

# KETA MUNICIPAL ASSEMBLY



**ANNUAL PROGRESS REPORT**

**JANUARY - DECEMBER 2025**

**COMPILED BY:**

**MUNICIPAL PLANNING COORDINATING UNIT**

**KETA MUNICIPAL ASSEMBLY**

**KETA**

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## LIST OF ACRONYMS

AAP	Annual Action Plan
AIDS	Acquired Immune Deficiency Syndrome
APR	Annual Progress Report
BAC	Business Advisory Centre
CHPS	Community-Based Health Planning Services
CLTS	Community Led Total Sanitation
DACF	District Assembly Common Fund
DDF	District Development Facility
DPs	Development Partners
DRIP	District Road Improvement Project
EHSU	Environmental Health and Sanitation Unit
FBOs	Farmer-Based Organizations
GHS	Ghana Health Services
HIV	Human Immune Virus
HTC	HIV Testing and Counselling
ICT	Information and Communication Technology
IGF	Internally Generated Fund
JHS	Junior High School
LEAP	Livelihood Empowerment Against Poverty
LI	Legislative Instrument
M&E	Monitoring and Evaluation
MPCU	Municipal Planning and Coordinating Unit
MSE	Micro and Small Enterprise
MTDP	District Medium Term Development Plans
MWD	Municipal Works Department
NADMO	National Disaster Management Organization
NCCE	National Commission for Civic Education
NCDs	Non-Communicable Diseases
NGOs	Non-Governmental Organizations
NHIS	National Health Insurance Scheme
NMTDPF	National Medium Term Development Policy Framework
ODF	Open Defecation Free
OVCs	Orphans and Vulnerable Children

PLWHA	People Living with HIV / AIDs
PM&E	Participatory Monitoring and Evaluation
PPD	Physical Planning Department
PWDs	People with Disability
SHS	Senior High School
SMEs	Small and Micro Enterprises
STME	Science, Technology, and Mathematics Innovative Education
TA	Traditional Authority
TLMs	Teaching and Learning Materials
YEA	Youth Employment Authority

## EXECUTIVE SUMMARY

The National Development Planning System Act, 1994 (Act 480), National Development Planning (Systems) Regulation, 2016 (L.I. 2232) and Local Governance Act, 2016 (Act 936) require all MMDAs to prepare annual reports which provide updates on the status of implementation of the Medium-term Development Plan (MTDP) and Annual Action Plan (AAP). This report aims to fulfil this requirement while providing data to management and other stakeholders on the development of the Municipality to guide decision-making. Data for this report were provided through monitoring and evaluation activities using a set of approved performance indicators to track the progress and outcomes of the 2022-2025 MTDP and the 2025 AAP.

Various stakeholders, including Assembly members, heads of departments/agencies, traditional leaders, opinion leaders, civil society organizations, and development partners, among others, were involved.

There were 166 activities and projects captured in the 2025 Action Plan, out of which 151 were fully implemented as of the end of December, 2025, representing 90.96%.

These activities covered key development areas such as health, education, economic development, sanitation, social welfare, infrastructure, and governance.

The 2025 revenue target of the Assembly stood at **GH¢ 26,487,128.49** (from all sources), out of which **73.98 %** was realized which amounts to a total of **GH¢ 19,595,686.41**. An amount of **GH¢ 17,509,366.21** was expended.

The 2025 APR provides insights into KeMA's developmental progress, financial performance, and key challenges, serving as a roadmap for effective governance and sustainable municipal growth in the coming years.

The report is outlined in three Chapters. Chapter one presents an introduction which is made up of a summary of achievements and challenges with the implementation of the Annual Action for 2025, the purpose of the M&E activities, the Processes involved in the conduct of the M&E, as well as the challenges encountered.

Chapter two presents M&E Activity Reports, which contain Program/Project Register, Updates on Funding Sources and Disbursements, Updates on Indicators and Targets, as well as Updates on Critical Development and Poverty Issues. Also presented here include findings and recommendations on Development Evaluations conducted during the year, and Findings on Participatory Evaluation conducted.

Chapter Three is focused on key issues addressed and those yet to be addressed, as well as recommendations and the way forward.

# CHAPTER ONE

## GENERAL INTRODUCTION

### Background

Keta Municipal, with Keta as the capital, is one of the 18 MMDAs in the Volta Region. The Keta Municipal Assembly was established by the Legislative Instrument (L.I.) 2371 of 2018. The Municipality lies within Longitudes 0.30E and 1.05W and Latitudes 5.45N and 6.005S. It is located east of the Volta estuary, about 182km to the east of Accra, off the Accra-Aflao main road.

It shares common borders with Akatsi South District to the north, Ketu North and Ketu South Districts to the east, Anloga District to the west and the Gulf of Guinea to the south. Out of the total surface area of 446km<sup>2</sup>, approximately 132km<sup>2</sup> (about 29.6 per cent) is covered by water bodies. The largest of these is Keta Lagoon, which is about 12 km at its widest section and 32km long.

As of 2025, the population of the municipality is estimated to stand at 87,049, made up of 40,826 males and 46,223 females. About 60.8 per cent of the population resides in urban areas, while 39.2 per cent live in rural communities, with an annual population growth rate of 2.5 per cent. These demographic characteristics have significant implications for development planning, service delivery, and resource allocation within the Municipality.

The vision of the Keta Municipal Assembly is to be the leading performing District Assembly in local governance to achieve the highest level of socio-economic development and a healthy environment in Ghana.

The Assembly exists to harness all human and material resources to improve the living conditions of the people through effective and efficient local governance and the provision of socio-economic infrastructure and services. In line with the Local Governance Act, 2016 (Act 936), the National Development Planning (System) Act, 1994 (Act 480), and the National Development Planning (System) Regulations, 2016 (L.I. 2232), the Assembly functions as a planning authority and is mandated to prepare, implement, monitor and evaluate development programmes and projects. In compliance with the national development planning framework, the Keta Municipal Assembly has been implementing its Medium-Term Development Plan (MTDP) for the period 2022–2025, aligned with the Medium-Term National Development Policy Framework.

The 2025 Annual Progress Report, therefore, assesses progress in implementing planned programmes and activities, the status of key indicators and targets, and the Assembly's financial and programme performance from January to December 2025.

## 1.1 Purpose of the M&E For The Stated Period

Monitoring and Evaluation (M&E) plays a vital role in the implementation of Development Plans. The extent to which the Development Plan will achieve its set goals and objectives depends largely on a well-structured M&E framework that tracks resource use and ensures high efficiency.

The key Monitoring and Evaluation objective of the year was to provide information that would enable tracking of progress and reach informed decision-making towards the implementation of the Agenda for Jobs, creating prosperity and equal opportunity for all. Specific objectives were:

- ◆ To assess the performance and progress of work on the implementation of the Municipal 2025 AAP and the MTDP 2022-2025.
- ◆ To monitor the progress of key district performance indicators and identify implementation gaps.
- ◆ To determine the implementation status of the 2024 AAP by the Departments of the Municipal Assembly and Agencies in the Municipality.
- ◆ To provide opportunities for stakeholders to partake in effective monitoring and evaluation.
- ◆ To assess whether projects and programmes are likely to contribute to the achievement of the overall objective
- ◆ To determine whether projects, strategy and objectives remain relevant to the needs of beneficiaries
- ◆ To establish a system of directives and standards for reviewing, re-planning, and improving the performance of development programmes and projects of the district.
- ◆ To assess whether sustainability issues are being addressed
- ◆ To establish feedback processes to ensure the use of monitoring results and a follow-up on the implementation of evaluation recommendations.

## 1.2 Summary of Achievements of the Implementation of the DMTDP

The 2025 activities, projects and programmes were taken from the 2022-2025 Medium Term Development Plan. Provision of Health and educational services and infrastructure, Sustainable Agriculture, Local Economic Development, HIV/AIDS issues, Support to persons living with disabilities, strengthening substructures, vulnerability protection, environmental protection and climate change, security, sanitation, spatial planning, and completion of ongoing projects took center stage in the activities of the Assembly during the period under review.

There were 166 activities (revised) and projects captured in the 2025 Action Plan, out of which 151 were implemented as of the end of the year 2025, representing 90.96% of planned activities. 105 activities and projects were completed, representing 63.25%, 46 activities were ongoing, representing 27.71%, while 15 activities were yet to begin, representing 9.03% of planned activities.

The above achievements were due to the substantial increase in the quantum of DACF received by the Assembly from the Central Government. While the highest number of activities executed during the year fell under the Governance, Corruption, and Public Accountability development dimension, the lowest number of activities executed fell under the social development dimension.

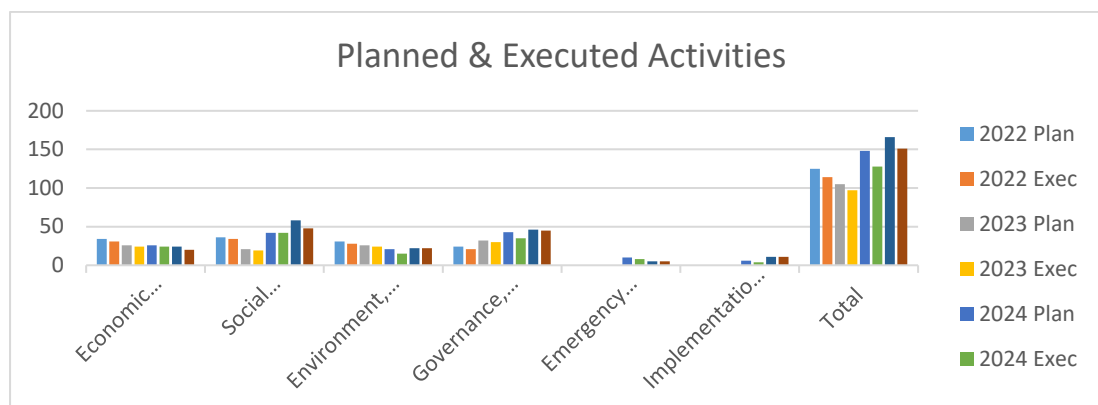
The table below presents a summary of the achievements of the 2025 Action Plan.

