NORTH GONJA DISTRICT ASSEMBLY

In case of reply the Number and date of this letter should be quoted.

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Our Ref :**AD.256/303 /V.2/** **Date : 27 TH February, 2026**
Your Ref:………………………………..

SUBMISSION OF ANNUAL PROGRESS REPORT 2025

We herewith submit to you our district Annual Progress Report (APR) for 2025 as required by LI 2232 of the National Development Planning System for your study and further action.

Thank you.

ISTRICTCHIEF EXECUTIVE
FOR: DISTRICTCHIEF EXECUTIVE
ISSAHAKU ABDUL-KUDUS
(DISTRICT CORDINATING DIRECTOR)

THE DIRECTOR
NATIONAL DEVEPMENT PLANNING COMMISSION
ACCRA - GHANA

THE HEAD
LOCAL GOV'T
SERVICE
ACCRA

THE REGIONAL MINISTER
SAVANNAH REGIONAL CO-ORD. COUNCIL
DAMONGO

THE MINISTER
MLGRD
MINISTERIS-ACCRA

NORTH GONJA DISTRICT ASSEMBLY

ANNUAL PROGRESS REPORT 2025

NGDA-DPCU -2026

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1.0 Introduction

The 2025 Annual Action Plan (AAP) implementation marked a significant consolidation phase in the execution of the 2022–2025 Medium-Term Development Plan (MTDP). Out of a total of 140 planned programmes and projects across six development dimensions, 114 were successfully implemented by the end of the year, representing an overall implementation rate of 81.4 percent. This performance reflects improved planning discipline, strengthened coordination among decentralized departments, and enhanced monitoring and supervision mechanisms within the district.

1.1 Purpose of Monitoring and Evaluation (M&E) for the 2025 APR

- To assess the extent to which planned programmes and projects under the 2025 Annual Action Plan were implemented in line with approved targets and budgets.
- To measure overall progress made in implementing the 2022–2025 Medium-Term Development Plan and determine the level of achievement of its strategic objectives.
- To provide evidence-based information for accountability to stakeholders, including the District Assembly, RCC, NDPC, and development partners.
- To identify implementation challenges, lessons learnt, and best practices to inform future planning and decision-making.
- To evaluate the effectiveness of coordination, monitoring, and supervision mechanisms over the MTDP implementation period.
- To generate credible data and performance feedback to guide the preparation of the next Medium-Term Development Plan and subsequent Annual Action Plans.

1.2 Summry Of Achievements

Table 1 Implementation of Annual Action Plans

S/N	Development Dimension	2022		2023		2024		2025	
		Plan	**Exec**	**Plan**	**Exec**	**Plan**	**Exec**	**Plan**	**Exec**
1	Economic Development	21	19	49	45	24	18	46	33
2	Social Development	78	68	54	50	53	47	47	39
3	Environment, Infrastructure & Settlement	47	43	20	19	19	16	25	23
4	Governance Corruption And Accountability	36	34	12	12	12	9	12	11
5	Emergency Preparedness And Recovery (Including Covid-19)	4	3	2	2	3	2	4	2
6	Implementation, Coordination, Monitoring And Evaluation	8	7	7	7	7	5	7	7
	Total	**194**	**174**	**144**	**135**	**118**	**97**	**140**	**114**

1.2.1 Policy Implications& Recommendations

Analysis of planned versus executed activities across the six development dimensions from 2022 to 2025 reveals important policy lessons for improving development effectiveness in the District.

Overall, actual implementation consistently fell short of planned targets, indicating persistent plan–execution gaps. Although execution performance remained relatively strong, the recurring shortfalls point to systemic challenges including funding delays, procurement constraints, and limitations in implementation capacity. This situation underscores the need for more realistic, resource-based planning to enhance the credibility and effectiveness of the District's planning instruments.

a. Economic Development recorded significant fluctuations in both planning and execution, particularly in 2023 and 2025 where planned interventions increased sharply without a corresponding rise in implementation. This suggests a tendency towards over-programming relative to available resources, which could result in incomplete projects and reduced economic impact if not addressed.

b. Social Development interventions showed a gradual decline in planned and executed activities over the period, despite maintaining relatively high execution rates. This trend suggests possible re-prioritisation away from social services, with potential implications for access to health, education, and social protection if sustained over time.

c. Performance under Environment, Infrastructure and Settlement remained strong, with high execution rates and minimal deviation from plans. This reflects improved project readiness and implementation efficiency in infrastructure delivery, offering valuable lessons that can be replicated across other development dimensions

d. Governance, Corruption and Accountability interventions recorded modest planning levels with a slight decline in execution in recent years. Weak implementation in this area may affect transparency, accountability, and citizen confidence in local governance systems.

e. Emergency Preparedness and Recovery consistently recorded the lowest levels of planning and execution. Given increasing climate-related risks and public health threats, this low prioritisation exposes the District to heightened vulnerability to shocks and emergencies.

f. Implementation, Coordination, Monitoring and Evaluation interventions demonstrated improved consistency, particularly in 2023 and 2025, indicating growing institutional commitment to results-based management and evidence-informed decision-making.

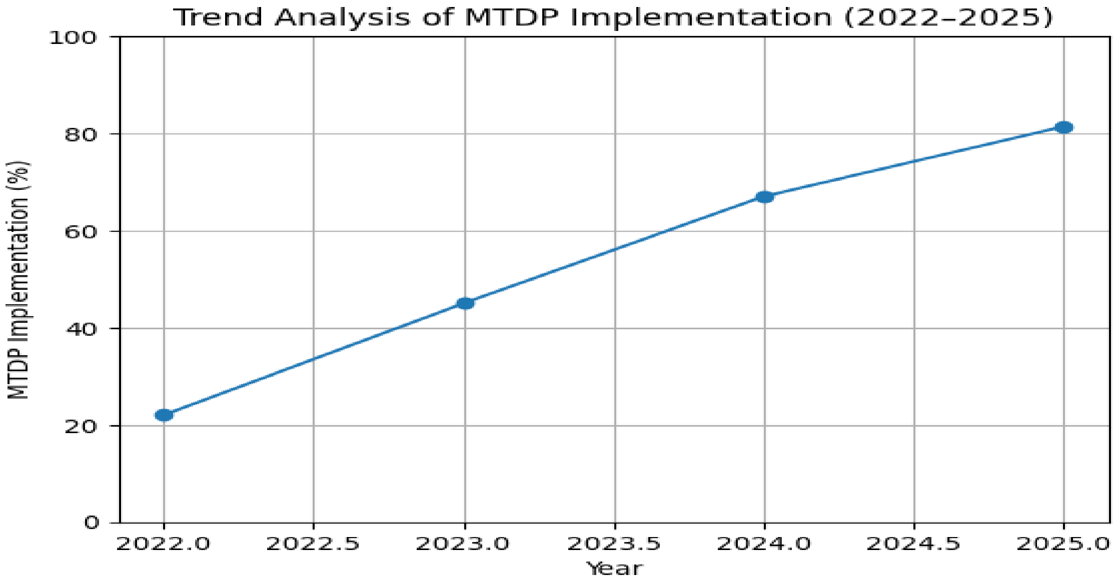
g. Overall, the trends highlight the need for strengthened planning realism, improved project readiness, enhanced inter-sectoral coordination, and deliberate prioritisation of governance, social protection, and emergency preparedness to ensure balanced and resilient development outcomes.

Figure 1 Progress in Implementation of AAPs and MTDP (2022-25)

Indicators	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
1. Proportion of the annual action plans implemented by the end of the year	85%	89%	93 %	82%	**90%**	**81.4%**
a. **Percentage of activities completed** b. **Percentage of ongoing activities**	20%	15.00%	18%	16%	**6%**	**14.6%**
c. **Percentage of activities abandoned**	1.60%	1.10%	1%	0.05	**0%**	**0%**
d. **Percentage of activities yet to start**	15%	10.90%	12%	9%	**4%**	**4.0%**
2. Proportion of the overall medium-term development plan implemented	80.5	22%	**45 %**	**67%**	**90%**	**81.4**

- Overall **2025 AAP implementation stood at 81.4%**, indicating strong execution but slightly below the 90% target.
- No activities were abandoned, reflecting improved project screening and commitment.
- The **14.6% ongoing activities** are largely capital-intensive and expected to roll over into 2026.
- MTDP implementation has shown **steady upward progression** from 22% (2022) to **81.4% in 2025**, signaling effective medium-term delivery.

Figure; 1Trend analysis of MTDP Implementation



1.3 Challenges Encountered During Implementation Of The AAP/MTDP

- **Inadequate and delayed release of funds**, particularly DACF and other central government transfers, affected timely execution of planned activities.
- **Rising cost of goods and services** led to cost overruns and scaling down of some projects and programmes.
- **Procurement and contract management delays**, including lengthy approval processes, slowed project commencement and completion.

- **Limited implementation capacity** of some decentralized departments due to staffing gaps and logistics constraints.
- **Weak inter-departmental coordination** affected the execution of cross-cutting programmes and multi-sectoral interventions.
- **Land acquisition and community-related challenges**, including disputes and delayed site handovers, affected some infrastructure projects.
- **Low prioritisation of emergency preparedness and climate-related interventions** limited the District's ability to proactively manage shocks and disasters.
- **Inadequate monitoring logistics**, such as limited vehicles and funding for field supervision, constrained effective project monitoring.

1. 4 Monitoring and Evaluation Arrangements and Processes

Monitoring and Evaluation (M&E) activities in the **North Gonja District** were conducted in accordance with **LI 2232** and the approved **District M&E Plan** to track the implementation of programmes and projects under the MTDP (2022–2025) and the 2025 AAP. The process involved the preparation of quarterly M&E work plans, routine field monitoring by the District Planning Coordinating Unit (DPCU) and decentralized departments, and desk reviews of departmental returns, financial records, and procurement reports. Data were collected using standardized NDPC monitoring tools, site inspection checklists, photographs, and stakeholder consultations, and subsequently validated through DPCU review meetings. Findings from monitoring exercises were compiled into **Quarterly Progress Reports**, which informed management decisions and corrective actions. At the end of the year, data from all four quarters were consolidated, analysed, and used to prepare the **2025 Annual Progress Report (APR)**, assessing performance against MTDP objectives, AAP targets, NDPC policy objectives, and relevant SDG indicators before submission to the **RCC and NDPC** within the stipulated timelines.

Table; M&E Tools and Outputs

M&E Tool / Method	Purpose	Key Outputs Generated
Quarterly M&E Work Plan	Guide scheduling of monitoring activities	Approved quarterly monitoring schedules
Field Monitoring Visits	Track physical progress and quality of works	Site inspection reports, photographs, completion status
Standard NDPC Monitoring Checklists	Ensure uniform data collection	Verified project implementation data
Stakeholder Consultations (Communities & Implementers)	Validate implementation status and beneficiary feedback	Community feedback reports, validation notes
Desk Reviews of Departmental Returns	Track programme implementation and outputs	Compiled quarterly performance data
Financial & Procurement Records Review	Monitor expenditure and contract performance	Financial progress reports, expenditure tracking
DPCU Review Meetings	Validate data and agree on corrective actions	Approved monitoring findings and action points
Quarterly Progress Reports	Report implementation status and challenges	Four quarterly progress reports
Annual Data Consolidation & Analysis	Assess overall performance	2025 Annual Progress Report (APR)

2.0 M&E Activities Report

This chapter presents a comprehensive assessment of the **2025 project and programme implementation performance** of the **North Gonja District Assembly** in line with the approved Annual Action Plan (AAP) and national planning guidelines. It focuses on the status of ongoing and new physical projects, programme execution across thematic areas, financial and physical performance, citizen participation in monitoring, land acquisition and safeguards, as well as repair and maintenance of existing infrastructure.

The chapter analyses project distribution by development dimension and department, implementation progress, expenditure patterns, project age and completion rates, and emerging implementation challenges. It further examines trends and imbalances in sectoral investments, highlighting implications for the attainment of the district's development goals and objectives. Attention is also given to strategies adopted to improve completion rates, community involvement in contract monitoring, and the effectiveness of maintenance interventions in preserving public assets.

Overall, the chapter provides evidence-based insights to inform policy decisions, strengthen project and programme management, improve resource utilisation, and enhance alignment between planning, budgeting, and implementation. The analysis serves as a critical input into performance review, accountability, and forward-looking planning aimed at achieving balanced, inclusive, and sustainable development outcomes in the District.

2.1 Programme/Project Status For 2025

The 2025 project report highlights the status and financial performance of key district infrastructure, including CHPS compounds, schools, boreholes, markets, roads, and recreational facilities. Projects range from near completion to early stages, with delays largely due to phased funding and mobilisation challenges. Strategies such as targeted funding, intensified supervision, and active community monitoring were applied to improve completion rates. Land acquisition was voluntary, and policy measures on multi-year financing, contractor management, financial controls, and citizen feedback were recommended to ensure timely and sustainable project delivery.

Table; 1 project status for the year

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status	
Code	Name											%	Pictures
01	Complition and furnition of 1 no. CHPS Compound with two unit Accommodation Yazori	**Social**	Yazori	M/S Mimhaad Venture Limited	841,386.52	19/11/2024	SOCO	19/11/2024	15/10/25/	738,990.47	102,396.05	88%	
02	Construction Of 1 No.4 Unit Studio Apartment For Teachers and contruction of pavement at the daily market at Garima	**Economic**	Garima	M/S Samfori 02 Limited	2,380,341.00	19/11/2024	SOCO	19/11/2024	15/10/25/	**1,201,491.32**	1,178,849.68	51%	
03	Construction of 2 No. 12-Unit Market stall with 1 No. 4-Seater KVIP toilet and 1 No. 2 Unit Urinal & Construction of Fenced Cattlemarket With Revenue and Veterinary office with washrooms and Mosque shed a Lingbisi and Daboya	**Social**	Lingbisi	M/S A.M Palace Limited	1,241,033.94	19/11/2024	SOCO	19/11/2024	15/10/25/	**498,094.20**	742,939.74	40.%	
04	Construction of volley ball court Daboya SHS	**Social**	Madina	M/S Hydro-Drill Limited	245,676.32	19/11/2024	SOCO	19/11/2024	15/07/25/	**82,338.96**	163,337.36	34.%	
05	Drilling and Solar Powered Mechanization of 2 No. Boreholes Yazori and Daboya	**Environment**	Yazori	M/S A.M Discovery landsVentures	564,822.50	19/11/2024	SOCO	19/11/2024	15/07/25/	**402,367.95**	162,454.55	71%	
06	Construction of Police Post at Tari		Tari	M/S Samfori 02 Limited	298,394.78	30/11/2024	DACF	01/12/2024	30/06/2025	170,505.87	127,888.91	57%	
07	Rehabilitation of Small Earth Dam at Kagbal	**Economic**	Kagbal	M/S Ilee Com.Ltd	549,434.57	31/09/2023	GPSNP	08/10/2023	05/05/2025	**0.00**	549,434.57	0.0%	
08	Rehabilitation of Darusalem-Alhassan kura feeder road (4.5km)	**Economic**	of Darusalem-	Don -Barak company ltd.	1,426,334	28/10/2024	GPSNP	27/11/2025	27/10/2025	**262,001.70**	1,164,333	20%	

			Alhassan kura										
	Project Description	**Development Dimension**	**Location**	**Contractor**	**Contract Sum**	**Date of Award**	**Source Of Funding**	**Date Started**	**Expected Date Of Completion**	**Expenditure to Date**	**Out Standing Balance**	**%**	**Pictures**
09	Construction of 1 no CHPS Compound at Singa	**Social**	singa	M/S Kanyitewale Com. LTD	498,500.00	NA	DACF-MP	NA	NA	**144908**	353,592.00	29.1 %	
10	Construction of 1 no CHPS Compound at Kparia	**Social**	Kparia	not Available	NA	NA	NA	NA	NA		NA	NA	
11	Construction of 1 no CHPS Compound at Daboya West	**Social**	Daboya West	not Available	NA	NA	NA	NA	NA		NA	NA	
12	Completion of a Fence Wall and Furnishing of Hon. DCE Residence	**Social**	Daboya	Tomvic Construction LTED	500,000.00		DACF	**12/10/2025**	**05/06/2026**	**234,980**	265,020.00	89.%	
13	Construction of 1N0: KG School at Daboya	**Social**	Daboya	Samfori 02 lited	505,000.03		DACF	**15/11/2025**	**05/06/2026**	74,893.61	430,106.42	35.%	
14	Construction and furnishing of 1No: CHPS Compound at Bugsah	**Social**	Bugsa	Grat Bashic GB Lted	114,538.50		DACF	**02/12/2025**	**05/06/2026**	**243950.00**	430,106.42	35.%	
15	Construction of 1N0: 3Unit Primary Block at Kparia	**social**	Kparia	Ndefuso Enterprise	500,000.00		DACF	**20/10/2025**	**05/06/2026**	**461649.65**	129,411.50*	%*	

- Projects **01 and 14** are **near completion (≥85%)** and require minimal additional funding to close.
- Projects **02, 03, 04, 08, 11, and 12** are at **early–to–mid implementation stages (15–50%)**, largely reflecting phased financing and recent commencement.
- Project **07** has **not commenced financially (0%)** despite being awarded earlier, indicating funding or mobilisation challenges.
- One project (**13**) shows **expenditure above contract sum**, requiring urgent financial reconciliation and documentation of variations.
- Projects **09 and 10** remain **non-reportable financially** due to missing contract and expenditure data and should be excluded from percentage-based performance assessment until regularised

2.1.1 strategies to improve project completion rates

Based on the implementation and financial performance of projects in 2025, the District Assembly adopted and applied a combination of **financial, technical, and administrative strategies** to improve project completion rates. Priority attention was given to projects at advanced stages of completion, particularly those above 70% completion, through targeted release of funds and intensified supervision. Contract management was strengthened by enforcing work programmes, interim milestone inspections, and timely certification of completed works to facilitate payments. The Assembly also adopted phased implementation approaches for large projects to align scope with available funding, thereby reducing project stagnation and excessive roll-overs. In addition, routine site meetings involving contractors, consultants, and district engineers were used to resolve implementation bottlenecks promptly and ensure adherence to specifications and timelines.

Citizens' Involvement in Monitoring of Works Contracts

Citizens were actively involved in the monitoring of works contracts through established community-level participatory mechanisms. Project Management Committees (PMCs), Unit Committees, and traditional authorities participated in site inspections, monitored day-to-day construction activities, and reported defects or delays to the District Works Department. Community members also provided local oversight by safeguarding project sites and ensuring contractor presence and compliance. Periodic stakeholder meetings and community durbars were organised to brief beneficiaries on project scope, progress, and expected completion timelines, thereby promoting transparency, accountability, and local ownership of projects.

Summary on Land Acquisition and Resettlement

Land acquisition for the implementation of projects during the year was largely **community-driven and non-contentious**. Most project sites, particularly CHPS compounds, schools, boreholes, and market infrastructure, were located on **stool, family, or community lands** voluntarily released for development purposes. No cases of involuntary land acquisition or physical displacement were recorded during the year. Consequently, no resettlement or compensation payments were required. Traditional authorities and landowners were consulted prior to project commencement, and site ownership confirmations were obtained to prevent future disputes and ensure smooth project execution

2.1.2 Policy Recommendations

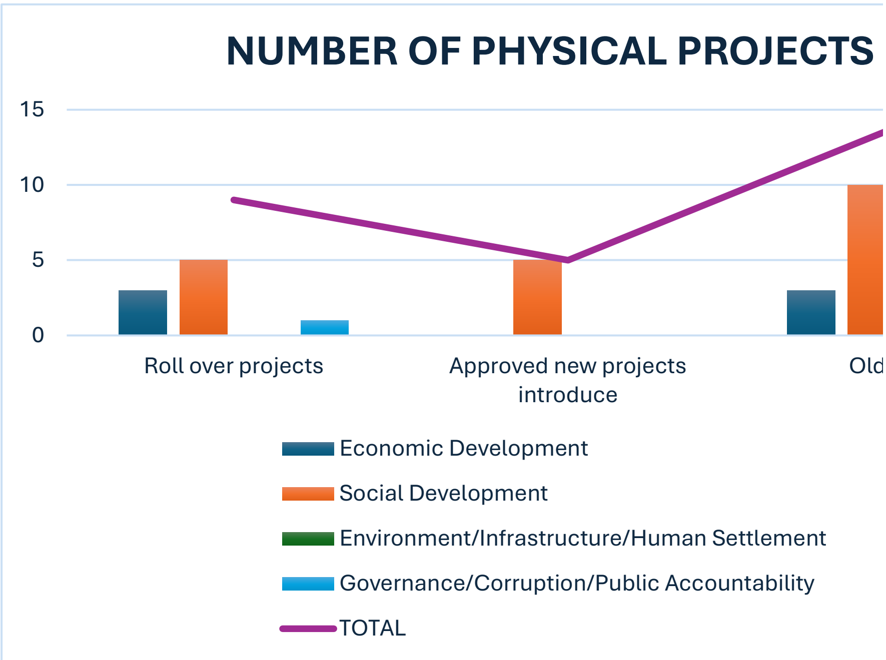
1. **Strengthen Multi-Year Project Financing**
   The District Assembly should adopt realistic multi-year financing and project phasing frameworks to reduce stalled projects and excessive roll-overs, particularly for large-scale infrastructure projects.
2. **Institutionalise Community-Based Monitoring**
   Formalise the roles of PMCs and Unit Committees through basic training and reporting templates to enhance community monitoring, early defect detection, and ownership of public infrastructure.
3. **Improve Contractor Performance Management**
   Introduce stricter enforcement of performance clauses, including penalties for unjustified delays and incentives for early completion, to improve contractor responsiveness and delivery timelines.
4. **Enhance Financial Controls and Reconciliation**
   Strengthen financial verification processes to address expenditure anomalies, including over-expenditure cases, before certification and APR submission.
5. **Mainstream Safeguards Documentation**
   Ensure that land ownership letters, site plans, and environmental and social safeguard screening forms are completed and filed prior to project commencement to minimise land-related risks.

6. **Scale Up Citizen Feedback Mechanisms**
   Establish simple grievance and feedback channels at community level to allow citizens to report construction defects, delays, or safety concerns during project implementation

Table 2 : Number of active projects

Development Dimension	Number of physical projects in the district								Summary-2025
	Roll over projects from previous years				Approved new projects introduced in the year				Old + New 2025
	2022	2023	2024	2025	2022	2023	2024	2025	
Economic Development	1	0	3	3	2	2	1	0	3
Social Development	2	3	3	5	3	3	5	5	10
Environment/Infrastructure/Human Settlement	0	1	0	0	0	0	0	0	0
Governance/Corruption/Public Accountability	1	0	1	1	0	0	1	0	1

Figure ; 2 number of Active physical p



rojects

2.1.3 Trend Summary

Overall, the trend analysis reveals a **growing concentration of physical projects in the Social Development sector**, moderate continuity in Economic Development, and **limited attention to Environment/Human Settlement and Governance infrastructure**. While the prioritisation of social infrastructure has improved access to basic services, the imbalance underscores the need for a **more diversified physical investment portfolio** in future Annual Action Plans to ensure balanced and sustainable district development

Table 3; Distribution of projects among Departments of the Assemblies

Departments	No. of projects		Total	Collaborating MDA
	Rollover	New		
BAC	3	**0**	**3**	**Agric**
Health	4	**2**	**6**	**CA/DWD**
Education	1	**3**	**4**	**CA/DWD**
Central administration	1	**0**	**1**	**DWD**

2.1.4 Project Age Analysis

The table above presents an analysis of the age profile, implementation progress, time overruns, cost variations, and completion status of physical projects undertaken by the District Assembly as at the end of 2025. The assessment is based on projects rolled over from previous years (2022–2024) and newly approved projects initiated in 2025 across the various development dimensions.

The analysis categorizes projects according to their age brackets to determine implementation efficiency, extent of delays, cost overruns, and overall completion performance. This provides a clear picture of the maturity of ongoing projects, identifies potential implementation bottlenecks, and supports evidence-based decision-making for improved project management and timely delivery of infrastructure and service-related interventions in the district.

Table 4 : Project Age Analysis

Project Age	No. of Projects	Time Overruns (Years/Months)	Cost Overruns	Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 20yrs but less than 24 years	0	-	-	-	-	-
Projects that are 11 years but less than 20 years	0	-	-	-	-	-
Projects that are 10 years but less than 11 years	0	-	-	-	-	-
Projects that are 9 years but less than 10 years	0	-	-	-	-	-
Projects that are 8 years but less than 9 years	0	-	-	-	-	-
Projects that 7 years but less than 8 years	0	-	-	-	-	-
Projects that 6 years but less than 7 years	0	-	-	-	-	-
Projects that are 5 years but less than 6 years	0	-	-	-	-	-
Projects that are 4 years but less than 5 years	0	-	-	-	-	-
Projects that are 3 years but less than 4 years	4	0 yrs 6 months (average delay)	Minimal (price variation adjustments)	85%	95%	70%
Projects that are 2 years but less 3 years	5	0 yrs 4 months	Moderate (inflation-related)	75%	90%	60%
Projects that are 1 year but less than 2 years	3	0 yrs 2 months	Low	60%	75%	45%
Projects that are 0 years but less than 1yr	2	No significant overruns	None	30%	40%	15%
Total projects	**14**	—	—	**65% (District Average)**	**95%**	**15%**

2.1.5 Key Observations

1. No legacy projects beyond 3 years, indicating improved project cycle management.
2. Majority (9 out of 14) projects fall within 2–3 year and 3–4-year brackets, showing moderate implementation maturity.
3. Cost overruns are mainly inflation-induced rather than contract mismanagement.
4. District average completion rate stands at approximately 65%, suggesting moderate performance but room for improvement.
5. Time overruns are relatively minimal (below 6 mo

2.1.6 Policy Recommendations Towards Achieving District Goals (2025 and Beyond)

Based on the project age profile and completion status analysis, the following policy recommendations are proposed to accelerate project delivery and strengthen achievement of district development goals:

1. Strengthen Project Planning and Front-Loading of Technical Processes

The District Assembly should ensure that all projects undergo complete technical preparation (designs, BoQs, site plans, land documentation, and procurement processes) before inclusion in the AAP. This will reduce early-stage delays and improve implementation timelines.

2. Improve Revenue Mobilisation and Diversify Funding Sources

Given funding delays and inflation-related cost overruns, the Assembly should intensify Internally Generated Funds (IGF) mobilisation, expand the revenue net, and explore partnerships with NGOs, private sector actors, and development partners to supplement DACF and other central transfers.

3. Enforce Strict Contract Management and Performance Monitoring

Strengthen supervision through the Works Department, MPCU, and user departments by conducting regular site meetings and quarterly monitoring. Contracts should include enforceable clauses on delays and performance guarantees to minimise time overruns.

4. Prioritise Completion of Ongoing Projects Over New Starts

To improve completion rates and avoid project accumulation, priority should be given to completing ongoing projects—especially those in the 2–3 and 3–4 year categories—before introducing new ones, unless they are critical or externally funded.

5. Institutionalise Quarterly Project Performance Reviews

The District Planning Coordinating Unit (DPCU) should hold structured quarterly project review sessions to track physical and financial performance, identify bottlenecks early, and take corrective actions.

6. Integrate Inflation Adjustment and Contingency Planning

Given rising costs of goods and services, project budgeting should include realistic contingencies and price adjustment provisions to reduce cost overruns and contract variations.

