid- Term Evaluation would be carried out approximately at the middle of the implementation of the project or programme so as to contribute to the improvement of the project's performance during the rest of the implementation period. Terminal Evaluation and Ex-post would be undertaken at the end and close to the end of the implementation of the project or programme to assess the performance of the project, and to identify successor projects.

Local residents, together with the Zonal/Area Council and other stakeholders will participate in the evaluation of the various projects undertaken by the Assembly. The Assembly will also organize review meetings with the various stakeholders to help evaluate projects quarterly. Impact evaluation would be carried out by the MPCU to assess the impacts of the various projects.

7.5. Participatory M&E (PM&E)

Participatory M&E (PM&E) is one of the many approaches used by the Assembly to ensure that the implementation of the projects/activities within the Medium-Term Development Plan leads to the expected outcomes. It therefore refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process. It is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. The stakeholder groups typically involved in the PM&E process of the Assembly include the end users of the projects (Communities), service providers, NGOs and the private sector. The following are PM&E tools which would be employed by the Assembly through consultancy or our own efforts to ensure that stakeholders at various levels are engaged in monitoring and evaluating all projects, programmes or policies.

- Participatory Rural Appraisal: this tool seeks to incorporate the knowledge and opinions of rural people in the planning and management of development projects and programmes.
- Citizen Report Card: This tool would be used to solicit user feedback on all the activities of the Municipality.
- Community Score Card: This tool would be used to enable citizens assess the quality of the public services being it health centre, schools etc.
- Participatory Expenditure Tracking Surveys: This tool would also be used by the citizenry to track expenditure.

7.6. Knowledge Management and Learning

The knowledge mapping matrix provides a framework for identifying, organising and sharing knowledge assets within the Tarkwa-Nsuaem Municipality. By leveraging these knowledge domains, stakeholders, assets and sharing mechanisms, the Assembly can improve in its service. The matrix also highlights knowledge gaps that need to be addressed to improve governance, economic development, social services, environmental management, and agriculture and natural resource development.

This matrix in Table 36 highlights key knowledge areas, the primary holders of such knowledge, sources of information, and the critical knowledge gaps that need to be addressed to enhance the effectiveness of the Tarkwa-Nsuaem Medium-Term Development Plan (MTDP).

Table 36 - Knowledge Mapping Matrix

KNOWLEDGE AREA	KNOWLEDGE HOLDERS	KNOWLEDGE SOURCES	KNOWLEDGE GAPS
Local governance structures Policy formulation and implementation Leadership and management capacity building Citizens' engagement and participation	• Municipal Chief Executive • Assembly members, coordinating director, Heads of Departments. agencies. • Local Government consultants • Traditional Authorities • Development Planning unit • Civil Society Organisations	• Medium Term Development Plans, Annual Action Plans, and budget reports • Public meetings, stakeholder consultations, and participatory planning processes • National Development Planning Commission reports, sector-specific reports	• Limited use of data and evidence approaches in decision making processes • Limited capacity of municipal assembly staff and traditional authorities • Inadequate training and development opportunities for staff • Limited community involvement in decision-making processes • Inadequate mechanisms for citizen engagement and feedback
• Mineral development and management • Local economic development strategies • Entrepreneurship and job creation • Soil and land management • Agriculture development and extension services	• Development Planning Officer • Head of Business Advisory Centre • Community Affairs managers of the Minning companies • Municipal Director of Agric • Agric Extension officers	• Municipal Medium Term Development Plans • Annual Progress Report • Economic Data and Statistics • Market Research • Industry Reports • Government Policies and Initiatives on local economic development.	• Limited access to reliable and up-to-date data • Inadequate data analysis and use for decision-making • Limited availability of skilled workers and training programmes. • Inadequate infrastructure
• Healthcare and health services • Education and skills development • Infrastructure development and management	• Municipal Health Director • Municipal Education Director • Municipal Works Engineer • Head of Department of Social Welfare • Development Planning Officer	• Medium Term Development Plan • Annual Progress Reports • Reports from various sectors such as health, education, and infrastructure development. • Research Studies on social services and infrastructure development in the municipality. • Feedback from community members on their needs and concerns.	• Limited financial resources Inadequate funding for development projects • Limited access to reliable and up-to-date data on population, economy, and infrastructure • Limited Access to Healthcare: Limited access to healthcare services, particularly in rural areas. • Inadequate Infrastructure: Inadequate infrastructure such as roads, water, and sanitation facilities. • Limited access to quality education and poor education outcomes. • Limited social protection services for vulnerable populations. • Limited data on social services and infrastructure development, making it difficult to track progress and make informed decisions
• Sustainable development and environmental protection • Climate change mitigation and adaptation • Natural resource management	• Environmental Protection Agency Manager • Municipal Environmental Health Officer • H.R. - Forestry Commission • Local Researchers and Academics. • Community Leaders and Traditional Authorities • NADMO Director • Head of Physical Planning Department	• Medium Term Development Plan • Environmental Impact Assessments (EIAs) • Research Studies. • Annual Progress Report • Community Knowledge and Traditional Practices	Limited Data and Monitoring on environmental issues Weak enforcement of environmental regulations. Limited understanding and preparedness for climate change impacts. Limited adoption of sustainable environmental practices. Limited community involvement in environmental decision-making

This section of the report provides the identification, assessment, and development of the skills and knowledge required for undertaking specific roles in the Municipality. The competency matrix for learning is therefore developed to enable the Tarkwa-Nsuaem Municipal

Assembly to identify areas for improvement and develop targeted training programmes to address the Tarkwa identified skill gaps thereby improving the performance of the Assembly in its service delivery to the citizenry, as shown in table 37.

Table 37 - Competency Matrix for Learning

COMPETENCY	TRAINING PROGRAM	EVALUATION CRITERIA	LEARNING OBJECTIVES
Governance and leadership	Training on effective leadership, governance, and decision-making.	Demonstrated knowledge and understanding of governance, project management, community engagement, financial management, and environmental management.	• Understand the principles of good governance and leadership. • Develop skills in effective decision-making and problem-solving.
Project management	Training on project planning, implementation, Monitoring and evaluation.	• Stakeholders' participation in planning and project implementation processes • participation of stakeholders • in project monitoring	• To ensure value for money in the implementation of Assembly projects • Understand the principles of project management. • - Develop skills in planning, implementing, and evaluating projects.
Community engagement	Training on community engagement, participation, and involvement in decision-making.	• Number of community engagements conducted • The level of community participation in Assembly-organised programmes	• Ensure effective citizens' participation in the Assembly development processes • Understand the importance of community engagement and participation. • Develop skills in engaging with the community and involving them in decision-making.
Financial management	Training on financial management, budgeting, and revenue mobilisation	• Total internally Generated Revenue	• Understand the principles of financial management. • Develop skills in budgeting, accounting, and financial reporting.
Environmental Management	Training on environmental management, sustainable development, and climate change mitigation	• Reduction in illegal mining activities • Level of turbidity of water bodies	• Understand the principles of environmental management. • Develop skills in promoting sustainable development and mitigating the impact of mining activities.

CHAPTER EIGHT
DEVELOPMENT COMMUNICATION STRATEGY

8.1. Introduction

Effective communication results in better outcomes and better governance when done in a meaningful way. Reporting/dissemination of the right information on the status of implementation of the formulated development programmes, projects and activities to stakeholders at the local, regional and national levels plays a crucial role in the successful execution of this plan. This process promotes participation and ensures that those who are affected by a decision are actively involved in the decision-making process.

Sharing the content of the MTDP with stakeholders at the sub-district and community levels will promote the Open Government Partnership (OGP) principles of promoting accountability, transparency, and inclusive governance.

This chapter of the report therefore provides details of the Assembly's strategies for effective communication of the Medium-term development plan from commencement through implementation to completion and the impact thereof.

8.2. Formulating Communication Strategy

The Tarkwa-Nsuaem Municipal Assembly believes that providing the citizenry /stakeholders with feedback on the Medium-Term Development Plan will go a long way to boost citizens' interest and participation in the development process. The main purpose of communicating the plan to the stakeholders is to create awareness on the roles and expectations of all stakeholders in the implementation of the programmes in the Medium-Term Development Plan and also receive citizens' feedback on the implementation of the plan.

The targeted audience for the communication includes the General Assembly, Urban and Zonal Councils, Traditional Authorities, Religious leaders, Unit Committees, Development Partners, General Public (men, women, PWDs, children, etc.), CSOs, communities and any other relevant stakeholders.

To ensure effective communication of the implementation of the Medium-term Development Plan, the Tarkwa-Nsuaem Municipal Assembly has adopted the following Communication channels.