*Table 1: Details on Annual Action Plans Implemented*

S/N	Development Dimension	2022		2023		2024		2025	
		Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
1	Economic Development	34	31	26	24	26	24	24	20
2	Social Development	36	34	21	19	42	42	58	48
3	Environment, Infrastructure and Human Settlements	31	28	26	24	21	15	22	22
4	Governance, Corruption and Public Accountability	24	21	32	30	43	35	46	45
5	Emergency Planning & Response	0	0	0	0	10	8	5	5
6	Implementation, Coordination, Monitoring & Evaluation	0	0	0	0	6	4	11	11
	<b>Total</b>	<b>125</b>	<b>114</b>	<b>105</b>	<b>97</b>	<b>148</b>	<b>128</b>	<b>166</b>	<b>151</b>

Source: MPCU, 2026

**Figure 1: Planned and Executed Activities**



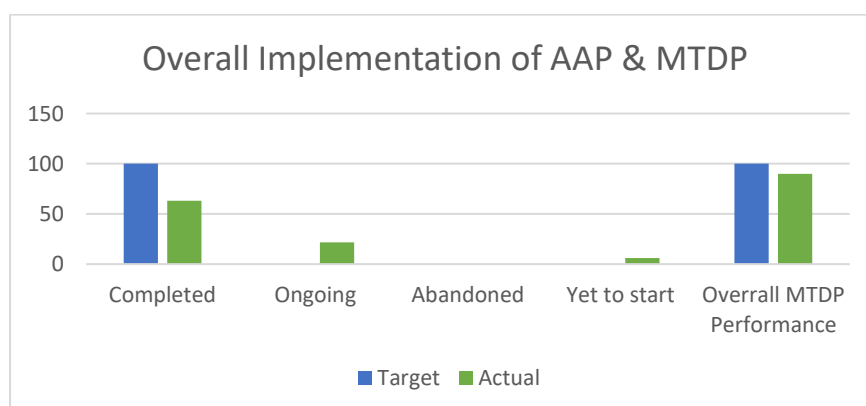
There were 544 broad activities and projects (revised) captured in the 2022 – 2025 MTDP, out of which 490 were fully implemented at the end of 2025, representing 90.07 per cent.

The table below presents details of implementation as far as the 2025 Annual Action Plan and 2022-2025 DMTDP were concerned.

**Table 2: Proportion of the DMTDP Implemented.**

Indicators	Baseline 2021	2022	2023	2024	2025	
		Actual	Actual	Actual	Target	Actual
<b>1. Proportion of the Annual Action Plans implemented by the end of the year.</b>	<b>90%</b>	<b>79.9%</b>	<b>84.76%</b>	<b>86.49</b>	<b>100%</b>	<b>90.96%</b>
a. Percentage completed	60	59.35	61.90	64.87	100	63.25
b. Percentage of ongoing interventions	27	20.60	22.86	21.62	0	27.71
c. Percentage of interventions abandoned	3	0	0	0	0	0
d. Percentage of interventions yet to start	10	20.05	15.23	13.51	0	9.03
<b>2. Proportion of overall MTDP Implemented</b>	<b>71</b>	<b>27</b>	<b>46.5</b>	<b>76.83</b>	<b>100</b>	<b>90.07</b>

**Figure 2: Proportion of MTDP Implemented**



The above table indicates the planned and executed activities and projects for the year 2025 and the proportion of the MTDP that has been implemented as of the end of 2025. The improvement in the implementation of planned programmes and projects was due to a substantial increase in the Common Fund received from the central government.

### 1.3 Challenges with the Implementation of the MTDP

Implementation of programmes and projects during the year 2025 was plagued with implementation challenges, some of which were:

1. Data gaps due to untimely submission of reports and differences in reporting format and time by some departments delayed the preparation of the Report. Electronic platforms like the DDDP are also not being used by most staff due to internet challenges and capacity gaps.
2. Inadequate funds and untimely release by the Central Government to fully implement the Plan. This challenge hindered the smooth implementation of the Plan to a large extent.
3. Logistical constraints like inadequate vehicles for implementation and monitoring, and office equipment.
4. Difficulty in maximising property rate generation.
5. Ineffective substructures to aid revenue mobilisation
6. Outstanding payments of completed projects from previous years compete with funds that are released. This situation prevented the Assembly from carrying out some of the planned projects and activities during the year under review.
7. Delay in the implementation of key activities across all development dimensions, resulting in development outcomes shortfalls.
8. Poor environment, sanitation, and waste management issues persist.
9. Staff attrition and a poor records management system leading to reporting gaps and weak institutional memories.

**Implication:** The above challenges made it quite challenging for the Assembly to implement most of its planned projects, programmes and activities fully. This situation, in the long run, will defeat the overall objective of the Assembly to provide socio-economic services and infrastructure to support the socio-economic development of the Municipality.

### 1.4 Processes Involved in Conducting M&E

The Municipal Planning Coordinating Unit (MPCU) relied heavily on data collated from the Departments and Agencies on the implementation of programmes and projects in compiling this report. Follow-ups were also made to validate information received. In addition, data was

collected on key social intervention programmes such as the Ghana School Feeding Programme, Livelihood Empowerment Against Poverty, Planting (LEAP) for Food and Jobs, Nation Builders Corps, etc. The following processes were used.

1. Relevant indicators for the year were selected by the monitoring team.
2. Targets from the M&E Plan were populated into tables.
3. Decentralized / Non-decentralized Departments and Agencies were visited to gather data through interviews and collation of reports.
4. Also, the Municipal Planning Coordinating Unit (MPCU), together with contractors, CSOs, beneficiary communities, etc., undertook field visits to monitor the implementation of physical projects as well as interact with communities and other relevant stakeholders through community meetings, phone calls, observations and so forth to ascertain the real issues on the ground. The monitoring team and the works subcommittee of the Assembly also conducted quarterly site visits to monitor
5. Analysis of data collected to measure the level of achievement of the various targets was done by the Development Planning Unit and the Statistics Department.
6. MPCU meetings were held to review, validate, and finalise the report on the activities of the departments and units of the Assembly in line with the set indicators for tracking the implementation of projects and programmes.

**Figure 3: Stakeholder engagement activities**



Monitoring team with stakeholders



MPCU meetings for review of reports

## **CHAPTER TWO**

### **M & E ACTIVITIES REPORT**

#### **Introduction**

This chapter presents the results of the monitoring and evaluation activities carried out during the period under review. It is organized into five sections. The first section outlines the status of programmes and projects, including the maintenance and rehabilitation of existing infrastructure. The second section provides updates on funding sources, disbursements, and the performance of the Capital Expenditure (CAPEX) budget, as well as allocations and implementation progress of ongoing projects. The third section examines performance indicators, set targets, and major development and poverty-related issues. The fourth section focuses on staff strength, training needs, capacity development, and the availability of key logistics. The final section discusses the evaluations conducted, key findings, recommendations, and participatory monitoring and evaluation activities undertaken within the period.



#### **2.1 Programme/Project Status for the Year**


##### **2.1.1 Projects Register**




The program/project status for the year is presented in the Program/Project/Activity Register as contained in the table below. The table presents the list of Programs or activities as contained in the 2025 Annual Action Plan, placed under various Development Dimensions of the National Development Policy Framework and their corresponding locations. Also contained in this register are implementation details, including contractors' /Consultants' names, contract/activity amounts, funding source, award and completion dates, the expenditure made, and the level of implementation, among others.


## M&E ACTIVITIES REPORT

*Table 3: PROJECT REGISTER*

No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
<b>ECONOMIC DEVELOPMENT DIMENSION</b>																
<b>GOAL: BUILD A PROSPEROUS COUNTRY</b>																
1.	3111354	Construction of open market shed	Anlo-Afiadenyigba	Spashay Co. Ltd.	207,177.75	14-Jul-20	DACF	-	-	149,599.35	7,873.65	100		Making funds available	Site visits and quarterly monitoring	Project owned land resettlement
<b>SOCIAL DEVELOPMENT DIMENSION</b>																
<b>GOAL: CREATE OPPORTUNITIES FOR ALL GHANAIS</b>																
2.	3111107	Construction of phase two (2) of 12-Unit Commercial Hostel with ancillary facilities	Keta	Mighty Industries	1,699,577.61	22-Nov	DACF, IGF	22-Dec	-	1,520,485.55	179,092.06	100		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement is required



No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
3.	3111256	Construction of 3-Unit Classroom Block	Abor	Outside Ghana Ltd	657,993.00	28-Jul-20	DACF	28-Jul-20	-	568,017.58	89,975.42	85		Making funds available	Site visits and quarterly monitoring	Project on school-owned land & no resettlement required
4.	3111256	Construction of Community Center	Dzelukope	OC-100 Works Express	375,349.00	14-Jul-20	MP-CF	-	-	-	-	80		Making funds available	Site visits and quarterly monitoring	Project on community-owned land & no resettlement required




No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
5.	3111256	Construction of 3-unit Classroom Block with ancillary facilities	Sasieme	Crown of victory co. Ltd.	591,188.59	-	DACF	-	-	0.00	591,188.59	60		Making funds available	Site visits and quarterly monitoring	Project on school-owned land & no resettlement required
6.	3111256	Construction of 3-unit Classroom Block with ancillary facilities	Lawoshime	Simef gold limited	591,188.59	-	DACF	-	-	0.00	591,188.59	35		Making funds available	Site visits and quarterly monitoring	Project on school-owned land & no resettlement required
7.	3111256	Construction of 3-unit Classroom Block with ancillary facilities	Aborlove - Nolopi	Kadima construction works	591,188.59	-	DACF	-	-	0.00	591,188.59	35		Making funds available	Site visits and quarterly monitoring	Project on school-owned land & no resettlement required



No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
8.	3111353	Construction of Ino. 20-seater disability friendly WC toilet facility	Kedzikope	3H Technology and Engineering	464,266.69		DACF			0.00	464,266.69	25		Making funds available	Site visits and quarterly monitoring	Project on community-owned land & no resettlement required
9.	3111256	Construction of 3-unit Classroom Block with ancillary facilities	Atiavi	Hab-Amenyo Limited Company	787,265.03	23-Dec-25	DACF	23-Jan-26	Jul-26	0.00	787,265.03	0		Making funds available	Site visits and quarterly monitoring	Project on school-owned land & no resettlement required

No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
10.	3111256	Construction of 6-unit Classroom Block with ancillary facilities	Anlo-Afiadenyigba	Tav Construction Ltd.	1,150,762.69	23-Dec-25	DACF	23-Jan-26	Jul-26	0.00	1,150,762.69	0		Making funds available	Site visits and quarterly monitoring	Project on school-owned land & no resettlement required
11.	3111256	Construction of KG Classroom Block with ancillary facilities	Abutiakope	Hab-Amenyo Limited Company	748,469.59	23-Dec-25	DACF	23-Jan-26	Jun-26	0.00	748,469.59	0		Making funds available	Site visits and quarterly monitoring	Project on school-owned land & no resettlement required