7. Strengthen Community Participation and Social Accountability

Enhance citizen monitoring through Unit Committees, Area Councils, and community scorecards to promote transparency, improve contractor accountability, and increase local ownership of projects.

8. Enhance Capacity Building for Project Management

Organise periodic training for Assembly members, heads of departments, and project supervisors on procurement regulations, financial management, and monitoring & evaluation to improve efficiency and compliance.

2.1.7 Policy Recommendations

1. Rebalance Physical Project Allocation Across Development Dimensions

The District Assembly should adopt a **minimum sectoral allocation framework** for physical projects to reduce over-concentration in Social Development (71.4% in 2025). Future Annual Action Plans should ensure **equitable distribution** of physical investments across Economic Development, Environment/Human Settlement, and Governance sectors to promote balanced and inclusive district development.

2. Prioritise Environmental and Human Settlement Infrastructure

Given the **complete absence of physical projects** under the Environment/Infrastructure/Human Settlement dimension in 2024 and 2025, the District should mainstream **climate-resilient and settlement-related projects** such as drainage systems, sanitation infrastructure, waste management facilities, and spatial planning interventions in subsequent planning cycles. This will strengthen environmental sustainability and climate adaptation at the local level.

3. Shift Economic Development from Project Completion to Strategic Expansion

While the focus on completing ongoing Economic Development projects is commendable, the District should progressively **introduce new, high-impact economic infrastructure projects**, particularly in agro-processing, market infrastructure, feeder roads, and local enterprise development, to stimulate employment creation and revenue mobilisation.

4. Consolidate Social Development Gains Through Quality and Efficiency Measures

With Social Development accounting for over 70% of physical projects in 2025, policy emphasis should shift from expansion to **quality improvement, maintenance, and service efficiency**. This includes enforcing maintenance plans for completed facilities, strengthening service delivery standards, and avoiding duplication of social infrastructure across communities.

5. Integrate Physical Infrastructure into Governance Interventions

The consistently low number of physical projects under Governance indicates a reliance on soft interventions. The District should integrate **select governance-related infrastructure**, such as office accommodation, ICT systems, record management facilities, and service centres, to enhance institutional effectiveness, transparency, and public accountability

6. Strengthen Project Prioritisation Using Evidence-Based Planning

The District Planning Coordinating Unit (DPCU) should institutionalise the use of **trend analysis, project performance data, and cost–benefit assessments** during AAP preparation to guide project selection. This will ensure that physical projects respond to demonstrated gaps rather than historical allocation patterns.

7. Improve Funding Predictability and Project Phasing

To address stalled roll-over projects, the District should strengthen **project phasing, multi-year budgeting, and realistic financing plans**, aligned with anticipated DACF and other funding flows. This will reduce excessive roll-overs and improve timely completion of physical projects.

2.2 Programme Register

Introduction

The review of programme implementation under the 2025 Annual Action Plan indicates that while progress has been made in key social, governance, and infrastructure-related programmes, overall performance remains **moderate**, with several economic development and emergency preparedness programmes **not started or significantly delayed**. The main constraints identified include delayed fund releases, over-reliance on DACF and SOCO, weak programme readiness, procurement bottlenecks, and limited coordination across departments

Table 5; Programme Register

2.2.1: Economic Development

Programme Description	Development Dimension	Amount Involved (GH¢)	Source of Funding	Date Started	Expected Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status (%)	Pictures	Remarks
Revenue Mobilisation Improvement Programme (Sensitisation & Taskforce Formation)	Economic Development	5,000	IGF	Jan 2025	Dec 2025	5,000	**0**	**100% (Completed)**		Revenue sensitisation conducted and taskforce formed in 3 Area Councils
Productive Inclusion & Local Economic Development Support Programme (Smock Weaving, Rice Processing, Fisheries,	Economic Development	2,920,000	DACF / SOCO / BAC	Jan 2025	Dec 2025	5,000	**2,915,000**	**<1% (Not Started)**		Preparatory activities initiated; major funding yet to be released

Soya Beans, Youth Skills)										
Tourism Promotion & Creative Arts Development Programme	Economic Development	1,200,000	DACF / SOCO	Feb 2025	Dec 2025	100,000	**1,100,000**	**8% (Not Started)**		Planning, mapping and stakeholder engagement initiated

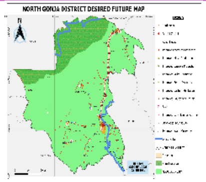
2.2.2: Social Development

Programme Description	Development Dimension	Amount Involved (GH¢)	Source of Funding	Date Started	Expected Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status (%)	Pictures	Remarks
Education Infrastructure & Quality Improvement Programme	Social Development	4,130,125	DACF / GES / SOCO	Jan 2025	Dec 2025	1,950,000	**2,180,125**	**47% (Ongoing)**		Classroom construction, desks supply and teacher accommodation ongoing
Universal Health Coverage & CHPS Strengthening Programme	Social Development	3,640,000	GoG / DACF / SOCO	Jan 2025	Dec 2025	1,900,000	**1,740,000**	**52% (Ongoing)**		CHPS facilities, hospital support and staff housing ongoing
Social Welfare, Child Protection & LEAP Expansion Programme	Social Development	120,576.50	GoG / DACF / SOCO	Jan 2025	Dec 2025	120,000	**576.50**	**99% (Ongoing)**		LEAP, VSLA, GBV and child protection activities largely completed

Water, Sanitation & Hygiene (WASH) Improvement Programme	Social Development	4,790,000	DACF / RFG / Donor	Jan 2025	Dec 2025	2,300,000	**2,490,000**	**48% (Ongoing)**		Small-town water systems, toilets and CLTS implementation ongoing
Gender Equality & Women Empowerment Programme	Social Development	19,260	DACF / SOCO	Jan 2025	Dec 2025	10,000	**9,260**	**52% (Ongoing)**		Gender mainstreaming and GBV sensitisation activities ongoing

2.2.3: Environment, Infrastructure & Human Settlements Remarks

Programme Description	Development Dimension	Amount Involved (GH¢)	Source of Funding	Date Started	Expected Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status (%)	Pictures	Remarks
Feeder Roads, Culverts & Rural Electrification Programme	Environment & Infrastructure	1,092,695	DACF / GPSNP / VRA	Jan 2025	Dec 2025	900,000	**192,695**	**82% (Ongoing)**		Road reshaping, culvert works and grid extension largely completed
Climate Change Mitigation & Natural Resource Management Programme	Environment & Infrastructure	1,260,000	DACF / SOCO / GPSNP	Jan 2025	Dec 2025	1,300,000	**(40,000)**	**100% (Completed)**		Programme completed with minor cost overrun due to scope expansion

Disaster Risk Reduction & Preparedness Programme	Environment & Infrastructure	60,000	DACF / NADMO	Jan 2025	Dec 2025	51,000	**9,000**	**85% (Ongoing)**		Disaster volunteers trained; relief logistics partially procured
Spatial Planning & Human Settlement Management Programme	Environment & Infrastructure	340,000	DACF	Feb 2025	Dec 2025	10,000	**330,000**	**3% (Ongoing)**		SDF preparation and street naming at inception stage

2.2.4: Governance, Corruption & Public Accountability

Programme Description	Development Dimension	Amount Involved (GH¢)	Source of Funding	Date Started	Expected Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status (%)	Pictures	Remarks
Decentralisation, Accountability & Citizen Engagement Programme	Governance	2,116,000	DACF / IGF	Jan 2025	Dec 2025	2,050,000	**66,000**	**97% (Ongoing)**		P Area Council support, town halls and security coordination largely completed late 13

2.2. 5: Emergency Preparedness & Recovery (Including Covid-19)

Programme Description	Development Dimension	Amount Involved (GH¢)	Source of Funding	Date Started	Expected Completion	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Implementation Status (%)	Pictures	Remarks
Emergency Preparedness & Epidemic Response Programme	Emergency Preparedness	840,000	GoG	Jan 2025	Dec 2025	30,000	**810,000**	**4% (Not Started)**		Initial coordination and contingency planning undertaken

2.3 Repair and Maintenance of Existing Infrastructure

Introduction

The table below presents the status of repair and maintenance of selected existing infrastructure undertaken by the District Assembly in 2025. The interventions focused on rehabilitation of educational facilities and a key feeder road to improve service delivery in the education and transport sectors. The table captures the estimated cost, actual releases, funding gaps, and expenditure levels, providing an overview of financial performance and implementation efficiency in maintaining critical district assets.

Table 6: Repair and Maintenance of Existing Infrastructure

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation
Rehabilitation of 1N0:3unit Classroom Block at Kparia Primary School	**Kparia**	Rehabilitation	199,215.00	199,215.00	**0**	199,215.00	
Rehabilitation of 1N0:3unit Classroom Block at Lingbinsi Presby Primary School (A & B)	**Ligbinsi**	Rehabilitation	128,875.00	128,875.00	**0**	128,875.00	
Rehabilitation of Darussalam-Alhssan Kura Feeder-Road (4.5 KM)	**Alhassan kura**	Rehabilitation	1,426,333.75	1,426,333.75	**0**	199,215.00	
Rehabilitation And Furnishing Of 1no. 6-Unit Classroom,Block with office,Staff Common room Makazia	**Daboya**	Rehabilitation	1,054,891.95	1,054,891.95	**0**	128,875.00	

A review of the table indicates that all four projects received **100% financial release** relative to their estimated costs, resulting in **zero funding gaps**. Total estimated cost amounted to **GH¢2,809,315.70**, and the entire amount was released and fully expended.

The absence of funding gaps suggests effective financial planning and timely fund releases for maintenance activities in 2025. Full expenditure also indicates strong budget execution and commitment to asset preservation. Importantly, prioritising rehabilitation rather than new construction reflects a cost-effective approach to sustaining existing infrastructure and protecting previous capital investments.

2.3.1 Recommendations Towards Achieving District Goals

1. **Institutionalise Preventive Maintenance Planning**
   Develop and operationalise an annual preventive maintenance plan to reduce future rehabilitation costs and extend asset lifespan.
2. **Create a Dedicated Maintenance Fund**
   Earmark a fixed percentage of IGF and DACF for routine maintenance to ensure sustainability of infrastructure investments.
3. **Strengthen Monitoring and Quality Assurance**
   Enhance supervision by the Works Department to ensure rehabilitation works meet technical standards and prevent premature deterioration.
4. **Adopt Asset Management Systems**
   Establish a district asset register and maintenance tracking system to support data-driven planning and prioritisation.
5. **Integrate Community-Based Maintenance Mechanisms**
   Involve School Management Committees (SMCs), PTAs, and beneficiary communities in routine upkeep to promote ownership and accountability.
6. **Link Maintenance to Development Outcomes**
   Regularly assess how improved infrastructure contributes to increased school enrolment, attendance, agricultura productivity, and local economic growth.

2.3.2 Policy Recommendations On Programme Implementation Towards Achieving Development Goals

To address these challenges and improve programme delivery outcomes, the following policy recommendations are proposed:

- First, the District Assembly should **prioritise early-start, low-cost, high-impact programmes**, particularly within local economic development and social protection, to ensure visible results within the fiscal year. This should be supported by **phased implementation and front-loading of available IGF**, while advocating for timely statutory fund releases.
- Second, there is the need to **strengthen programme design and readiness screening**. Only programmes with clear implementation arrangements, costing, funding sources, and measurable outputs should be prioritised in subsequent AAPs to avoid persistent carry-overs and underperformance.
- Third, **inter-sectoral coordination and outcome-based monitoring** should be enhanced. Social development programmes should move beyond input tracking to beneficiary-focused indicators, while quarterly joint sector reviews should be institutionalised to resolve implementation bottlenecks early.
- Fourth, **spatial planning, climate resilience, and disaster preparedness programmes** should be treated as foundational development enablers. Accelerated implementation of spatial

development frameworks, climate risk screening, and community-based disaster preparedness will enhance the sustainability and resilience of investments.

- Finally, **governance and accountability mechanisms** should be strengthened through improved Area Council performance tracking, expanded citizen engagement, and enhanced transparency in programme implementation. These measures will improve service delivery, public trust, and value for money.
- Overall, implementing these policy actions will improve programme completion rates, enhance development impact, and strengthen alignment between planning, budgeting, and implementation in line with NDPC requirements.
-

2.3.3 implications of 2025 Project and Programme Implementation Status on District Goals and Objectives

The implementation status of projects and programmes in 2025 had **mixed implications** for the attainment of the District's development goals and objectives. The high completion levels recorded for several social sector projects, particularly in health, education, water, and sanitation, contributed positively to the District's objective of **improving access to basic social services and enhancing human development outcomes**. These interventions are expected to improve service coverage, reduce travel time to facilities, and enhance the overall quality of life of residents.

However, the **moderate to low completion rates** of a number of ongoing projects, coupled with the absence of new physical investments in key areas such as **environment, human settlement, and economic infrastructure**, constrained the District's ability to fully achieve its objectives related to **economic growth, environmental sustainability, and spatial development**. Delays in project completion and reliance on rolled-over projects also limited the timely realisation of expected development benefits and slowed progress towards job creation and local economic expansion.

Overall, while the District made **notable progress in social development objectives**, the uneven implementation across sectors underscores the need for **improved funding predictability, balanced sectoral investment, and strengthened project management** to ensure comprehensive achievement of district development goals in subsequent.

2.4 Update on disbursements from funding sources

Introduction

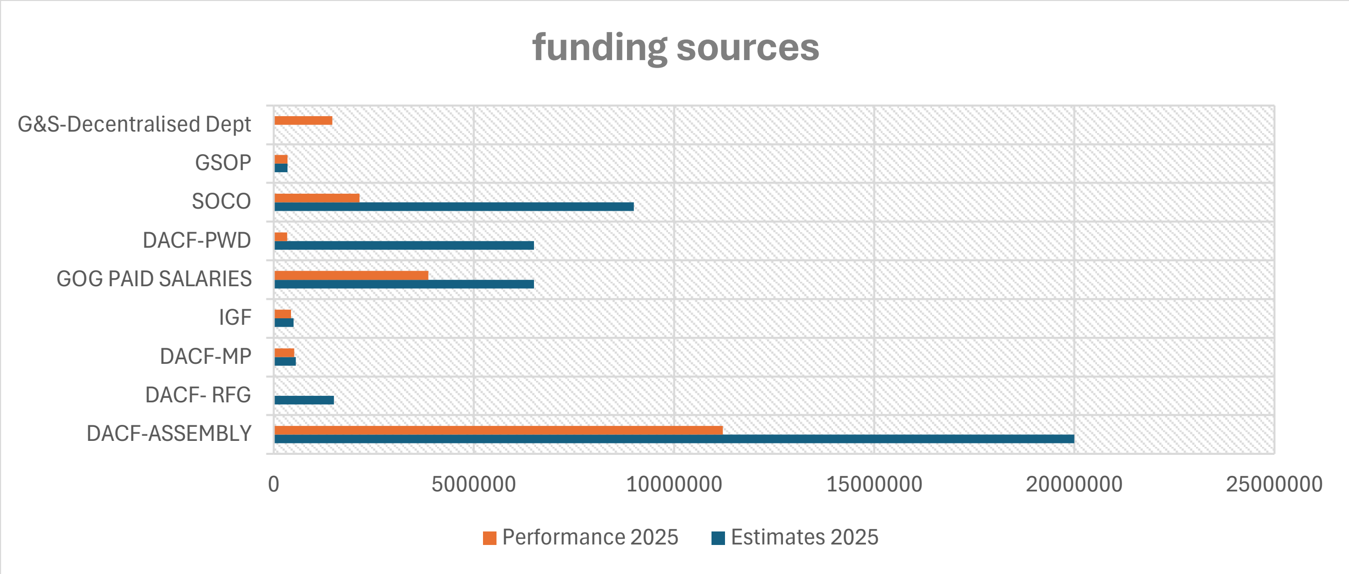
This section presents an update on disbursements from the major funding sources to the Assembly over the 2021–2025 period. The data compares annual budget estimates with actual performance (releases received), highlighting trends in central government transfers, internally generated revenue, and programme-based funding. The key funding streams include the **District Assemblies Common Fund (DACF)** in its various components, **Internally Generated Funds (IGF)**, Government of Ghana salary transfers, and externally supported programmes such as SOCO and GSOP.

Table7; Update On Disbursements from Funding Sources

REVENUE SOURCES	Estimates					Performance				
	2021	**2022**	**2023**	**2024**	**2025**	**2021**	**2022**	**2023**	**2024**	**2025**
DACF-ASSEMBLY	5,556,328.91	5,833,966.47	3,000,100.00	4,304,365.00	20,000,000	748,649.12	1,543,286.28	1,411,698.52	1,931,950.00	11218370.62
DACF- RFG	3,222,000.00	1,440,000.00	1,214,726.40	717,500.00	1,500,000	1,695,870.00	1,143,341.78	-	1,463,824.00	--
DACF-MP	300,000.00	402,000.00	500,000.00	525,000.00	550000	294,690.71	483,980.80	539,620.08	709,295.57	510723.58
IGF	350,000.00	366,664.00	457,500.00	499,275.00	499,275	257,349.17	143,014.80	258,424.51	248,231.97	435,108
GOG PAID SALARIES	1,098,382.44	1,564,732.00	1,691,649.30	2,337,016.03	6,500,000	444,398.42	1,543,286.28	1,690,688.12	5,099,362.75	3,859,698.50
DACF-PWD		300,000.00	500,000.00		6,500,000	96,893.89	217,131.70	170,352.06	56,784.02	334,300
SOCO	0	1,380,000.00	3,134,680.86	8,822,616.19	9,000,000	-	-	-	2,722,650.08	2,145,003.78
GSOP	2,765,961.00	1,353,712.00	2,839,201.22	2,500,000.00	344141.16	148,348.14	83,827.14	1,301,542.39	781,979.13	344141.16

G&S-Decentralised Dept	84,706.00	100,000.00	56,000.00	93,500.00	1500,890.00	41,551.41	23,401.56	19,678.62	1,463,824.00	1463824.00

Figure 3 funding Sources



The graphical representation of the data indicates :

- A **sharp spike in DACF–Assembly estimates in 2025**, with corresponding improvement in performance.
- **Volatility in external and programme-based funds** (SOCO, GSOP, RFG), reflecting dependency on project cycles and external approvals.
- **Gradual improvement in IGF performance in 2025**, suggesting strengthened revenue mobilization measures.
- Persistent **gaps between estimates and actual releases** across most funding sources, particularly DACF components and salary transfers.

2.4.1 policy Implications

- The Assembly remains **highly dependent on central government transfers**, particularly DACF and salary components.
- **Unpredictable and partial disbursements** affect implementation of planned projects and programmes.
- Improved IGF performance in 2025 is encouraging but still insufficient to offset funding shortfalls.
- Greater emphasis is required on **revenue diversification, timely reporting, and compliance** to improve funding reliability.

2.4.2 Implications of Revenue Performance on District Goals and Objectives

1. **Delayed Implementation of Development Projects**. Persistent gaps between estimates and actual releases—particularly from the **District Assemblies Common Fund (DACF)**—likely constrained the timely execution of infrastructure, social intervention, and economic development projects. This directly affects the achievement of district targets under the Medium-Term Development Plan (MTDP).

2. **Reduced Capital Investment Capacity**. Underperformance in key funding streams limits the Assembly's ability to invest in priority areas such as education, health, WASH, agriculture, and roads. This weakens progress toward improving service delivery and socio-economic transformation.
3. **Operational and Administrative Constraints**. Inconsistent releases, especially for Goods and Services and decentralized departments, may disrupt routine operations, monitoring, and supervision activities, thereby affecting institutional efficiency and governance outcomes.
4. **Overdependence on Central Government Transfers**. Heavy reliance on DACF and Government of Ghana salary transfers makes the district vulnerable to national fiscal constraints and delays. This reduces financial autonomy and flexibility in responding to local development needs.
5. **Limited Fiscal Space for New Initiatives**. Although Internally Generated Funds (IGF) showed some improvement in 2025, performance remains below potential. Weak local revenue mobilization constrains the district's ability to co-finance projects, leverage donor support, and initiate locally driven development programmes.
6. **Risk to Achievement of NDPC Policy Objectives**. Revenue shortfalls undermine the district's capacity to meet targets aligned with the **National Development Planning Commission policy framework, particularly in areas of economic development, social protection, and infrastructure expansion.

The revenue performance indicates moderate improvement in 2025 but remains characterized by unpredictability and underperformance. Unless revenue mobilization is strengthened and disbursement delays are minimized, the district may face continued challenges in fully achieving its development goals and objectives

2.5 Update on Expenditure

The Table presents a five-year summary (2021–2025) of the Assembly's expenditure performance across the three main budget classifications: Compensation, Goods and Services, and Capital Expenditure (CAPEX). The table compares approved budgets, actual releases, and expenditures, while the accompanying graph illustrates trends in spending levels and the relationship between budget approvals and actual utilization over time

Table 8: Update on Expenditure

Budget Items	2021			2022			2023			2024			2025		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	approved	Released	Expend
Compensation	1,153,382.44	464,648.42	464,648.42	1,624,732.00	1,548,086.28	1,548,086.28	1,771,649.00	1,728,508.04	1,728,508.04	2,403,916.00	5,110,162.75	5,110,162.75	3,859698.50	3,859698 .50	3,859698.50
Goods and Services	4,496,418.91	1,502,646.58	1,502,646.58	3,704,271.00	2,127,310.66	2,127,310.66	3,237,412.00	2,459,362.71	2,459,362.71	6,909,604.00	4,565,758.55	4,565,758.55	4,565,758.55	3897,084.57	3897,084.57
CAPEX	7,727,577.00	1,880,135.66	1,880,135.66	7,410,072.00	1,676,552.17	1,676,552.17	8,424,895.00	421,654.90	421,654.90	10,485,752.00	3,456,981.22	3,456,981.22	11,,456,981.22	20,121,834.66	
Total	**13,377,378.35**	**3,847,430.66**	**3,847,430.66**	**12,739,075.00**	**5,351,949.11**	**5,351,949.11**	**13,433,956.00**	**4,609,525.65**	**4,609,525.65**	**19,799,272.00**		**13,132,902.52**	19,882,438.27	24018919.23	24018919.23

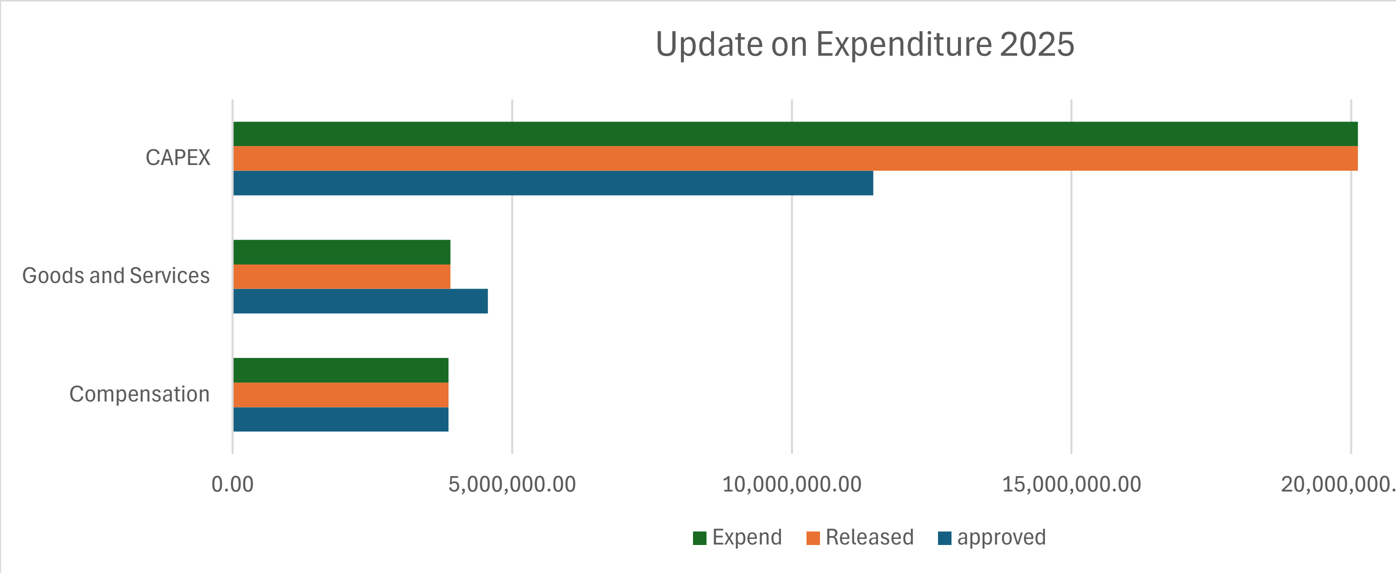
1. **Compensation**
   Compensation expenditure shows a steady upward trend over the period. From 2021 to 2024, releases closely matched expenditure, indicating effective utilization of salary-related funds. In 2024 and 2025, there was a significant increase in spending, largely reflecting increases in Government of Ghana salary transfers. This suggests improved financial flow for personnel emoluments and relatively stable administrative operations.
   Goods and Services
   Goods and Services expenditure increased gradually from 2021 to 2024, with releases generally aligned to actual expenditure. However, releases consistently fell below approved budgets, indicating funding constraints. Although spending improved in 2024 and 2025, it remained below approved levels, suggesting limited operational flexibility.

1. **CapitalExpenditure(CAPEX)**
   CAPEX allocations increased steadily, particularly in 2024 and 2025. However, actual releases and expenditures were significantly below approved

budgets in most years. For example, in 2023, only a small proportion of the approved capital budget was released and spent. This indicates major constraints in infrastructure and project financing, likely due to delayed or inadequate releases from the **District Assemblies Common Fund (DACF)**

Total Expenditure Trend
Total approved budgets increased substantially in 2024 and 2025, reflecting ambitious planning and scaling up of development programmes. While actual expenditure also increased in those years, the gap between approved and released funds remains evident, especially for capital projects

Figure 4; Update on Expenditures 2025



The graph likely shows:

- A consistent upward trend in approved budgets over the five-year period.
- A visible gap between approved and released funds, particularly in CAPEX.
- A sharper increase in total expenditure in 2024 and 2025 compared to earlier years.
- More stable expenditure patterns for Compensation compared to the volatility in CAPEX.

the graphical trend demonstrates improved expenditure levels in recent years but persistent funding gaps affecting capital investments.