Dissemination of Reports

As part of the guidelines from the National Development Planning Commission (NDPC) tracking the implementation of the plan, the Municipal Assembly, after conducting quarterly, Mid-Term and End end-of-year Monitoring and Evaluation will generate a report on the status of implementation of the plan. At the regional and national levels, the reports will be submitted to the Regional Coordinating Council (RCC), the National Development Planning Commission (NDPC). Copies of the reports will also be distributed to the Presiding Member, Municipal Sub Committees, especially the Development Planning, Finance and Administration, Works, Social Services, local NGOs and Decentralized Departments within the Municipality.

Inter-sectoral Performance Review Meeting

Before developing quarterly, Mid-Year and Annual composite reports, performance review meetings will be organized to inform members of the MPCU and other identified stakeholders on the status of the implementation of the Medium-Term Development Plan. During these meetings, various heads of Departments will make presentations on the status of implementation from their respective Departments within the said period, which will be used as inputs for the preparation of the Composite Municipal Progress report a representative. The review meeting will also witness the participation from the Regional Coordinating Council to discuss programmes and projects progress and review activities of the MTDP.

Social Media-Platform

The use of social media has become a vital tool in our everyday communication, hence the need for the Municipal Assembly to utilize all social media platforms to engage the communities and populace in the Metropolis on the status of the MTDP through Facebook, WhatsApp, Twitter, TikTok and Website. The social media platform would be a ‘one-stop shop’ where all information on plan implementation, milestones, and success stories will be shared to improve popular participation in the Municipality. The Assembly would therefore employ the use of infographics, promotional videos,3D models and other models to effectively communicate through its social media platforms for the understanding of all audiences, including the elite and the less privileged

The Municipal Assembly will therefore provide regular updates of all its activities on these social media platforms. The Assembly will also broadcast its events such as Town Hall meeting, Budget hearings and other stakeholders’ engagement, live on its social media platforms to enable the public to participate in the activities.

Community/Media Engagement

As part of bridging the communication gap between the Communities and the Municipal Assembly, the Assembly will organize regular MCE engagement with the communities, where the Municipal Chief Executive with his Heads of Departments, will be visiting the communities to interact with the community members and receive feedback on the implementation of activities and programmes by the Assembly.

Moreover, the Assembly will also organize media engagements where the various radio stations within the Municipality will be used to educate, sensitize and inform the public on the implementation of the Plan. An annual press briefing will be conducted where the Municipal Chief Executive will be communicating the state of the Municipality to the public

The Assembly will create a dialogue platform where programmes and activities outlined in the MTDP will be discussed with community members, opinion leaders, Non-Governmental Organizations and all identifiable groups. This would help the mobilization of resources and support all stakeholders in the implementation of the plan.

Town Hall Meeting/Stakeholders Engagements

The Municipal Assembly will host bi-annual Town Hall meetings and other stakeholders' engagements with various stakeholders within the Municipality to communicate the progress of implementation of the Plan and also receive their feedback on the progress. These key stakeholders include traditional Authorities, Heads of departments and agencies, civil society organizations, Non-Governmental Organizations(NGOs), The Private sector, Youth groups, women's Groups, People with Disability (PWDs), Assembly Members, Unit Committee members, Artisan groups and so on.

Erection of Accountability Boards

As part of enhancing its transparent and accountable governance in the implementation of the plan and revenue performance, the Municipal Assembly will mount accountability billboards at selected public places such as markets, lorry stations and other open places. These accountability boards will provide details of the Assembly's projects, revenue performance and expenditure within the particular quarter.

Table 38 provides a detailed communication strategy to be adopted in the Plan implementation to ensure effective communication and feedback from inhabitants.

Table 38 - Communication Strategy

PLATFORMS/ CHANNELS/ SPACES/ ACTIVITIES	PURPOSE	REGULARITY/ NO OF TIMES	WHEN/ SCHEDULE/ TIMEFRAME	WHERE/ LOCATION	AUDIENCE	RESOURCES (EXTERNAL/ INTERNAL)	VERIFICATION OF ACTIVITIES	RESPONSIBILITIES
Town Hall Meetings	To create awareness among the public on the preparation of the Annual Plan, Budget and the status of implementation of the MTDP	2 times each year	March and September	Municipal Wide	Traditional Authorities, CSOs, clergy, HODs, women groups, youth groups, PWDs, Assembly members, Unit Committee members, NGOs	Funds (Internal) Venue Logistics	• Town Hall Report • Attendance registers and Pictures	MPCU, P2 Focal Person
Fee fixing consultations	To receive inputs and feedback from stakeholders on fee fixing	Once a year	May to July each year	Assembly Hall - TNMA	Traditional Authorities, CSOs, Assembly members, transport owners, market women, Transport Unions, HODs	Funds Logistics	• Report of fee-fixing Consultation Meeting. • Draft Fee-fixing document	Budget Unit and Management, P2 Focal Person
Needs Assessment Exercise for Plan preparation	To receive prioritized community needs as inputs in the Plan	Once every four (4) years	January - March	Urban/Zonal Councils	Traditional leaders, Opinion leaders, Community members, Assembly members, women groups, youth groups etc.	Funds (External/Internal) Venue Logistics	• Report on Community engagements • Attendance Register	MPCU, P2 Focal Person
Public Hearings on Plan Preparation	To receive stakeholders' input in the Plan	Once every four (4) years	June - July	Urban/Zonal Councils	Traditional Authorities, CSOs, clergy, HODs, women groups, youth groups, PWDs, Assembly members, Unit Committee members, NGOs	Funds (External/Internal) Venue Logistics	• Report on Community engagements • Attendance Register	MPCU, P2 Focal Person
Budget Hearings	To assess the Municipal's Annual Budget	Once a year	September - October	TNMA / Regional level	Ministry of Finance, RCC, HODs, Nananom, CSOs	Funds (External/Internal) Logistics	• Report of the Composite Budget Presentation	Budget Committee / Management/ RCC, P2 Focal Person
Radio Discussion Programmes and Call- Ins	To communicate the implementation of the Assembly's plan to the public and receive feedback	Weekly	January - December	Radio Stations in Tarkwa	HODs, General Public,	Funds (Internal) Logistics	• Records of Radio Discussion topics and Personnel	PR Unit / HoDs, Focal Person
Client Service Unit	To receive complaints from the general Public	Daily	January - December	TNMA office	General Public	Logistics	• Records book of complaints	PR Unit / HoDs, P2 Focal Person
General Assembly Meetings	To discuss and approve the annual Plan and Budget	Quarterly	March, June, September, December	Tarkwa	HODs, Assembly members, MP, MCE	Funds (Internal) Logistics	• Minutes of Meeting • Attendance register	PM, Assembly members, and HoDs, P2 Focal Person
Sub-structure meetings	To discuss project implementation at the sub-structure level	Quarterly	March, June, September, December	Urban/Zonal Council Offices	Assembly members, Unit committee members, Zonal Council Executives, traditional Authorities	Funds (Internal) Venue Logistics	• Minutes of Meeting • Attendance register	Urban/Zonal, Unit committee members, P2 Focal Person, Zonal Council focal person
Performance Review meetings	To inform stakeholders on the status of the MTDP implementation	Quarterly	December	Municipal Assembly Hall	MPCU, RCC, NDPC, HODs	Funds (Internal) Venue Logistics	• Minutes of Meeting • Attendance register	MPCU,

PLATFORMS/ CHANNELS/ SPACES/ ACTIVITIES	PURPOSE	REGULARITY/ NO OF TIMES	WHEN/ SCHEDULE/ TIMEFRAME	WHERE/ LOCATION	AUDIENCE	RESOURCES (EXTERNAL/ INTERNAL)	VERIFICATION OF ACTIVITIES	RESPONSIBILITIES
Social Media Platform (Website, Facebook, TikTok, WhatsApp	To update the public on the Assembly's activities through social media	Monthly	January - December	TNMA Office	General public	Logistics	• Records of updated information on the Website	MIS Unit, HODs, P2 Focal Person
Residents Satisfaction Survey	To receive citizens' feedback on the implementation of the Assembly's projects	Yearly	January Each Ensuing year	Municipal wide	General Public	Funds (Internal) Venue Logistics	• Reports • List of interviewees	MPCU, Sub-structures, P2 Focal Person
Print media-publications and adverts	Communicate the Assembly's program and activities through the print media	As and when	January - December	Nationwide	General Public	Funds	Copy of publications and adverts	PR, Works Dept., HoDs, P2 Focal Person
Accountability Boards	Provide updates on the Assembly's projects, revenue performance, and expenditure	Quarterly	January - December	Selected Public Places	General Public	Funds	• Pictures of noticeboards • Filed copies of notices pasted	PR, MPCU, Sub-structures, HoDs, P2 Focal Person
Participatory M&E	To enhance stakeholders' participation in project monitoring and evaluation	Once every quarter	March, June, September, December	Municipal Wide	MPCU members, Traditional Authorities, women's Groups, CSOs, Youth groups, PWDs	Funds Logistics	• M&E reports	MPCU, P2 Focal Person
Community Visits/Trainings	Engage communities on plan implementation and receive feedback	Monthly	January - December	Municipal Wide	MCE, HODs, Traditional leaders, Assembly members, Community members	Funds Logistics	• Report on community visits • Pictures of visits	MCE, HoDs, P2 Focal Person

ANNEXES

ANNEX 1 - FIRST PUBLIC HEARING REPORT

Name of District: Tarkwa-Nsuaem Municipal Assembly.