No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
12.	3111253	Construction of CHPS Compound and staff accommodation	Seva	Spashay Company Ltd.	1,589,907.66	23-Dec-25	DACF	23-Jan-26	Jul-26	0.00	1,589,907.66	0		Making funds available	Site visits and quarterly monitoring	Project on community-owned land & no resettlement required
13.	3111253	Construction of CHPS Compound and staff accommodation	Tengekope	Citymax Company Ltd.	1,442,977.51	23-Dec-25	DACF	23-Jan-26	Jul-26	0.00	1,442,977.51	0		Making funds available	Site visits and quarterly monitoring	Project on community-owned land & no resettlement required
<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY DIMENSION</b> <b>MAINTAIN A STABLE, UNITED AND SAFE SOCIETY</b>																

No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
14.	2210602	Renovation of Works Bungalow	Keta	Veroma Complex	73,771.00	10-Apr-21	DACF	12-Oct-21	Dec-24	11,000.00	62,771.00	85		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement required
15.	2210602	Renovation of Municipal Chief Executive Residence (Phase One)	Keta	Veroma Complex	131,436.00	10-oct-21	DACF	10-Nov-21	Sep-25	131,436.00	0.00	100		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement is required
16.	2210602	Renovation of Planning Bungalow	Keta	Kle Company Ltd	74,354.00	10-Nov-21	DACF	10-Nov-21	Dec-24	25,695.00	48,659.00	80		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement required

No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
17.	2210602	Partial Renovation of Budget Bungalow	Keta	Kle Company Ltd		11-oct-21	DACF	10-Nov-21	Jul-24			80		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement required
18.	2210602	Partial Renovation of MCD Bungalow	Keta	Kle Company Ltd		1-Nov-21	DACF	10-Nov-21	Jul-24			75		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement required
19.	2210602	Partial Renovation of Finance Bungalow	Keta	Kle Company Ltd	17,604.00	1-Nov-21	DACF	10-Nov-21	Jul-24			75		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement required

No.	Project Description		Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
	Code	Name										%	Pictures			
20.	2210603	Rehabilitation of PWD Yard for Offices	Dzelukope	JUSTD AN Co. Ltd	867,157.00	-	DACF			320,000.00	600,000.00	100		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement required
21.	2210603	Renovation of Keta Municipal Assembly Hall with Ancillary Facilities	Abutiakope	Hab-Amenyo Limited Company	199,304.00	14-Nov-24	DACF	20-Dec-24	20-Feb-25	199,304.00	0.00	100		Making funds available	Site visits and quarterly monitoring	Assembly acquired the land & no resettlement required

### Active Projects Under Development Dimensions

A total of 21 projects were recorded during the period under review. Of this number, 12 projects were categorized under Social Development, while 1 project fell within Economic development, and the remaining 8 were under Governance, Corruption and Public Accountability.

The distribution shows a strong focus on Social Development, with most interventions directed at improving education, healthcare delivery, water supply, and sanitation. This emphasis has contributed to steady progress in achieving key policy objectives, particularly those aligned with the goal of creating opportunities for all. Notable gains have been observed in the areas of education, health, and water and sanitation, indicating that these sectors are on track to support broader development outcomes.

A detailed presentation of the projects, including those carried over from previous years and newly introduced ones, is provided in Table 4.

*Table 4: Total Number of Active Projects*

Development Dimension	Number of physical projects in the district								Summary-2025
	Roll over projects from previous years				Approved new projects introduced in the year				Old + New
	2022	2023	2024	2025	2022	2023	2024	2025	2025
<b>Economic Development</b>	3	1	1	1	0	0	0	0	1
<b>Social Development</b>	6	5	6	7	3	3	1	5	12
<b>Environment/Infrastructure/Human Settlement</b>	3	3	3	0	0	1	0	0	0
<b>Governance/Corruption/Public Accountability</b>	11	6	7	8	2	0	1	0	8
<b>Emergency</b>	0	0	0	0	0	0	0	0	0
<b>ICME</b>	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>23</b>	<b>15</b>	<b>17</b>	<b>16</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>5</b>	<b>21</b>

### Distribution of Physical Projects Among Departments

Physical projects have been assigned to the respective departments of the Assembly responsible for their implementation. This classification ensures clear responsibility and effective coordination among departments. Table 7 presents the distribution of these physical projects across the various implementing departments.

*Table 5: Distribution of Physical Projects Among Departments*

Departments	No. of projects		Total	Collaborating MDA
	Rollover	New		
Central Administration	11	0	11	Works, Office of the MP
Health	1	2	3	GHS
Education	4	3	7	GES
<b>Total</b>	<b>16</b>	<b>5</b>	<b>21</b>	

### Project Age Analysis

The table below provides details of project age analysis highlighting the duration of projects across different age groups. It also shows the associated time and cost overruns for each category, together with the average level of completion recorded.

*Table 6: Project Age Analysis*

Project Age	No. of Projects	Time Overruns (in years and months)	Cost overruns	Completion status		
				Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 6 years but less than 7 years	5	6 years, 9 months	2,237,832.46	38.75	60	25
Projects that are 5 years but less than 6 years	2	5 years, 4 months	97,848	90	95	85
Projects that are 4 years but less than 5 years	7	4 years, 6 months	711,430.00	85	100	75
Projects that are 3 years but less than 4 years	1	3 years, 7 months	175,000.00	100	100	100
Projects that are 1 year but less than 2 years	1	1 year, 2 months	0.00	100	100	100
Projects that are 0 years but less than 1 year	5	2 months	5,721,382.48	0	0	0
Total projects	21					

In 2025, the total number of active projects stood at 21, comprising 15 rollover projects from previous years and 5 newly initiated ones. This reflects a continued commitment by the Assembly to both complete ongoing initiatives and introduce new development interventions within the municipality.

A comparison with the 2024 figures indicates a gradual decline in the number of rollover projects, from 17 in 2024 to 15 in 2025, as presented in Table 6. This reduction suggests deliberate efforts by management to improve project completion rates and strengthen implementation efficiency. By focusing on completing existing projects, the Assembly demonstrates its commitment to delivering timely and impactful development outcomes.

### Summary of Land Acquisition and Resettlement

This section provides information on land acquisition processes and resettlement strategies adopted in the implementation of physical projects. It outlines the procedures followed to secure land, as well as the measures put in place to address compensation, relocation, and the welfare of affected persons.

During the period under review, most of the lands used for the implementation of physical projects were made available by the traditional authorities within the municipality. These lands were largely public lands that had already been acquired and held by various institutions for developmental purposes.

The ready availability of such lands helped to avoid potential resettlement challenges that could have significantly increased project costs. As a result, the Assembly was able to minimize expenditure on land acquisition and resettlement, allowing those resources to be redirected towards the execution of other priority projects. This contributed positively to the efficient achievement of its development objectives.

Going forward, the Assembly intends to continue securing similar public lands to support future development initiatives and ensure cost-effective project implementation.

*Table 7: Summary of Land Acquisition and Resettlement*

<b>Departments</b>	<b>Total Number of Projects</b>	<b>How Was Land Acquired For The Projects</b>	<b>Resettlement Strategies</b>
<b>Central Administration</b>	11	Lands were Assembly-owned	No resettlement
<b>Health</b>	3	Lands were owned by the communities and were donated to be used	No resettlement
<b>Education</b>	7	Lands were owned by the schools	No resettlement

Source: MPCU, January 2026

### Repair And Maintenance of Existing Infrastructure

During the year under review, the Assembly carried out repairs and maintenance of some existing infrastructure. Maintenance activities covered office equipment, official vehicles, air conditioning systems, as well as both official and residential accommodations.

All planned rehabilitation works for the year were completed as scheduled. However, some financial obligations were delayed due to late fund releases, though all funds that were released were fully utilized within the year.

The estimated total cost was **GHC 1,446,679.00**, out of which a total expenditure of **GHC 906,063.78** was made, representing 62.63% of the estimated total cost. Expenditure on the maintenance of Office Buildings saw the highest expenditure made during the year at a cost of **GHC 517,829.00** for repair and maintenance of existing infrastructure.

The details are presented in the table below.

**Table 8: Repair and Maintenance of Existing Infrastructure**

Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation
<b>General Equipment, Plant and Machinery</b>	Keta	Repairs	100,000.00	1,742.99	0.0	1,742.99	Funds should be made available to help the Estate Unit work effectively to coordinate and undertake regular maintenance.
<b>Furniture and fittings</b>	Keta	Repairs and replacement of furniture	5,000.00	0.00	5,000.00	0.00	Timely release of funds to ensure regular maintenance and replacement
<b>Official Vehicle</b>	Keta	Routine maintenance	93,000.00	66,171.79	0.00	66,171.79	Timely release of funds to ensure regular maintenance.
<b>Office Buildings</b>	Keta	Repairs	698,997.00	517,829.00	0.00	517,829.00	More funds should be made available for maintenance.
<b>Residential Buildings</b>	Keta	Repairs	484,682.00	289,490.00	0.00	289,490.00	The Assembly should take over illegally occupied state bungalows, renovate them, and rent them to staff
<b>Public Buildings - Markets</b>	Keta	Repairs	10,000.00	0.00	10,000.00	0.00	The Assembly should make conscious effort to make more allocations for public infrastructure
<b>Drains</b>	Municipal Wide	Repairs	5,000.00	5,000.00	0.00	5,000.00	Timely release of funds to ensure completion.
<b>Streetlights</b>	Municipal Wide	Repairs and replacement	35,000.00	25,430.00	0.00	25,430.00	Timely release of funds to ensure completion.
<b>Others</b>	Municipal Wide	Repairs	15,000.00	400.00	0.00	400.00	Timely release of funds to ensure completion.
<b>Total</b>			<b>1,446,679.00</b>	<b>906,063.78</b>	<b>540,615.22</b>	<b>906,063.78</b>	





## 2.1.2 Programmes Register







This section discusses the progress of all activities in the Annual Action Plan, including a summary of work done, beneficiaries, budgeted and actual amounts used, as well as pictures of implementation.