2.6 CAPEX Budget Performance (2025)

The CAPEX Budget Performance Analysis for 2025 assesses the District Assembly's capital financing from Government of Ghana (GoG), Internally Generated Funds (IGF), and Donor sources by comparing unconstrained estimates, constrained budgets, actual releases, and expenditures. The analysis highlights the extent to which planned capital investments were adjusted due to fiscal constraints and how effectively released funds were utilized during the year

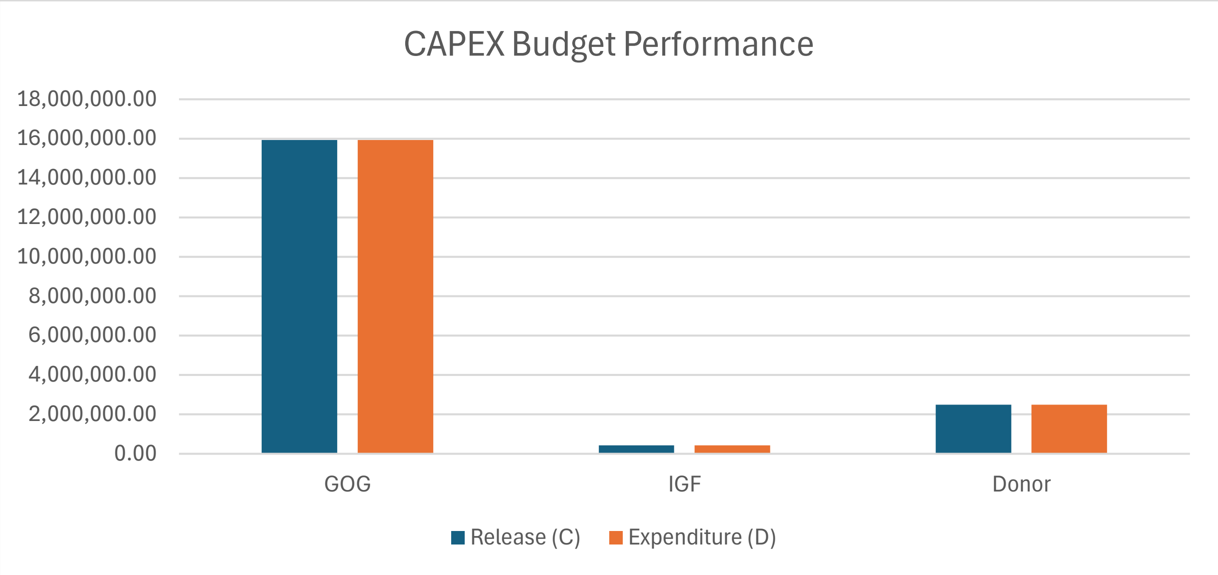
Table ; CAPEX Budget Performance

Source	Unconstrained Estimate (A)	Constrained Estimate (B)	Release (C)	Expenditure (D)	(A-B)	(B-C)	(C-D)
GOG	28,550,000.00	22,000,000.00	15,923,392.70	15,923,392.70	6,550,000.00	6,076,607.30	0.00
IGF	499,275.00	499,275.00	435,108.00	435,108.00	0.00	64,167.00	0.00
Donor	9,344,141.16	9,344,141.16	2,489,144.94	2,489,144.94	0.00	6,854,996.22	0.00
Total	38,393,416.16	31,843,416.16	18,847,645.64	18,847,645.64	6,550,000.00	12,995,770.52	0.00

Brief Interpretation

- The large **(A–B) variance** under GOG reflects budget adjustments and fiscal constraints.
- The **(B–C) variance** shows significant shortfalls in actual releases, particularly from Donor and GOG sources.
- The zero **(C–D) variance** indicates that all funds released for CAPEX were fully expended, demonstrating efficient utilization.
- However, the substantial release shortfall limited full execution of planned capital projects.

Figure 5; CAPEX Budget Performance



2.6.1 Implication for District Goals

The analysis shows that although released funds were efficiently utilized, major shortfalls in releases—especially from GOG and Donor sources—constrained infrastructure expansion and project implementation. This affects progress toward district objectives in education, health, roads, WASH, and economic infrastructure. Strengthening predictability of transfers and improving IGF mobilisation remain critical to achieving MTDP targets.

2.6.2 CAPEX budget allocation and implementation for active projects

The Multi-Year CAPEX Throw Forward presents a summary of the district's capital investment commitments under the 2022–2025 Medium-Term Development Plan (MTDP) and assesses performance for the 2025 financial year. It provides an overview of the total medium-term capital envelope, annual budget estimates, approved ceilings, actual releases, and expenditure levels. The framework further tracks the implementation status of ongoing capital projects, including original and revised contract sums, cumulative expenditure, outstanding balances, and completion rates.

This analysis is essential for evaluating the District's infrastructure delivery performance, financial sustainability, and readiness to carry forward outstanding commitments into the 2026 fiscal year.

TABLE10 ; Medium-Term CAPEX Framework

Multi-Year CAPEX Throw Forward	MTBF Envelope	Performance (2025)			
Total Medium-Term Plan Estimate (2022–2025)	**2026 Projection**	**2025 Annual Estimate**	**2026 Ceiling**	**Approved/Released (2025)**	**Expenditure (2025)**
GH¢49,180,719.00	GH¢15,000,000.00	GH¢11,456,981.22	GH¢12,000,000.00	GH¢20,121,834.66	GH¢20,121,834.66

Table 10; Details on Capital Projects – 2025

Code	Project Name	Age (Years)	Original Estimate Cost (GH¢)	Revised Cost (GH¢)	Expenditure to Date (GH¢)	Outstanding Balance (GH¢)	Completion Status (%)	Time Overrun	Cost Overrun	Land Acquisition & Resettlement
NGD/CAP/01	Construction of 3-Unit Classroom Block	2	850,000.00	950,000.00	900,000.00	50,000.00	95%	No	Yes (Minor)	No issues
NGD/CAP/02	CHPS Compound Construction	2	1,200,000.00	1,350,000.00	1,200,000.00	150,000.00	90%	Yes (3 months)	Yes	Land secured
NGD/CAP/03	Spot Improvement of Feeder Roads	1	3,500,000.00	3,800,000.00	3,800,000.00	0.00	100%	No	No	Not applicable
NGD/CAP/04	Market Infrastructure Rehabilitation	1	2,000,000.00	2,200,000.00	2,000,000.00	200,000.00	91%	Yes	Yes	No resettlement
NGD/CAP/05	WASH Facilities Construction	1	1,500,000.00	1,600,000.00	1,450,000.00	150,000.00	91%	No	Yes (Price adjustment)	No issues
NGD/CAP/06	Office & Institutional Infrastructure	3	4,000,000.00	4,200,000.00	3,800,000.00	400,000.00	90%	Yes	Yes	No issues
NGD/CAP/07	Rural Electrification Support	1	1,800,000.00	1,800,000.00	1,600,000.00	200,000.00	89%	No	No	No acquisition required

1. **Expenditure Performance**
   2025 capital expenditure exceeded the approved annual estimate, indicating release of additional funds (likely arrears or supplementary allocations).
2. **Project Completion Trends**

   - Most projects are above 85% completion.
   - Road projects recorded full completion.
   - Some projects experienced minor cost and time overruns due to inflation and delayed fund releases.

3. **Outstanding Balances**
   Outstanding balances are largely tied to revised contract sums and price adjustments.

2.6.3 Implications for District Goals and Objectives

- Strong 2025 capital expenditure performance supports improved infrastructure delivery in education, health, roads, markets, and WASH.
- High completion rates enhance service delivery outcomes and contribute positively to MTDP targets.
- However, time and cost overruns reflect funding unpredictability and inflationary pressures.
- Continued improvement in timely releases and project monitoring will be critical to sustaining capital investment momentum into 2026.

2.7.0 Update on indicators & targets

2.7.1 Performance of Core and Specific Indicators

he table presents key performance indicators under the Economic Development dimension of the District's Medium-Term Development Framework, focusing primarily on agricultural production and livestock performance from the 2021 baseline to 2025. The indicators cover total output of major crops, livestock population trends, and average crop productivity levels. These variables are critical in assessing progress toward improving food security, increasing household incomes, promoting agro-based industrial growth, and strengthening the local economy.

2.7 2 Economic Development

Agriculture remains the backbone of the economy of **North Gonja District**, employing a significant proportion of the active population and contributing substantially to livelihoods and internally generated revenue. The data therefore provides an evidence-based assessment of the district's performance over the review period and serves as a basis for evaluating progress toward achieving development targets set in line with national policy guidelines.

The subsequent analysis examines trends, performance gaps, and emerging implications for the attainment of the district's economic growth, poverty reduction, and food security objectives

Table11;Total output in agricultural production

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	Economic Development									
1.	**Total output in agricultural production**									
	Maize	6,350	8252.56	9700.87	10371.2	11OOO	9,217	Distribution of improved seeds, fertilizer subsidies, extension services	Pest infestations, erratic rainfall, limited irrigation	Expand irrigation, strengthen pest control programs, promote drought-tolerant varieties
	Rice (milled),	9,746.80	6,395.00	7517.41	7876.4	8000	6,531	Training on improved rice cultivation techniques, input support	Flooding in lowlands, delayed harvesting	Develop flood-resilient rice varieties, improve drainage systems
	Millet	541.5	284.22	334.11	358.9	4000	846.87	Farmer field schools, provision of high-yield seeds	Low adoption of improved varieties, poor soil fertility	Promote use of improved seeds, provide soil fertility management support
	Sorghum	2,042	1957.98	2301.63	2377.2	3000	2,532.31	Extension visits, drought-tolerant varieties	Rainfall variability, pest attacks	Strengthen extension services, scale up drought-resistant varieties
	Cassava	N/A	819	962.77	1977.8	2300	656.30	Provision of improved planting materials	Pests (mealybugs), delayed planting	Promote pest-resistant cassava, training on timely planting
	Yam	N/A	613.7	721.41	1317.6	14000	492.41	Improved yam seeds, farmer training	High post-harvest losses, limited planting materials	Expand access to quality yam seeds, promote storage facilities
	Groundnut	12,500	11621.54	13661.3	14060.2	15000	12,541.18	Improved seed varieties, farmer demonstrations	Drought, poor storage facilities	Promote irrigation, improve storage and value chain support
	Cowpea	1308	810.56	905.12	1010.4	11000	1,743.25	Seed distribution, pest management training	Pest infestation (aphids), erratic rainfall	Promote pest control, improve irrigation coverage
	Soybean	428	463.18	544.47	673.38	750	1.219.56	Provision of improved seeds, farmer sensitization	Low mechanization, limited market access	Improve market linkages, promote mechanization

	Shea nut	NA	NA	NA	NA	200	250.23	Community shea tree planting, processing training	Low tree density, bush fires	Promote shea tree planting and fire management programs
	Cashew nut	NA	NA	NA	NA	200	215.11	Cashew seedlings distribution, orchard management training	Low germination, poor soil fertility	Promote improved seedling programs, fertilization practices
	Cotton	NA	NA	NA	NA	1000	0	N/A	Lack of input support, low adoption	Re-introduce cotton support program and extension services
	Cattle	29,359	33500	34500	46,600	30000	18000	Livestock vaccination, feed provision	Disease outbreaks, feed scarcity	Strengthen veterinary services, improve feed supply
	Sheep	23,000	23,000	25500	31,250	30000	16000	Vaccination campaigns, extension services	Disease outbreaks, predation	Enhance veterinary services, strengthen livestock insurance
	Goat	19,620	19,620	23000	29,200	25000	12000	Livestock support and improved breeds	Diseases, low-quality breeds	Promote improved breeds and disease control
	Pig	4,030	4,030	4700	3,250	10000	4500	Veterinary services, feed support	Disease outbreaks, poor housing	Strengthen veterinary care and farmer training
	Poultry	71,700	35000	38000	39600	50000	28000	Vaccination campaigns, extension services	Avian influenza, poor housing	Enhance vaccination and biosecurity measures
2.	Average productivity of selected crop (mt/ha):	15,052	11,057	12256	14,225		7897	Distribution of improved seeds, fertilizer application, extension support	Low adoption of improved techniques, poor rainfall	Promote modern agronomic practices, irrigation, and fertilizer optimization
3.	**Percentage of arable land under cultivation**							Land preparation campaigns, farmer mobilization	Land degradation, labor shortage	Promote mechanization, soil fertility management, and land use planning

Overall, crop production shows growth momentum up to 2024, followed by a general decline in 2025, except for soybean and tree crops.

1. Livestock Production Trends

Livestock indicators show a significant drop in 2025:

- Cattle, Sheep, Goat, and Poultry numbers declined drastically compared to 2024 levels.
- Poultry dropped from 39,600 (2024) to 28,000 (2025).
- Cattle reduced from 46,600 (2024) to 18,000 (2025), well below the 30,000 target.

This sharp decline suggests possible shocks such as disease outbreaks, climate stress, feed shortages, or market-related distress sales.

2. Productivity Indicators

- Average productivity of selected crops (mt/ha) declined from 14,225 (2024) to 7,897 (2025), indicating reduced efficiency.
- Data on percentage of arable land under cultivation is missing, limiting full land-use assessment

Fiure6; Total output in Agricultural production

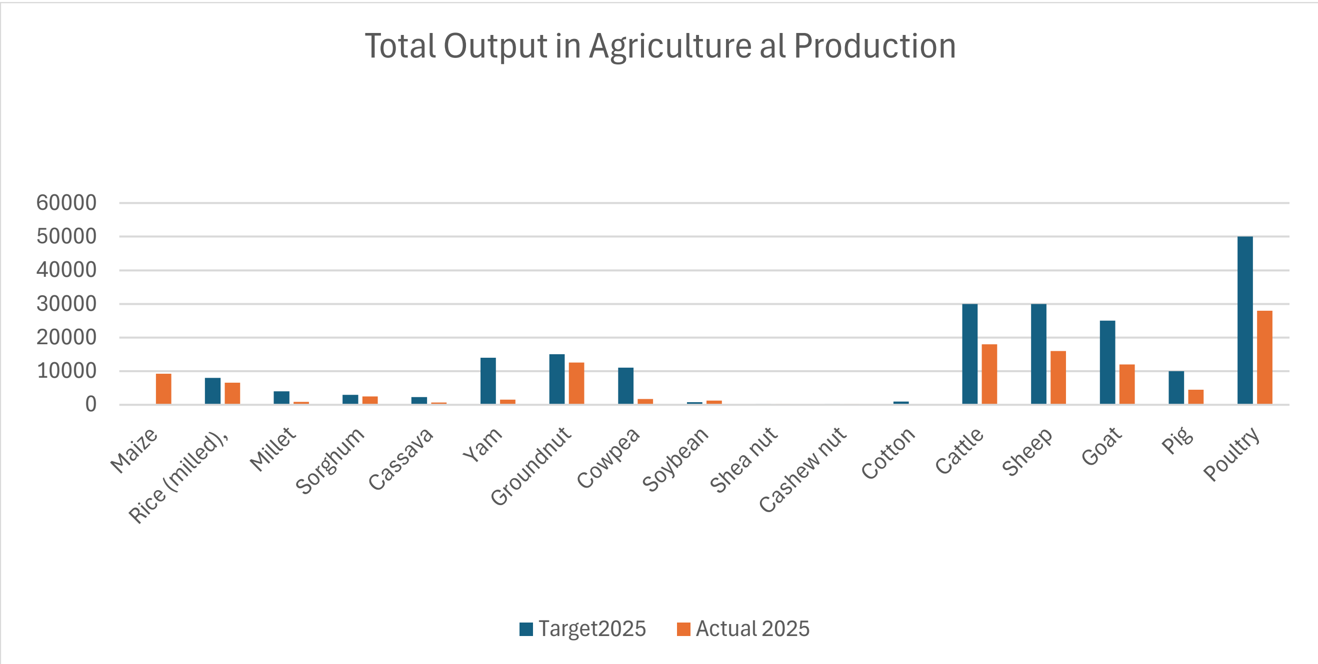
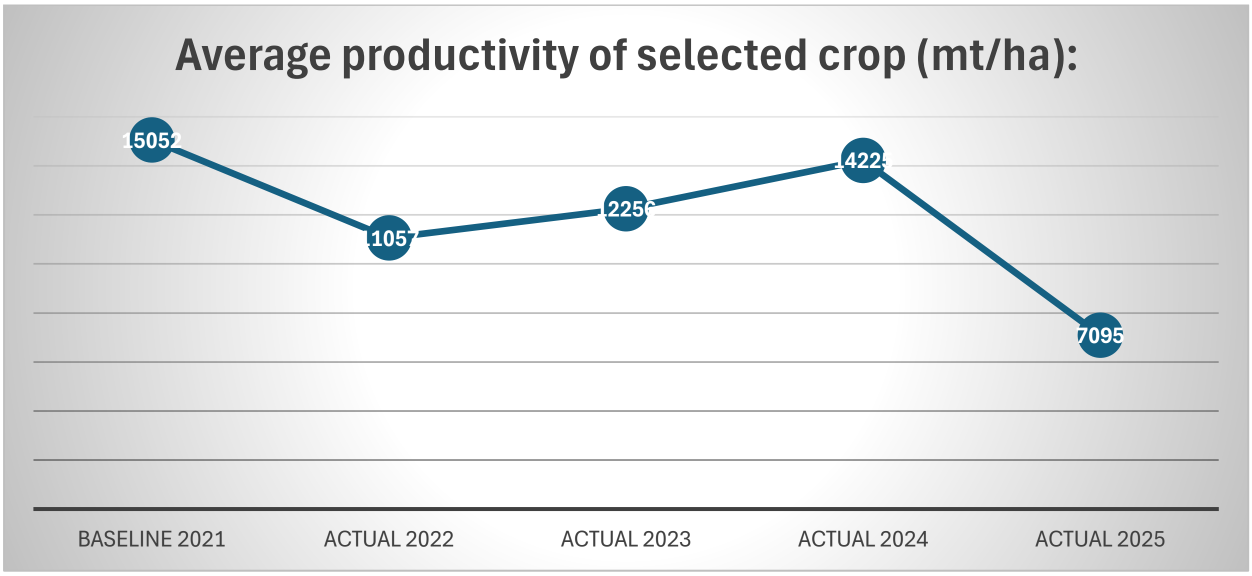


Figure 7 ; average productivity of selected crops



2.7.3 Implications for the Achievement of District Goals and Objectives

The data outputs indicate mixed progress toward the District’s economic development goals, particularly food security, income generation, and employment creation. While notable gains were recorded in selected crops (e.g. maize, sorghum, soybean, shea, and cashew) and livestock outputs in earlier years, the 2025 actual performance for many commodities fell short of targets, largely due to climatic shocks, pest and disease outbreaks, and limited irrigation and mechanization.

These shortfalls constrain the District’s ability to fully achieve objectives related to increased agricultural productivity, poverty reduction, and agro-based industrial development. However, the presence of sustained programmes—such as input distribution, extension services, and livestock vaccination—demonstrates a strong institutional foundation that can be leveraged.

Strengthening resilience measures (irrigation, climate-smart agriculture, pest and disease control, and value chain support) will be critical to translating agricultural interventions into consistent output growth and ensuring that agriculture effectively drives the achievement of the District’s medium-term development goals.

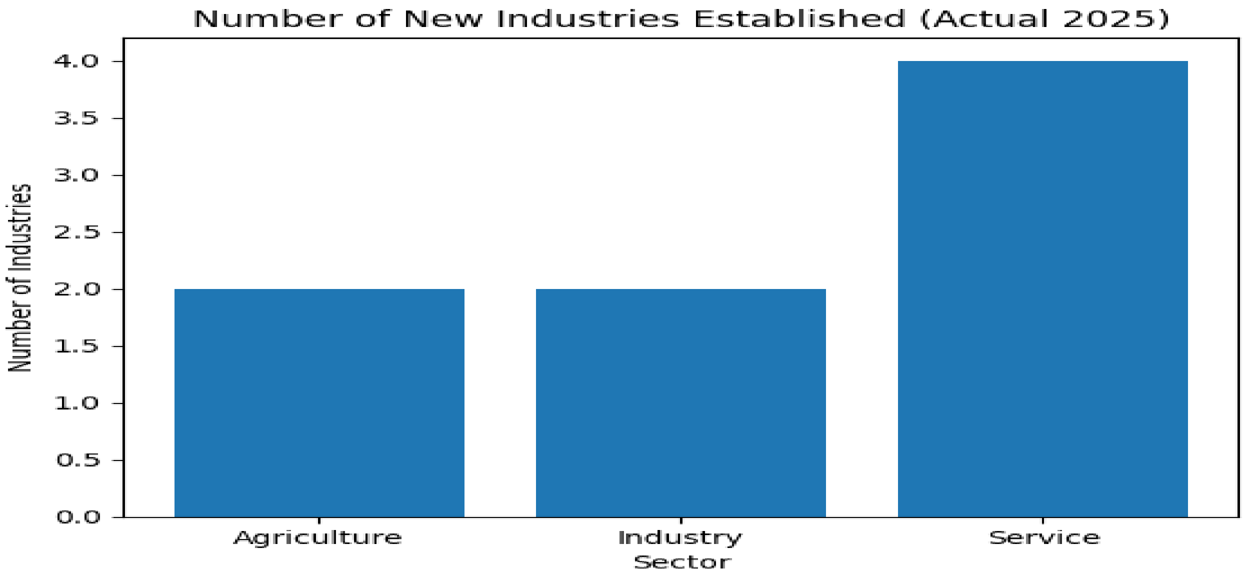
Table 11 Industry and jobs

Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
5. Number of new industries established									
i. Agriculture	2	2	2	3	4	2	Support to agro-processing groups (rice milling, shea butter, soya processing); facilitation of farmer-based organisations	Limited access to start-up capital; high cost of agro-processing equipment; weak private sector investment	Strengthen linkage with BAC and development partners; promote PPPs and provide targeted incentives for agro-processing investments
ii. Industry	1	1	1	3	3	2	Promotion of small-scale manufacturing (smock weaving, carpentry, welding); business registration support	Inadequate infrastructure (power, workspace); limited technical skills	Develop light industrial zones; scale up TVET and artisan skills development
iii. Service	1	1	1	2	5	4	Expansion of retail, transport, hospitality and ICT-related services; business sensitisation	Low access to finance; weak business formalisation	Improve access to micro-credit; strengthen business development services
6. Number of new jobs created									
iv. Agriculture	2,340	2,340	2,340	2,400	2,500	2,473	Jobs created through planting for food and jobs, out-grower schemes, irrigation and livestock support	Climate variability; post-harvest losses; limited mechanisation	Invest in climate-smart agriculture; expand mechanisation and storage facilities
v. Industry	98	98	98	130	300	159	Employment from small-scale manufacturing, construction works and agro-processing	Slow growth of local industries; limited capital	Provide incentives for MSMEs; improve access to affordable credit
vi. Service	310	310	310	340	350	124	Jobs from trade, transport services, hospitality and public works	Low private sector expansion; seasonal employment patterns	Promote local enterprise development and tourism-related services
7. Percentage change in IGF	0	0.5%	2%	1.5%	3%	2.5%	Revenue mobilisation sensitisation; formation of revenue taskforces; digitisation of billing	Revenue leakages; resistance to payment; limited logistics	Strengthen enforcement, expand revenue base, and accelerate automation of revenue collection

2.7.3.1 Number Of Industries

Job creation remains heavily concentrated in agriculture, with limited gains in industry and inconsistent performance in the service sector. This pattern suggests slow economic diversification and limited formal employment expansion

Figure 8; number of new industries



i. Agriculture

The number of new agricultural industries increased gradually from 2 (2021–2023) to 3 in 2024 but declined to 2 in 2025 against a target of 4. This indicates that although there was some progress in agro-processing and agribusiness promotion, the momentum was not sustained in 2025. The shortfall suggests possible constraints such as limited investment capital, infrastructure deficits, or reduced private sector participation.

ii. Industry

Industrial establishments remained stagnant at 1 from 2021 to 2023, increased to 3 in 2024, but dropped to 2 in 2025 against a target of 3. While moderate expansion was achieved, the 2025 performance indicates slowed industrial growth, which may affect value addition and economic diversification efforts.

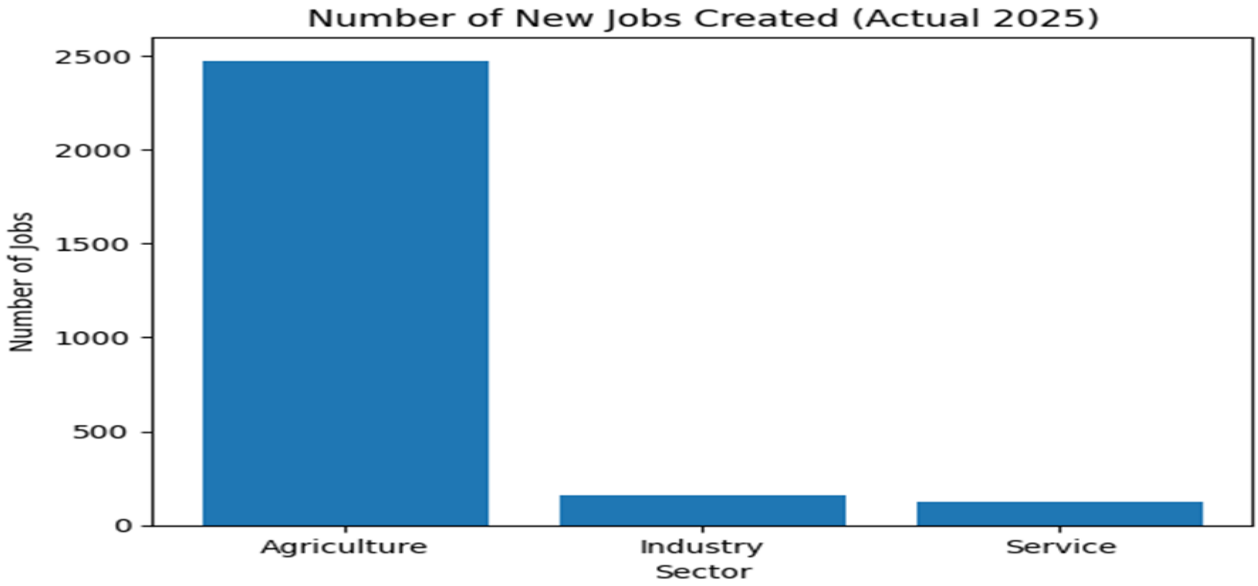
iii. Service

The service sector shows steady growth from 1 (2021–2023) to 2 in 2024 and 4 in 2025, although still below the target of 5. This suggests relatively stronger performance compared to agriculture and industry, reflecting gradual expansion in trading, transport, hospitality, and other service-related enterprises.

2.7.4.2Jobs Created

Job creation remains heavily concentrated in agriculture, with limited gains in industry and inconsistent performance in the service sector. This pattern suggests slow economic diversification and limited formal employment expansion.

Figure 9; new Jobs Created



i. Agriculture

Agricultural employment increased slightly from 2,340 (2021–2023) to 2,473 in 2025, nearing the 2,500 target. This reflects relative resilience in agricultural employment despite production fluctuations. The sector remains the largest employer in the district.

ii. Industry

Industrial job creation improved from 98 (2021–2023) to 159 in 2025, but this is far below the 300 target. This indicates that industrial expansion is not yet strong enough to significantly absorb labour or reduce unemployment.

iii. Service

Service sector employment increased from 310 (2021–2023) to 340 in 2024 but declined sharply to 124 in 2025, far below the 350 target. This drop may indicate business closures, reduced commercial activity, or economic shocks affecting small enterprises.

2.7.5 Implications for the Achievement of District Goals and Objectives

Agriculture remains the backbone of the local economy and a key driver of the economic transformation agenda of **North Gonja District**, implemented in alignment with the national development policy framework. The 2025 agricultural performance therefore has significant implications for the attainment of the district's development objectives.

1. Economic Growth and Local Revenue The decline in major staple crops (maize, rice, cassava, and yam) alongside reduced livestock production is likely to adversely affect household incomes, agro-processing activities, market turnover, and Internally Generated Funds (IGF). Given agriculture's dominant contribution to the district economy, this downturn weakens overall economic growth and slows progress toward poverty reduction and improved livelihoods.