Region: Western Region.

Name of Town/Zonal Council: Tarkwa, Simpa, Dompim, Nsuaem, Nsuta and Benso.

Venue: Tarkwa-Nsuaem Municipal Assembly Hall, Ahwetieso.

Date: 28th August, 2025.

A. Medium of Invitation: Invitation letters, Radio broadcasting, Announcements on Information Centers.

B. Identifiable Representatives at hearing: Traditional Council, Muslim Council, Local Council of Churches, Regional Coordinating Council, Political Parties. Youth groups, Mining companies, UMaT, PROTOA, GPRTU, Deaf Association, etc.

C. Total number of persons at the hearing: One hundred and Fifty-Four (154)

D. Gender ratio/Percentage represented: Males - 62% Females - 38%

E. Language used at hearing: Wassa, Twi, Fante and English.

F. Major issues at public hearing: Participants suggested the inclusion of the following interventions:

- Support for local economic development initiatives.
- Introduction of apprenticeship programs for both mining operations and entrepreneurs.
- Ensure that all projects provided are disability-friendly.
- Ensure the provision of signage for all projects to indicate the source of funding.
- Sensitization program on drug abuse and addiction among the group
- Organization of alternative livelihood programs to empower the youth into entrepreneurship
- Support the formation of more neighbourhood watchdog committees.
- The Public Order Act regulates demonstrations, requiring a five-day prior notice. He therefore cautioned against unlawful demonstrations.
- Provision of public toilet and urinal at the Market
- Provision of day care centres at the market
- Awarding of media personnel in the municipality

G. Main controversies and major areas of complaints: The Government has banned the provision of toilet facilities, so why are they running through the MTDP

H. Proposals for the resolution of the above controversies and complaints: The Assembly will no longer provide public toilets but rather institutional toilets. Under the new law, it is a criminal offense for any landlord to construct a new house without including toilet facilities. Again, tenants will also be treated as accomplices.

I. **Unresolved questions or queries**: None

J. At what level are these unresolved problems going to be resolved and why: N/A

K. A brief comment on the General level of participation: There was effective participation by all Stakeholders. Participants were generally satisfied, especially with the organization of the programme.

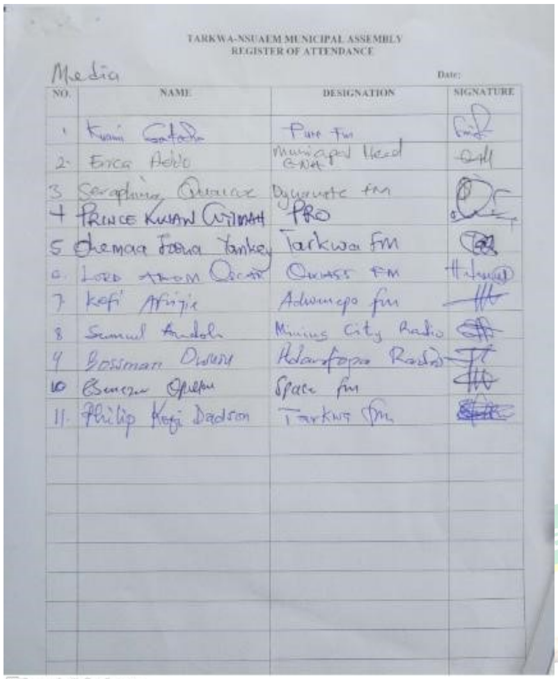
<u>Assent to Acceptance of Public Hearing Report</u>

Municipal Chief Executive…………………………………………………………………………

Municipal Coordinating Director…………………………………………………………………

Municipal Development Planning Officer……………………………………………………

Sample Attendance sheets



TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

Media

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Kwani Gateh	Pure fm	
2	Erica Addo	Municipal Head GNA	
3	Seraphine Quaicoe	Dynamite fm	
4	Prince Kwaw Ainimah	PRO	
5	Ohemaa Fosua Yankey	Tarkwa fm	
6	Lord Akrom Oscar	Owass FM	
7	Kofi Afrigie	Adwumapa fm	
8	Samuel Andoh	Mining City Radio	
9	Bossman Owusu	Adanfopa Radio	
10	Ebenezer Opoku	Space fm	
11	Philip Kofi Dadson	Tarkwa fm	

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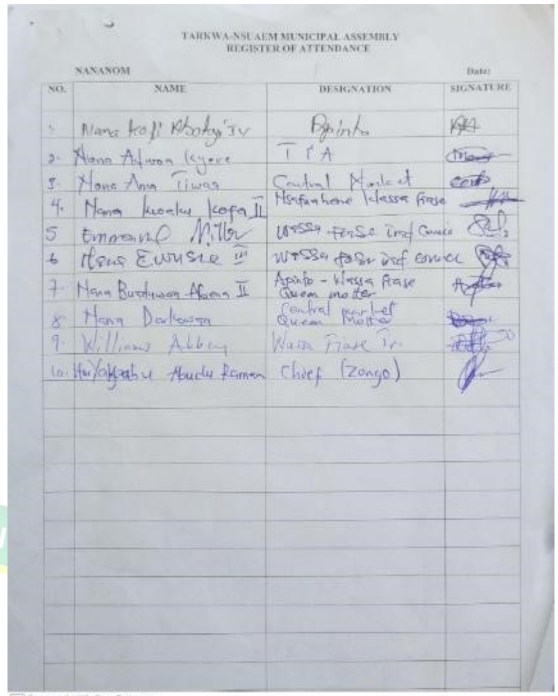

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

NANANOM

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Nana Kofi Aboagye IV	Agbinto	
2	Nana Afuwa Kyere	T T A	
3	Nana Ama Tiwaa	Central Market	
4	Nana Kwaku Kofa II	Hinfanhene Wassa Fiase	
5	Emmanuel Miller	Wassa Fiase Trad Council	
6	Nana Ewusie III	Wassa Fiase Trad Council	
7	Nana Buadwaa Afoma II	Apinto - Wassa Fiase Queen mother	
8	Nana Darkowaa	Central market Queen Mother	
9	Williams Abbey	Wassa Fiase Tr.	
10	Hon Yakubu Abudu Raman	Chief (Zongo)	

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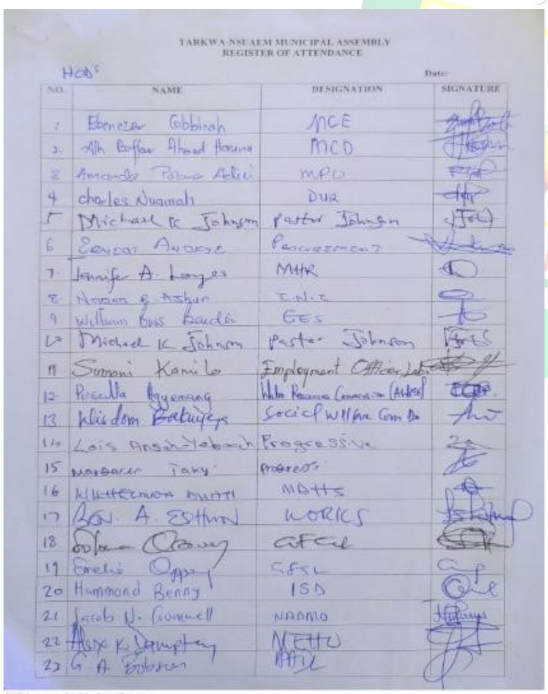

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

HOD's

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Ebenezer Gobbinah	MCE	
2	Alh Baffour Ahmed Hamna	MCD	
3	Amanda Pokua Adjei	MPO	
4	Charles Nuamah	DUR	
5	Michael K Johnson	Pastor Johnson	
6	Ernest Andoh	Procurement	
7	Jennifer A. Larye	MHR	
8	Hannah E. Ashun	I.N.I	
9	William Boss Baiden	GES	
10	Michael K Johnson	Pastor Johnson	
11	Sumani Kamila	Employment Officer, Lab	
12	Priscilla Agyemang	Water Resource Commission (Ankobra)	
13	Wisdom Bakuiye	Social Welfare Com Dev	
14	Lois Ansah-Yeboah	Progressive	
15	Margaret Taky	Progress	
16	Wilberforce Duah	MDHS	
17	Ben A. Esthun	Works	
18	Solomon Otoo	GFCL	
19	Emelia Oppong	GFSL	
20	Hammond Benny	ISD	
21	Jacob N. Cromwell	NADMO	
22	Alex K. Dompey	NEHU	
23	G A Bibson	AAIL	