A total of 121 activities were captured in the programmes register in the reporting year. The challenges encountered during the implementation of these programmes include the limited commitment of the populace to the programmes, the poor participation of women in the gender and social protection programmes, and the delay in the release of funds for the programme implementation. The implementation of most of the activities in the Annual Action Plan contributed significantly to the achievement of the overall development goals and objectives of the Assembly. The implementation of these activities has greatly impacted the various indicator outcomes in education, health, water, and sanitation.






Generally, the quality of life of citizens has seen marginal improvements with several employment opportunities which were created through the business development training programmes. The table below shows the details of activities.




**Table 9: PROGRAMMES REGISTER**






No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
1.	Celebrate 2025 National Farmer Day	Economic Development	65,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
2.	Organise 1 Stakeholder for RELC to discuss farmers' constraint	Economic Development	2,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
3	Organise 1 field day each on 2 conservation agriculture demonstration	Economic Development	6,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
4.	Collect and analyze monthly market data at Keta and Abor	Economic Development	600	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
5.	Conduct monthly technical review meetings and TEDMAG training for AEAs at Keta office	Economic Development	1,200	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
6.	Conduct monthly farm and home visits by 4 AEAs to sensitize farmers on new technologies to improve yields	Economic Development	3,500	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed






No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
7.	Demonstrate to 20 female farmers on cassava processing	Economic Development	1,500	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
8.	Organize training for 25 female farmers on gari processing blended with friuts	Economic Development	1,200	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
9.	Demonstrate to 20 female farmers on Tomatoes preservation	Economic Development	1,200	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
10.	Carry out vocational and technical training programmes for 20 No. MSMEs	Economic Development	20,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
11.	Support 15No. MSMEs to regularize their business	Economic Development	10,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
12.	Organize 2No. Local Economic Development (LED) fora and 4No. LED committees	Economic Development	20,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed





No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
13.	Train 10No. women groups in business promotion and management	Economic Development	7,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
14.	Form, register and monitor economic women's groups	Economic Development	10,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
15.	Identify and document tourism potential in the municipality	Economic Development	10,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
16.	Construction of 2No. Market shed at Anlo-Afiadenyigba	Economic Development	157,993	DACF	January, 2025	December, 2025	149,599.35	7,873.65	100		Completed
17.	Support 50 students(25 boys and 25girls) to attend STMIE programme	Social Development	20,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
18.	Support 50 brilliant but needy students/pupils	Social Development	35,000	MP-CF	January, 2025	December, 2025	0.00	0.00	100		Completed






No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
19.	Complete payment for 500 dual desks procured	Social Development	345,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
20.	Supply 102No. Furniture to Kedzi Tech. Institute and KG schools	Social Development	73,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
21.	Complete construction of 3-unit classroom block at Abor	Social Development	657,993.00	DACF	January, 2025	December, 2025	568,017.58	89,975.42	85		Completed
22.	Monitor BECE Examination across the municipality	Social Development	15,000	IGF/DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
23.	Organize 1No. Monitoring and supervision by MEOC	Social Development	7,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
24.	Monitor effective teaching in schools	Social Development	20,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
25.	Observe Menstrual Hygiene Day	Social Development	5,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed




No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
26.	Observe Independence Day Anniversary	Social Development	14,000	DACF	6 <sup>th</sup> March, 2025	6 <sup>th</sup> MArch, 2025	0.00	0.00	100		Completed
27.	Organize quarterly Municipal Education Oversight Committee (MEOC) meetings	Social Development	15,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
28.	Observe International Day of the Girl and Boy child	Social Development	12,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
29.	Organize sensitization workshop for special children in 10 communities	Social Development	7,100	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
30.	Construction of 1No. 12-unit hostel facility (First floor) at Keta Nurses Training School	Social Development	1,365,971.00	DACF-RFG	January, 2025	December, 2025	1,365,971.00	0.00	100		Completed




No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
31.	Organize quarterly Municipal Committee of Ghana AIDS commission meetings	Social Development	14,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
32.	Monitor the prevention of mother-to-child transmission on HIV/AIDS commission meetings	Social Development	6,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
33.	Organize Annual HIV/AIDS testing and counselling services	Social Development	9,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
34.	Carry out sensitization/ awareness creation on HIV/AIDS	Social Development	9,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
35.	Organize 1No. capacity building for Malaria case management	Social Development	8,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed



No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
36.	Conduct 20No. food demonstration in communities with high malnutrition	Social Development	9,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
37.	Conduct biannual nutritional survey in 10 communities with high malnutrition cases.	Social Development	5,000.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
38.	Organize 2No. advocacy sessions with stakeholders, religious and traditional leaders on adolescents, sexual and reproductive health.	Social Development	5,709.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
39.	Conduct refresher training for 15 midwives on active management of labour using a pathograph	Social Development	5,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
40.	Support National Immunization programmes	Social Development	6,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed


No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
41.	Organize quarterly Municipal Health Committee meetings	Social Development	7,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
42.	Carry out medical screening of food vendors, environmental health inspection and certification.	Social Development	61,400.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
43.	Carry out community/ School health education sessions.	Social Development	1,800.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
44.	Promote construction, implementation & Monitoring of CLTS	Social Development	1,200.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
45.	Undertake routine burial of paupers.	Social Development	5,500.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed


No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
46.	Carry out quarterly monitoring of fumigation and waste management activities (landfill site and Sanitation Improvement Package).	Social Development	1,200.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
47.	Observe World Toilet Day and Global Hand-Washing Day	Social Development	2,600.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
48.	Public radio sensitization on hygiene/ sanitation education	Social Development	2,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
49.	Procure Sanitation and cleaning materials	Social Development	20,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
50.	Undertake monthly clean up exercises	Social Development	8,400	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
51.	Monitor activities of Zoomlion	Social Development	2,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed


No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
52.	Facilitate the organization of four (4) radio program to educate women and girls on Sexual and Gender Based Violence (SGBV)	Social Development	11,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
53.	Conduct one (1) skills training program for women in alternative livelihoods	Social Development	6,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
54.	Facilitate the enrolment of all registered vulnerable persons (LEAP beneficiaries, OVCs, PWDs etc.) onto the National Health Insurance Scheme (NHIS)	Social Development	9,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed






No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
55.	Compile, update and submit data on at least 3 vulnerable groups (LEAP, persons living with HIV-AIDS (PLWHIV), PWDs, OVCs. etc.)	Social Development	13,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
56.	Carry out activities (Advocacy meetings, testing, World AIDS Day under the Municipal HIV/AIDS Program	Social Development	11,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
57.	Provide educational, health and economic support to all registered PWDs and their children	Social Development	5,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed



No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
58.	Build the capacity (vocational skills), provide resources and engage at least 50% of registered PWDs in productive, inclusive income generation activities	Social Development	200,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
59.	Effectively manage reported child protection cases by the end of 2025	Social Development	5,000.00	ISS	January, 2025	December, 2025	0.00	0.00	100		Completed
60.	Monitor and supervise activities of ECDC and conduct bi-annual meeting with ECDC to maintain standards	Social Development	3,000.00	ISS	January, 2025	December, 2025	0.00	0.00	100		Completed
61.	conduct social enquiry for (5) destitute/needy children into children's homes	Social Development	2,000.00	ISS	January, 2025	December, 2025	0.00	0.00	100		Completed
62.	Conduct home visits for the	Social Development	1,500.00	ISS	January, 2025	December, 2025	0.00	0.00	100		Completed





No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
	supervision of four (4) probationers and after care cases										
63.	Monitor, inspect and submit annual reports on the operations of Residential Homes for Children - RHCs (Transitional Housing) in the Municipality.	Social Development	2,000.00	ISS	January, 2025	December, 2025	0.00	0.00	100		Completed
64.	Monitor and supervise the cash disbursement exercise at the eight (8) LEAP paypoints in the Municipality	Social Development	4,200.00	LEAP	January, 2025	December, 2025	0.00	0.00	100		Completed
65.	Monitor, educate and train the female members of 2 WATSAN boards on the Importance of good water management practices and environmental sanitation	Social Development	2,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
66.	Register and supervise the	Social Development	1,000.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed



No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
	activities of two (2) new NGOs and CBOs										
67.	Conduct quarterly Disability Fund Management Committee and PWD Association Executive meetings	Social Development	1,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
68.	Conduct quarterly advocacy and socialization meetings for Persons Living with HIV/AIDS and OVCs	Social Development	6,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
69.	Train WATSAN board members in the management of water systems and Monitor WATSAN boards activities	Social Development	5,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
70.	Register births and deaths in the Municipality	Social Development	12,360.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
71.	Public education and sensitization on Birth and Death Registration	Social Development	800.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed






No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
72.	Raise and plant 20,000 mangroves, fruit trees and woodlots		20,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
73.	Organize Community education on climate change and wetlands		6,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
74.	Carry out Green Economy and Climate Related programmes and activities by NADMO and Forestry Commission including Green Ghana initiative		17,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
75.	Undertake Operations and Maintenance of assets	Environment, Infrastructure and Human Settlements	105,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
76.	Complete payment for opening access roads	Environment, Infrastructure and Human Settlements	158,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed





No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
77.	Complete payment for regravelling and reshaping of roads	Environment, Infrastructure and Human Settlements	70,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
78.	Undertake development control activities	Environment, Infrastructure and Human Settlements	20,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
79.	Undertake site supervision.	Environment, Infrastructure and Human Settlements	10,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
80.	Carry out grass cutting along the streets of Keta	Environment, Infrastructure and Human Settlements	50,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
81.	Construct speed ramps at identified locations	Environment, Infrastructure and Human Settlements	40,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
82.	Carry out 2No public sensitization programs on road safety	Environment, Infrastructure and Human Settlements	5,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
83.	Carry out landscaping of Office frontages and Visit schools for Garden inspections	Environment, Infrastructure and Human Settlements	7,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed




No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
84.	Carry out installation and maintenance work on signages.	Environment, Infrastructure and Human Settlements	5,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
85.	Organise SAT, Technical Sub-Committee and Spatial Planning Committee Meetings	Environment, Infrastructure and Human Settlements	20,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
86.	Support operationalization of zonal council	Governance, Corruption, and Public Accountability	125,000	DACF/IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
87.	Support repairs and maintenance of official vehicles	Governance, Corruption, and Public Accountability	25,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
88.	Procurement of office equipment (Desktop, Laptop, air conditioners, printers etc.)	Governance, Corruption, and Public Accountability	35,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
89.	Maintenance of streetlights	Governance, Corruption, and Public Accountability	30,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
90.	Support for rural electrification	Governance, Corruption, and Public Accountability	40,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed





No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
91.	Procure and distribute streetlights	Governance, Corruption, and Public Accountability	20,000	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
92.	Organize 27No. statutory and non-statory meetings, 3No. EXECO meetings and 3No. Ordinary general Assembly meetings	Governance, Corruption, and Public Accountability	60,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
93.	Organize 2No. Intersectoral meeting	Governance, Corruption, and Public Accountability	10,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
94.	Undertake weekly radio discussion on the mandate of the Assembly	Governance, Corruption, and Public Accountability	6,000	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
95.	MCE engagement in 20 communities	Governance, Corruption, and Public Accountability	17,000	DACF/IGF	January, 2025	December, 2025	0.00	0.00	100		Completed

No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
96.	Renovation of Municipal Chief Executive Residence (Phase One)	Governance, Corruption, and Public Accountability	131,436.00	DACF	January, 2025	December, 2025	131,436.00	0.00	100		Completed
97.	Renovation of Planning Bungalow	Governance, Corruption, and Public Accountability	74,354.00	DACF	January, 2025	December, 2025	25,695.00	48,659.00	100		Completed
98.	Partial Renovation of Budget Bungalow	Governance, Corruption, and Public Accountability		DACF	January, 2025	December, 2025			100		Completed
99.	Partial Renovation of MCD Bungalow	Governance, Corruption, and Public Accountability		DACF	January, 2025	December, 2025			100		Completed
100.	Partial Renovation of Finance Bungalow	Governance, Corruption, and Public Accountability	17,604.00	DACF	January, 2025	December, 2025			100		Completed

No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
101.	Rehabilitation of PWD Yard for Offices	Governance, Corruption, and Public Accountability	867,157.00	DACF	January, 2025	December, 2025	320,000.00	600,000.00	100		Completed
102.	Renovation of Keta Municipal Assembly Hall with Ancillary Facilities	Governance, Corruption, and Public Accountability	199,304.00	DACF	January, 2025	December, 2025	199,304.00	0.00	100		Completed
103.	Carry out ratepayer education and sensitization	Governance, Corruption, and Public Accountability	15,000	DACF	January, 2025	December, 2025	199,304.00	0.00	100		Completed
104.	Train accounts officers and revenue collectors on bookkeeping, Fee-Fixing	Governance, Corruption, and Public Accountability	15,000	DACF	January, 2025	December, 2025	199,304.00	0.00	100		Completed
105.	Education in flood prevalent zones (community) on climate change impacts and mitigation measure	Emergency planning and response	2,500.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed

No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
106.	Carry out monthly Climate change education on floods and fires in the municipality	Emergency planning and response	2,000.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
107.	Organize 12 No. radio programs to educate the general public on climate change, wetlands, and biodiversity	Emergency planning and response	2,000.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
108.	Identify disaster prone areas in 12 communities in the municipality	Emergency planning and response	1,500.00	IGF	January, 2025	December, 2025	0.00	0.00	100		Completed
109.	Organize Disaster Management Committee meeting	Emergency planning and responses	18,600.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
110.	Organize quarterly MPCU and Budget committee meetings	Implementation, Coordination, Monitoring and Evaluation	20,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
111.	Carry out Monitoring and evaluation of programmes and projects	Implementation, Coordination, Monitoring and Evaluation	25,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed

No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
112.	Collect, Analyse, Compile, and disseminate data at all levels	Implementation, Coordination, Monitoring and Evaluation	12,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
113.	Undertake monthly market readings on selected goods and services.	Implementation, Coordination, Monitoring and Evaluation	10,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
114.	Train Heads of Departments and other technical staff on administrative data collection templates.	Implementation, Coordination, Monitoring and Evaluation	9,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
115.	Prepare 2025 Annual Action Plan, Composite Programme Based Budget, Fee-Fixing and Rate imposition document of the Assembly	Implementation, Coordination, Monitoring and Evaluation	50,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
116.	Prepare 2026-2029 Medium Term Development Plan (MTDP)	Implementation, Coordination, Monitoring and Evaluation	85,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed

No.	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
									(%)	Pictures (If any)	
117.	Facilitate the preparation of zonal council action plans and budget	Implementation, Coordination, Monitoring and Evaluation	12,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
118.	Organise 2No. Public Accountability Fora	Implementation, Coordination, Monitoring and Evaluation	11,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
119.	Prepare and submit Annual and Quarterly Budget and Plan Implementation Reports	Implementation, Coordination, Monitoring and Evaluation	6,000.00	DACF	January, 2025	December, 2025	0.00	0.00	100		Completed
120.	Organize Capacity-building training, seminars and programmes for Staff.	Implementation, Coordination, Monitoring and Evaluation	65,000	DACF, IGF, DPAT	January, 2025	December, 2025	199,304.00	0.00	100		Completed
121.	Organize Capacity-building training for Assembly members and Sub-structures ( Zonal council and unit committees).	Implementation, Coordination, Monitoring and Evaluation	30,000	DACF, IGF	January, 2025	December, 2025	199,304.00	0.00	100		Completed

## **ANALYSIS OF SOME KEY SECTORS OF THE DISTRICT'S ECONOMY**

### **Economic Development**

#### **Agriculture Development**

Key achievements chalked during the year are:

1. Facilitated the supply of 10,000-day-old chicks for brooding and distribution to farm households under the Poultry Revitalisation Policy module (*Akuko Nkittinkiti*).
2. Provided extension services and home visits reaching about 3,186 farmers (males-1,923 and females-1,263).
3. Sensitised the populace on the Feed Ghana programme, reaching about 40 FBOs.
4. Facilitated the organisation of training for 25 female farmers on gari processing blended with fruits
5. Facilitated the organisation of Training for 20 female farmers on Tomatoes preservation.

### **Private Sector Development**

For the period, the assembly was successful.

1. Constructed and completed 2No. market shed at Anlo-Afiadenyigba market.
2. BAC successfully provided business counselling services to 215 individuals (Males – 165 and females – 50).
3. A total of 45 individual-owned businesses were registered and formalised.
4. Facilitated the organisation of Training for women's groups in business promotion and management.

### **Tourism And Creative Industry Development**

The assembly supported traditional authorities, religious leaders, and groups in the organization and celebration of festivals, among others, during the year. These festivals include the Hogbetsotso festival and Eid festivities.

**Figure 3 Pictures of Programmes/Projects undertaken under Economic Development**



Anlo-Afiadenyigba Market shed



Training women's groups on Business promotion and management



Distribution of fertilizer to farmers



Training for Woodwork operators/ Carpenters



Participants receiving vocational training in sewing, hairdressing, etc



Vocational training for Caterers

## Social Development

For the period under review, key achievements chalked under the social development dimension are:

1. Procured and distributed 650 dual desks to selected municipality schools.
2. Support to needy but brilliant students, youth and sports activities, and donations to community health and school projects.
3. Support to GES to enhance STMIE-related activities.
4. Construction of 3-Unit Classroom Block with ancillary facilities at Abor.
5. Construction of 1No. 12-unit hostel facility (First floor) at Keta Nurses Training School.
6. Support to the GHS malaria control program and eye screening services, and surgeries provided to constituents by the MP.
7. Provided economic support to 50 PWDs.
8. Provided health and educational support to PWDs and their dependents
9. Facilitated the screening of 2,978 food vendors, monitored the activities of Zoomlion, and organized monthly clean-up exercises.

## Trends in Household Latrine Promotion

The Environmental Health and Sanitation Unit is currently monitoring and promoting the construction of household latrines in the municipality. This is to improve sanitation coverage in the Municipality towards eliminating Open Defecation.

*Table 10: CLTS Data*

TYPE	2025 1ST QUARTER	2025 2ND QUARTER	2025 3 <sup>RD</sup> QUARTER	2025 4TH QUARTER
<b>KVIP</b>	757	759	770	782
<b>VIP</b>	817	818	827	841
<b>WC</b>	1,271	1,274	1,284	1296
<b>PIT</b>	277	279	288	301
<b>STL</b>	839	839	850	858
<b>BIODIGESTER</b>	625	627	635	650
<b>TOTAL</b>	<b>4,586</b>	<b>4,596</b>	<b>4,654</b>	<b>4,728</b>
<b>COVERAGE</b>	4586/27068*100 16.90%	4596/27068*100 16.98%	4654/27068*100 17.20%	4728/2706*100 =17.50%

TYPE	2025 1ST QUARTER	2025 2ND QUARTER	2025 3 <sup>RD</sup> QUARTER	2025 4 <sup>TH</sup> QUARTER
1stQUARTER I	16.90%	16.98%	17.20%	17.50%

Source: Municipal Environmental Health Unit, December 2025

**Figure 4 Pictures of Programmes/Projects implemented under Social Development**



500 dual desks



Construction of 3-Unit Classroom Block with ancillary facilities at Abor



Support for PWDs



Clean-up exercise organized

Source: MPCU, 2025

**Environment, Infrastructure and Human Settlements**

- Key achievements made during the period. Opening and reshaping of roads in the municipality under the District Road Improvement Program. A total of 8 kilometres of road was opened and reshaped. (Afife to Tsiamé to Sasieme)
- Installed 70 Streetlights at the Assembly premises, Keta market, and Vui to Havedzi Road
- Enforced development control, visiting, and monitoring 95 developments during the period.
- Raised, produced, and maintained 52,590 seedlings of various tree species and commemorated Green Ghana Day in the municipality by planting about 800 trees.

**Figure 5: Pictures of Programmes/Projects undertaken under Env., Infrast. and Human Settlements**



Road development under DRIP undertaken in the year.



Nursery for mangroves planted



MCE planting a tree under the Green Ghana Initiative



Students and stakeholders participating in tree planting

### **Governance, Corruption and Public Accountability**

The successes achieved during the period are:

1. Completed the renovation of the Keta Municipal Assembly Hall.
2. Completed renovation of MCE's residence.
3. Renovation of the PWD yard for offices.
4. Supported and strengthened zonal council activities by facilitating the inauguration of zonal councils.
5. Support for security-related issues in the municipality.