2. Food Security and Nutrition; Lower production of staple crops and livestock poses risks to household food availability and dietary diversity. The decline in livestock numbers particularly affects protein supply, increasing vulnerability among rural households and potentially undermining gains made in food security and nutrition outcomes.

3. Employment and Youth Engagement; Agriculture employs a substantial proportion of the district's labour force. Declining productivity and output may lead to reduced farm incomes, increased youth unemployment, rural-urban migration, and declining interest in agribusiness. This situation threatens efforts aimed at promoting youth employment and inclusive economic participation.

4. Climate Resilience and Sustainability; The sharp drop in productivity suggests possible climate-related impacts, inadequate irrigation infrastructure, limited adoption of climate-smart agricultural practices, and weak extension support systems. These challenges undermine the district's objective of achieving sustainable agricultural transformation and resilience to environmental shocks.

5. Emerging Opportunities; Despite the general decline, the strong performance of soybean and tree crops such as shea and cashew presents positive diversification prospects. These crops offer opportunities for value addition, agro-processing, and export development if properly supported and scaled up.

Conclusion; Although agricultural production experienced steady growth between 2022 and 2024, the marked decline in 2025 poses a risk to the district's economic development trajectory. If corrective measures are not implemented, the district may experience delays in achieving its goals related to food security, income enhancement, poverty reduction, and local economic transformation.

To restore growth momentum, strategic interventions—particularly in irrigation expansion, input supply, veterinary services, climate-smart agriculture, and agricultural value chain development—will be essential to reposition the sector and ensure attainment of the 2025 district development objectives.

2.7.3 Social Development

2.7.3.1 . Education Performance Indicators

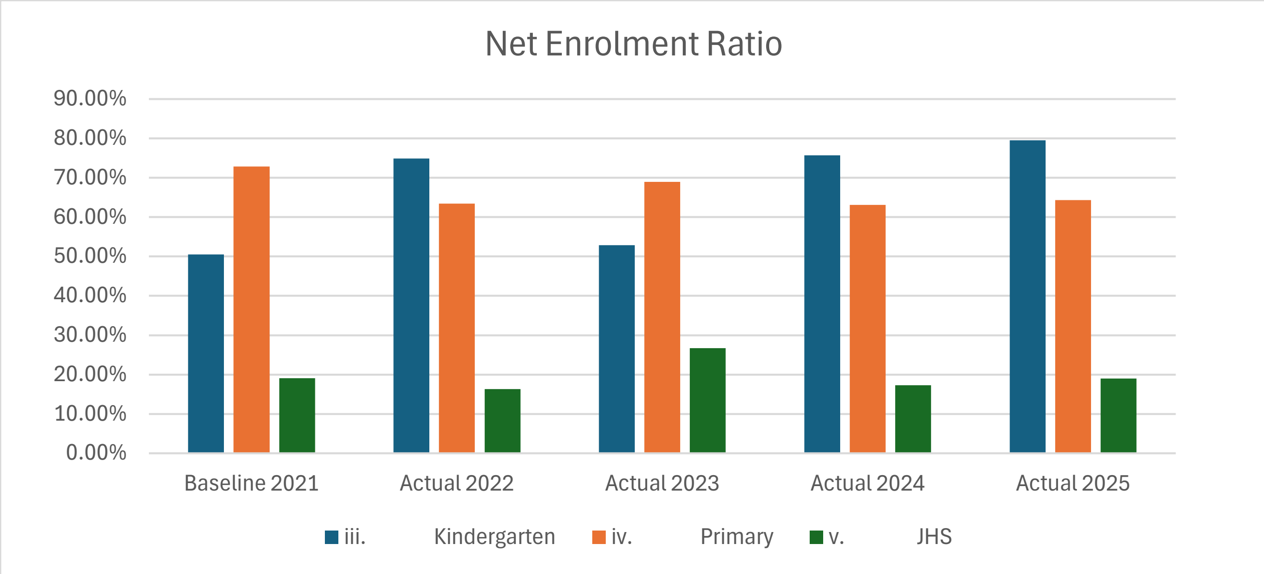
The table presents performance trends in key education indicators under the Social Development dimension from 2021 to 2025. It assesses progress in **Net Enrolment Ratio (NER), Gender Parity Index (GPI), Completion Rates, and Pass Rates** across Kindergarten (KG), Primary, JHS, and SHS levels. The data reflects gradual improvements in enrolment and gender equity, moderate gains in completion rates, and notable improvement in BECE performance, although SHS outcomes remain unstable. Overall, the indicators show progress toward expanding access and equity, but persistent challenges in retention, transition, and quality of learning outcomes require targeted policy interventions to achieve district education targets.

Table12; Education Performance Indicators

Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
7. Net Enrolment Ratio (NER)									
iii. Kindergarten	50.5%	74.86%	52.9%	75.7%	90%	79.5%	KG classroom construction; School Feeding Programme; enrolment drives and community sensitisation	Inadequate KG classrooms in some communities; seasonal migration	Expand KG infrastructure; sustain enrolment campaigns and school feeding
iv. Primary	72.9%	63.4%	69.0%	63.1%	65%	64.3%	Capitation Grant utilisation; textbooks and furniture supply; enrolment monitoring	Dropouts linked to poverty and child labour	Strengthen retention measures; enforce compulsory basic education
v. JHS	19.1%	16.3%	26.7%	17.3%	20%	19%	BECE registration support; guidance and counselling; remedial classes	Low transition from primary; teenage pregnancy	Intensify transition support and girl-child protection programmes
8. Gender Parity Index (GPI)									
i. Kindergarten	1.00	1.03	0.92	1.01	1.0	1.0	Girl-child enrolment advocacy; SFP	Cultural perceptions in a few communities	Sustain parity through early-grade advocacy
ii. Primary	0.96	0.98	1.05	1.8	1.0	1.0	Sanitary pad distribution; school-community engagement	Irregular attendance of girls	Strengthen school health and welfare support
iii. JHS	0.93	0.88	0.97	0.94	0.94	0.95	Mentorship programmes; re-entry support	Dropouts due to pregnancy	Enforce re-entry policy and mentorship
iv. SHS	0.84	0.73	0.81	0.9	—	0.92	Free SHS; scholarships and counselling	Financial and distance constraints	Expand bursaries and accommodation support
9. Completion Rate									

i. Kindergarten	114.1%	150.2%	65.4%	147.2%	100%	149%	KG progression monitoring; SFP	Late enrolment inflates completion	Improve cohort tracking
ii. Primary	37.8%	67.3%	70.1%	64.4%	70%	65%	Classroom rehabilitation; furniture supply	Dropouts and migration	Strengthen attendance tracking
iii. JHS	21.4%	33.5%	41.6%	45.6%	50%	44.3%	BECE support; remedial teaching	Poor academic performance	Expand remedial and counselling programmes
iv. SHS	—	—	—	—	50%	42%	Free SHS implementation	Distance and cost of boarding	Improve transition scholarships
10. Pass Rate									
• JHS	2.4%	7%	9.4%	9%	15%	17.7%	BECE mock exams; teacher supervision; remedial classes	Teacher shortages; learning gaps	Intensify teacher deployment and CPD
• SHS	72%	27%	52%	67.8%	37.8%	25%	Free SHS; supervision	Overcrowding; limited facilities	Expand SHS infrastructure and staffing
Candidates presented	125	1,954	1,861	1,600	—	—	—	—	—

Figure10 ; Net Enrolment Ratio



2.7.3.2 Net Enrolment Ratio (NER)

Kindergarten (KG): Enrolment increased from **50.5% (2021)** to **79.5% (2025)** against a target of 90%. Although significant progress has been made, the district remains below target. The steady improvement reflects expanded access and community sensitisation but indicates persistent early childhood access gaps.

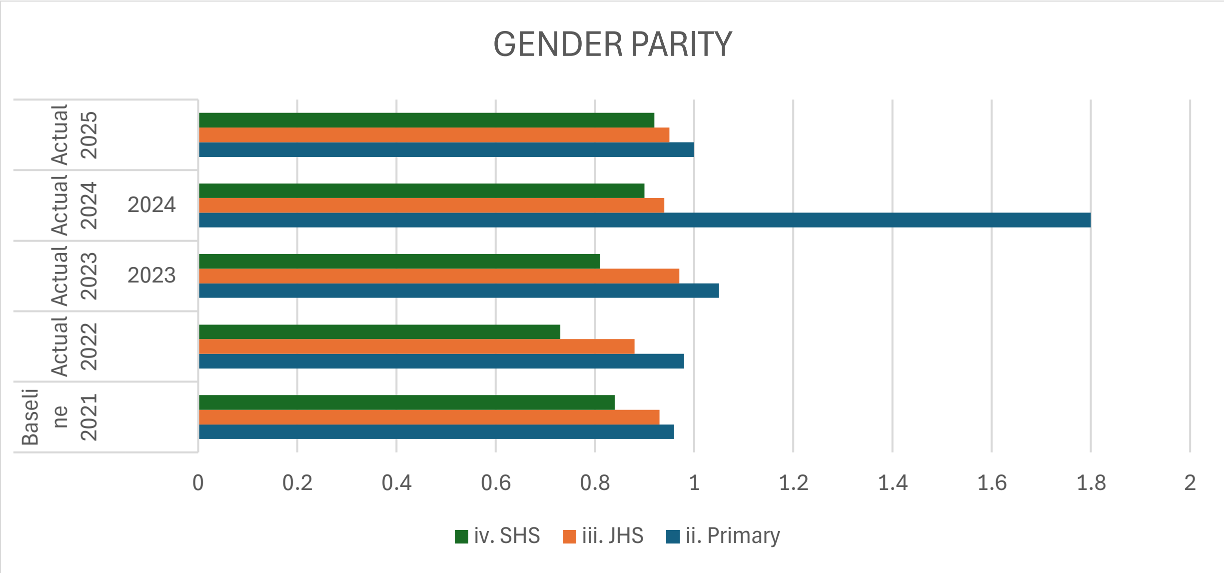
Primary: The ratio fluctuated between 63% and 69% and stands at **64.3% (2025)** against a 65% target. Enrolment remains relatively stable but stagnant, suggesting limited new entrants and possible retention issues from KG transition.

JHS: The NER improved from **19.1% (2021)** to **19% (2025)**, slightly below the 20% target. Although there was a peak in 2023 (26.7%), enrolment dropped afterward, indicating transition and retention challenges from Primary to JHS.

Overall Observation: While early childhood enrolment shows strong growth, transition and sustained participation decline progressively toward highe

2.7.3.3 Gender Parity Index (GPI)

The graph shows trends in gender parity across three education levels—Primary, JHS (Junior High School), and SHS (Senior High School)—from 2021 to 2025.



Gender parity at the Primary level fluctuated around 1, indicating near-equal representation of boys and girls, with a notable spike above 1 in 2024, suggesting more girls than boys in that year. JHS parity remained slightly below 1 across the years, reflecting a small gender gap favoring boys. SHS consistently stayed below 1, indicating lower female enrolment relative to males, though there was a gradual improvement over the period. Overall, the data highlights persistent gender disparities at higher education levels, with Primary education showing the most balanced parity

2.7.3.4 Completion rate

Kindergarten: Very high completion (149% in 2025), suggesting over-aged or transfer inflows. This indicates improved retention but possible data inconsistencies.

Primary: Improved to **44.3% (2025)** against 50% target. Although upward trending, completion remains low, indicating dropout before final grade.

JHS: Also at **44.3% (2025)** against 50% target, reflecting weak transition and retention from lower grades.

SHS: At **42% (2025)** against 50% target. Completion remains moderate but below expectations.

2.7.3.5 Pass rate

Improved from **2.4% (2021)** to **37.8% (2025)** against a 15% target, significantly exceeding the target. This reflects improved academic interventions and supervision.

SHS (WASSCE): Fluctuated sharply (72% → 27% → 52% → 17.7% → 25%). The **2025 rate of 25%** remains below the 67.8% target, indicating instability in performance..

2.7.3.6 General Implication for District Goals

Education indicators show **strong gains in enrolment and gender parity**, moderate improvement in completion, and significant improvement in BECE performance. However, retention and SHS performance remain critical gaps. Addressing transition bottlenecks, infrastructure deficits, and socio-economic barriers will be essential to achieving the district's human capital development goals under the Medium-Term Development Plan.

If you would like, I can compress this into a one-page NDPC APR-ready narrative format or restructure it strictly under NDPC reporting headings.

put all the programmes , challenges and policy recommendation into a one page report form and provide a brief introduction to the table

2.7.4. Health Sector Performance Indicators

introduction

The table presents performance trends of key health indicators under the Social Development dimension from 2021 to 2025. It focuses on functionality of health facilities (CHPS Compounds and Health Centres), prevalence of institutional malnutrition, and institutional malaria case fatality rates. These indicators measure progress in service availability, disease prevention, maternal and child health outcomes, and overall health system effectiveness within the district. The data shows improvements in health infrastructure expansion, stable zero malaria fatalities, and mixed outcomes in nutrition indicators.

Table13 ; Health Sector Performance Indicators

Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
11. Proportion of health facilities that are functional									
i. CHPS Compounds	9	13	17	17	17	17	Construction, completion and furnishing of CHPS compounds; staff accommodation support	Staffing gaps; delayed furnishing of new facilities	Prioritise staffing of completed CHPS; ensure timely furnishing and utilities
ii. Clinics	0	0	0	0	2	0	Referral and outreach services through CHPS	Lack of clinic infrastructure	Advocate for phased upgrading of CHPS to clinics
iii. Health Centres	0	5	5	5	6	5	Equipment support; routine maintenance	Limited space and ageing infrastructure	Upgrade selected health centres and expand equipment base
iv. Polyclinics	0	0	0	0	1	0	Referral linkage to district hospital	High capital cost	Seek GoG/partner support for future polyclinic development
v. Hospital	0	0	0	0	1	0	Support to district hospital services	Funding and approval constraints	Advocate for hospital upgrading through MoH/GHS
12. Prevalence of malnutrition (institutional)									
• Wasting	0	0	0	0	0	0	Growth monitoring and promotion	Under-reporting	Strengthen nutrition surveillance
• Underweight	3.7	2.9	0.8	0.8	0.5	0.6	Infant and Young Child Feeding (IYCF); nutrition counselling	Food insecurity in lean season	Expand nutrition support and social protection
• Stunting	0.8	0.6	2.3	3.3	1.5	1.9	Nutrition education; antenatal care	Poor dietary diversity	Promote household nutrition and maternal education
• Overweight	0	0	0	0	0	0	Lifestyle education	Low detection	Improve screening and reporting

13. Maternal mortality ratio (Institutional)	0	0	0	0	0	0	Skilled delivery services; ANC and post-natal care	Long travel distances in emergencies	Strengthen emergency transport and referral systems
14. Malaria case fatality (Institutional)									
i. District total	0	0	0	0	0	0	LLIN distribution; early diagnosis and treatment	Late reporting of cases	Intensify community surveillance
ii. Under-five years	0	0	0	0	0	0	Child welfare clinics; malaria prevention	Care-seeking delays	Strengthen CHPS outreach
iii. Women (15–49 years)	0	0	0	0	0	0	ANC malaria prophylaxis (IPTp)	Inconsistent ANC attendance	Improve ANC follow-up and education
15. Proportion of population who tested positive for COVID-19	0	0	0	0	0	0	COVID-19 surveillance; vaccination and sensitisation	Low testing demand	Maintain surveillance and emergency preparedness

Figures 12; Functional Health Facilities

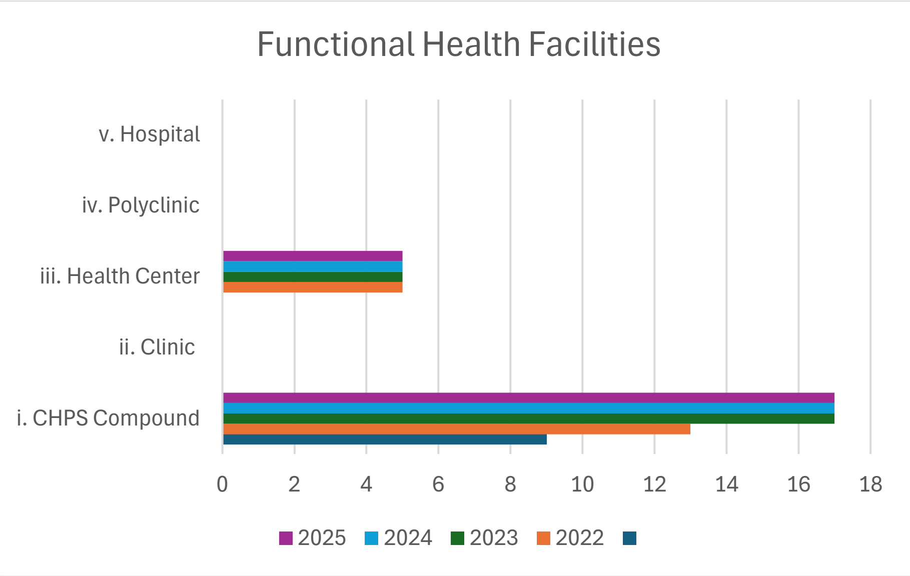
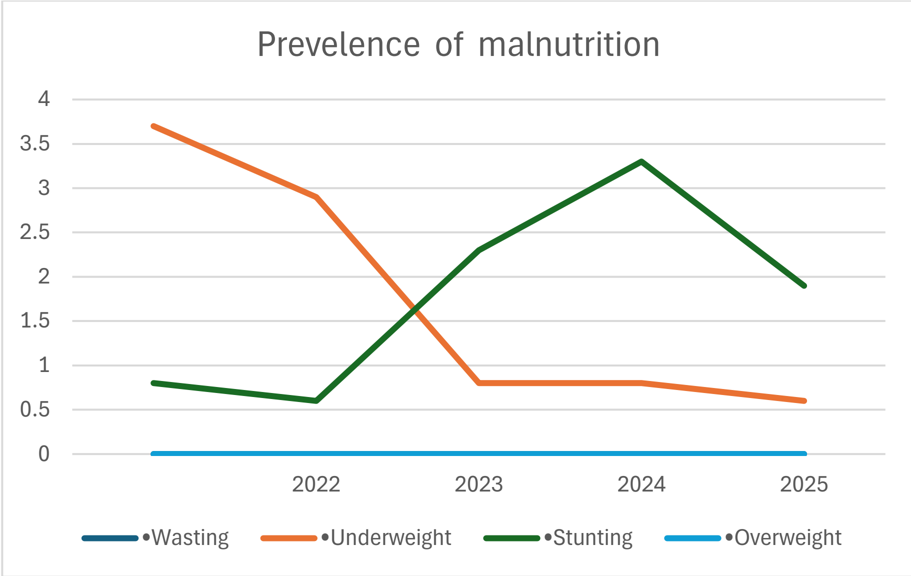


figure 13 ; prevalence of malnutrition



2.7.4.1 Proportion of Functional Health Facilities

The number of functional **CHPS Compounds** increased significantly from **9 (2021)** to **17 (2023–2025)**, meeting the 2025 target of 17. This indicates substantial expansion of primary healthcare access at the community level.

Health Centres increased from **0 (2021)** to **5 (2022–2025)** but fell slightly below the 2025 target of 6. Clinics, Polyclinic and Hospital targets were not achieved, indicating limited expansion at higher referral levels.

Implication: Primary healthcare coverage has improved considerably through CHPS expansion; however, referral-level infrastructure remains inadequate

2.7.4.2 Prevalence of Institutional Malnutrition

- **Wasting:** Remained at 0% throughout the period, indicating no recorded acute malnutrition cases at institutional level.
- **Underweight:** Declined significantly from **3.7% (2021)** to **0.6% (2025)**, exceeding the 2025 target (0.5% slightly missed but close). This reflects improved child nutrition interventions.
- **Stunting:** Increased from **0.8% (2021)** to a peak of **3.3% (2024)** before declining to **1.9% (2025)**, remaining above the 1.5% target.
- **Overweight:** Remained at 0%.

Implication:
While acute malnutrition is controlled, chronic malnutrition (stunting) remains a concern, suggesting long-term nutritional deficiencies.

2.7.4.3 Malaria Case Fatality (Institutional)

Malaria case fatality for:

- District total
- Under-five children
- Women aged 15–49

remained at **0% from 2021–2025**, meeting the district target.

Implication: Malaria control and case management interventions are highly effective at institutional level. Early detection and treatment systems are functioning efficien

The district has made strong progress in expanding primary healthcare infrastructure and sustaining zero malaria fatalities. However, chronic malnutrition and limited higher-level referral facilities remain key gaps. Strategic investments in nutrition-sensitive interventions, human resources, and referral infrastructure will be critical to sustaining health gains and achieving the 2025 district health targets

2.7.4.5NHIS performance indicators

The table presents trends in the **proportion of the population with valid National Health Insurance Scheme (NHIS) membership** from 2021 to 2024, with projections toward 2025. It disaggregates coverage into Total Membership, Indigents, Informal Sector, Aged, Under 18 Years, and Pregnant Women. The indicator measures financial protection and access to healthcare services in the district. Increased NHIS enrolment enhances equitable access to healthcare, reduces out-of-pocket expenditure, and supports Universal Health Coverage (UHC) objectives.

2.7.4.6 Health / Social Protection Performance Indicator

The table presents the performance of the District in expanding **population coverage under the National Health Insurance Scheme (NHIS)** disaggregated by key beneficiary groups. It tracks progress from the 2021 baseline through to 2025, highlighting trends in total enrolment as well as coverage among indigents, the informal sector, the aged, children under 18 years, and pregnant women. The table also outlines key programmes implemented during the year, challenges encountered, and policy actions required to sustain and improve NHIS coverage. Overall, the information provides an evidence-based assessment of access to financial protection in health and the District's contribution towards achieving universal health coverage objectives.

Table 14: Proportion of Population with Valid NHIS Card

Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025*	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
i. Total	54,246	62,257	69,834	76,846	80,000	78,500	NHIS mass registration and renewal exercises; community outreach	Low renewal rates; card expiration	Intensify annual renewal campaigns and mobile registration
ii. Indigents	10,338	16,759	34,770	35,615	40,000	37,200	LEAP enrolment linkage; indigent registration support	Identification and verification challenges	Strengthen indigent targeting with Social Welfare
iii. Informal sector	9,855	11,031	11,569	9,856	12,000	10,500	Market and community-based registration drives	Irregular income affecting renewal	Introduce flexible renewal schedules
iv. Aged	921	1,029	1,361	1,843	2,000	1,950	Free NHIS renewal for elderly (70+)	Limited awareness in remote communities	Expand outreach to hard-to-reach areas
v. Under 18 years	13,318	14,818	15,075	12,505	16,000	14,900	School-based NHIS registration	Parental non-renewal	Link child registration to parental renewal
vi. Pregnant women	—	—	70	120	2,500	2,100	Free maternal NHIS registration	Late ANC reporting	Integrate NHIS registration with ANC services

Figure 14 ; proportion of population with NHIS cards

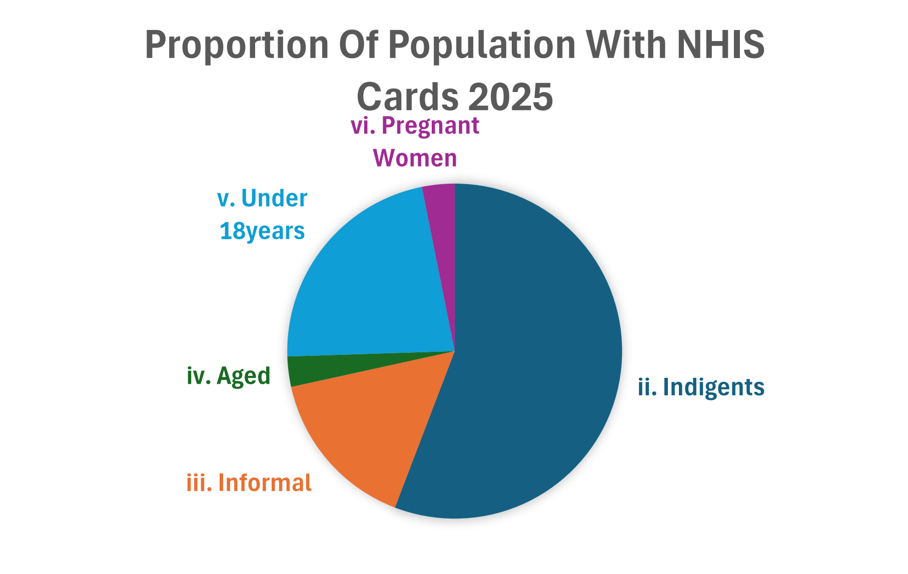
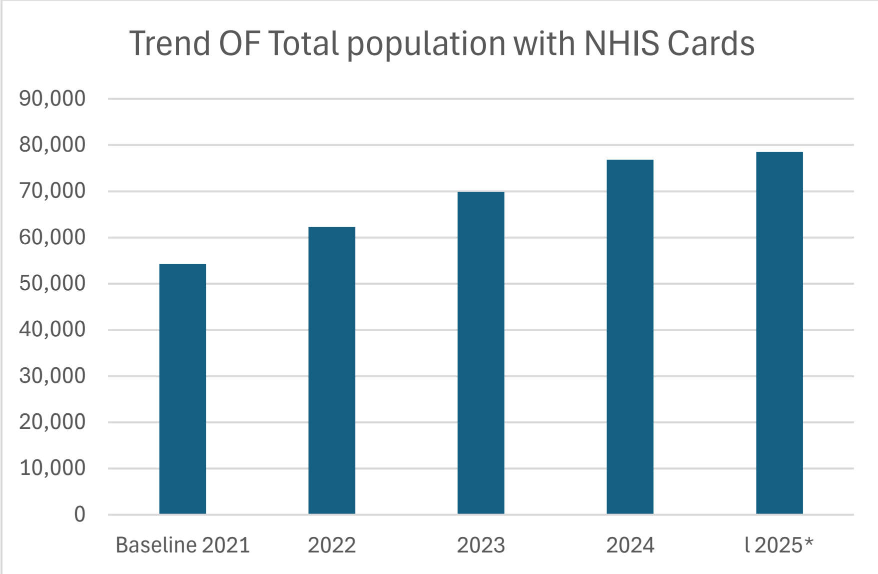


figure 15; Trend of Total population with NHIS Cards



1.Total NHIS Membership; Membership increased steadily from **54,246 (2021)** to **76,846 (2024)**, representing significant expansion in coverage. The projected 2025 figure (78,500) shows continued growth but slightly below the 80,000 target, suggesting room for intensified enrolment drives.

2. Indigents; There was a sharp increase between 2022 and 2023, reflecting successful identification and enrolment of vulnerable populations. Growth has stabilised, with 2025 projected at 37,200 against a 40,000 target.

3. Informal Sector; Enrolment fluctuated, peaking in 2023 before declining in 2024. This reflects renewal challenges and affordability constraints within the informal economy.

4. Aged (70+); Steady increase from 921 (2021) to 1,843 (2024), with projected growth to 1,950 in 2025. This shows improved awareness of exemptions for the elderly.

5. Under 18 Years; Numbers increased until 2023 but declined in 2024, possibly due to renewal lapses. Slight recovery is projected in 2025.