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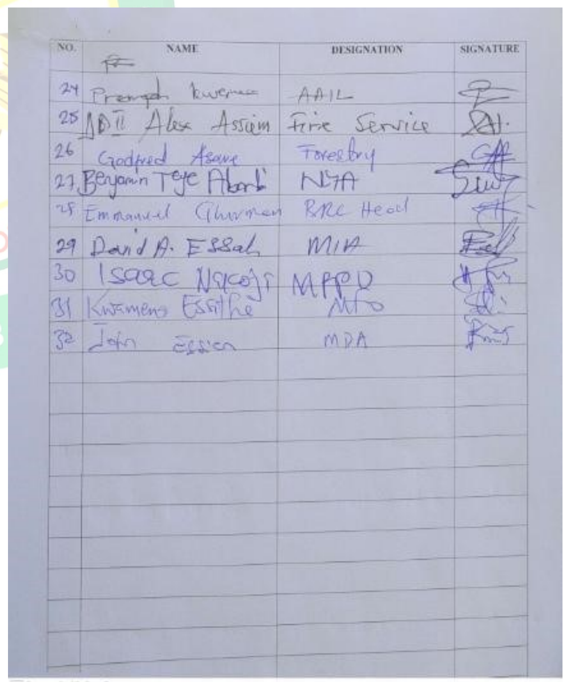

NO.	NAME	DESIGNATION	SIGNATURE
24	Prempeh Kwame	AAIL	
25	ADO II Alex Assuim	Fire Service	
26	Godfred Asare	Forestry	
27	Benjamin Teye Aborli	NYA	
28	Emmanuel Ghurman	BAC Head	
29	David A. Essah	MIA	
30	Isaac Nkoji	MPPD	
31	Kwamena Essilfie	MTO	
32	John Essien	MDA	

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TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

Invited Guest

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1.	Anita Dokyiba Arthur	National Youth Authority	
2.	Kusi Lundgren Boll	Afayampim	
3.	Portia Adjei	Boboobo	
4	Emmanuel Tayi	Simpa Zonal Council Sec.	
5	Dennis A. Gyamera	Aboetso	
6	Joseph Wiah Mensah	Simpa	
7	Rebecca Annor Ussher	Administrator - CSO	
8.	Rhoda Marceline Annan	Ahwetieso	
9	Vivian Kayeke	Ahwetieso	
10	Mercy C. Mensah	Tarkwa	
11	Sylvester Cudjoe	Bompim 2nd Council	
12	C. K. A. Bonsu	¥. N Y A	
13	Mariama Musah	NYA	
14	Talicia Esslifie	N.Y.A	
15	SHERIFA IDDRISU	N.Y.A	
~~16~~	~~Naomi B. Ashun~~	ENC	
16	Joseph Agyepong	TnMA	
17	Nicholas Annan Tevi	Cyanide	
18	Michael Asante	Ahwetieso	
19.	Samuel Quist Osei Bonsu	Gold Fields Gh. Tarkwa	
20	Caroline F. B. Acquah	Gold fields Ghana Tarkwa	
21	Frank Agyei-Kontor	Ecobank	
22	Margaret Takyi	Progressive	

NO.	NAME	DESIGNATION	SIGNATURE
23	William A. Darkey	Foxl	
24	FAUSTINA SEIDU	N.Y.A	
25	E.K. Dadzie	PWD	
26	John Brenlie	NFS	
27	KEN MANUEL AWETEFE	FIASEMAN SHS	
28	Mary Agyeman	N.Y.A	
29	Christiana Amoanoo	ULGA	
30	Deborah Boadi	N.Y.A	
31	Cecelia Appiah	ULGA	
32	Mabel Takyi	ULGA	
33	Elizabeth Amon	ULGA	
34	Kojo Bentil	N.Y.A	
35	Owusu A. Emmanuel	MCCE	
36	Martha Maclean	Akoon	
37	Ompo-Tetteh Paul	NHIA	
38	Addo Agyemang Ernest	Tarkwa Technical Institute	
39	Julius Opoku	Ahwetieso	
40	Henry Arthur	CharleKrom	
41	Nicholas Sennie	Charlekrom	
42	Mary Haizel	Tarsco	
43	Aaron A. Eshun	Akyempim	
44	Araba A. Sagoe	Kwabedu	
45	Zaria Kamara	Royal Ladies	
46	Sarah Cromwell	Royal Ladies	

NO.	NAME	DESIGNATION	SIGNATURE
47	Dorothy Nortey	Royal Ladies	
48	Comfort Ofosu	Royal Ladies	
49	Janet Charteddar	Royal Ladies	
50	Augustine Amoh	Tarkwa Urban Council Administrator	
51	Zianab Adam	Royal lides	
52	Joseph Agyei	Finance	
53	Rhoda Gyampoh	I A I	
54	Matthew K. Yorkeyere	Anomakokrom	
55	Selina Kwesi	RMU-TAMA	
56	Hannah Nyame	Movement	
57	Selby Judith	RMU-TAMA	
58	Victoria Loba-Kanwenya	EPA	
59	Theophilus Bracken	Akyempim Youth Asso.	
60	Lozois Ansah-Yeboah	Progressive	
61	Nuckoh Akns	EPA	
62	Doris Adobe	Progressive	
63	Esther Nyame	Progressive	
64	Felicia Eyamfi	Progressive	
65	Mathew Kissi	- - -	
66	Patience Ocrtiz	Progressive	
67	Richmond Boating Hanson	Benso Zonal Council Chair	
68	Hon. Thomas Awotwe	Nsuta Zonal Council Chair	
69	Isabella Quansah	HOFA	
70	Douglas E. Afyentih	Nsuta Zonal	

NO.	NAME	DESIGNATION	SIGNATURE
71	Efua Boajowaa	Nsuta Zonal	
72	Michael Kwafie	Ahwetieso ATA	
73	Donlaadi M. Issh	Brother	
74	Mallam Lukuman	Brother	
75	Sakyi Samuel	NYA	
76	Isaac Addo	Nsuaem Z. Coun. Sec.	
77	Briguc K. Odame	Akyempim	
78	Samuel K. Asare	CNC	
79	Bright Attabrah	Essuaso - NYA	
80	Elizabeth Mildred Moses	Dompim	
81	Esther Quofie	Ahwetieso	
82	Linda Cudjoe	Ahwetieso	
83	Ethel Gbogboe	Kaponase	
84.	Cynthia	Ahwetiese	
85.	Ebenezer A. Boadu	Wassa Agona	
86	Ransford Abbla	Mantemakrabi	
87.	John Quainoo	Kaponase	
88.	Lois Ankomahene	Teberebe	
89	Prince F. Manso	Jerusalem	
90.	Bartholomew Krampah	Jerusalem	
91.	Samuel Douse Appiah	Jerusalem	
92.	Rosina Annan	Ahwetieso	
93	Mohammed Sani Usman	NIA	
94	Eric Akwaboa	POLICE	

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NO.	NAME	DESIGNATION	SIGNATURE
95	ASP. Samuel Appiakorah	Dist Crime Officer	[illegible]
96	Fredrick V. Osei	ADPO	[illegible]
97	Benjamin K. Owusu	DPO	[illegible]
98	Emelia Affum	Registry	[illegible]
99	Florence Kumah	Registry	[illegible]
100	Benedicta Q. Odoi	Clerk [illegible]	[illegible]
101	Jonathan Mensah	[illegible]	[illegible]

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Sample pictures

ANNEX 2 - SECOND PUBLIC HEARING REPORT

Name of District: Tarkwa-Nsuaem Municipal Assembly.

Region: Western Region.

Name of Town/Zonal Councils: Tarkwa, Simpa, Dompim, Nsuaem, Nsuta and Benso.

Venue: Tarkwa-Nsuaem Municipal Assembly Hall, Ahwetieso.

Date: Tuesday, 7th October, 2025.

A. Medium of Invitation: Invitation letters (both hard and soft copy), Radio broadcasting Announcements on Information centres and Community radio.

B. Identifiable Representatives at hearing: Traditional Council, Clergy, Regional Coordinating Council, Political Parties. Youth and Women groups, Market Women, Deaf Association, Mining companies, GPRTU, PROTOA, community members etc.

C. Total number of persons at the hearing: Three hundred and Thirteen (313)

D. Gender ratio/Percentage represented: Males - 74% Females - 26%

E. Language used at hearing: Wassa, Fante, Twi and English.

F. Major issues at public hearing: Participants suggested the inclusion of the following interventions:

- Extension of electricity and the construction of clinic at Ahwetieso.
- Construction of community centre at Bonsa.
- Provision of telecommunications network at Pataho.
- Construction of mechanized borehole, provision of streetlights and the fixing of the inner road at Railway Quarters.
- Completion of the Tarkwa Banso road.
- Projects touched under previous government.

G. Main controversies and major areas of complains: The poor of state of link roads and its impact on heavy vehicular traffic along the highway.