**Figure 6: Pictures of Programmes/Projects undertaken under Governance, Corruption and Public Accountability**



*Inauguration of Zonal councils*



Renovation of MCE's residence

Renovation of the Keta  
Municipal Assembly Hall

PWD Yard renovation

**Emergency planning and response (including Covid-19 Recovery Plan)**

Among key activities implemented in the year 2025 include:

- i. NADMO Successfully organized sensitization on rain/flood-related incidents and Early Fire Detection and Prevention in 10 communities, reaching about 200 participants.
- ii. Successfully participated in the development of the Structural Development Framework (SDF) under the WACA project.

**Implementation, Coordination, Monitoring and Evaluation Dimension**

All statutory meetings proceeded according to schedule, while two essential planning documents, the 2025 Annual Action Plan and the composite budget, were completed. The Assembly maintained its commitment to the professional development of Assembly members through substantial investments in staff capacity-building programs. Regular meetings and field inspections conducted by the Municipal Planning Coordinating Unit (MPCU) strengthened our monitoring and evaluation framework by assessing and verifying progress on current projects and programs.

**Figure 7: Pictures of Programmes/Projects undertaken under ICME**



MPCU and Budget committee meetings

### **2.1.3 Summary Of Implementation of Projects and Programmes**

The ability of the Assembly to execute most of its planned projects and activities in the Annual Action Plan contributed significantly to the achievement of the overall goal of the Municipality, which is to “Promote socio-economic development of residents to achieve enhanced well-being while ensuring a healthy and secure environment for all through effective collaboration with other stakeholders”.

Generally, a closer look at the various indicator outcomes shows that the quality of lives of residents has seen improvement, poverty levels have reduced marginally, additional economic opportunities were created, and many additional employment opportunities were opened as a result of the number of Alternative livelihood training, Skills training and Business training programmes held within the year. Security in the Municipality was also well maintained due to the support the security services received to carry out various security measures. The crime rate has also drastically reduced.

Planned town hall meetings were held, and the residents were adequately supplied with information regarding the activities of the Assembly. Stakeholders’ engagements were also done to give citizens an idea of the programmes and projects of the Assembly to ensure transparency and accountability.

The commitment of management and the willingness to commit funds to the implementation of the Annual Action Plan contributed to the success of the projects and the programmes.

Despite the progress made, several challenges continue to affect the timely and efficient delivery of projects. Project delays remain a major concern, particularly in financial management. Delays often lead to cost overruns due to inflation, rising prices of construction materials, and increased labor costs. Extended timelines may require additional budget allocations, placing pressure on limited financial resources. Late disbursement of funds can also slow down project execution,

disrupt contractor schedules, and reduce overall efficiency, limiting the Assembly's ability to initiate new development programmes.

Other challenges observed include inadequate monitoring and evaluation of programmes and activities, which makes it difficult to track progress and identify issues early. There is also a shortage of essential logistics, such as vehicles, which hampers effective project implementation and supervision. In addition, inadequate stakeholder engagement limits collaboration and support from key partners, potentially affecting the success and sustainability of projects.

Addressing these challenges requires improved financial planning, timely release of funds, stronger monitoring and evaluation systems, adequate provision of logistics, and enhanced stakeholder engagement to ensure projects are completed on schedule and achieve their intended impact.

## **2.2 Update on Funding Sources and Disbursements**

### **2.2.1 Update on Revenue Sources**

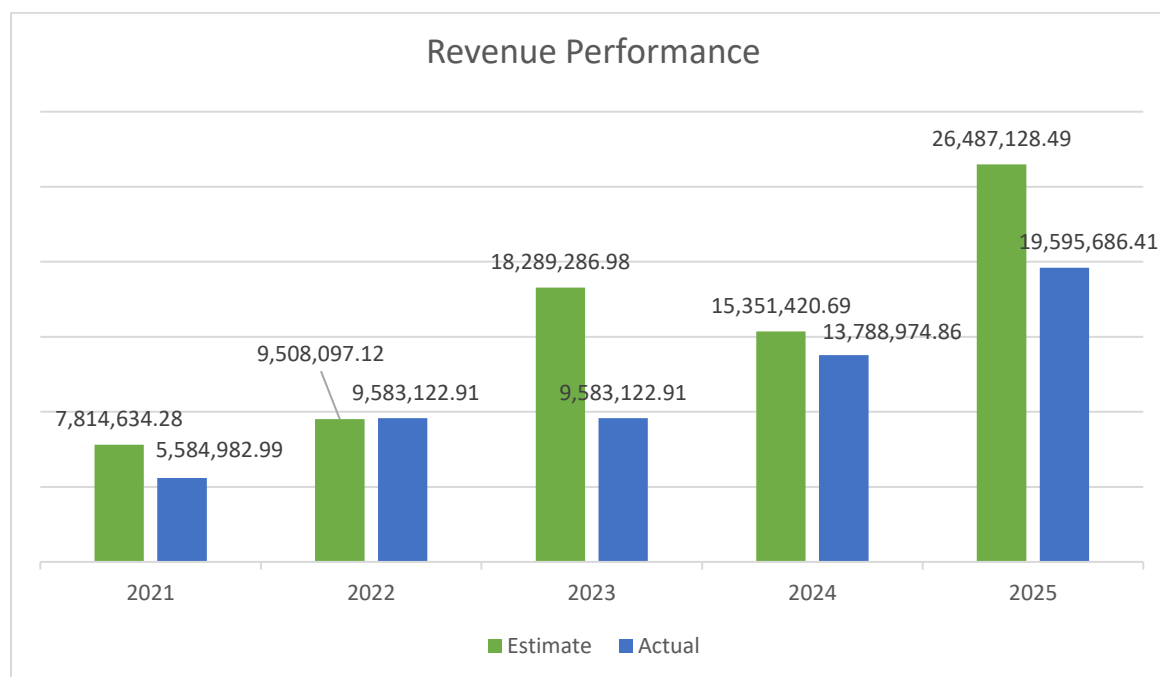
The major sources of revenue to the Assembly are basically from internal and external sources, which include Internally Generated Funds (IGF), District Assemblies' Common Fund (DACF), (DACF-RFG (DPAT), GET Fund, etc.). The District Assemblies' Common Fund (DACF) was used to embark on varied developmental projects like renovation of bungalows, re-gravelling of roads, etc. The Disability Fund from the DACF was disbursed to persons with disabilities to improve their social and economic lives. Some of them were supported to set up businesses, which were monitored by the Social Welfare and Community Development Department.

Details of the Revenue position of the Assembly as at 31<sup>st</sup> December 2025 are presented in the table below.

*Table 11: Update on Revenue Sources*

Revenue Sources	Estimates					Performance				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
DACF	3,847,373.05	3,797,789.32	4,222,128	3,383,000.00	18,234,006.00	729,138.35	1,561,565.24	1,039,063.97	1,190,527.34	9,131,558.46
DACF- RFG	-	378,449.00	1,851,009.00	1,801,292.00	-	622,403.00	1,082,853.07	-	1,741,527.00	-
MP's CF	500,000	297,033.79	580,000.00	800,000.00	1,360,507.25	294,652.07	560,777.15	439,657.72	649,214.41	1,379,954.02
IGF	450,440.67	736,304.99	7,192,764.35	2,282,565.00	2,155,612.50	348,327.39	565,793.78	1,628,028.68	2,238,722.15	1,332,707.12
MSHAP/HIV	19,206.86	21,216.69	21,211.70	17,000	9,162.17	2,122.56	17,157.36	9,197.76	6,898.32	10,848.59
PWDs CF	115,241.19	127,300.19	381,900.00	400,000.00	863,218.39	92,990.04	208,133.62	163,473.24	234,196.64	489,913.17
LEAP	360,000	360,000	360,000	360,000.00	360,000.00	360,000	360,000	360,000	360,000.00	360,000.00
MAG	80,811.00	61,453.00	36,372.03	0.00	0.00	50,455.16	61,452.76	32,372.03	0.00	0.00
GOG (Goods & Services)	101,290.00	133,717.00	97,000.00	143,000.00	150,00.00	43,889.64	38,149.52	41,375.58	0.00	46,389.89
MP SIF	380,449.00	497,966.21	60,000.00	75,000.00	0.00	60,000.00	60,000.00	60,000.00	0.00	0.00
Compensation Transfer	1,959,822.51	3,096,866.93	3,486,901.90	6,089,563.69	3,504,622.18	2,981,004.78	1,956,610.27	5,809,953.93	7,367,889.00	6,844,315.16
<b>TOTAL</b>	<b>7,814,634.28</b>	<b>9,508,097.12</b>	<b>18,289,286.98</b>	<b>15,351,420.69</b>	<b>26,487,128.49</b>	<b>5,584,982.99</b>	<b>6,472,492.77</b>	<b>9,583,122.91</b>	<b>13,788,974.86</b>	<b>19,595,686.41</b>

**Figure 8: Revenue Performance**



In 2025, the Assembly set a total revenue target of GHC 26,487,128.49. By 31st December 2025, only GHC 19,595,686.41 had been received, representing 73.98% of the target. The internally generated funds (IGF) target of GHC 2,155,612.50 was also not met, with actual collections amounting to GHC 1,332,707.12, or 61.82% of the target. Among the various sources of revenue, the District Assemblies Common Fund (DACF) remained the largest contributor, followed by Compensation Transfers.

The shortfall in revenue can be attributed to several factors. The inflow of central government funds, such as DACF, remained irregular. Property rate collections fell short due to the consultant's inability to meet targets, delays in billing caused by errors in the billing system, and poor supervision of revenue collection. Limited data on businesses led to low coverage of Business Operating Permit collections, while projected income from the lease of reclaimed land at Keta was not realized. In addition, inadequate public sensitization on fees and rates obligations contributed to the underperformance.

To address these challenges, the Assembly has developed a 2026 Revenue Improvement Action Plan aimed at boosting IGF. Key measures include capacity building for revenue collectors, updating the business database, establishing a task force to enforce compliance among defaulting businesses, updating the property roll, intensifying monitoring of physical development, and increasing public sensitization through radio, community public address systems, and town hall

meetings. Enhanced monitoring of revenue collections will also be prioritized to improve performance.

The failure to meet revenue targets had significant implications. The Assembly was unable to fund many planned activities that relied on IGF, and the inconsistent release of external funds, such as DACF, further constrained the implementation of programmes outlined in the 2025 Annual Action Plan. This situation affected socio-economic development, as numerous capital projects designed to promote Local Economic Development were delayed or not executed. Likewise, activities intended to improve social services in education, sanitation, and health were also impacted, limiting the overall benefit to the municipality's residents.