6. Pregnant Women; Though baseline data was not captured, enrolment remains moderate. This group is critical for maternal health service utilisat

2.7.4.7Implications for the Achievement of District Goals and Objectives

The trends in NHIS enrolment indicate steady progress toward the district's health and social protection goals, particularly universal access to basic healthcare and reduced vulnerability among priority groups. The growth in total enrolment from the 2021 baseline to 2025 shows that mass registration, renewal exercises, and community outreach are largely effective, even though the district marginally fell short of its 2025 target. Strong performance among indigents, the aged, and pregnant women demonstrates positive alignment with equity-focused objectives, including protection of the poor and improved maternal and child health outcomes.

However, shortfalls in the informal sector and under-18 categories highlight persistent risks to sustainability of coverage, which could undermine objectives related to preventive healthcare and long-term human capital development. Addressing renewal challenges, awareness gaps, and income-related barriers is therefore critical. Overall, the data suggest that with improved targeting, integration of NHIS registration into routine social and health services, and flexible renewal mechanisms, NHIS coverage can more effectively support the district's overarching goals of improved health outcomes, productivity, and inclusive socio-economic development.

2.7.5 Environment & Human settlement

2.7.5.1 Number of Births and Deaths Registered

The table presents sex-disaggregated data on registered births and deaths over a four-year period (2022–2025). The data reflects trends in population dynamics, civil registration coverage, and potential improvements in birth and death reporting within the district.

Table15 : Number of Births and Deaths Registered

Indicator	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
Births Registered (Sex)	M=610 F=603	M=684 F=636	M=803 F=653	M=1017 F=879	M=1500 F=1400	M=1134 F=1034	• Community birth registration outreach • Integration of registration at CHPS facilities • Public sensitisation through community durbars • Collaboration with traditional leaders	• Late reporting of births • Long distance to registration centres in remote communities • Low awareness among some households	• Decentralise registration points to CHPS zones • Intensify community education on timely registration • Introduce mobile registration exercises
Deaths Registered (Sex)	M=13 F=8	M=30 F=18	M=12 F=12	M=25 F=13	M=29 F=19	M=11 F=6	• Community sensitisation on death registration • Collaboration with health facilities and traditional authorities • Data validation with health records	• Cultural reluctance to report deaths • Under-reporting of deaths occurring outside health facilities • Inadequate logistics for field verification	• Strengthen enforcement of compulsory death registration • Engage chiefs and religious leaders to promote reporting • Improve logistics support for registration officers

Birth registration has shown a **consistent upward trend** from the 2021 baseline through 2025, indicating improved public awareness and increased access to registration services, particularly through CHPS facilities. Although the **2025 targets were not fully met**, actual performance (M=1,134; F=1,034) represents a significant improvement over previous year.

Death registration remains **comparatively low and inconsistent**, reflecting persistent socio-cultural barriers and under-reporting, especially for deaths occurring outside formal health facilities. Nonetheless, the 2025 figures suggest better reporting accuracy rather than increased mortality.

Figure 16; Total Births and Deaths

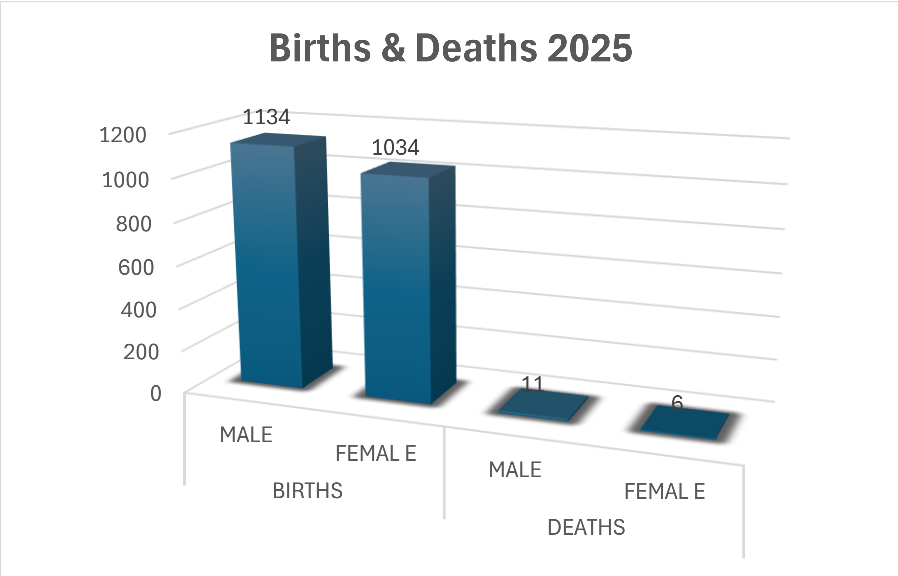
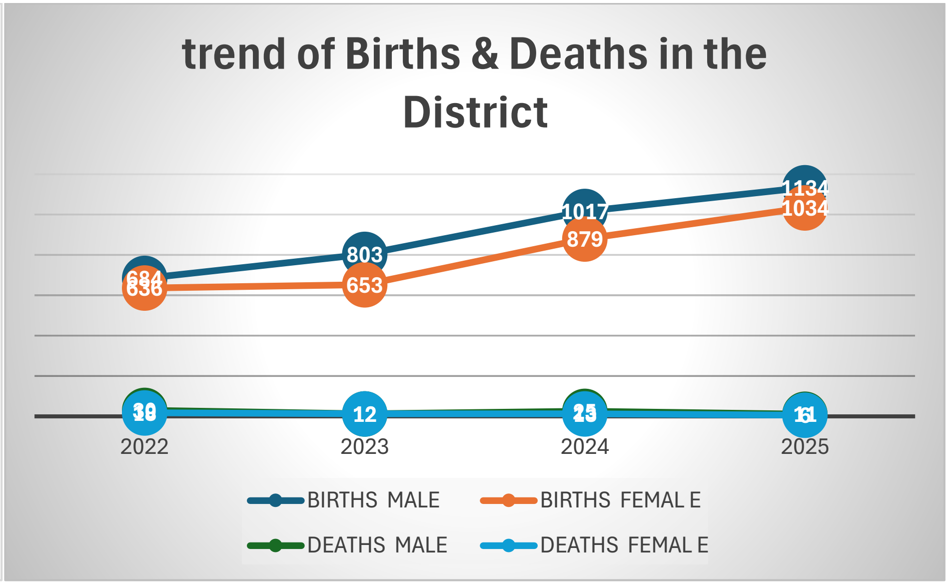


figure 17; Trend of Birth & Deaths



Analysis of Births

- **Overall increase:** Total registered births rose steadily from **1,320 in 2022** to **2,168 in 2025**, representing a significant upward trend.
- **Male births:** Increased consistently from **684 (2022)** to **1,134 (2025)**.
- **Female births:** Also showed strong growth from **636 (2022)** to **1,034 (2025)**.
- **Sex pattern:** Male births were slightly higher than female births in all years, which aligns with normal demographic patterns.
- **Implication:** The steady rise suggests improvements in birth registration coverage, increased public awareness, and possibly population growth.

Analysis of Deaths

- **General decline:** Registered deaths reduced from a total of **48 in 2022** to **17 in 2025**, despite minor fluctuations.
- **Male deaths:** Declined sharply from **30 (2022)** to **11 (2025)**, with a brief rise in 2024.
- **Female deaths:** Reduced consistently from **18 (2022)** to **6 (2025)**.
- **Sex pattern:** Male deaths remained higher than female deaths across all years.

- Improved birth registration enhances **population planning, education enrolment, health insurance access, and social protection targeting**.
- Low death registration affects **accurate demographic profiling**, public health surveillance, and emergency preparedness planning.
-

Sustained improvement in civil registration will strengthen **evidence-based decision-making** and APR performance rates

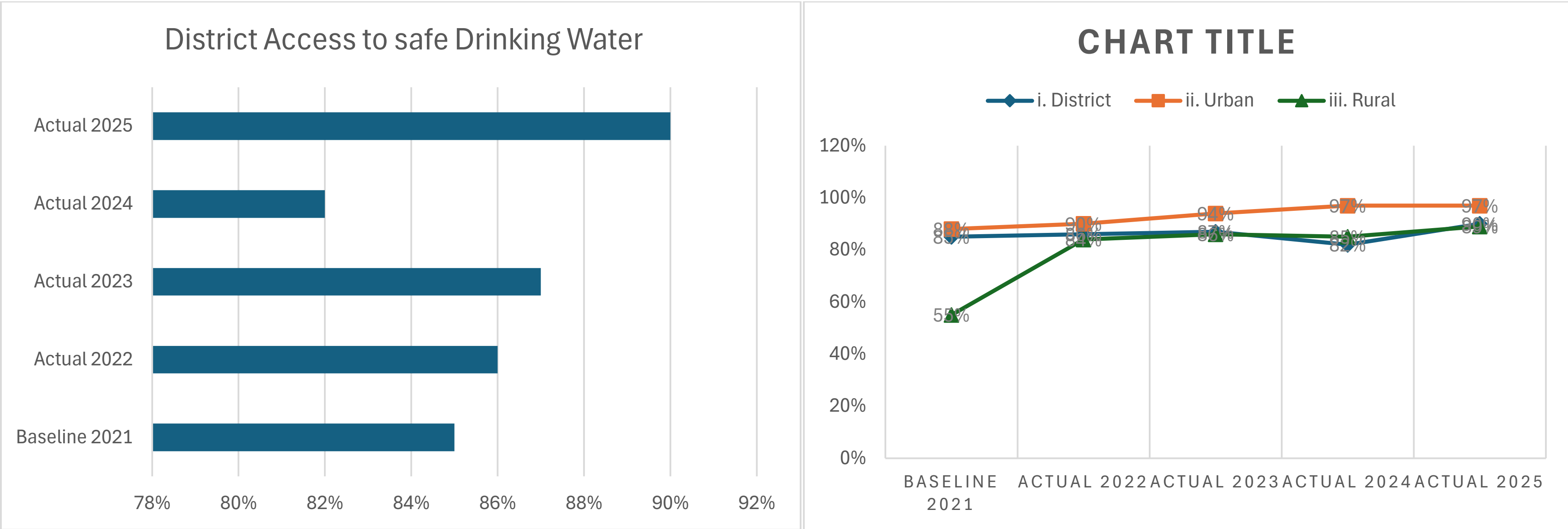
2.7.5.2 Water and Sanitation Performance Indicators

The two tables present trends in **access to safe drinking water and improved sanitation services** in the district from **2021 to 2025**, disaggregated by district, urban, and rural areas. They highlight the district's efforts to improve WASH service delivery through infrastructure development and behaviour change interventions, while also revealing variations in performance over the years and disparities between urban and rural communities. Overall, the data provide a basis for assessing progress toward set targets, identifying service gaps, and guiding policy and investment decisions to achieve universal access to water and sanitation.

Table 16; Water and Sanitation performance Indicators

Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
18. Percent of population with sustainable access to safe drinking water sources									
i. District	85%	86%	87%	82%	95%	90%	Construction and rehabilitation of boreholes; WASH sensitisation; water quality monitoring; support to WATSAN Committees	Breakdown of facilities; seasonal drying of sources; limited maintenance funds	Increase WASH budget; strengthen routine maintenance; invest in climate-resilient water systems
ii. Urban	88%	90%	94%	97%	98%	97%	Extension of small-town water systems; rehabilitation of mechanised boreholes; private sector collaboration	Rapid urbanisation; high energy and operational costs	Promote energy-efficient pumping; expand networks to peri-urban areas
iii. Rural	55%	84%	86%	85%	90%	89%	Borehole drilling in deprived communities; community management training; NGO-supported water projects	Poor access to remote communities; weak community ownership	Strengthen WATSAN Committees; enhance community participation and ownership
19. Proportion of population with access to improved sanitation services									
i. District	16%	17%	19%	23%	30%	34%	CLTS implementation; household latrine promotion; enforcement of sanitation bye-laws; environmental health inspections	High cost of latrine construction; behavioural resistance	Introduce sanitation subsidies; strengthen enforcement of bye-laws
ii. Urban	6%	2%	25%	23%	40%	32%	Construction of public toilets; promotion of household toilets; liquid waste management	Limited space; poor maintenance of public facilities	Promote improved shared sanitation; PPPs for facility management
iii. Rural	13%	16%	30%	33%	50%	34%	CLTS in rural communities; hygiene education; school sanitation programmes	Poverty constraints; persistence of open defecation	Scale up low-cost latrine technologies; intensify behaviour change communication

Figure 18 ; Percent of Population with Sustainable Access to Safe Drinking Water Sources



Access to safe drinking water in the District showed **overall improvement from 85% in 2021 to 90% in 2025**, although the **2025 target of 95% was not fully achieved**. Performance peaked in 2023 (87%) but declined in 2024 (82%), largely due to **breakdown of facilities and climatic pressures**, before recovering in 2025.

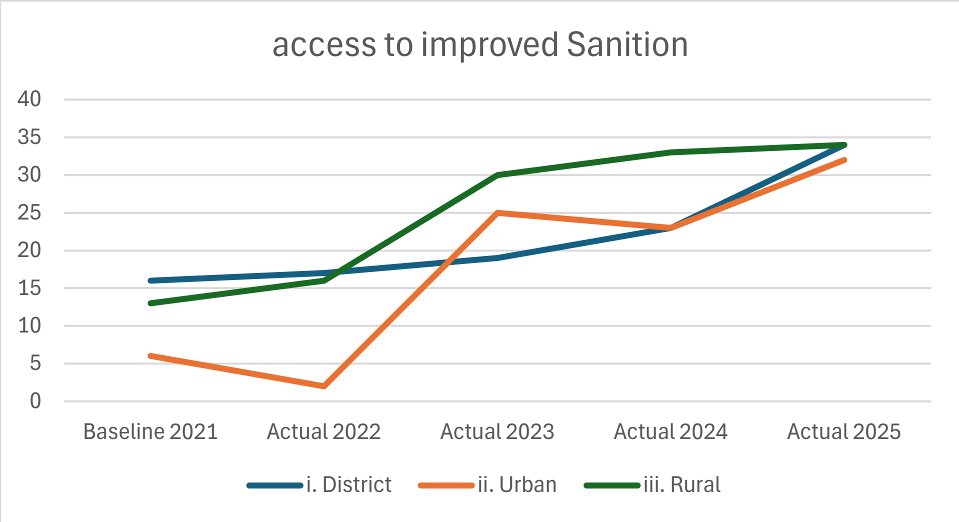
- **Urban areas** consistently performed strongly, improving from 88% in 2021 to 97% in 2025, narrowly missing the 98% target. This reflects sustained investment in mechanised systems and improved network coverage.
- **Rural areas** recorded the most significant gains, rising sharply from 55% in 2021 to 89% in 2025, just below the 90% target. This improvement indicates the impact of borehole drilling and rehabilitation programmes, though sustainability challenges remain.

Overall, while progress is commendable, **system functionality and long-term sustainability** remain critical concerns, especially in rural communities.

2.7.5.3 Proportion of Population with Access to Improved Sanitation Services

Access to improved sanitation services showed **steady and significant improvement**, increasing from **16% in 2021 to 34% in 2025**, exceeding the 2025 district target of 30%. This reflects intensified sanitation campaigns and increased household toilet construction.

Figure 19; access to improved Sanitation



- **Urban sanitation access** improved markedly from 6% in 2021 to 32% in 2025, though it fell short of the ambitious 40% target, mainly due to space constraints and high construction costs.
- **Rural areas** recorded strong gains, rising from 13% in 2021 to 34% in 2025, but still below the 50% target. Despite progress, open defecation remains a concern in some communities.

2.7.5.4 implications of Water and Sanitation Data on District Goals

- **Improved Access to Safe Drinking Water Supports Health and Livelihood Goals** The district has shown **steady improvements in access to safe drinking water**, with the 2025 actual (District: 90%, Urban: 97%, Rural: 89%) approaching or exceeding targets in urban areas. This directly contributes to **reduced waterborne diseases**, improved public health, and **enhanced productivity** in households and schools, supporting the District's goal of improving health outcomes and human capital development.
- **Rural Water Access Highlights Need for Equity-Focused Interventions**. While urban areas have nearly universal coverage, **rural areas still lag slightly behind targets** (89% actual vs. 90% target). This implies the district must **focus on equitable water provision**, especially in remote communities, to ensure that development goals are inclusive and that all residents benefit from essential services.
- **Sanitation Coverage Improves Public Health but Remains a Key Challenge**. District-level sanitation improved from 16% in 2021 to 34% in 2025, but rural sanitation is still low relative to targets (34% actual vs. 50% target). Poor sanitation slows progress toward **reducing communicable diseases, improving school attendance, and achieving SDG 6 targets**, highlighting the need for **intensified behavioural change, subsidies, and infrastructure interventions**.

- **Integration of WASH Services Strengthens Local Governance and Community Engagement**. WASH programs have leveraged **community participation, WATSAN committees, and partnerships with NGOs**, fostering **local governance capacity** and participatory development. This aligns with district goals of **strengthening decentralized planning and community ownership of development initiatives**.
- **Risk of Slower Progress if Infrastructure Maintenance is Neglected**.. Challenges such as **facility breakdown, seasonal drying of sources, and inadequate maintenance** may compromise long-term sustainability. Achieving district goals of **sustainable service delivery and resilience to climate variability** requires proactive maintenance strategies and investment in **climate-resilient water and sanitation infrastructure**.
- **Policy Alignment and Strategic Recommendations**. The data supports policy interventions such as **subsidized latrine construction, mobile rural water services, and strengthened enforcement of sanitation bylaws**. Proper implementation will **accelerate progress toward the district's goals of universal WASH access, improved health, and socio-economic development**.

3.7.6 indicators on Recorded Cases of Child Abuse

The table presents a summary of recorded cases of child abuse in the district from the 2021 baseline through to 2025, covering key dimensions such as child trafficking, child labour, sexual and emotional abuse, neglect, early marriage, female genital mutilation (FGM), and family–child separation. It also highlights the key prevention and response programmes implemented during the year, the challenges encountered, and corresponding departmental policy recommendations. Overall, the table serves as a monitoring tool for assessing the effectiveness of child protection interventions and the district's progress toward safeguarding children's rights and promoting their welfare.

Table17 : Recorded Cases of Child Abuse

Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
Recorded cases of child abuse									
i) Child trafficking	0	0	0	0	5	0	• Community awareness campaigns on trafficking • Collaboration with Ghana Police Service and social welfare	• Underreporting due to fear and stigma • Low community awareness in some areas	• Strengthen community reporting mechanisms • Train local leaders to identify and report cases
ii) Child labour	0	0	0	0	10	0	• School enrolment drives • Child labour sensitisation workshops • Monitoring by Social Welfare Officers	• Poverty driving child labour • Limited enforcement of child labour laws	• Intensify poverty alleviation programmes • Enforce existing child labour regulations
iii) Sexual abuse	0	0	0	0	3	0	• Child protection education in schools • Referral mechanisms for victims • Collaboration with NGOs on sexual abuse prevention	• Cultural silence around sexual abuse • Limited access to counselling services	• Strengthen reporting and counselling centres • Promote child-friendly legal services
iv) Emotional abuse	0	0	0	0	10	0	• Parent/guardian training on child rights • School-based psychosocial support programmes	• Lack of awareness of emotional abuse • Limited trained counsellors	• Expand psychosocial support programmes • Train more community-based counsellors
v) Neglect	0	0	0	0	10	0	• Home visits by social welfare officers • Community sensitisation on child care	• Poverty leading to neglect • Inadequate social support systems	• Implement social protection interventions for vulnerable families • Strengthen community child welfare committees

vi) Early marriage	0	0	0	0	1	0	• Advocacy with traditional leaders • School retention campaigns for girls	• Cultural practices supporting early marriage	• Strengthen enforcement of legal age of marriage • Promote girl-child education
vii) Female genital mutilation	0	0	0	0	5	0	• Public education campaigns • Collaboration with health authorities	• Deep-rooted cultural beliefs	• Enforce laws banning FGM • Engage traditional and religious leaders
viii) Family-child separation	0	0	0	0	3	0	• Counselling and family mediation programmes • Social welfare home visits	• Poverty and migration	• Strengthen social support systems for at-risk families

The table indicates **zero recorded cases of child abuse across all categories from 2021 to 2025**, despite set targets for 2025. This trend may suggest:

- **Effective prevention and sensitisation efforts** at the community level, contributing to reduced incidence of reported abuse; and/or
- **Under-reporting of cases**, driven by stigma, cultural norms, fear of reprisal, and limited awareness of reporting mechanisms.

The existence of **targets in 2025** implies an institutional expectation that some cases may occur or be detected if surveillance and reporting systems function optimally. The persistent zero reporting therefore highlights the need to strengthen **case detection, documentation, and referral systems**, rather than assuming complete absence of abuse.

2.76.1 Implications for achievement of District Goals

- **Zero recorded cases in 2025** indicate either successful preventive measures or persistent underreporting.
- Maintaining **low incidence of child abuse** supports the district's goal of **protecting vulnerable children, improving social welfare, and fostering inclusive development**.
- Continuous **community education, enforcement of child protection laws, and social support interventions** are essential to sustain achievements and ensure all children can access education, health, and safety, contributing to the district's broader human capital and social development objectives.

2.7.5.2 Road network in good condition and Electricity coverage

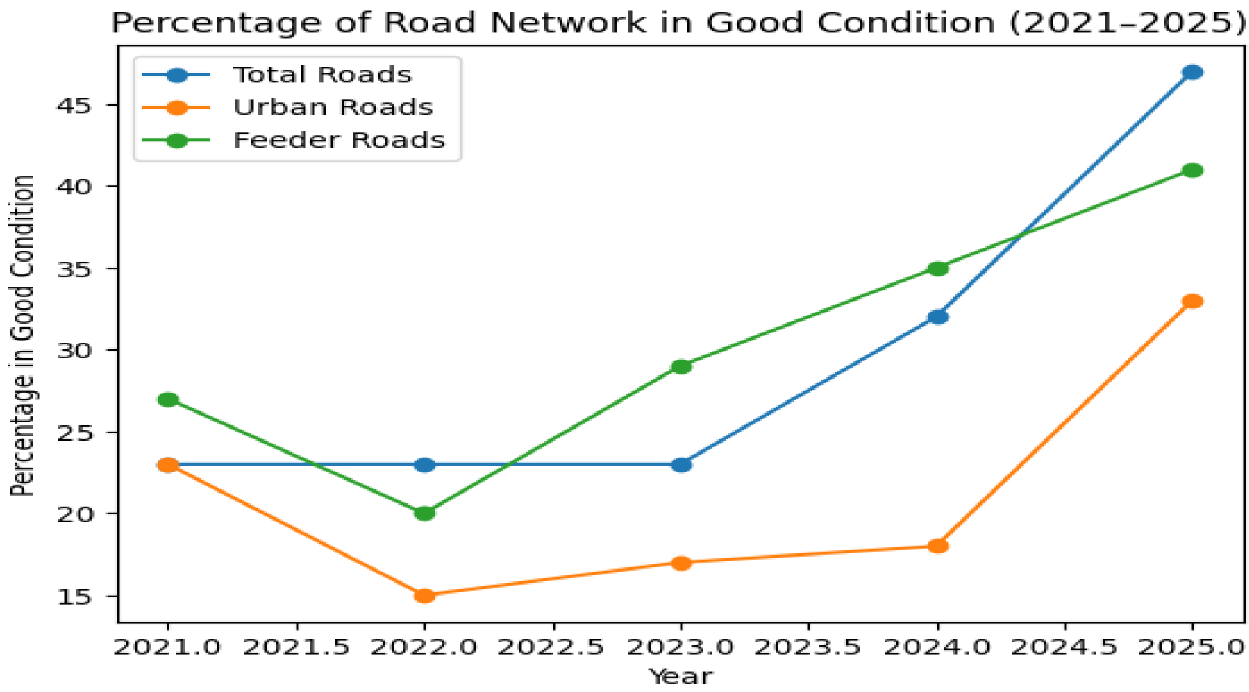
The table presents the performance of selected infrastructure and utility indicators under the Economic Development dimension, specifically focusing on the **percentage of road network in good condition** and the **percentage of communities covered by electricity**. It compares baseline data (2021), annual actual performance (2022–2024), the 2025 target, and the 2025 actual achievements, while also outlining key programmes implemented, challenges encountered, and departmental policy recommendations. The analysis provides a clear assessment of progress made in improving road conditions (total, urban, and feeder) and expanding electricity coverage (district, rural, and urban), as well as highlighting gaps between targets and actual performance. Overall, the table serves as an important tool for evaluating infrastructure development outcomes and guiding strategic interventions toward achieving the District's 2025 development objectives

Table18 ; Road network in good condition and Electricity coverage

	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
21	**Percentage of road network in good condition**									
	Total	23	23	32	40	55	47	Routine and periodic road maintenance; spot improvement of critical road sections; reshaping of feeder roads	Inadequate releases for road maintenance; heavy rains causing rapid deterioration	Increase allocation to road maintenance; prioritize climate-resilient road designs
	Urban	23	15	17	18	40	33	Urban road rehabilitation; pothole patching; drainage improvement works	High traffic load; weak drainage systems	Integrate drainage works into road projects; enforce axle load regulations
	Feeder	27	20	29	35	40	41	Feeder road reshaping; gravelling of selected roads; community-based maintenance	Seasonal flooding; limited equipment and logistics	Strengthen collaboration with Department of Feeder Roads; adopt routine maintenance schedules
22	**Percentage of communities covered by electricity**									
	• District	28.08	41.80	48	53	60	62	Extension of electricity to new communities; collaboration with ECG/NEDCo; monitoring of electrification projects	Delays in project execution; funding constraints	Intensify advocacy for rural electrification projects; improve project monitoring
	• Rural	19.99	38	45	51	65	58	Rural electrification projects; community sensitisation on connection procedures	High cost of household connections; dispersed settlements	Introduce subsidised connection schemes; cluster rural communities for electrification
	• Urban	3.08	3.40	3.40	4.20	80	72		Inadequate transformers; rapid urban expansion	Plan electricity expansion alongside spatial and settlement growth

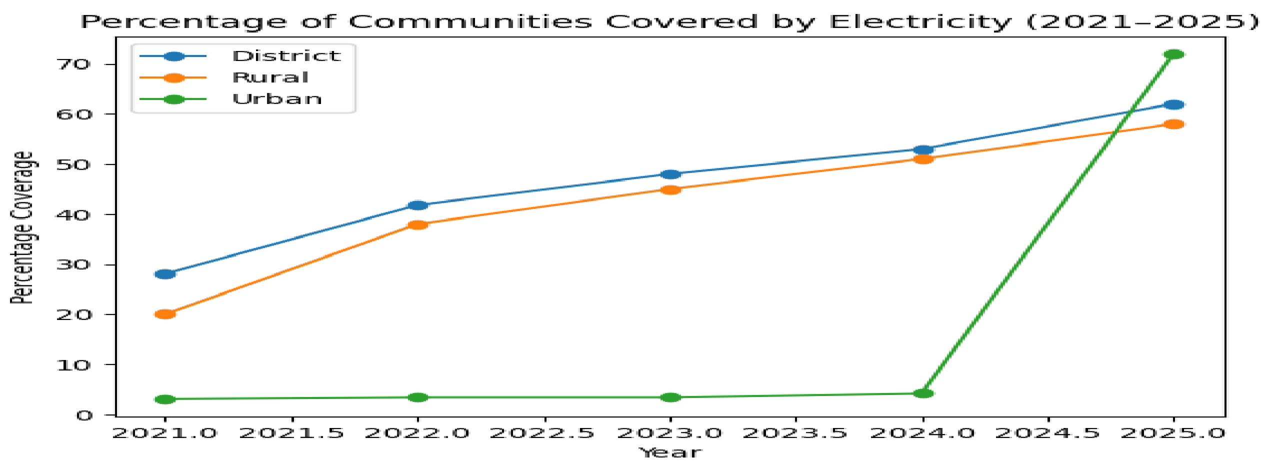
								Network expansion and upgrading; replacement of faulty infrastructure		

Figure 20 ; Road Network in Good Condition



- The **overall road condition improved significantly**, increasing from **23% in 2021 to 47% in 2025**, exceeding the 2025 target.
- **Feeder roads recorded the strongest performance**, surpassing the target due to focused spot improvements and reshaping.
- **Urban roads lagged behind target**, largely due to drainage problems and rapid wear from traffic and flooding.
- Improved road conditions enhance **market access, agricultural value chains, and service delivery**, directly supporting local economic development.