H. Proposals for the resolution of the above controversies and complains: The Urban Roads Engineer assured that through collaboration with the Municipal Works Engineer, the reshaping of all link roads across the municipality will be expedited to resolve this issue.

has been tasked to liaise the Highway Engineer for an amicable solution.

I. **Unresolved questions or queries**: None

J. At what level are these unresolved problems going to be resolved and why: N/A

K. A brief comment on General level of participation: All interest groups were fully represented, leaving no one behind. There was fruitful deliberation by all Stakeholders. Participants were generally satisfied especially with the inclusion of their needs in the plan.

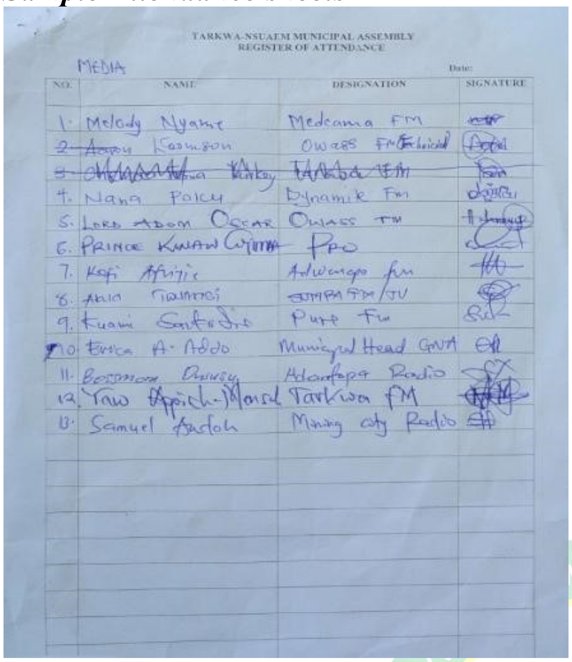
Assent to Acceptance of Public Hearing Report

Municipal Chief Executive………………………………………………………………………...

Municipal Coordinating Director…………………………………………………………………….

Municipal Development Planning Officer…………………………………………………………

Sample Attendance sheets

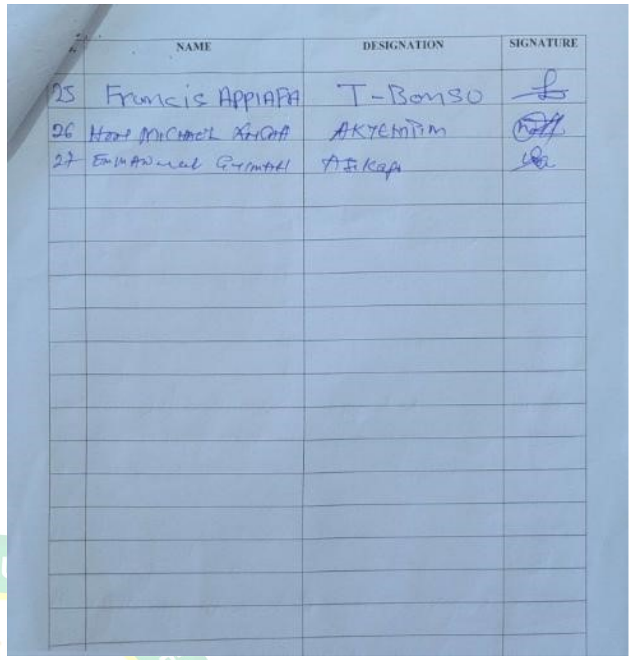


TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

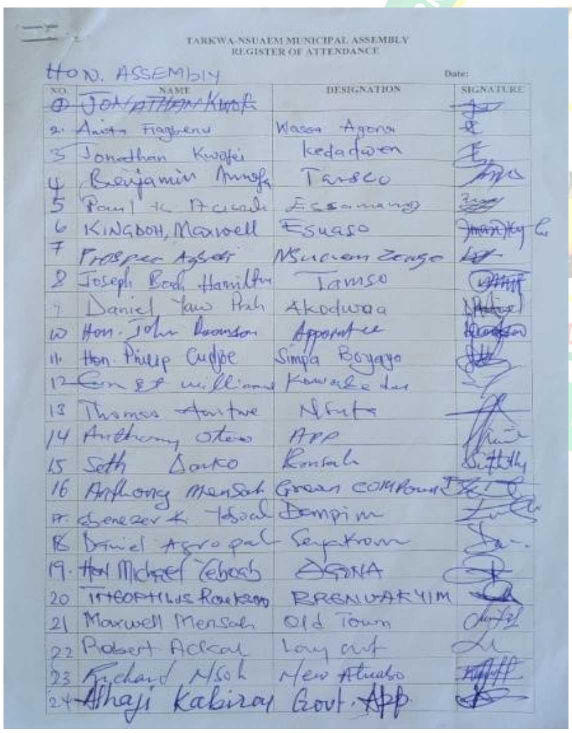
MEDIA

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1.	Melody Nyame	Medeama FM	
2.	~~Aaron Kasimson~~	Owass FM/Technical	
3.	~~[illegible] Kirkey~~	~~[illegible] FM~~	
4.	Nana Poku	Dynamik FM	
5.	Lord Adom Oscar	Owass TV	
6.	Prince Kwaw Gyima	PRO	
7.	Kofi Afriyie	Adwenepa fm	
8.	Akia Twumasi	Simpa FM/TV	
9.	Kwami Santos	Pure FM	
10.	Erica A. Addo	Municipal Head GNA	
11.	Bossman Owusu	Adanfopa Radio	
12.	Yaw Appiah-Mensah	Tarkwa FM	
13.	Samuel Asafoh	Mining city Radio	



	NAME	DESIGNATION	SIGNATURE
25	Francis Appiafa	T-Bonso	
26	Hon Michael Ansah	Akyempim	
27	Emmanuel Gyimah	Aikapa	

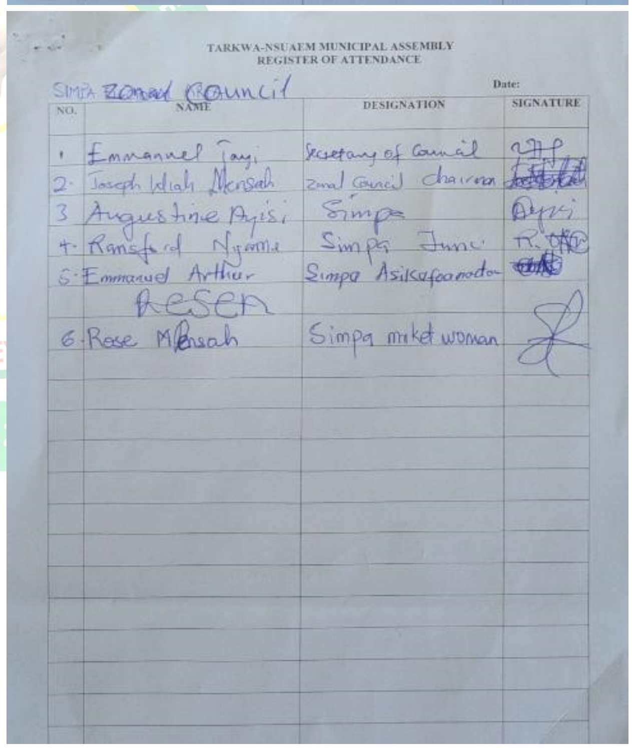


TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

HON. ASSEMBLY

Date:

NO.	NAME	DESIGNATION	SIGNATURE
~~1~~	~~Jonathan Kwofi~~		
2.	Anita Fiagbenu	Wassa Agona	
3	Jonathan Kwofie	Kedadwen	
4	Benjamin Annoh	Tarsco	
5	Paul K. Acquah	Essamang	
6	Kingdom, Maxwell	Esuaso	
7	Prosper Agbeti	Nsuaem Zongo	
8	Joseph Bosh Hamilton	Tamso	
9	Daniel Yaw Prah	Akodwaa	
10	Hon. John Bronson	Apprentice	
11	Hon. Philip Cudjoe	Simpa Boyaygo	
12	Ernest Williams	Kowabe Line	
13	Thomas Awortwe	Nfute	
14	Anthony Otoo	APP	
15	Seth Danko	Ronsah	
16	Anthony Mensah	Green compound	
17	Ebenezer K. Yeboah	Dompim	
18	Daniel Agropah	Senyakrom	
19.	Hon Michael Yeboah	Agona	
20	Theophilus Rockson	Brenuakyim	
21	Maxwell Mensah	Old Town	
22	Robert Ackah	Long cut	
23	Richard Nsoh	New Atuabo	
24	Alhaji Kabiru	Govt. App	



TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

SIMPA ZONAL COUNCIL

Date:

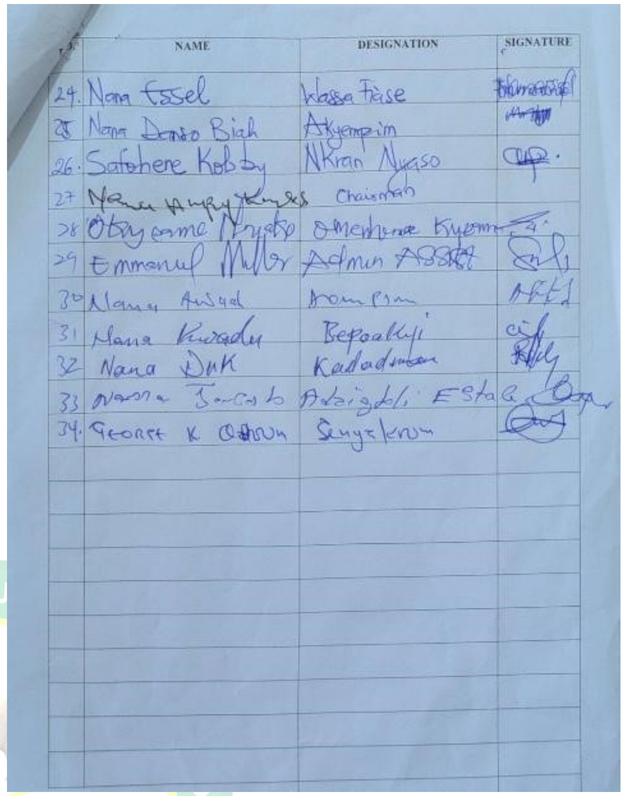
NO.	NAME	DESIGNATION	SIGNATURE
1	Emmanuel Tayi	Secretary of Council	
2.	Joseph Idiah Mensah	Zonal Council chairman	
3	Augustine Ayisi	Simpa	
4.	Ransford Nyame	Simpa Junc	
5.	Emmanuel Arthur	Simpa Asikafoamoba	
	RESERVED		
6.	Rose Mensah	Simpa market woman	

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

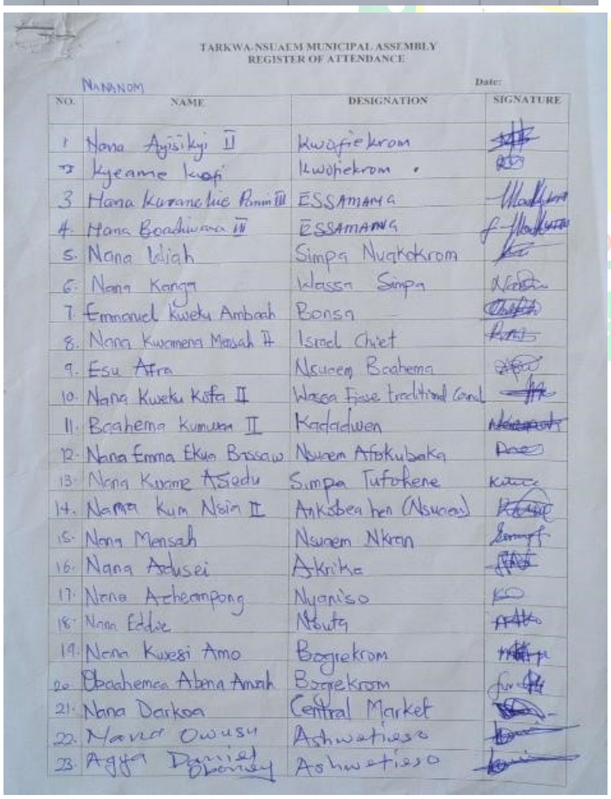
DOMPIM ~~ELECTORAL~~ COUNCIL

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Sylvester Cudjoe	Dompim Zonal Council	
2	Patience Ansah	Bonsa	
3	Stephen Nketsiah	Bonsa	
4	Kwadu Taw	Dompim Zonal Council	
5	Abraham Taviah	Dompim Zonal Council	
6	Joseph Aliah	Dompim Zonal	
7	Daniel Sackey	Bonsa	
8	Sampson Anorka	Unit Committee Member	
9	Godfred Nkansah	Unit Committee Chairman	
10	Nana Awuah	Dompim	
11	Nana Kwadu	Pepeakyi	



NO.	NAME	DESIGNATION	SIGNATURE
24.	Nana Essel	Wassa Fiase	
25	Nana Danso Biah	Akyempim	
26.	Safohene Kobby	Nkran Nyaso	
27	Nana Ampey Kwakes	Chairman	
28	Obaapanyin Nyarko	Omanhene Kyeame	
29	Emmanuel Miller	Admin Asst	
30	Nana Awuah	Dompim	
31	Nana Kwadu	Bepoakyi	
32	Nana Duk	Kadadwen	
33	Nana Jacob	Adzigbli Estate	
34.	George K. Odoom	Sanyekrom	

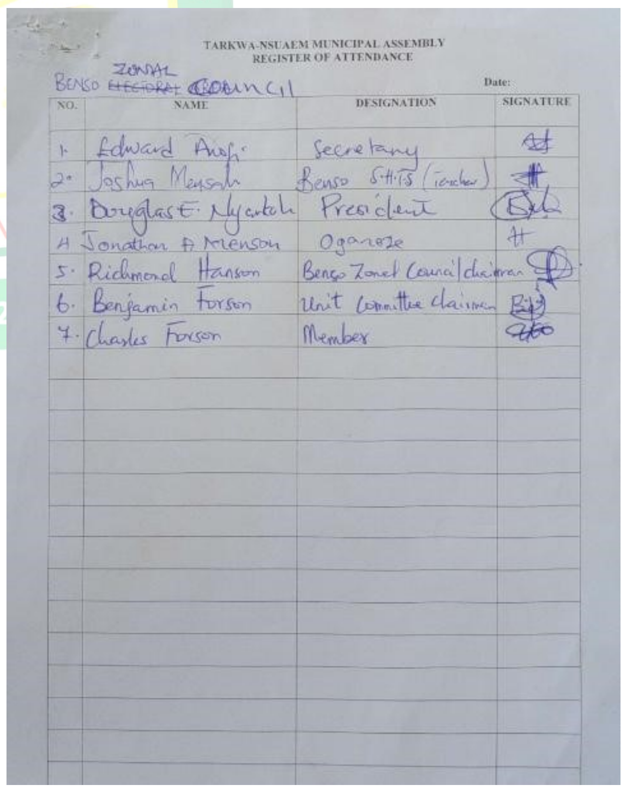


TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

NANANOM

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Nana Ayisikyi II	Kwafiekrom	
2	Kyeame Kofi	Kwafiekrom	
3	Nana Kurankye Panin III	ESSAMANG	
4.	Nana Boadiwaa IV	ESSAMANG	
5.	Nana Wiah	Simpa Nyakokrom	
6.	Nana Kanga	Wassa Simpa	
7.	Emmanuel Kweku Ambaah	Bonsa	
8.	Nana Kwamena Mensah II	Israel Chief	
9.	Esi Afra	Nsuaem Baahema	
10.	Nana Kweku Kofa II	Wassa Fiase traditional Council	
11.	Baahema Kumwaa II	Kadadwen	
12.	Nana Emma Ekua Bissaw	Nsuaem Afokubaka	
13.	Nana Kwame Asiedu	Simpa Tufohene	
14.	Nana Kum Nsia II	Ankobeahen (Nsuaem)	
15.	Nana Mensah	Nsuaem Nkran	
16.	Nana Adusei	Akrika	
17.	Nana Acheampong	Nyaniso	
18.	Nana Eddie	Nsuta	
19.	Nana Kwesi Amo	Bogrekrom	
20.	Obaahemaa Abena Amah	Bogrekrom	
21.	Nana Darkoa	Central Market	
22.	Nana Owusu	Ashwatieso	
23.	Agya Daniel Obenney	Ashwatieso	



TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

BENSO ~~ELECTORAL~~ ZONAL COUNCIL

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1.	Edward Arhin	Secretary	
2.	Joshua Mensah	Benso S.H.T.S (Teacher)	
3.	Douglas E. Nyarteh	President	
4	Jonathan A. Menson	Organizer	
5.	Richmond Hanson	Benso Zonal Council chairman	
6.	Benjamin Forson	Unit Committee chairman	
7.	Charles Forson	Member	

NO.	NAME	DESIGNATION	SIGNATURE
24	Charles Akuffo	Estate	
25	Dorpmson E	Estate	
26	Isaac Eduah	Jerusalem	
27	Prince Quansah	Tarkwa-Enyinasi	
28	Rebecca Anderson	Charliekrom	
29	Akua Beyaa	Tarkwa Banso	
30	[illegible] Rugadi	Tamso	
31	George [illegible]	Kurinakrom	
32	Rhoda Nyarko	Tamso	