By addressing these revenue collection challenges, the Assembly aims to ensure sufficient funding for its development priorities and improve service delivery to the people in 2026 and beyond.

### **2.2.2 Update on Disbursement**

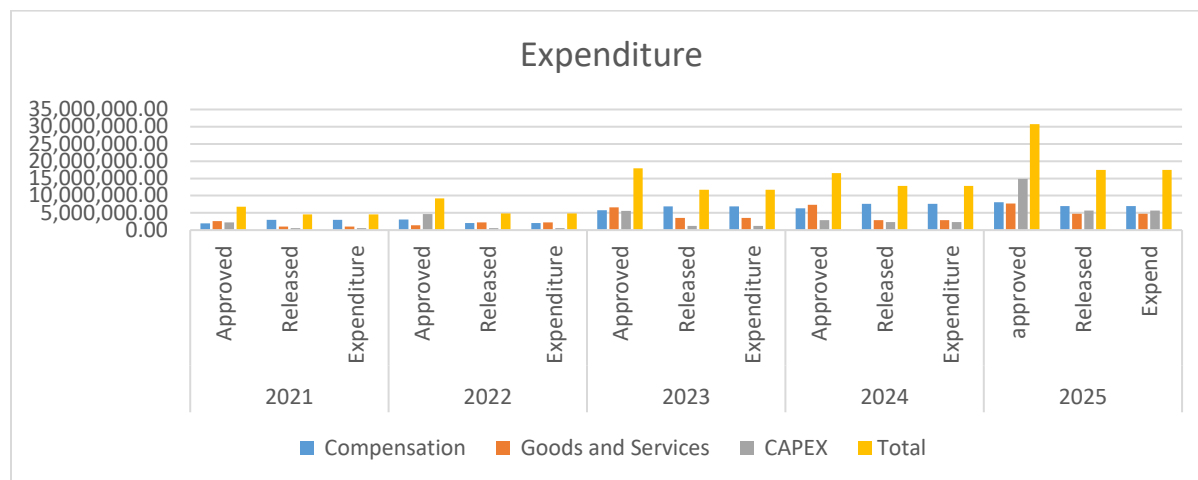
During the year under review, funds received were disbursed under the components of Compensation, Goods and Services and Assets. The highest expenditure made during the period under review was on compensation, which amounted to **GHC 7,367,889.00**, which is **53.43%** of total expenditure, while expenditure on CAPEX was the least, which amounted to **GHC 2,899,585.31**

The table below presents details of the disbursement of funds.

*Table 12: Update on Expenditure*

Budget Items	2021			2022			2023			2024			2025		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	approved	Release	Expend
<b>Compe nsation</b>	1,959, 822.51	2,981, 004.78	2,981, 004.78	3,096, 866.93	2,071, 792.41	2,071, 792.41	5,747,3 09.44	6,875,2 58.53	6,875,2 58.53	6,348,2 28.69	7,596, 884.56	7,596, 884.56	8,068,8 17.00	7,013,5 95.11	7,013,5 95.11
<b>Goods and Services</b>	2,584, 362.67	1,062, 794.21	1,062, 794.21	1,401, 487.89	2,237, 035.15	2,237, 035.15	6,638,3 56.70	3,575,0 27.47	3,575,0 27.47	7,324,3 98.34	2,899, 585.31	2,899, 585.31	7,761,3 03.47	4,778,6 74.35	4,778,6 74.35
<b>CAPE X</b>	2,276, 001.05	540,49 0.45	540,49 0.45	4,674, 742.30	545,66 6.66	545,66 6.66	5,543,6 21.74	1,227,0 52.00	1,227,0 52.00	2,860,3 66.66	2,372, 925.21	2,372, 925.21	14,887, 062.00	5,717,0 96.75	5,717,0 96.75
<b>Total</b>	<b>6,820, 186.23</b>	<b>4,584, 289.44</b>	<b>4,584, 289.44</b>	<b>9,173, 097.12</b>	<b>4,854, 494.22</b>	<b>4,854, 494.22</b>	<b>17,929, 287.88</b>	<b>11,677, 338.00</b>	<b>11,677, 338.00</b>	<b>16,532, 993.69</b>	<b>12,869, 395</b>	<b>12,869, 395</b>	<b>30,715, 182.47</b>	<b>17,509, 366.21</b>	<b>17,509, 366.21</b>

**Figure 9: Expenditure**



During the period under review, out of the planned expenditure of **GHC 30,715,182.47** for the year 2025, **GHC 17,509,366.21** was disbursed representing 57.01 %.

A careful study of the expenditure patterns presented in the above table reveals that the Assembly was prudent in its spending as it disbursed within its budgeted expenditure

### 2.2.3 Capex Budget Performance Analysis

The budget performance for capital expenditure during the period under review indicates notable gaps between estimates, releases, and actual utilization of funds. The total unconstrained estimate stood at GHC 14,997,602.27, while the constrained estimate was slightly lower at GHC 14,886,062.00, resulting in a variance of GHC 127,540.27.

In terms of actual funding, a total amount of GHC 5,717,096.75 was released, and this same amount was fully expended, indicating efficient utilization of funds received. However, a significant variance of GHC 8,751,159.25 exists between the constrained estimate and the actual releases, highlighting the extent of funding shortfalls during the period.

A breakdown by funding source shows that Government of Ghana (GoG) contributed the bulk of the funds, with an unconstrained estimate of GHC 14,505,995.66 and a constrained estimate of GHC 14,468,256.00. Out of this, only GHC 5,717,096.75 was released and fully utilized, leaving a substantial gap between budgeted and actual funding. Internally Generated Funds (IGF) recorded an unconstrained estimate of GHC 491,606.61 and a constrained estimate of GHC 401,806.00;

however, no releases or expenditures were made under this source. Donor funding did not contribute to capital expenditure during the period.

Overall, while all released funds were fully utilized, the large disparities between budgeted amounts and actual releases significantly affected the Assembly’s ability to implement planned capital projects.

*Table 13: MMDAs Capex Budget Performance Analysis*

Estimate		Release	Expenditure	Variance			
	Unconstrained (A)	Constrained (B)	C	(D)	(A-B)	(B-C)	C-D
<b>GOG</b>	14,505,995.66	14,468,256.00	5,717,096.75	5,717,096.75	37,739.66	8,751,159.25	0.00
<b>IGF</b>	491,606.61	401,806.00	0.00	0.00	89,800.61	0.00	0.00
<b>Donor</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>14997,602.27</b>	<b>14,886,062.00</b>	<b>5,717,096.75</b>	<b>5,717,096.75</b>	<b>127,540.27</b>	<b>8,751,159.25</b>	<b>0.00</b>

**Table 14: CAPEX Budget Allocation And Implementation For Ongoing Projects**

Multi-Year CAPEX throw forward			MTBF Envelope		Performance		Details on Capital Projects, 2025									
Total Medium-Term Plan Estimate (plan)	Annual Estimate (plan)	Annual Estimate (plan)	Annual ceilings		Approved/Released	Expenditure	Project									
			Code	Name			Age	Original Estimate cost	Revised cost	Expenditure to date	Completion status		Time overruns	Land acquisition and resettlement		
2022-2025	2026	2025	2026	2025	2025	2025						%			Picture	
5,492,445.53	19,739,955.82	3,328,986.53	28,015,552	14,887,062.00	14,887,062.00	5,717,096.75	3111256	Construction of 3-unit Classroom Block with ancillary facilities at Sasieme	6yrs	591,188.59	591,188.59	0.00	60		5yrs	Land is owned by the school therefore no settlement required
							3111256	Construction of 3-unit Classroom Block with ancillary facilities at Lawoshime	6yrs	591,188.59	591,188.59	0.00	35		5yrs	Land is owned by the school therefore no settlement required
							3111256	Construction of 3-unit Classroom Block with ancillary facilities at Aborlove - Nolopi	6yrs	591,188.59	591,188.59	0.00	25		5yrs	Land is owned by the school therefore no settlement required
							3111353	Construction of 1no. 20-seater disability friendly WC	4yrs	464,266.69	464,266.69	0.00	25		-	Land is owned by the community therefore no

Multi-Year CAPEX throw forward	MTBF Envelope	Performance	Details on Capital Projects, 2025										
				toilet facility at Kedzi									settlement required
			3111256	Construction of 3-unit Classroom Block with ancillary facilities at Atiavi	6yrs	787,265.03	787,265.03	0.00	0		-		Land is owned by the school therefore no settlement required
			3111256	Construction of 6-unit Classroom Block with ancillary facilities at Afiadenyigba		1,150,762.69	1,150,762.69	0.00	0		-		Land is owned by the school therefore no settlement required
			3111256	Construction of KG Classroom Block with ancillary facilities at Abutiakope		748,469.59	748,469.59	0.00	0		-		Land is owned by the school therefore no settlement required
			3111253	Construction of CHPS Compound and staff accommodation at Seva		1,589,907.66	1,589,907.66	0.00	0		-		Land is owned by the community therefore no settlement required
			3111253	Construction of CHPS Compound and staff accommodation at Tengekope		1,442,977.51	1,442,977.51	0.00	0		-		Land is owned by the community therefore no settlement required
			3111256	Construction of 3-Unit Classroom Block	4yrs	599,333.53	657,993.00	568,017.58	85		3yr		Land is owned by the school therefore no

Multi-Year CAPEX throw forward	MTBF Envelope	Performance	Details on Capital Projects, 2025									
				with office and store at Abor							settlement required	
			2210602	Partial Renovation of Budget Bungalow	4yrs	17,604.00	17,604.00	2,000.00	80		3yr	Land is owned by the Assembly therefore no settlement required
			2210602	Renovation of Planning Bungalow	4yrs	45,000.00	45,000.00	7,000.00	80		3yr	Land is owned by the Assembly therefore no settlement required
			2210602	Partial Renovation of MCD Bungalow	4yrs	11,750.00	11,750.00	1,000.00	75		3yr	Land is owned by the Assembly therefore no settlement required
			2210602	Partial Renovation of Finance Bungalow	4yrs	17,604.00	17,604.00	2,000.00	80		3yr	Land is owned by the Assembly therefore no settlement required
			2210602	Partial Renovation of Works Bungalow	4yrs	73,771.00	73,771.00	11,000.00	85		3yr	Land is owned by the Assembly therefore no settlement required

Multi-Year CAPEX throw forward	MTBF Envelope	Performance	Details on Capital Projects, 2025									
			3111107	Construction of 12 Unit Hostel with ancillary facilities (First Floor)	1yr	1,699,577.61	1,699,577.61	1,520,485.55	100		Completed within scheduled time	Land is owned by the Assembly therefore no settlement required
			2210603	Renovation of Keta Municipal Assembly Hall	1yr	199,304.00	199,304.00	0.00	100		Completed with scheduled time	Land is owned by the Assembly therefore no settlement required
			2210602	Renovation of Municipal Chief Executive Residence (Phase One)	5mths	131,436.00	131,436.00	131,436.00	100		Completed with scheduled time	Land is owned by the Assembly therefore no settlement required
			2210603	Rehabilitation of PWD Yard for officers	4yrs	750,000.00	867,157.00	458,000.00	100		3yrs	Land is owned by the Assembly therefore no settlement required
			3111354	Construction of open Market Shed at Afiadenyigba	5yrs	121,470.00	207,177.75	149,599.35	100		4yrs	Land is owned by the community therefore no settlement required

The analysis of the CAPEX throw forward for the period under review shows a total projected amount of GHC 7,632,011.14. In contrast, the Medium-Term Budget Framework (MTBF) ceiling was set at GHC 14,887,062.00. This results in a variation of GHC 7,255,050.86, indicating a significant difference between projected capital expenditure requirements and the approved budget ceiling.