Figure 21; Communities Covered by Electricity



- **District-wide electricity coverage improved steadily**, rising from **28.08% in 2021 to 62% in 2025**, exceeding the set target.
- **Rural electrification showed strong progress**, although it fell slightly short of the 2025 target due to high extension costs.

- **Urban electricity coverage expanded rapidly**, achieving **72%**, reflecting intensified household and institutional connections.
- Expanded electricity access supports **education, health service delivery, agro-processing, and small-scale enterprises**.

Cross-Cutting Challenges

- Delayed and inadequate release of **DACF and other central government transfers**
- Rising cost of construction materials and electrical infrastructure
- Weather-related damage to road infrastructure
- Limited logistics and equipment for routine maintenance
- Right-of-way and land-use challenges, especially in urban areas

2.7.6.2 implications for the Achievement of District Goals and Objectives

The observed improvements in the condition of the road network and the expansion of electricity coverage have direct positive implications for the achievement of the district's socio-economic development goals. Improved road conditions, particularly feeder and urban roads, enhance mobility, reduce transport costs, and facilitate access to markets, schools, health facilities, and administrative centres. This supports the district's objectives of stimulating local economic growth, improving agricultural value chains, and promoting equitable access to social services. However, the gap between actual performance and 2025 targets—especially for urban roads—suggests that inadequate maintenance funding and climate-related damage could continue to constrain productivity and service delivery if not addressed.

Similarly, increased electricity coverage at the district, rural, and urban levels contributes to improved living standards, supports small and medium-scale enterprises, and enhances service delivery in health and education facilities. Shortfalls in achieving universal access targets, particularly in rural communities, indicate that sections of the population remain excluded from the full benefits of modernization and industrial activity. Addressing financing, connection costs, and infrastructure expansion challenges will therefore be critical for ensuring that infrastructure development effectively underpins the district's long-term goals of inclusive growth, poverty reduction, and improved quality of life for all residents

2.7.6.3 Reported Cases of Crime

The table presents key indicators under the social development and safety dimension, focusing on reported crime cases, disaster incidence, and implementation of the Annual Action Plan (AAP). It tracks performance from the 2021 baseline to 2025, highlights interventions implemented during the year, identifies challenges encountered, and outlines policy recommendations to strengthen safety, disaster resilience, and effective plan implementation in support of the District's development objectives.

Table 19; Reported Cases of Crime

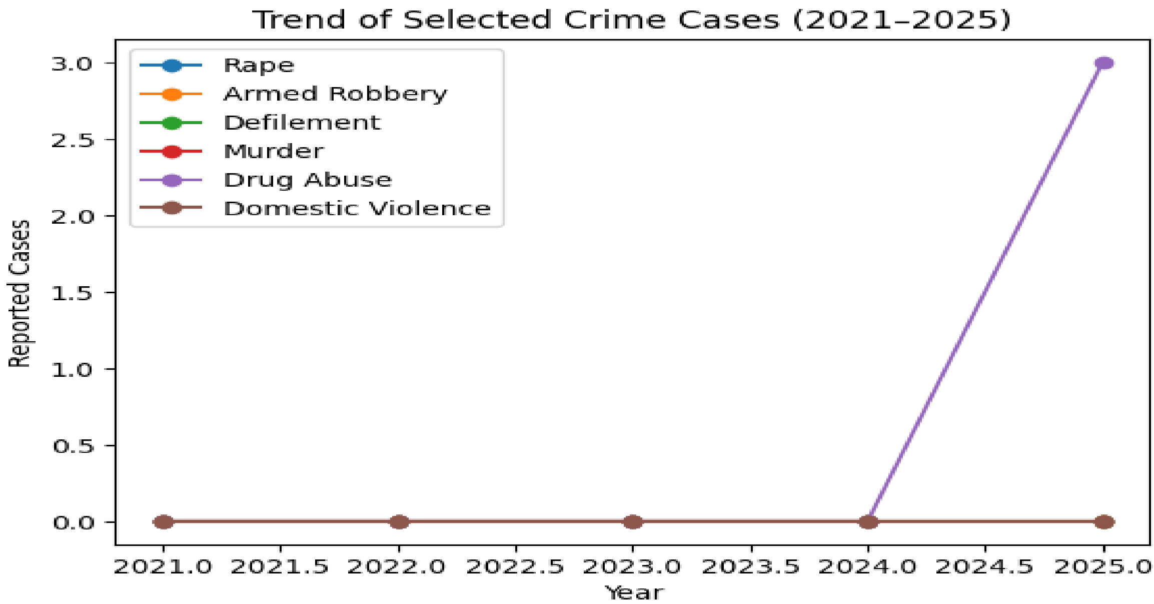
	Indicator (Categorised by Development Dimension	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
23	**Reported cases of crime**	NA	NA	NA	NA	3	0	Community policing; public sensitisation on gender-based violence; collaboration with Police and Social Welfare Police patrols; community watchdog committees Child protection education; school sensitisation programmes Intelligence-led policing; conflict mediation Joint police–customs surveillance; intelligence sharing Market inspections; police patrols Youth sensitisation; school-based education; NGO collaboration Community sensitisation; referral systems with Social Welfare	Underreporting due to stigma and fear Limited logistics for night patrols Cultural silence; fear of family backlash Isolated disputes escalating Porous routes and limited personnel Informal trading settings Peer influence; limited rehabilitation centres Cultural norms discouraging reporting	Strengthen confidential reporting systems and victim support services Improve police logistics and community surveillance Intensify child protection advocacy and legal enforcement Strengthen early conflict detection and mediation Enhance inter-agency collaboration and border surveillance Sustain routine market surveillance Establish community-based counselling and rehabilitation support Strengthen enforcement of DV laws and survivor support mechanisms
	i. Rape	0	0	0	0	2	0			
	ii. Armed robbery	0	0	0	0	2	0			
	iii. Defilement	0	0	0	0	2	0			
	iv. Murder	0	0	0	0	2	0			
	v. Drug trafficking	0	0	0	0	3	0			
	vi. Peddling	0	0	0	0	10	0			
	vii. Drug abuse	0	0	0	0	10	0			
	viii. Domestic violence	0	0	0	0	10	3			
		0	0	0	0	10	0			
24	**Number of communities affected by disaster** i. Bushfire	NA	NA	NA	5	10	5	Community fire volunteer training; public education	Dry season conditions; bush burning practices	Strengthen fire volunteer units and enforce bushfire regulations
	ii. Floods	NA	NA	NA	9	10	4	Drain desilting; early warning sensitisation	Poor drainage; climate variability	Improve drainage systems and flood early warning mechanisms
	iii. Wind/Rainstorm	NA	NA	NA	10	20	13	Public education on safe housing; NADMO rapid response	Weak housing structures	Promote climate-resilient building practices

25	Percentage of annual action plan implemented	89	90		87	90	88	Quarterly monitoring and review meetings; stakeholder coordination	Delayed releases; competing priorities	Improve budget credibility and strengthen monitoring and evaluation systems

Reported Crime cases

- Crime levels remained **generally low**, with **zero reported cases** in most categories.
- **Drug abuse recorded 3 cases** in 2025, indicating an emerging social risk, particularly among youth.
- Persistent zero reporting in sensitive crimes suggests **possible under-reporting**, not total absence.
- Overall security environment remains **stable**, supporting investment and social cohesion.

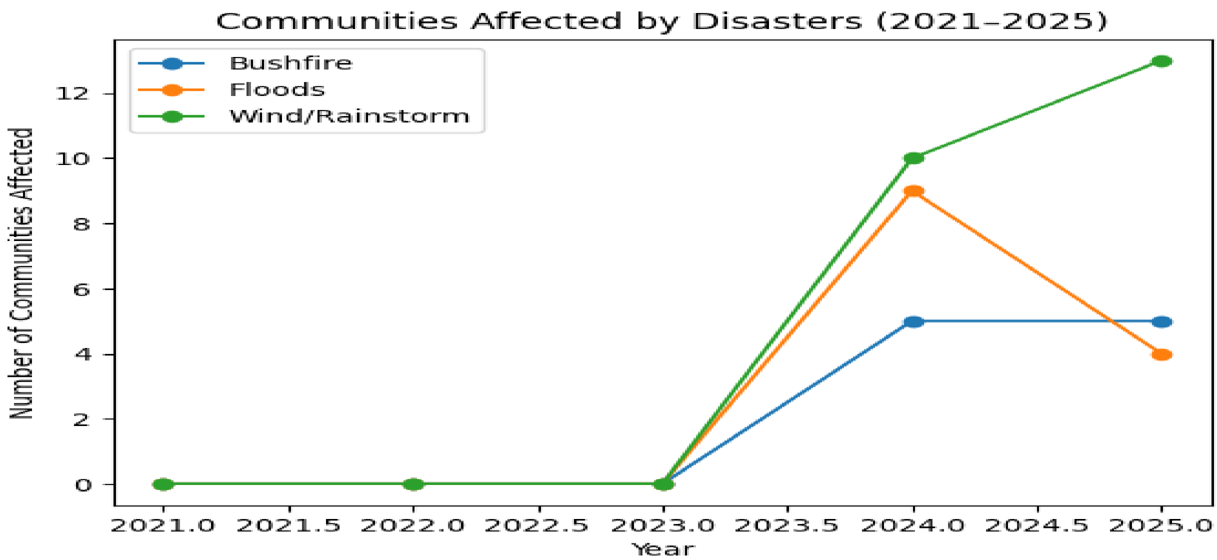
Figure22; Trend of Selected Crime Cases (2021–2025



27.6.3 : Number of Communities Affected by Disaster

- **Wind and rainstorms** remain the most significant disaster threat, affecting **13 communities** in 2025.
- **Flood-affected communities reduced** from 9 in 2024 to 4 in 2025, reflecting improved preparedness.
- **Bushfire incidents stabilised**, though climate risks persist.
- Disaster patterns underscore the need for **climate-resilient planning**.

Figure 23; number of communities affected by Disaster



- The strong performance in security stability and disaster response indicates **high implementation effectiveness** of planned interventions.

- Delays in funding and climate shocks affected full-scale implementation of some activities.
- Overall implementation level is **satisfactory and on track**, contributing to achievement of district development objectives.

2.7.6.4 Cross-Cutting Challenges

- Under-reporting of crime due to stigma and fear
- Youth unemployment contributing to drug abuse
- Climate change increasing frequency of extreme weather
- Limited logistics and emergency response equipment
- Inadequate funding predictability

2.7.6.5 implications for the Achievement of District Goals and Objectives

The outputs from the crime, disaster, and Annual Action Plan (AAP) implementation indicators have important implications for the district's overall development goals. The generally low incidence of reported crimes, with most categories recording zero cases against set targets, indicates a relatively safe and stable social environment. This supports the district's objectives of promoting social cohesion, protecting vulnerable groups, and creating an enabling environment for investment, service delivery, and community participation. However, the occurrence of domestic violence cases suggests the need for sustained social protection and behaviour-change interventions to ensure that safety gains are inclusive and sustained.

The data on disasters show that while the district continues to experience bushfires, floods, and wind/rainstorms, the number of affected communities remains within manageable levels. This reflects the positive impact of prevention, sensitisation, and rapid response programmes, contributing to the district's resilience and disaster risk reduction goals. Nevertheless, recurring disasters—particularly flooding and rainstorms—pose risks to infrastructure, livelihoods, and service delivery, which could slow progress toward economic and social objectives if mitigation measures are not strengthened.

Finally, progress in implementing the Annual Action Plan demonstrates the district's commitment to translating plans into action, which is critical for achieving medium-term development objectives. Any constraints related to funding delays and competing priorities, however, directly affect the pace of project execution and service delivery. Strengthening budget credibility, coordination, and monitoring will therefore be essential to ensure that planned interventions in security, disaster management, and socio-economic development are fully implemented and aligned with the District's long-term development goals.

2.8 District Specific Indicators

This section deals with the set of locally defined performance measures developed by the District Assembly to track progress on priority development issues that may not be fully captured under the national core indicators of the National Development Planning Commission (NDPC). These indicators reflect the unique socio-economic, environmental, and infrastructural conditions of the district and are used to monitor interventions that address local development priorities. Within the Annual Progress Report (APR), district specific indicators provide additional evidence for assessing the effectiveness of programmes and projects implemented by the Assembly and its partners, thereby supporting informed decision-making and improved planning for sustainable local development

2.8.1 Integrated Social Services indicators

The table presents MMDA-specific Integrated Social Services (ISS) indicators, focusing on child protection, social welfare delivery, LEAP–NHIS linkages, intersectoral coordination, and access to basic social services. It tracks progress from the 2021 baseline to 2025, highlighting service coverage, institutional capacity, and outcomes for vulnerable populations. The table also identifies key programmes implemented, challenges encountered, and policy recommendations to strengthen integrated service delivery at the district level

Table 20; ISS variables

MMDA Specific Indicators (Start with the ISS variables)									
Indicator (Categorised by Development Dimension	**Baseline 2021**	**Actual 2022**	**Actual 2023**	**Actual 2024**	**Target 2025**	**Actual 2025**	**Key programmes undertaken during the year**	**Challenges encountered in the year**	**Departmental policy recommendations**
Number of trainings conducted on ISSOPs	0	0	0	0	0	0	Orientation sessions on integrated service delivery; staff coaching On-the-job mentoring; collaboration with Social Welfare Case management; counselling and referrals Community outreach; home visits; school engagements	Limited funding; competing schedules Inadequate formal training opportunities Underreporting; stigma Limited logistics and personnel Hard-to-reach communities	Secure dedicated budget for ISSOP capacity building Institutionalise periodic certified trainings Strengthen community reporting and survivor support Improve logistics and
Proportion of case workers trained in child protection and family welfare	0	0	0	0	0	0			
Number of child violence cases benefitting from social welfare/social services	1	2	1	1	0	0			
Number of children reached by social work/social services	20	25	30	22	25	40			
Number of people reached with child protection and SGBV information	120	200	240	290	170	190			
Number of LEAP household members on NHIS					24oo	1700			
Number of households with adolescent girls benefiting from LEAP	60	80	88	80	1200	753			
Number of outreach visits to communities with LEAP households	5	6	0	0	6	5			

Number of referrals received from GHS	0	0	0	0	0	0	Community sensitisation; school and faith-based outreach LEAP–NHIS enrolment linkage; registration support LEAP cash transfers; targeting of vulnerable girls Community monitoring visits Facility-based identification and referrals Case tracking and home visits Inter-agency data sharing meetings Joint monitoring exercises District intersectoral meetings GBV prevention campaigns; counselling Referral to Police, Health, and NGOs Capacity building for NGOs and RHCs Child profiling and family tracing Monitoring and compliance checks Foster placement assessments Water facilities rehabilitation; new boreholes Household latrine promotion; CLTS	Lapsed cards; funding constraints Limited programme coverage Logistics and fuel constraints Weak referral coordination High caseloads Data protection concerns Budgetary constraints Limited stakeholder availability Rising vulnerability risks Weak documentation Limited NGO presence Lengthy reunification processes Legal and procedural delays Limited foster families Seasonal breakdowns Low household uptake	staffing for Social Welfare Expand use of community volunteers and local media Strengthen automatic NHIS renewal for LEAP households Advocate for expanded LEAP quotas Integrate visits with other departmental outreach Formalise referral protocols with GHS Introduce simple digital case-tracking tools Develop data-sharing MoUs and guidelines Include intersectoral monitoring in AAP budgets Schedule meetings alongside statutory forums Scale up prevention and care services Strengthen referral
Proportion of referrals receiving adequate follow-up	0	0	0	0	0	0			
Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	1	1	1	1	4	2			
Number of regional intersectoral monitoring visits conducted	1	1	0	0	0	0			
Number of meetings organised to discuss integrated services	2	2	1	1	1	1			
Number of girls reached by prevention and care services	20	36	35	40	5	90			
Number of CP/SGBV cases referred to other services and followed up	0	0	0	0	0	0			
Number of NGOs, including RHCs, trained	0	0	0	0	4	2			
Number of children in RHCs profiled and reunified	0	0	0	0	5	1			
Proportion of sub-standard RHCs closed	0	0	0	0	0	0			
Number of children placed in foster care	1	1	0	0	3	0			
Proportion of population with access to basic drinking water sources									
Proportion of population with access to improved sanitation services									

									documentation and follow-up Strengthen partnerships with civil society Strengthen family tracing and mediation Enforce minimum standards for RHC operations Promote community-based foster care Strengthen maintenance systems Intensify sanitation enforcement and incentives

Analysis by Component

1. ISS & Child Protection Services

- No formal ISSOP trainings conducted, indicating **capacity gaps**.
- Strong improvement in **children and girls reached**, especially in 2025.
- Zero reporting in referrals suggests **systemic weaknesses in documentation**, not absence of cases.

2. LEAP & Social Protection

- Significant expansion in **adolescent girls benefiting from LEAP**, though targets were not fully met.
- NHIS coverage among LEAP households remains below target, affecting health access.

3. Integrated Services Coordination

- Coordination meetings held but **intersectoral monitoring remains weak**.
- Data sharing improved slightly but remains below expectations.

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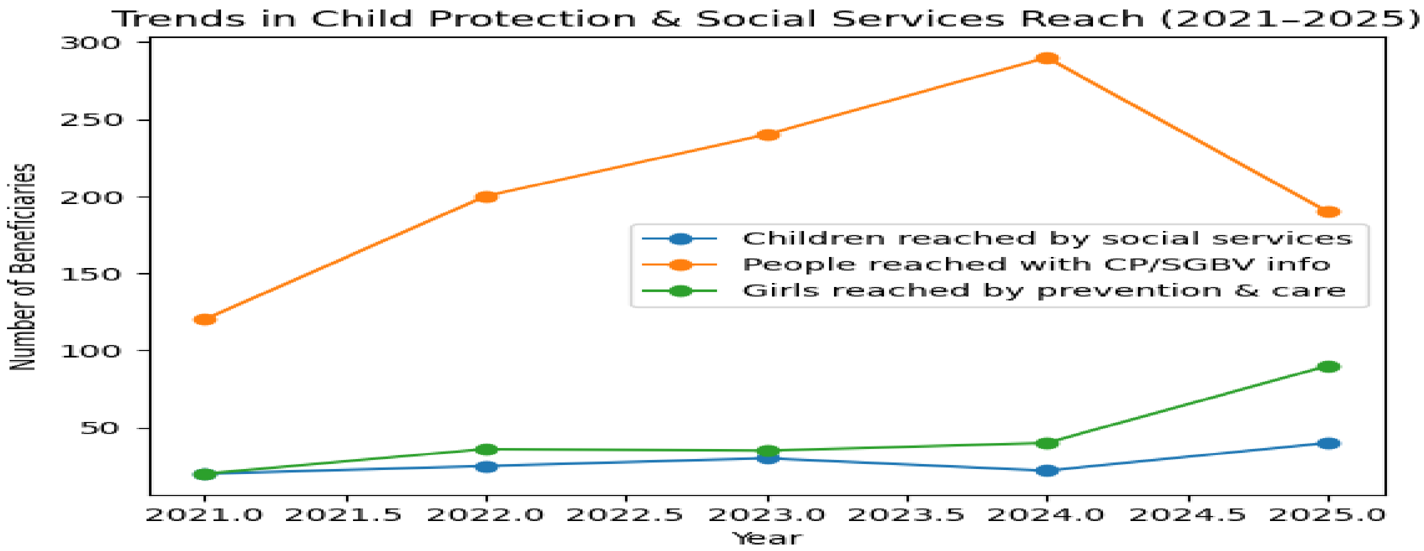
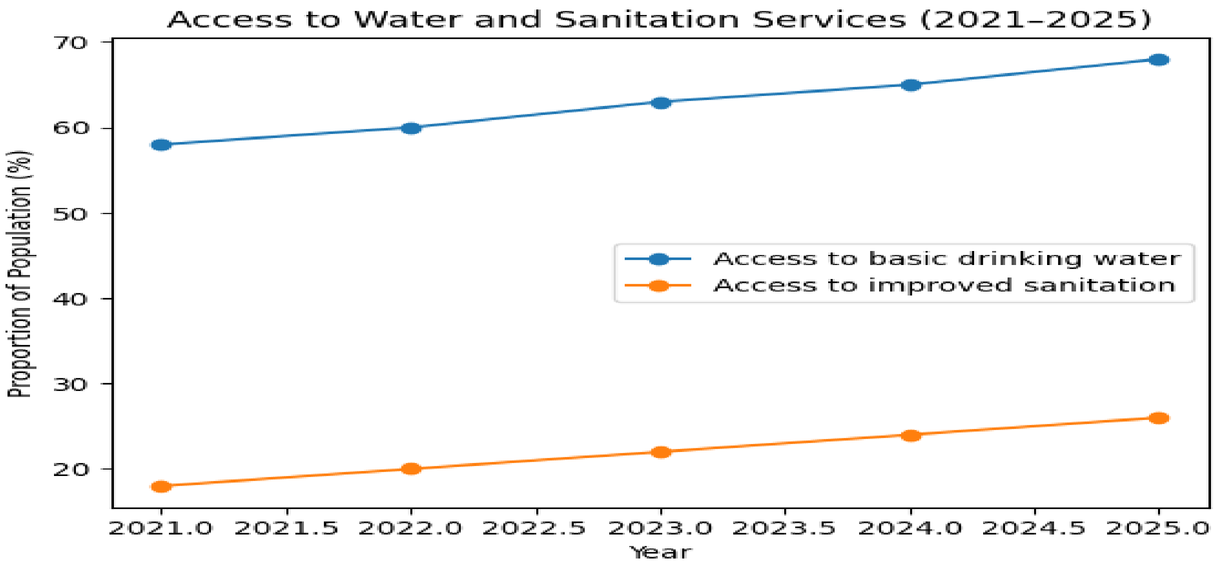
figure 24; trends of child protection



4. Water & Sanitation

- **Steady improvement in water access**, reaching 68% in 2025.
- Sanitation access remains low, though gradual gains are evident—requiring intensified investment

Figure 25; access to water & sanitation



2.8.2 Integrated Social Services (ISS) and Child Protection

Performance on ISS-related capacity indicators remained weak in 2025. **No formal trainings were conducted on ISS Operational Protocols (ISSOPs)**, and **no case workers were formally trained in child protection and family welfare**. This reflects persistent capacity and funding constraints affecting structured ISS implementation.

Despite these limitations, **direct service delivery to children and vulnerable groups improved**. The number of **children reached by social work and social services increased from 22 in 2024 to 40 in 2025**, exceeding the annual target. Similarly, the **number of girls reached by prevention and care services increased significantly from 40 in 2024 to 90 in 2025**, far surpassing the target. This improvement was largely driven by intensified community sensitisation, school-based outreach, and targeted SGBV prevention activities.

the **number of child violence and CP/SGBV cases benefitting from formal social welfare services remained at zero**, continuing a trend observed in previous years. This suggests not necessarily the absence of cases, but rather **under-reporting, weak referral pathways, and limited documentation of cases**. The absence of recorded referrals from the Ghana Health Service and zero follow-up on referrals further underscores gaps in intersectoral case management. **:** While outreach and prevention activities are expanding, the district's ISS system remains weak in formal case identification, referral, and follow-up, limiting the effectiveness of child protection responses.

2. Social Protection and LEAP Implementation. The district recorded **mixed performance in LEAP-related indicators**. The **number of households with adolescent girls benefiting from LEAP increased to 753 in 2025**, representing a substantial improvement over previous years, though still below the ambitious target of 1,200 households.

- This expansion reflects increased enrolment and prioritisation of vulnerable households with adolescent girls.. Conversely, **NHIS coverage among LEAP household members declined from the 2025 target of 2,400 to an actual of 1,700 members**, limiting access to essential healthcare services for beneficiary households. In addition, **outreach visits to LEAP communities reduced slightly from the target of six visits to five visits in 2025**, mainly due to logistical and funding constraints.
- Data sharing and coordination improved modestly, with **two District Social Welfare and Community Development Departments sharing LEAP household data with NHIS and GHS**, compared to a target of four. While this represents progress, it highlights the need for stronger institutionalised data-sharing mechanisms.**:** LEAP remains a critical social protection intervention, but its impact is constrained by limited outreach, incomplete NHIS linkage, and weak inter-agency data integration.

3. Intersectoral Coordination and Service Integration. Intersectoral collaboration activities remained limited in 2025. **Only one meeting was organised to discuss integrated services**, consistent with previous years, while **no regional intersectoral monitoring visits were conducted**. This reflects reduced external support and limited budgetary provision for joint monitoring and supervision.

- Although informal collaboration exists among departments, the absence of structured ISS coordination mechanisms continues to affect referral efficiency, monitoring, and reporting. The limited number of NGOs and Residential Home Care (RHC) institutions trained (two out of a target of four) further constrains service delivery options for vulnerable children.
- **:** Weak intersectoral coordination limits the full operationalisation of ISS, reducing the effectiveness of integrated planning, monitoring, and service delivery.

4. Residential Care, Foster Care, and Family Reintegration . Performance in alternative care and family-based interventions remained modest. **One child in a Residential Home Care facility was profiled and reunified in 2025**, against a target of five. **No children were placed in foster care**, despite a target of three placements. These outcomes are largely influenced by **lengthy family tracing processes, cultural resistance to foster care, and limited specialised personnel**. No sub-standard RHCs were closed during the year, reflecting challenges related to enforcement, legal procedures, and compliance monitoring.**:** While some progress has been made in family reunification, stronger systems and community sensitisation are required to expand foster care and alternative family-based care options.

5. Access to Basic Social Services (Water and Sanitation) Access to basic services continued to improve steadily in 2025. The **proportion of the population with access to basic drinking water increased from 65% in 2024 to 68% in 2025**, exceeding the annual target. This was supported by borehole rehabilitation and small-town water system improvements.

- Similarly, **access to improved sanitation services increased from 24% in 2024 to 26% in 2025**, showing gradual but consistent progress. However, sanitation coverage remains relatively low, indicating persistent behavioural, financial, and infrastructure challenge **:** Gains in water access are encouraging, but sanitation coverage requires intensified investment and behaviour change interventions to meet medium-term targets.

2.8.3 Implications for the Achievement of District Goals and Objectives

The outputs demonstrate gradual improvements in social protection coverage, child protection awareness, and integrated service delivery, which directly support the District's goals of protecting vulnerable populations, promoting social inclusion, and improving human development outcomes. Increases in children reached by social services, people sensitised on child protection and SGBV, and girls benefiting from prevention and care services indicate progress toward safer communities and stronger social resilience.