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

NSUTA ZONAL COUNCIL

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Theresa Donkuah	G.B.U	
2.	Philomina T. Ewus	G.B.U	
3.	Jacob Adzigbli	Tamso Estate	
4	Comfort Amoah	Tamso market	
5	Lucy Nyarko	Tamso market	
6	Nana Ama Appiah	Nsuta	
7	Emmanuel Boffman	Tamso	
8	Turkson Entsuah	Compound Tamso	
9	Nana Kofi Benka	Sejankrom	
10.	Nicholas Sennie	Tamso	
11.	Emmanuel Ashia	Nsuta	
12	GEORGE K. ODOOM	SENYA-KROM	
13.	Dora Smart	Nsuta	
14.	Benedicta Q. Owo	Clerk Nsuta Zonal Cncl	
15.	Anthony Awusi	Chenkrom	
16.	Samuel Tankey	Nsuta	
17.	Rev John Ofori	Anomakokrom	
18.	George Gyedu	Bonsaja Kram	
19.	James [illegible]	[illegible]	
20.	Edith Donyuo	Tamso Youth	
21.	EBENEZER ANNAN	KWAMEAPPIAHKROM-AHAFO	
22	Prince Ali Halidu	Tamso	
23	Jacob Adzoli	Estate	

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Esthorne Mensah	SDPO-WRCC	
2.	Ebenezer Hodzide	SDPO - WRCC	

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

NSUAEM ZONAL COUNCIL

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Isaac Addo	Nsuaem Z.C Secretary	
2	James Cobbinah	Nsuaem 2	
3	William Afful	Nsuaem Akura	
4	Leticia Amengor	Nsuaem market	
5.	Arthur Shadrack	Assamang	
6	NYAME FRANCIS	NKRAN	
7	Francis Amoah	Unit Com. Nsu. Akoda	
8.	Emmanuel Mensah	Unit Committee Member	
9.	Ussher Amoah	Ass. Nkwanta	

NAME	DESIGNATION	SIGNATURE
24 Eunice Praseg	Library	
25 David A. Essah	MIA	
26 KEN MAWULI AMETEFE	FIASEMAN SEN HIGH	
27 ENGR. GEORGE K NYAMEKYE	HEAD OF WORKS	
28 Bright Obese Appiah	Mun. Budget Analyst	
29 charles Nuamah	Urban Roads	
30 Kwayeng Frederick	Info. Serv. Dept.	
31 Eugenia Quansah	MIS	
32 Mary Hazel	Tarsco	
33 Cornelia Williams	BRC	
34 Jacob N. Cromwell	NADMO	
35 Benjamin Teye Aborbi	NYA	
36 Sandra Umeny	Security	
37 Richmond Baidoo	Interpreter	

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

HODs

Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Pln. Deborah Dadzie	Physical Planning	
2	Ernest Anokye	Procurement	
3	Jennifer A. Lomyoe	Human Resource Management	
4	William Boss Bausten	GES	
5	Rhoda Gyampoh	Gender Desk Officer	
6	Andrews Sackeyfio	Community Relation Officer	
7	~~Emmt K. Dadzie~~	~~G~~	
8	Addo Djangma Ernest	Vice Principal Tarkwa Tech	
9	Francis Adnamah	Manager - NHIS	
10	Patience Barnes	Adm - MMIC - TK	
11	Charles Kandure	Principal - MMIC - TK	
12	Godfred Asare	Forestry	
13	Bobbie Amon-Mus	Assistant Director II	
14	Alex K. Damptey	MEHO	
15	John Essien	MDA	
16	Pius Kofi Afrmasort	Finance	
17	Isaac K. Awud	Budget	
18	Michael K. Johnson	WAISAOF	
19	Andrews Annan	Births & Deaths Regist	
20	EMMANUEL GYIMAH	HON. MEMBER	
21	Samuel K. Asare	CNC	
22	PETER DYAKA	NCCE - Director	
23	Wisdom Bakuyeya	SSDU	

NAME	DESIGNATION	SIGNATURE
73 Selina Kwesi	Registry	
73 Florence Komalle	Registry	
74 Samuel Appiah	New Site	
75 Addison Ayisi	Tamso	
76 Alhaji Yushau Ahmed	Mun. Chief Imam	
77 Alhaji Idrisu Mohammed	Gen. Secretary	
78 Alhaji Baba Sidy	Special Chief Imam	
79 Kwame Prempeh	AAIL	
80 E.A. Bobrim	AAIL	
81 Emmanuel Ghanem	BRC Head	
82 Paul Teller	Driver	
83 Keziah E Bart-Plange	Bogrekrom	
84 Enoch Asamah	New Atuabo	
85 Martha Maclean	P.S	
86 Aaron A. Ethun	ADPO	
87 Owusu Benjamin	PRO	
88 Eunice Osei	Ackoon	
89 Jonathan Danquah	Dompoase Juabeng	
90 Anthony Essilfie	Essamang Kakraba	
91 Jeffery Baidoo	Tamso Estate	
92 Araba A. Sagoe	DPO	
93 Kofi Ansah Joseph	Nsuta	
94 Michael Gordon	Chalekrom	
95 Abigail Ocran	Ackoon	
96 Marcelline Kumah	NYA	

NAME	DESIGNATION	SIGNATURE
48 Susanna Tircim	Anomakokrom	
49 Lois Ankomahene	Teberebe Youth	
50 Ivy Osei Akoto	Progressive.	
51 Mariam Anfoh	"	
52 Lydia Owusu	"	
53 Joyce Adidi	"	
54 Elizabeth Bennet	"	
55 Henry Arthur	N.Y.A	
56 Clement Opoku	A-HR-M	
57 Kingsley Baidu	Bogrekrom	
58 Joseph Agyei	Finance.	
59 Ebenezer Baidoo	Unit member	
60 KOENYA AGBOZI	N.Y.A	
61 PHILIP TURKSON	Kwabedu	
62 Robert Quansah	Anomakokrom	
63 Kingsford Eyiah	Bonsa	
64 Clement Agyapong	Atuabo	
65 Frank Conduah	GMC	
66 Stephen K. Amporsah	PROTOA CHAIRMAN	
67 Hafisatu Issaka	GHABA chairlady	
68 Bright K. Afoane	Akyem Youth Rep	
69 Samuel Guest Osei Panford	Goldfields Ghana Found	
70 Josephine Techie-Menson	Gold Field Ghana Foundation	
71 Nicholas Teye	Gyrowale	

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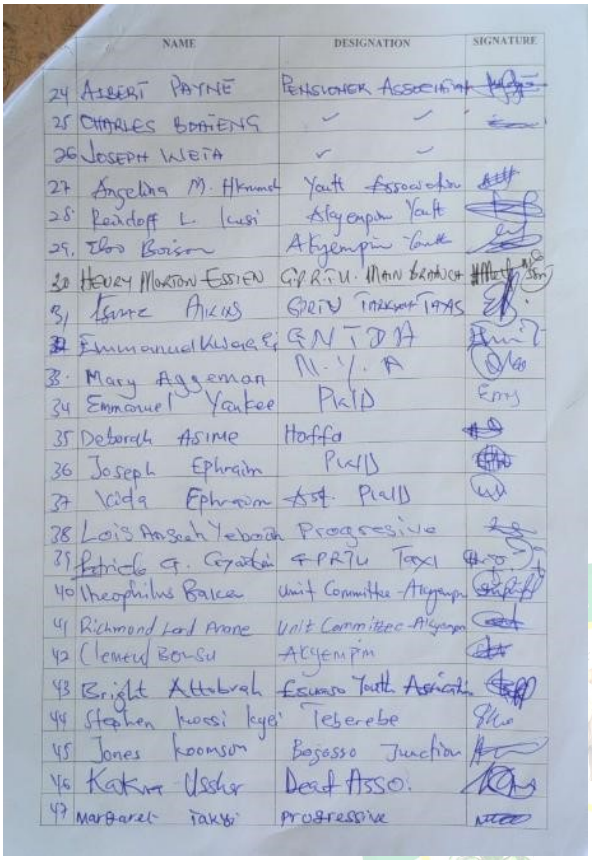


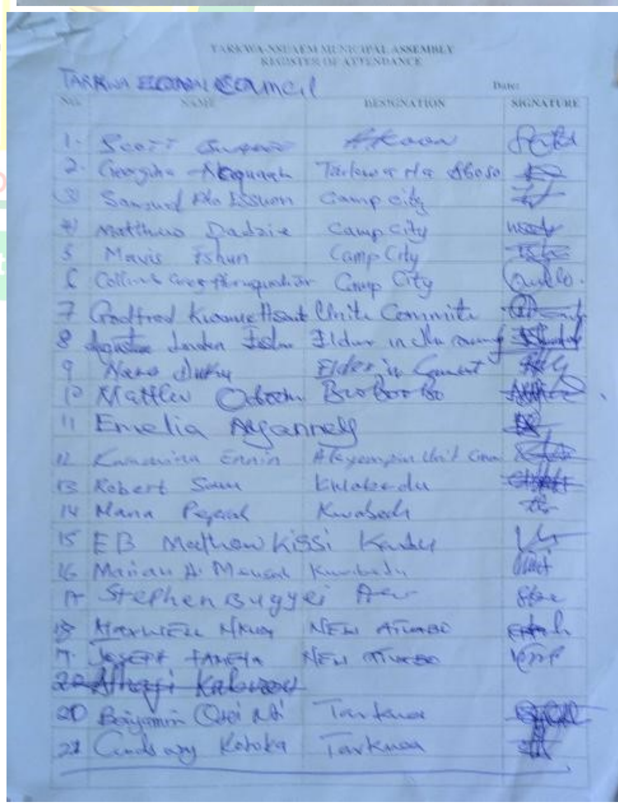
NO.	NAME	DESIGNATION	SIGNATURE
24	ALBERT PAYNE	PENSIONER ASSOCIATION	
25	CHARLES BOATENG	✓ ✓	
26	JOSEPH WEIA	✓ ✓	
27	Angelina M. Nkrumah	Youth Association	
28	Reindoff L. Kusi	Akyempim Youth	
29	Eboo Boison	Akyempim Youth	
30	HENRY MORTON ESSIEN	GPRTU MAIN BRANCH	
31	Isaac Aikins	GPRTU TARKWA TAXIS	
32	Emmanuel Kwarteng	GNTDA	
33	Mary Aggeman	N.Y.A	
34	Emmanuel Yankee	PWD	
35	Deborah Asime	Hoffa	
36	Joseph Ephraim	PWD	
37	Vida Ephraim	Ast. PWD	
38	Lois Ansah Yeboah	Progressive	
39	Patrick G. Gyasi	GPRTU Taxi	
40	Theophilus Baiden	Unit Committee - Akyempim	
41	Richmond Lord Arane	Unit Committee - Akyempim	
42	Clement Bonsu	Akyempim	
43	Bright Attobrah	Esuaso Youth Association	
44	Stephen Kwesi Kyei	Teberebe	
45	Jones Koomson	Bogoso Junction	
46	Kakra Ussher	Deaf ASSO.	
47	Margaret Takyi	Progressive	

TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

GENERAL PUBLIC Date:

NO	NAME	DESIGNATION	SIGNATURE
1	Mariama Musah	N.Y.A	
2	Kfetthure L. Anyibor	N.Y.A	
3	Dora Kowfie	BONSA	
4	Sherifa Iddrisu	N.Y.A	
5	Portia Adjei	GSPD	
6	Meta J. Mabari	SSNIT PENS. ASSO.	
7	Albert K Bmey	BYT	
8	Selina Buaben	AKOON	
9	Mercy Buaben	AKOON	
10	Mercy C. Mensah	Bonsa Oyedu (GFD)	
11	Stephen Aidoo	Kaponase	
12	Isaac Gyimah	Tarkwa Banso	
13	Isaac Addo	Minerals Comm.	
14	Eunice Yamoah	N.Y.A	
15	Eric Ansah	A.Y.A	
16	~~Israel~~ Kwasi Aboagye	Israel	
17	Stephen Asamoah	"	
18	Gladys Dadzie	"	
19	Emmanuel K. Dadzie	GFD	
20	Cynthia Quaye	N.Y.A	
21	EMMANUEL ABBAH-BROFO	PROTOA	
22	Janet Ebrue	Day THMA	
23	Bakoie Annan-Nuno	AD2	

NO.	NAME	DESIGNATION	SIGNATURE
22	Abubakar Osman	Brenuakyim	
23	Mildred Quansah	Ahoefieso Youth	
24	Stephen Acquah	Ahoefieso Youth	
25	Gane Godsway	Ahoefieso	
26	Benard Yaw Akuffo	Akyempim	
27	Musah Abdul Rahman	Brenkyim	
28	Osumanu Issifu Maiga	Fiaseman	
29	Emmanuel Tenkorang	Nkampuase	
30	Abigail Opoku	Market circle	
31	Rosina Annan	Ahoefieso	
32	Francis Amoah	Green Compound	
33	Comfort Q. Banahene	Green Compound	
34	Emmanuel Quansah	Brenuakyem	
35	Joseph Partey	Green Compound	
36	Princela Bilson	Old town	
37	Esther Cudjoe	Brenuakyem	
38	Abiba Boateng	Kwabedu	
39	Paul Attobrah	Zongo	
40	Mary Vroom	Old Town	
41	Kwame Ansah	New Atuabo	
42	Coffie James	Brahabebome	
43			



TARKWA-NSUAEM MUNICIPAL ASSEMBLY
REGISTER OF ATTENDANCE

TARKWA ECONOMIC COUNCIL Date:

NO.	NAME	DESIGNATION	SIGNATURE
1	Scott Gyasi	Akoon	
2	Georgina Acquah	Tarkwa Hs Bosso	
3	Samuel Ato Essuon	Camp city	
4	Matthew Dadzie	Camp City	
5	Mavis Eshun	Camp City	
6	Collins Greg Akyimpim	Camp City	
7	Godfred Kwame Asante	Unit Committee	
8	Agustine Jonhn Eshun	Elder in the community	
9	Nana Duffy	Elder in Comunity	
10	Matthew Odoom	Brofoyedu	
11	Emelia Ayanney		
12	Kamasitta Ennin	Akyempim Unit Com.	
13	Robert Sam	Ehlabedu	
14	Nana Pepeal	Kwabedu	
15	EB Matthew Kissi	Kadur	
16	Mariam A. Mensah	Kwabedu	
17	Stephen Bugyei	Aboso	
18	MAXWELL NKUM	NEW ATUABO	
19	JOSEPH TANEYA	NEW ATUABO	
~~20~~	~~Alhaji Kabore~~		
20	Benjamin Osei Adi	Tarkwa	
21	Candiway Kabuka	Tarkwa	

Sample pictures

ANNEX 3 - GOAL COMPATIBILITY MATRIX

GOAL	Promote inclusive and sustainable economic growth by enhancing agriculture productivity, supporting small and medium scale enterprises, expanding local industries and creating decent jobs particularly for the youth, women and vulnerable to reduce poverty	Enhance human development by improving access to quality education, health care, water and sanitation, social protection services whiles promoting gender equality, youth empowerment and the inclusion of vulnerable groups to ensure equity and social cohesion.	Improve the availability, accessibility and quality of physical and social infrastructure including transportation networks, housing, energy, ICT and community facilities to promote orderly human settlement, enhance mobility and support socio economic development.	Strengthen democratic governance, accountability and citizens participation in local decision-making processes by building institutional capacity, promoting transparency and deepening decentralization for effective and responsive service delivery
Promote inclusive and sustainable economic growth by enhancing agriculture productivity, supporting small and medium scale enterprises, expanding local industries and creating decent jobs particularly for the youth, women and vulnerable to reduce poverty		COMPATIBLE	COMPATIBLE	NEUTRAL
Enhance human development by improving access to quality education, health care, water and sanitation, social protection services whiles promoting gender equality, youth empowerment and the inclusion of vulnerable groups to ensure equity and social cohesion.			COMPATIBLE	COMPATIBLE
Improve the availability, accessibility and quality of physical and social infrastructure including transportation networks, housing, energy, ICT and community facilities to promote orderly human settlement, enhance mobility and support socio economic development.				NEUTRAL
Strengthen democratic governance, accountability and citizens participation in local decision-making processes by building institutional capacity, promoting transparency and deepening decentralization for effective and responsive service delivery				

ANNEX 4- STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Project: Construction of 1No. CHPS compound						
CRITERIA - BASIC AIMS AND OBJECTIVES	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES						
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	0	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	0	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	0	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical	0	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	0	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS						
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	1	2	3	4	5
Gender: The activity should empower women.	0	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	0	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	0	1	2	3	4	5
Access to Land: Activity should improve access to land	0	1	2	3	4	5
Access to Water: Activity should improve access to water.	0	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	0	1	2	3	4	5
Sanitation: Activity should improve sanitation.	0	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	0	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced	0	1	2	3	4	5
EFFECTS ON THE ECONOMY						
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth	0	1	2	3	4	5

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

Programme: Implementation of the Youth and Women Entrepreneurship Programme (Community Apprenticeship)						
CRITERIA - BASIC AIMS AND OBJECTIVES	**PERFORMANCE MEASURE**					
EFFECTS ON NATURAL RESOURCES						
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	0	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	1	2	3	4	5
Energy: The Activity should encourage efficient energy use, and maximise use of renewable rather than fossil fuels.	0	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	0	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practica	0	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	0	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS						
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	1	2	3	4	5
Gender: The activity should empower women.	0	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	0	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	0	1	2	3	4	5
Access to Land: Activity should improve access to land	0	1	2	3	4	5
Access to Water: Activity should improve access to water.	0	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	0	1	2	3	4	5
Sanitation: Activity should improve sanitation.	0	1	2	3	4	5

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

ANNEX 5 - BIBLIOGRAPHY

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