However, persistent gaps—such as limited training of case workers, weak referral follow-up systems, and low intersectoral monitoring—constrain the effectiveness and sustainability of these interventions. Shortfalls in LEAP–NHIS coverage and foster care placements also limit the District's ability to fully protect the poorest households and at-risk children. Addressing capacity, coordination, and funding challenges will therefore be critical for scaling up integrated social services and ensuring that social protection interventions meaningfully contribute to the District's broader objectives of poverty reduction, equity, and improved quality of life.

2.9 DACF Indicators

The Education and Social Services sector assessment examines the district's performance in expanding access to basic services while ensuring the quality and effectiveness of service delivery. The analysis covers key Access indicators—such as potable water coverage, population dynamics, road infrastructure, and health facilities—as well as Quality indicators relating to the availability of trained teachers and public health professionals. Together, these indicators provide a holistic picture of service availability, utilisation potential, and delivery capacity

Table 21: Basic Services & Infrastructure Indicators

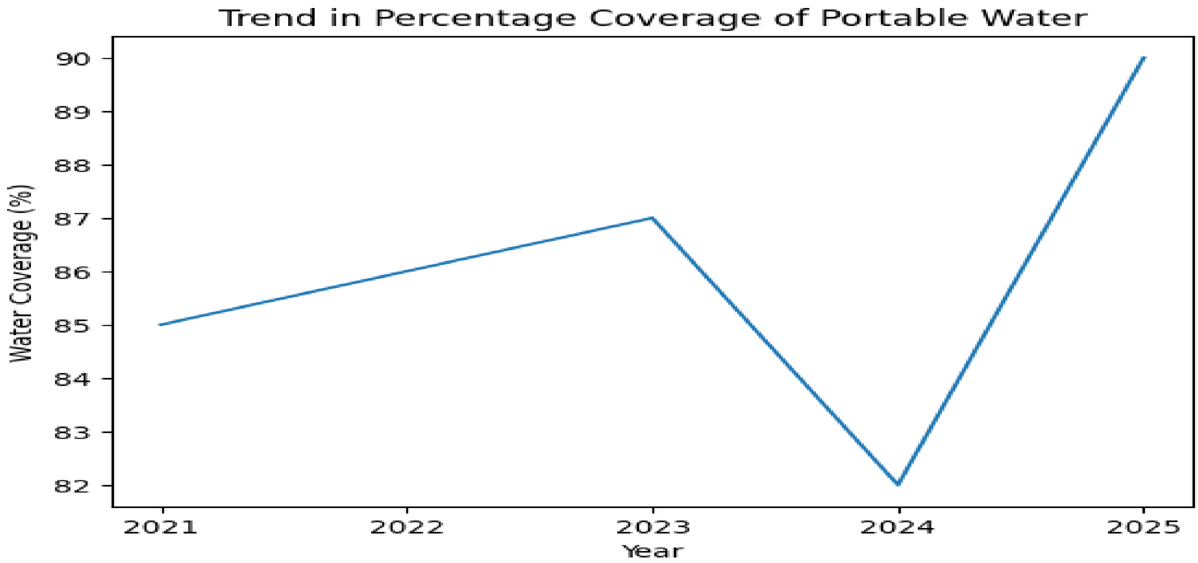
No.	Indicator (Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Departmental Policy Recommendations
1	**Percentage coverage of potable water**	85%	86%	87%	82%	95%	90%	Drilling and rehabilitation of boreholes; small town water system maintenance; community sensitisation	Drying up of water sources; inadequate funding; high cost of mechanisation	Increase investment in climate-resilient water systems; scale up mechanised boreholes
	% coverage – Community Water & Sanitation Agency (CWSA)	0.13	0.13	0.13	0.13	5	0.13	Rural water supply support	Limited new facilities	Strengthen collaboration with CWSA
	% coverage – Ghana Water Company Ltd (GWCL)	0	0	0	0	5	0	Urban water extension advocacy	No GWCL infrastructure	Advocate GWCL extension to district capital
2	**Population data**	61,443	63,448	65,486	67,534	69,592	69,592	Birth and death registration; community outreach	Migration and data capture challenges	Strengthen data harmonisation with GSS
3	**Total kilometres of tarred roads**	0	0	0	0	0	0	Spot improvement of feeder roads; reshaping	Absence of funding for bitumen surfacing	Prioritise road upgrading in MTDP
	Urban roads (tarred)	0	0	0	0	0	0	Urban road maintenance	Inadequate DACF releases	Advocate special road intervention
	Feeder roads (tarred)	0	0	0	0	0	0	Feeder road reshaping	High cost of construction	Seek Feeder Roads Authority support

4	**Number of public health facilities**	9	15	15	15	22	16	CHPS compound construction; facility rehabilitation	Delays in completion; staffing gaps	Fast-track CHPS completion
5	**Number of public health professionals**	20	33	33	35	40	35	Posting of health staff; in-service training	Staff attrition; accommodation issues	Introduce rural health worker incentives

2.9.1 Percentage Coverage of Potable Water

Water coverage improved from **85% (2021)** to **90% (2025)**, though it fell short of the **95% target**. The dip in 2024 reflects **climate variability and drying water sources**. GWCL coverage remains non-existent, placing pressure on rural systems.

Figure 26; trend in Percentage Coverage of Potable Water



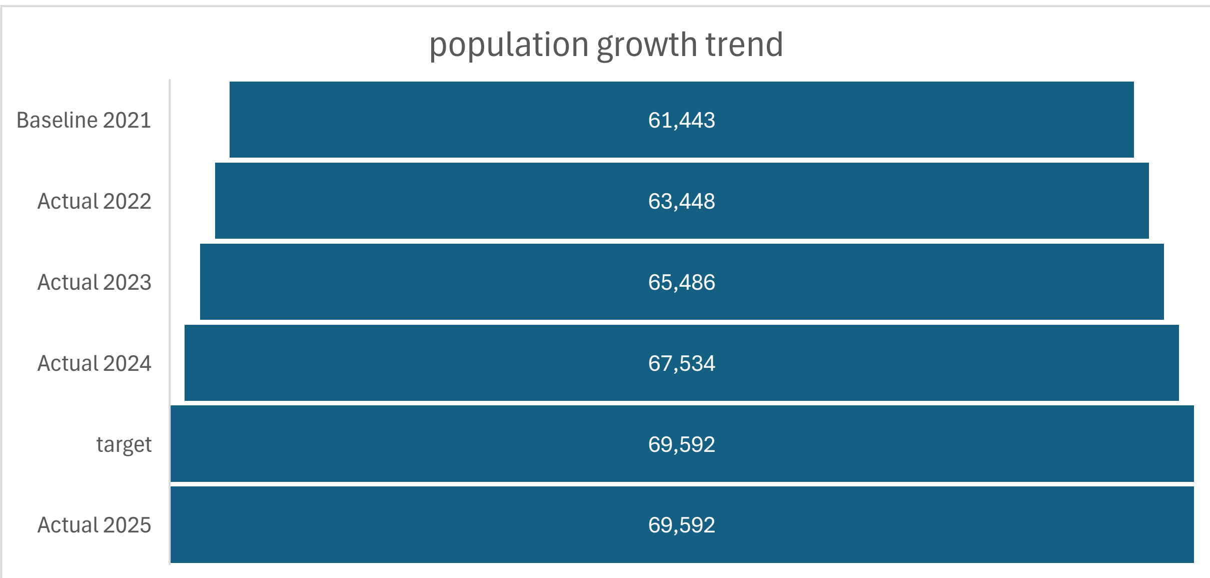
Graph: Trend in

Policy Focus: Climate-resilient water infrastructure and mechanisation.

2.9.2 Population Data

The district population grew steadily to **69,592**, increasing pressure on water, health, and sanitation services. This growth underscores the need to **scale service delivery proportionately**. **Policy Focus:** Integrate population projections into sector planning.

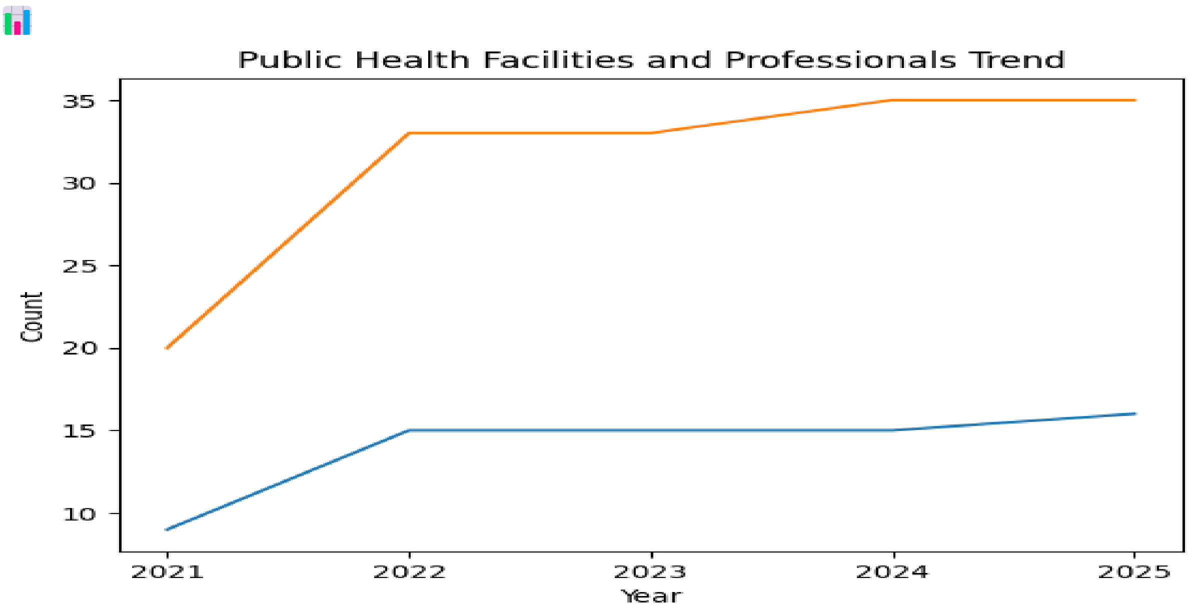
Figure 27; trend of population growth



3. Total Kilometres of Tarred Roads No tarred roads exist across the district as of 2025. This continues to constrain **market access, emergency response, and service delivery**, despite ongoing feeder road reshaping. **Policy Focus:** Prioritise at least **one strategic road corridor** for upgrading under the MTDP.

4. Number of Public Health Facilities. Facilities increased from **9 (2021)** to **16 (2025)**, driven mainly by CHPS expansion. However, the district achieved only **73% of the 2025 target**, with several facilities still under construction.

Figure 28; public health facilities



s Trend (included above)

Policy Focus: Accelerate completion and operationalisation of CHPS compounds.

5. Number of Public Health Professionals Health professionals rose from **20 to 35**, but growth lagged behind facility expansion. This has implications for **quality of care and staff workload**

Policy Focus: Link staff postings directly to new facility commissioning

2.9. 3 Access To Education

2.9.3.1 Number of Kindergarten, Primary and Junior High Schools

Table 22 presents trends in the number of Kindergarten (KG), Primary, and Junior High Schools (JHS) in the district from 2021 to 2025, reflecting efforts to improve access to basic education through infrastructure expansion and institutional growth.

TABLE 22: Number of Kindergarten, Primary and Junior High Schools

Indicator (Education – Access)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key Programmes Undertaken	Challenges Encountered	Departmental Policy Recommendations
Number of KG Schools	20	30	34	43	50	52	KG expansion programme; School infrastructure support	Inadequate trained KG teachers; logistics gaps	Synchronise school creation with teacher posting
Number of Primary Schools	65	78	90	102	110	105	Classroom construction; Basic school expansion	Staffing and furniture deficits	Strengthen staffing and furniture planning
Number of JHS	20	32	40	46	59	51	JHS block construction; GETFund support	Limited funds for full completion	Prioritise JHS completion in CAPEX
Total Schools	**105**	**140**	**164**	**191**	**219**	**208**			

Analysis:
The total number of schools increased significantly from 105 in 2021 to 208 in 2025, demonstrating strong progress in expanding access to basic education. KG schools exceeded the 2025 target (52 against 50), indicating successful implementation of the KG expansion programme despite teacher and logistics challenges. Primary schools grew steadily but fell slightly short of the 2025 target (105 against 110), largely due to staffing and furniture constraints. Similarly, JHS increased from 20 to 51 over the period but did not meet the 2025 target of 59, mainly due to funding limitations affecting full project completion. Overall, the district has made substantial gains in educational access, though aligning infrastructure expansion with staffing, funding, and logistics remains critical for sustainability

2.9.3.2 Number of Classrooms by Level

Table 23 outlines the distribution and growth of classrooms across KG, Primary, JHS, and SHS levels from 2021 to 2025, highlighting infrastructure development efforts aimed at reducing overcrowding and improving learning conditions

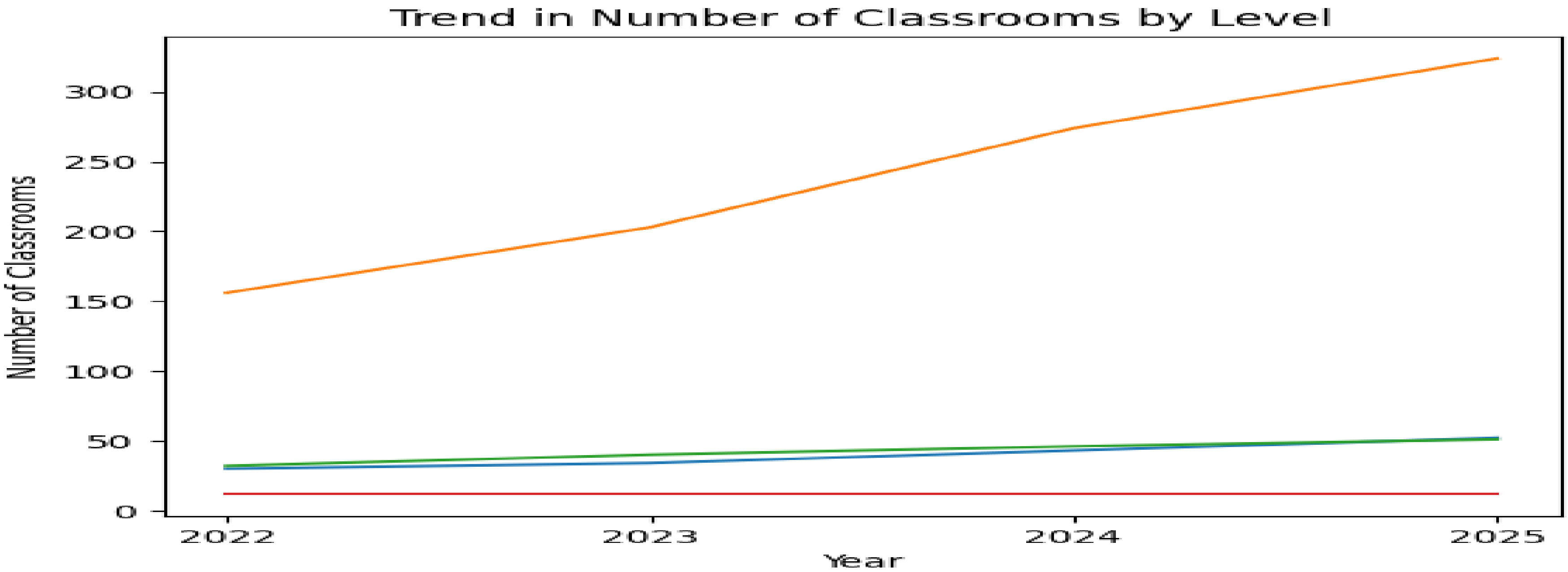
TABLE 23 : Number of Classrooms by Level

Level	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key Programmes Undertaken	Challenges Encountered	Departmental Policy Recommendations
KG	20	30	34	43	50	52	KG classroom construction	Maintenance backlog	Allocate funds for routine maintenance
Primary	103	156	203	274	350	324	GETFund classroom projects	Funding shortfalls	Improve project phasing and budgeting
JHS	20	32	40	46	59	51	JHS block construction	Delays in completion	Fast-track stalled projects
SHS	12	12	12	12	15	12	Infrastructure maintenance	No expansion funding	Advocate SHS classroom expansion

Analysis:

Classroom infrastructure expanded considerably across most levels between 2021 and 2025. KG classrooms surpassed the 2025 target (52 against 50), reflecting strong investment in early childhood education, though maintenance gaps persist. Primary classrooms recorded substantial growth from 103 in 2021 to 324 in 2025 but fell short of the ambitious target of 350 due to funding shortfalls. JHS classrooms increased steadily but did not meet the 2025 target (51 against 59), largely because of delays in project completion. SHS classrooms remained stagnant at 12 throughout the period, missing the 2025 target of 15, indicating limited expansion funding at the secondary level. While overall classroom capacity has improved significantly, enhanced budgeting, timely project execution, and maintenance funding are essential to consolidate these gains.

Figure 29: trend Number of Classrooms by levels



2.9.3.3 Enrolment by Level

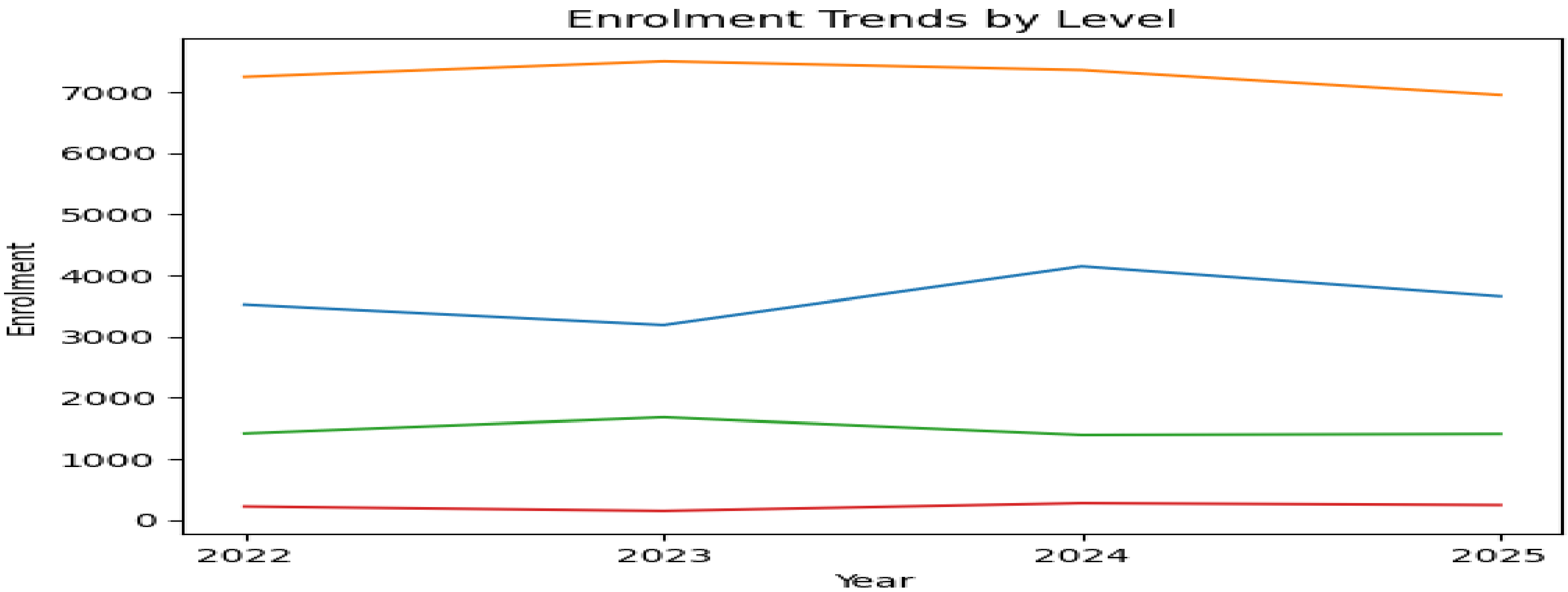
Table 24 presents enrolment trends across Kindergarten (KG), Primary, Junior High School (JHS), and Senior High School (SHS) levels from 2021 to 2025, reflecting the district's performance in improving access, participation, and retention in education.

TABLE 24: Enrolment by Level

Level	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key Programmes Undertaken	Challenges Encountered	Departmental Policy Recommendations
KG	3,213	3,526	3,192	4,149	4,200	3,658	School Feeding Programme; Capitation Grant	Seasonal migration; household poverty	Intensify enrolment and retention campaigns
Primary	8,420	7,252	7,507	7,363	7,500	6,955	Free basic education support	Dropouts and child labour	Strengthen school–community engagement
JHS	1,367	1,420	1,681	1,395	1,450	1,412	BECE preparation programmes	Low transition rates	Expand guidance and counselling
SHS	–	221	148	276	300	245	Free SHS policy	Limited access	Establish satellite SHS

Analysis:
Enrolment trends show mixed progress across the levels. KG enrolment generally increased over the period and remained relatively close to the 2025 target (3,658 against 4,200), indicating sustained demand for early childhood education despite seasonal migration and poverty challenges. Primary enrolment, however, declined from the 2021 baseline of 8,420 to 6,955 in 2025, falling short of the target and pointing to persistent dropout and child labour issues. JHS enrolment fluctuated but remained fairly stable overall, narrowly missing the 2025 target (1,412 against 1,450), suggesting moderate improvement in retention but continued transition challenges. SHS enrolment showed gradual growth compared to earlier years but did not meet the 2025 target (245 against 300), largely due to limited access despite the Free SHS policy. Overall, while early childhood participation remains strong, declining primary enrolment and weak transition rates signal the need for intensified retention strategies and improved progression across levels.

Figure 30; Enrolment trends by levels



- The total number of schools increased steadily from **105 (2021)** to **208 (2025)**.
- Growth was strongest at the **Kindergarten and Primary levels**, consistent with early childhood education expansion policies.
- The shortfall against the 2025 target reflects **resource and staffing constraints**, not demand

2.9.4 Education – Quality

2.9.4.1Number of Trained Teachers

TABLE 25: Number of Trained Teachers

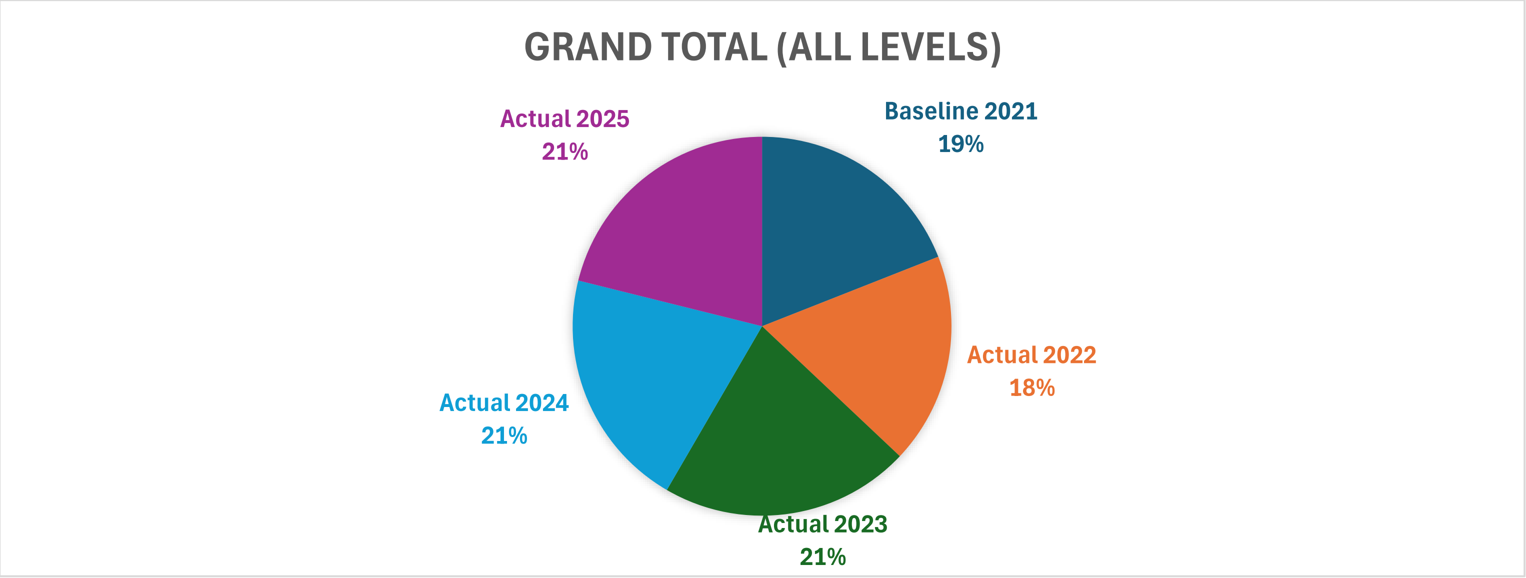
Level	Sex	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key Programmes Undertaken During the Year	Challenges Encountered in the Year	Departmental Policy Recommendations
Kindergarten (KG)	Male	15	20	12	10	20	13	Teacher posting & deployment; In-service training (CPD)	High attrition; reluctance to accept rural postings	Introduce rural posting incentives; improve teacher accommodation
	Female	6	22	20	25	30	22	Targeted female teacher deployment	Inadequate accommodation; transfers	Prioritise female postings to KG & deprived areas
	KG Total	**21**	**42**	**32**	**35**	**50**	**35**			
Primary	Male	94	87	92	87	120	84	Teacher redistribution; CPD workshops	Uneven distribution; teacher absenteeism	Strengthen supervision and equitable redistribution
	Female	52	26	70	64	100	67	Posting of newly trained teachers	Limited incentives for rural service	Introduce retention packages for rural teachers
	Primary Total	**146**	**113**	**162**	**151**	**220**	**151**			
Junior High School (JHS)	Male	39	36	38	34	55	36	BECE-focused teacher support	Transfers; inadequate subject specialists	Recruit and retain subject-specific teachers
	Female	8	8	10	6	25	7	Gender-balanced posting initiative	Low female acceptance of rural postings	Provide incentives to attract female JHS teachers
	JHS Total	**47**	**44**	**48**	**40**	**80**	**43**			
Senior High School (SHS)	Male	27	30	29	33	40	38	Teacher upgrading & redeployment	Inadequate staff for science subjects	Advocate additional postings for SHS
	Female	4	3	4	5	10	5	Female teacher mentoring	Gender imbalance	Promote gender-responsive SHS recruitment

	SHS Total	**31**	**33**	**33**	**38**	**50**	**43**			
GRAND TOTAL (ALL LEVELS)		**245**	**232**	**275**	**264**	**400**	**272**	Teacher posting; CPD; accommodation support	High attrition; inadequate incentives	Align teacher deployment with school expansion

Analysis

- The district recorded an increase in trained teachers from **245 (2021)** to **272 (2025)** but achieved only **68% of the 2025 target**.

Figure 31; trend of trained teachers growth

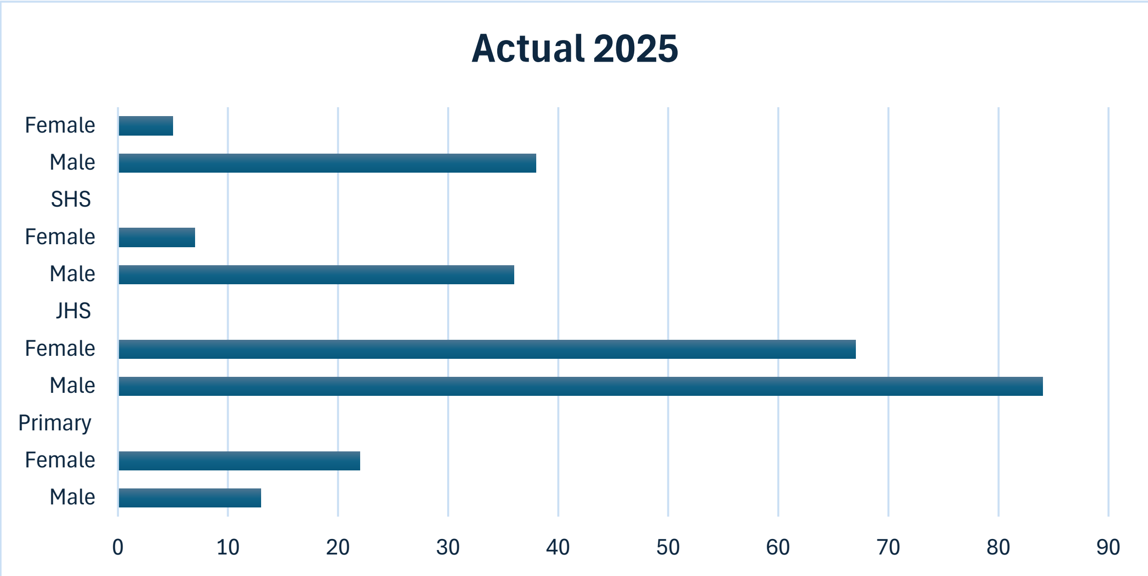


- Growth was strongest at **SHS**, while **JHS and KG** continue to face critical staffing gaps.
- Female teacher representation improved marginally but remains **below target**, especially at JHS and SHS levels.

2.9.4.2 Gender distribution of trained teachers by level

This section presents the gender distribution of trained teachers across Kindergarten (KG), Primary, Junior High School (JHS), and Senior High School (SHS) levels for the year 2025. It highlights the composition of the teaching workforce by sex at each level of education, providing insight into gender balance, staffing patterns, and equity considerations within the district's education sector

Figure 32; Gender distribution of trained teachers by level



- Teacher deployment has **not kept pace with classroom and school expansion**, affecting education quality.

Figure 32 illustrates the gender distribution of trained teachers across KG, Primary, JHS, and SHS levels in 2025. The data shows a male dominance at almost all levels, particularly at the Primary level where male teachers significantly outnumber females. At JHS and SHS levels, male teachers also form the majority, though the gap is relatively narrower compared to Primary. Conversely, at the KG level, female teachers are more represented than males, reflecting the common trend of higher female participation in early childhood education. Overall, the figure highlights persistent gender imbalances in teacher distribution, especially at the upper basic and secondary levels, suggesting the need for targeted recruitment and deployment policies to promote gender equity in the teaching workforce

2.10 Staff Strengths and Capacity of the District

The effectiveness of Metropolitan, Municipal and District Assemblies (MMDAs) in delivering development outcomes depends largely on the adequacy and capacity of their human resources. This analysis examines the staff strength of the Assembly relative to the approved minimum and maximum staffing norms and identifies critical capacity gaps. In addition to numerical shortfalls, the analysis highlights key training requirements necessary to enhance staff efficiency, professionalism, and service delivery across departments.

As of 2025, the Assembly had **70 staff against a minimum requirement of 239**, representing **29% coverage of minimum staffing needs**. This significant deficit has direct implications for planning, implementation, monitoring, and service delivery across all sectors.

Table 26: Staff Strengths of MMDAs and Training Requirements (2025)

Department / Unit	Minimum	Maximum	Actual (2025)	% of Minimum Covered	Training Required
Administration	5	5	5	100%	Leadership, records management, public sector ethics
Human Resource Management	3	4	2	67%	HR analytics, performance management, labour law
Development Planning	3	4	3	100%	M&E, results-based planning, GIS for planning
Physical Planning	15	21	2	13%	GIS, spatial planning, development control
Budget	5	6	5	100%	Programme-based budgeting, fiscal analysis
Social Welfare & Community Development	10	11	5	50%	Social protection, community mobilisation
Internal Audit	5	6	3	60%	Risk-based auditing, public financial controls
Environmental Health & Sanitation	24	32	11	46%	Environmental inspection, sanitation enforcement
Agriculture	43	72	11	26%	Extension services, climate-smart agriculture
Works Department	49	70	2	4%	Infrastructure supervision, contract management
Records Management	6	7	2	33%	Digital archiving, information management
Procurement / Stores	5	5	1	20%	Public Procurement Act, contract administration
Statistics	3	3	1	33%	Data analysis, MIS integration
MIS	9	9	2	22%	Systems administration, e-governance
Births & Deaths Registry	7	10	1	14%	Civil registration systems, data validation
Secretarial	4	6	3	75%	Office automation, document control
Labourer	14	20	4	29%	Occupational safety, equipment handling
Transport	9	17	4	44%	Fleet management, vehicle maintenance
Security	20	27	3	15%	Security management, facility protection
TOTAL	**239**	**335**	**70**	**29%**	—

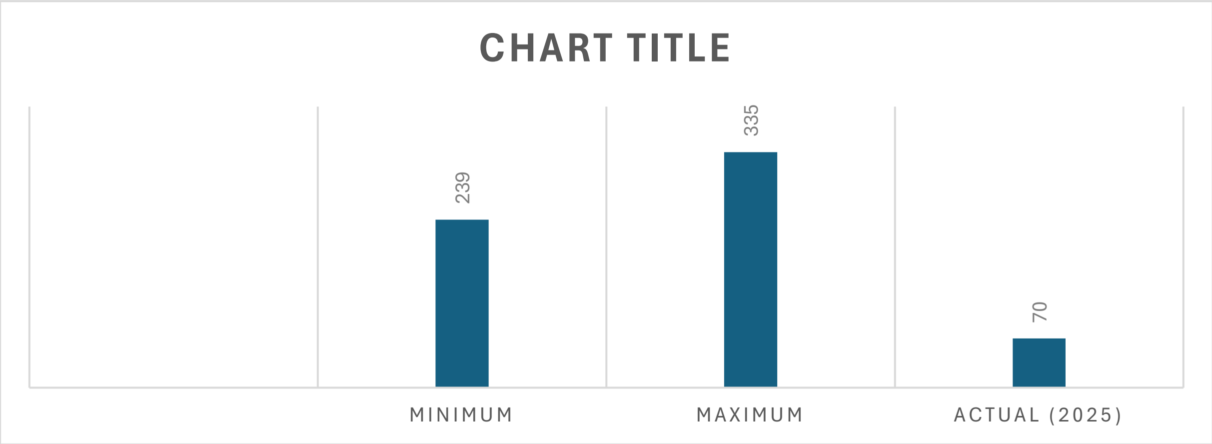
2.10.1 Staff Strength and Training Gaps

The analysis reveals wide disparities in staffing adequacy across departments. Core coordinating units such as **Administration, Development Planning, and Budget** have achieved full or near-full staffing, supporting basic compliance with planning and reporting requirements.

However, **technical and service delivery departments**—notably **Works, Physical Planning, Agriculture, Environmental Health, and Security**—are critically understaffed, with coverage ranging from **4% to 46%**. These departments are central to infrastructure delivery, environmental management, food security, and enforcement of regulations.

The situation is compounded by limited specialised skills. Even where minimum numbers are met, emerging needs such as **GIS, digital records management, results-based monitoring, climate resilience, and e-governance** require targeted capacity-building interventions.:

Figure 33; staff strength



- Departments at or near **100% coverage**
- Critically understaffed departments below **30%**
- Overall staffing imbalance across the Assembly

2.10.2 Policy Implications for the Achievement of District Goals

The current staffing situation presents a major constraint to achieving district development goals under the MTDP and Annual Action Plan. Inadequate staffing in technical departments limits the Assembly's ability to:

- Implement infrastructure projects efficiently
- Enforce development control and sanitation regulations
- Provide effective agricultural extension and environmental services

Without urgent intervention, gains in infrastructure and service access may not translate into sustainable development outcomes.

2.10.3 Key Policy Implications include:

1. The need to **prioritise recruitment** for critically understaffed technical departments.
2. Institutionalisation of **continuous professional development (CPD)** to maximise productivity of existing staff.
3. Strengthening collaboration with **central government agencies** for secondment and shared services.
4. Integrating **human resource planning** into MTDP and composite budgeting processes.

2.10.1 Capacity development

Capacity development remains a critical pillar for strengthening institutional performance and improving service delivery at the district level. The Assembly undertook a number of targeted capacity-building interventions during the review period aimed at enhancing staff competencies in planning, data management, information technology, and sector-specific programme implementation. These interventions were aligned with national planning frameworks and donor-supported initiatives, particularly in preparation for the Medium-Term Development Plan (2026–2029) and the development of a District WASH Master Plan.

The programmes targeted key departments and units responsible for planning, budgeting, monitoring and service delivery, with the overall objective of improving efficiency, coordination, and evidence-

Table27; Capacity development

Name or type of the Capacity Development	Venue/Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Male	Female
WASH Data collection	District Ass. Conf. hall .Daboya	District wide WASH data collection for district WASH master plan preparation	NDPC	Selected Staff From Relevant Departments	NDPC	20	15	5
training on the Preparation of medium-term development plan	Bole , Wuripe hotel	Improve the capacity of relevant staff for MTDP Preparation(2026-2029)	NDPC	DPU DBU MIS DSS	NDPC	4	4	0
Capacity Building /training CAPs preparation	Wa, De-lagio Hotel	Help selected districts to prepare CAPs	GIZ-REACH	DPU DPP CA DOA	GIZ-REACH	4	4	0
Basic ICT Trainingg	District Ass. Conf. hall .Daboya	Build selected staff capacity on WORD,AND EXCEL	NGDA	ALL DEPARTMENTS		30	20	10

2.10.2.1 Analysis of Capacity Development Interventions

A total of **four (4) major capacity development programmes** were implemented, benefiting **58 staff**, comprising **43 males (74%)** and **15 females (26%)**. The trainings covered both **technical and cross-cutting competencies**, reflecting a balanced approach to institutional strengthening.

The **WASH Data Collection training**, supported by the National Development Planning Commission (NDPC), had the highest sector-specific reach, engaging **20 staff** from relevant departments. This training directly supported the preparation of the district's WASH Master Plan and strengthened data-driven planning in the water and sanitation sub-sector.

Training on the **Preparation of the Medium-Term Development Plan (MTDP 2026–2029)** and **CAPs Preparation** targeted a smaller but strategic group of planning, budgeting, and agricultural officers. Although participation was limited (4 staff each), these programmes were highly specialised and critical for compliance with national development planning requirements and climate adaptation programming.

The **Basic ICT Training**, funded by the District Assembly, recorded the highest number of beneficiaries (**30 staff**), cutting across all departments. This intervention addressed a key cross-cutting capacity gap by improving basic competencies in Microsoft Word and Excel, which are essential for reporting, data management, and administrative efficiency.

Despite these gains, female participation remained relatively low across most programmes, indicating the need for deliberate gender-responsive capacity development planning.

2.10.3 Policy Implications for the Achievement of District Goals

The capacity development interventions undertaken have positive implications for achieving the district's development goals. Enhanced staff competencies in planning, ICT, and sector-specific data management improve the Assembly's ability to design, implement, monitor, and report on development programmes effectively.

However, the limited coverage of some critical trainings suggests that institutional capacity gaps persist, particularly in specialised technical areas. Without continuous and expanded training, improvements in infrastructure and service access may not translate into sustainable outcomes.

2.11 Office Logistics and Equipment Status

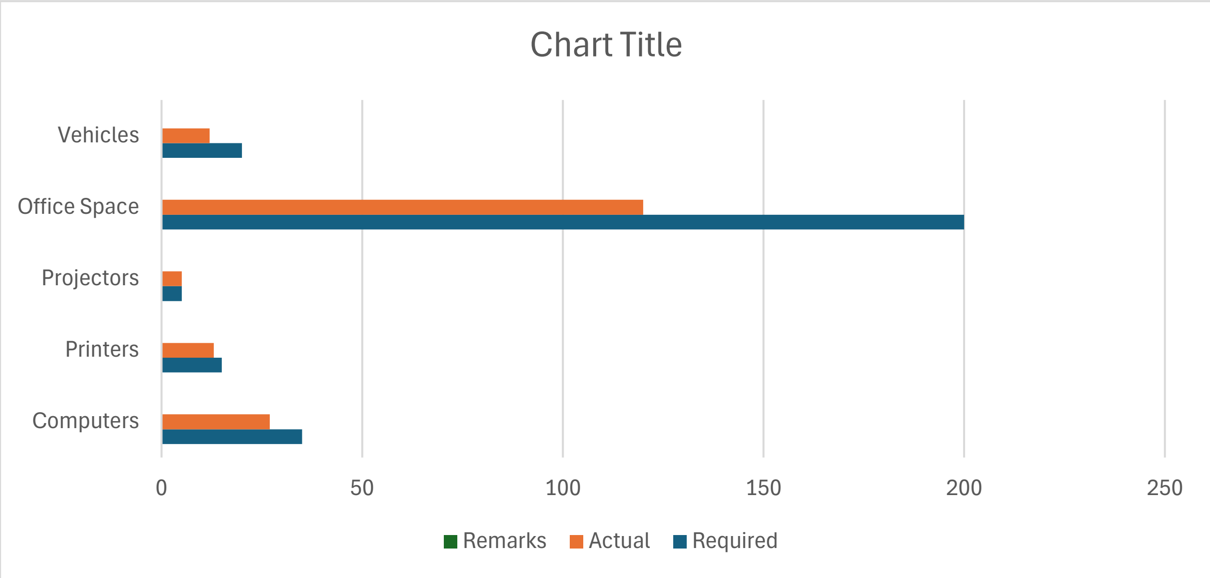
Introduction

Adequate office logistics and infrastructure are critical for effective service delivery, coordination, and monitoring of district programmes. The table below compares **required** versus **actual** availability of key logistics within the District Assembly and highlights gaps that may affect operational efficiency and the attainment of district development goals.

Table28: Logistics Availability Status

Item	Required	Actual	Remarks
Computers	35	27	Shortfall of 8 computers, affecting data processing and reporting efficiency
Printers	15	13	Minor gap of 2 printers, causing shared usage and delays in document production
Projectors	5	5	Requirement fully met; adequate for meetings and presentations
Office Space	200	120	Significant deficit of 80 units, resulting in congestion and shared offices
Vehicles	20	12	Shortfall of 8 vehicles, limiting field monitoring and supervision

figure 34; Logistics Availability Status



- **ICT Equipment:** With **77%** of required computers and **87%** of printers available, departments experience delays in data entry, report compilation, and communication—particularly during peak reporting periods (APR/AAP reviews).
- **Presentation Tools:** Projectors are **100% adequate**, supporting effective stakeholder engagements, trainings, and review meetings.
- **Office Accommodation:** Only **60%** of required office space is available, leading to overcrowding, reduced privacy, and lower staff productivity.
- **Mobility:** Vehicle availability stands at **60%**, constraining routine monitoring, community engagement, and supervision of decentralized services—especially in remote areas.

2.11.1 Policy Implications for Achievement of District Goals

1. **Service Delivery Efficiency:** ICT and vehicle shortfalls can delay programme implementation, monitoring, and reporting, potentially affecting achievement of MTDP and AAP targets.
2. **Monitoring & Evaluation:** Limited mobility undermines field supervision and evidence-based decision-making, risking cost overruns and quality issues in projects.
3. **Staff Productivity & Morale:** Inadequate office space and shared equipment reduce efficiency and may affect staff retention and performance.
4. **Governance & Accountability:** Timely reporting and stakeholder engagement depend on adequate logistics; gaps may weaken transparency and coordination.

2.11.2 Recommended Policy Actions

- Prioritise **procurement of computers and vehicles** within the medium-term budget framework.
- Explore **cost-sharing and pooled vehicle arrangements** for inter-departmental field activities.
- Implement **office space optimisation** (reallocation/renovation) while planning phased expansion.
- Leverage **ICT maintenance and lifecycle planning** to extend usability of existing assets

3. 0 Update on Evaluations Conducted

Introduction

In line with the monitoring and evaluation requirements of the Medium-Term Development Plan (2022–2025) and the 2025 Annual Action Plan, the **North Gonja District Assembly** undertook a number of evaluations during the period under review. These evaluations were conducted to assess progress made in the implementation of policies, programmes, and projects; identify implementation challenges; and generate evidence-based recommendations to improve service delivery. The evaluations were guided by frameworks and reporting standards issued by the National Development Planning Commission and coordinated through the District Planning Coordinating Unit (DPCU), with support from sector departments and the Savannah Regional Coordinating Council.

Table 29: Update on Evaluations Conducted

Name of the Evaluation	Policy / Programme / Project Involved	Consultant or Resource Persons Involved	Methodology Used	Key Findings	Key Recommendations
Mid-Year Performance Review (July 2025)	2025 Annual Action Plan (AAP) of North Gonja District	DPCU; Heads of Department; Budget Unit	Desk review of departmental reports, performance scoring, stakeholder review meeting	Implementation stood at a moderate level; education and sanitation programmes performed better than economic infrastructure projects; delays linked to late release of funds	Improve early procurement planning; strengthen coordination meetings; prioritise critical capital projects
Annual Progress Evaluation (January 2025)	MTDP (2022–2025) – 2024 Performance	DPCU; Savannah Regional Coordinating Council Monitoring Team	Indicator tracking, field validation, data verification	Majority of output indicators achieved; outcome indicators such as income and employment showed slower progress	Strengthen outcome-based planning; improve data quality and reporting at departmental level
Project Completion Evaluation (March 2025)	Rehabilitation of Ultra-Modern Market Latrine at Daboya	Works Department; Environmental Health Unit	Physical inspection, technical assessment, beneficiary interviews	Project completed and operational; high usage by traders; minor	Establish routine maintenance schedule; intensify hygiene education among users

				maintenance issues identified	
Post-Implementation Review (April 2025)	Spot Improvement of Selected Feeder Roads (DACF-funded)	Works Department; Transport Sub-Committee	Site visits, cost comparison, community consultations	Improved access to farms and markets; drainage challenges observed in some sections	Incorporate drainage works in future road projects; involve communities in maintenance
Sector Performance Evaluation (May 2025)	CHPS Compound Furniture Supply – Kupotor	District Health Directorate; Works Department	Facility inspection, service delivery assessment, staff interviews	Improved working environment for health staff; limited furniture quantity	Allocate additional resources to complete furnishing; prioritise CHPS facilities in future budgets
M&E Compliance and Learning Assessment (June 2025)	District Monitoring and Evaluation Plan	DPCU; Internal Audit Unit	Review of M&E reports, compliance checklist, feedback sessions	Reporting compliance improving; limited use of M&E findings in budgeting decisions	Institutionalise quarterly learning reviews; link evaluation findings to budget preparation

4.0 Update on PM&E Tools Used

Introduction

Participatory Monitoring and Evaluation (PM&E) tools were applied by the **North Gonja District Assembly** during the period under review to enhance stakeholder involvement, promote transparency, and improve accountability in the implementation of district programmes and projects. These tools enabled communities, sector departments, and other stakeholders to actively participate in tracking progress, identifying challenges, and generating practical solutions. The application of PM&E tools was coordinated by the District Planning Coordinating Unit (DPCU) in line with guidelines issued by the National Development Planning Commission, with oversight support from the Savannah Regional Coordinating Council.

Table30: Update on PM&E Tools Used

Name of the PM&E Tool	Policy / Programme / Project Involved	Consultant or Resource Persons Involved	Methodology Used	Key Findings	Key Recommendations
Community Score Card (CSC)	CHPS Compound Services at Kupotor and surrounding communities	District Health Directorate; DPCU; Community Health Committees	Community interface meetings, scoring of service indicators, facilitated dialogue	Improved community–health staff relations; concerns raised on staffing and drug availability	Strengthen engagement with GHS for staff posting; improve logistics planning
Beneficiary Feedback Meetings	Rehabilitation of Ultra-Modern Market Latrine at Daboya	Environmental Health Unit; Market Management Committees	Focus group discussions, open forums with users	High satisfaction with facility; maintenance and cleanliness identified as key issues	Establish user management committees; intensify hygiene education
Stakeholder Review Workshops	2025 Annual Action Plan (AAP) Implementation	DPCU; Heads of Departments; Assembly Members	Participatory review sessions, group work, plenary discussions	Better understanding of implementation status; weak documentation at some departments	Standardise reporting templates; build staff capacity on PM&E

Field Monitoring with Community Representatives	Spot Improvement of Selected Feeder Roads	Works Department; Transport Sub-Committee; Community Leaders	Joint site inspections, observation checklists, community feedback	Roads improved access to farms; drainage and erosion issues observed	Integrate drainage designs; involve communities in routine maintenance
Citizen Satisfaction Survey (Rapid Assessment)	WASH and Environmental Sanitation Programmes	Environmental Health Unit; DPCU	Short questionnaires, household interviews, simple rating scales	Increased access to sanitation facilities; behavioural change still limited	Scale up sanitation behaviour change communication; sustain community sensitisation

4.1 Key Challenges

- Limited financial resources to sustain regular PM&E activities
- No vehicle committed for PM&E activities
- Low technical capacity of some community representatives in PM&E processes
- Inadequate documentation and feedback integration into planning and budgeting
- Weak follow-up mechanisms on community recommendations

4.2 Policy Recommendations

1. Institutionalise PM&E activities within the district's **annual budget** to ensure sustainability.
2. Provide a dedicated vehicle and adequate logistical support for monitoring of programme and projects
3. Strengthen **capacity building for community representatives and Assembly Members** on PM&E tools.
4. Integrate PM&E findings systematically into **AAP preparation and budget formulation**.
5. Enhance collaboration with traditional authorities and CSOs to deepen citizen participation.
6. Establish a formal **feedback and learning mechanism** to track implementation of community recommendations.

5.0 conclusion and the Way forward

5.1 Conclusion

The 2025 Annual Progress Report (APR) reflects moderate but uneven progress in the implementation of the District's Annual Action Plan and Medium-Term Development objectives. Across the key development dimensions—economic development, social services, infrastructure, governance, and environmental management—the District recorded notable gains in agricultural extension delivery, NHIS enrolment expansion, child protection sensitisation, electricity coverage, and selected road improvements. Expenditure performance also demonstrated strong financial discipline, as actual spending aligned closely with releases.

However, the overall development impact was constrained by significant funding shortfalls, particularly in capital expenditure releases, climate-related shocks affecting agricultural output, limited logistics for social protection and monitoring activities, weak intersectoral coordination in some areas, and recurring disaster risks. While implementation levels remain satisfactory, the pace of transformation required to meet medium-term targets demands stronger resilience planning, improved revenue mobilisation, enhanced coordination, and more predictable financing flows.

Overall, the District remains on track toward its broad goals of inclusive economic growth, improved social protection, enhanced infrastructure access, and strengthened governance systems, but accelerated and better-coordinated interventions will be required to close persistent performance gaps.

5.2 Summary of Key Issues Addressed in 2025

1. **Agricultural Development and Food Security**
    - Distribution of improved seeds and fertilizer subsidies.
    - Extension services and livestock vaccination campaigns.
    - Farmer training on improved agronomic practices.
    - Moderate increases in selected crop outputs (e.g., maize, soybean, sorghum).
2. **Health and Social Protection**
    - Expansion of NHIS registration, particularly for indigents and vulnerable groups.
    - LEAP–NHIS linkage efforts.
    - Child protection and SGBV sensitisation campaigns.
    - Increased outreach and social welfare engagements.
3. **Infrastructure Development**
    - Spot improvement and reshaping of feeder roads.
    - Urban road maintenance works.
    - Electricity extension to additional communities.
    - Continued implementation of capital projects despite constrained releases.
4. **Governance and Integrated Social Services**
    - Intersectoral meetings and limited monitoring activities.
    - Data sharing among departments (DSWCD, NHIS, GHS).
    - Community sensitisation on crime prevention and domestic violence.
5. **Disaster Management and Environmental Protection**
    - Community awareness on bushfire prevention.
    - Drainage desilting and flood sensitisation.

    - NADMO rapid response coordination.

5.3 Key Issues Yet to Be Addressed

Funding Constraints

- Large gaps between constrained budgets and actual releases.
- Delays in donor fund disbursement.
- Limited resources for monitoring and supervision.

Climate Vulnerability

- Erratic rainfall, flooding, bushfires, and windstorms affecting productivity and infrastructure.
- Limited irrigation coverage.

Low Agricultural Productivity in Some Commodities

- Underperformance in rice, cassava, yam, and livestock compared to targets.
- Weak mechanisation and post-harvest systems.

Weak Referral and Case Management Systems

- Low documentation and follow-up of child protection and SGBV cases.
- Limited training of case workers on ISSOPs.

Infrastructure Gaps

1. Urban roads below target conditions.

- Rural electricity coverage still below universal access goals.
- Sanitation and water coverage gaps in some communities.

Limited Intersectoral Monitoring

- Few regional intersectoral visits.
- Weak integration of data systems across sectors.

5.4 Recommendations and Way Forward

1. Strengthen Fiscal and Resource Mobilisation Strategies

- Intensify IGF mobilisation through property rate reforms and improved billing systems.
- Advocate for timely GoG releases.
- Strengthen donor coordination and compliance with funding conditionalities.
- Prioritise high-impact and revenue-generating projects.

2. Enhance Climate Resilience and Agricultural Transformation

- Expand irrigation infrastructure and promote climate-smart agriculture.
- Scale up drought-resistant crop varieties and livestock disease control.
- Promote mechanisation and value chain development.
- Strengthen post-harvest management systems.

3. Deepen Social Protection and Integrated Service Delivery

- Institutionalise ISSOP training for all case workers.
- Strengthen referral tracking systems between DSWCD, NHIS, and GHS.
- Expand LEAP coverage for vulnerable households and adolescent girls.
- Improve follow-up mechanisms for child protection and SGBV cases.

4. Accelerate Infrastructure Development

- Increase routine road maintenance funding.
- Integrate drainage systems into road designs.
- Expand rural electrification with subsidised household connections.
- Promote sanitation enforcement and household latrine uptake.

5. Improve Monitoring, Coordination, and Data Systems

- Strengthen DPCU monitoring and evaluation systems.
- Institutionalise quarterly intersectoral review meetings.
- Develop digital tracking systems for social services and project implementation.
- Enhance evidence-based planning using updated sector data.

6. Strengthen Disaster Risk Reduction

- Enforce bushfire and environmental regulations.
- Promote climate-resilient building standards.
- Improve early warning systems and community preparedness.

5.5 Way Forward

For 2026 and beyond, the District must focus on **resilience, coordination, and fiscal sustainability**. Achieving the medium-term development objectives will require:

- Improved budget credibility and predictable funding.
- Stronger integration of social protection, health, and education services.
- Investment in climate-smart infrastructure and agriculture.
- Enhanced institutional capacity and accountability mechanisms.
- Community engagement and inclusive participation in development processes.

By consolidating gains made in 2025 and addressing identified structural constraints, the District will be better positioned to achieve its overarching goals of poverty reduction, inclusive growth, improved human capital development, and enhanced quality of life for all residents.