The gap suggests that while the Assembly has made provisions for capital investments, the available budget ceiling exceeds the immediate financing needs captured under the throw forward. This provides an opportunity for the Assembly to strategically allocate resources to either scale up existing projects or introduce additional priority interventions.

To ensure effective utilization of the available fiscal space, the Assembly will continue to strengthen its planning and budgeting processes, while exploring complementary financing options to support the successful implementation of its capital projects. Further details of the CAPEX projections and financing framework within the specified period are presented in Table 15.

*Table 15: Cumulative CAPEX throw forward and MTBF Envelope, 2025-2027*

<b>Item</b>	<b>Amount</b>
<b>Capex throw Forward</b>	7,632,011.14
<b>MTBF (Ceilings)</b>	14,887,062.00
<b>Variation</b>	<b>7,255,050.86</b>

Table 16 further provides a breakdown of the capital envelope allocated to active projects across the various departments. The total capital allocation amounted to GHC 1,405,051.35, all of which was expended on rollover projects, with no allocations made towards new projects during the period under review.

A departmental analysis shows that the Central Administration accounted for the largest share, with GHC 687,435.00 fully utilized on rollover projects. This was followed by the Education Department, which recorded an expenditure of GHC 568,017.58, also entirely on ongoing projects. The Trade Department spent GHC 149,599.35 on rollover activities, while the Health Department recorded no expenditure during the period.

The absence of expenditure on new projects can be attributed to the fact that most of these projects were initiated in the latter part of the year and therefore had not progressed to the stage of financial commitment within the period under review. Overall, the expenditure pattern reflects a strong emphasis on completing existing projects while newly initiated ones are expected to pick up in subsequent periods.

*Table 16: Amount of capital envelope spent on active projects*

Department	Capital Envelope Amount	Amount Spent On Rollover Projects	Amount Spent On New Projects
Central Administration	687,435.00	687,435.00	0.00
Education	568,017.58	568,017.58	0.00
Health	0.00	0.00	0.00
Trade	149,599.35	149,599.35	0.00
<b>Total</b>	<b>1,405,051.35</b>	<b>1,405,051.35</b>	<b>0.00</b>

Table 17 provides a detailed analysis of estimated cost overruns for active projects across specific sectors of the Municipality. It highlights where project expenses exceeded initial estimates, helping to identify areas that experienced higher-than-expected costs and to inform future budgeting and planning decisions.

*Table 17: Estimated Cost and Cost overruns of Active Projects*

Departments	Total Contract Sum	Revised Contract Sum	Cost overruns	Actual Payment	Outstanding Balance	% Work Done
Central Administration	1,693,131.69	1,810,288.69	117,157.00	687,435.00	1,122,853.69	80%
Education	4,460,063.08	5,118,056.08	657,993.00	568,017.58	4,550,038.50	
Health	4,732,462.78	4,732,462.78	0.00	1,520,485.55	3,211,977.23	
Trade	121,470.00	207,177.75	85,707.75	149,599.35	57,578.40	

## 2.3 Update on Indicators and Targets

The assessment of the Assembly's progress in implementing the 2025 Annual Action Plan and Medium-Term Development Plan (MTDP) is based on an analysis of indicator achievements and the status of programmes and projects outlined in the plans.

This section focuses on the performance of Core Indicators linked to the Agenda for Jobs II, which are aligned with the MTDP goals and objectives as well as the Sustainable Development Goals (SDGs). These indicators serve to measure progress, while the corresponding targets provide benchmarks to determine whether the stated goals and objectives are being met, particularly within the year under review.

For 2025, indicator performance is analyzed across six development dimensions, using 2021 as the base year for comparison. In addition to national core indicators, the Assembly also reported on municipal-specific indicators, including those related to Integrated Social Services, to track local performance in achieving targeted outcomes.

Table 18 presents the detailed levels of indicator achievement for the year, providing a clear view of progress made and areas requiring attention.

**Table 18: Performance of District 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	
<b>ECONOMIC DEVELOPMENT DIMENSION</b>											
1	<b>Total output in agricultural production</b>							Establishment of demonstration farms.  Regular Farm visits	Funds made available for implementation of programmes was woefully inadequate	Adequate funding should be made to the departments	
	i.	Maize	2,420.8	4,855.84	5,341.42	5,875.57	6,463.12				7,755.75
	ii.	Rice (milled)	2,172.0	2,448.93	2,693.82	2,963.21	3,259.53				3,911.43
	iii.	Cassava	36,860.0	41,154.19	45,269.61	49,796.57	54,776.23				65,731.47
	iv.	Tomato	1,173.0	1,313.07	1,444.38	1,588.81	1,747.70				2,097.24
	v.	Pepper	352.0	401.28	441.41	485.55	534.10				640.92
	vi.	Onion	1,249.5	1,393.15	1,532.47	1,685.71	1,854.28				2,225.14
	vii.	Carrot	1,161.3	1,303.50	1,433.85	1,577.24	1,734.96				2,081.95
	viii.	Shallot	260.1	356.95	392.65	431.91	475.10				570.12
	ix.	Okra	563.2	667.92	734.71	808.18	889.00				1,066.80
	x.	Cowpea	1,421.3	1,912.68	2,103.95	2,314.34	2,545.78				3,054.93
	xi.	Groundnut	973.0	1,253.78	1,379.16	1,517.07	1,668.78				2,002.54
	xii.	Cattle	4,500	5281	6,284	8,169	10,619				11,681
	xiii.	Sheep	2,825	3,412	4,265	5,523	6,682				7,350
	xiv.	Goat	5,874	7460	8,952	11,727	14,658				16,124
	xv.	Pig	3,597	3,932	4,757	6,136	7,240				7,964
	xvi.	Poultry	25,227	27,523	33,578	46,001	52,901				58,191
2	<b>Average productivity of selected crop (mt/ha):</b>										
	i.	Maize	1.6	3.1	4.3	4.73	4.73	4.5			
	ii.	Rice (milled)	3.44	4.1	4.5	4.94	4.94	4.8			
	iii.	Cassava	19.53	20.3	19.9	21.89	21.89	20.87			
	iv.	Cowpea	1.88	2.3	2.5	2.9	4.36	4.34			
	v.	Groundnut	3.34	4.1	4.3	4.36	2.9	2.86			

	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
3	Percentage of arable land under cultivation	45	55	62	70	72	78			
4	<b>Number of Extension officers</b>									
	i. Male	2	3	3	3	5	3			
	ii. Female	1	1	1	1	5	1			
	iii. Total	3	4	4	4	10	4			
5	<b>Farmer - Extension Officer ratio</b>	1: 6,728	1: 5,046	1: 5,046	1: 5,046	1: 5000	1: 5,406			
6	<b>Number of Livestock Farmers</b>									
	i. Male	6,400	6,363	6,453	6,576	7,250	7,234			
	ii. Female	13,650	13,424	13,548	13,699	13,900	13,871			
	iii. Total	20,000	19,787	20,001	20,275	21,150	21,105			
7	<b>Number of subsistence farmers</b>									
	i. Male	8954	8,022	8,043	8,542	8,770	8,743			
	ii. Female	7,306	7,023	7,231	7,357	7,620	7,588			
	iii. Total	15,328	15,066	15,773	16,100	17,390	16,542			
8	<b>Number of commercial farmers</b>									
	i. Male	1,115	3,496	3,221	3,020	3,150	3,135			
	ii. Female	3,741	1,015	1,190	1,064	1,220	1,197			
	iii. Total	4,856	4,511	4,411	4,084	4,370	4,332			
9	<b>Proportion of Farmers by sex</b>									
	i. Male	58.3	58.3	58.3	58.3	55	59.5			
	ii. Female	41.7	41.7	41.7	41.7	45	40.5			
10	<b>Number of new industries established</b>							Vocational and technical Skills	Inadequate funding	Funding should be provided
	i. Agriculture	265	423	508	324	248	385			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	ii. Industry	-	59	67	0	10	6	training programmes		
	iii. Service	-	24	30	35	15	18			
11	<b>Number of new jobs created</b>							Vocational and technical Skills training programmes	Inadequate funding	Funding should be provided
	i. Agriculture	2	3	1	0	50	36			
	ii. Industry	-	760	746	50	10	6			
	iii. Service	-	272	402	430	345	350			
12	Percentage change in IGF	68.9	68.9	76.84	287.74	-5.6	-40.5			
<b>SOCIAL DEVELOPMENT DIMENSION</b>										
13	<b>Net enrolment ratio</b>							Provision of educational facilities i.e. school desks	Teacher deficits  Inadequate stakeholder collaboration	Posting of more teachers  Regular maintenance of motorcycles for routine monitoring
	i. Kindergarten	79.8	79.8	102.7	56.59	75.1	90			
	ii. Primary	96.3	96.3	95.77	80.44	89.8	81.9			
	iii. JHS	50.2	50.2	62.75	53.96	48.4	81			
14	<b>Gender Parity Index</b>							Monitoring teaching and learning In-service training programmes for teachers	Inadequate funds and motorcycles for monitoring activities	Sensitization of parents through radio and community durbars
	i. Kindergarten	0.95	0.95	1.00	0.96	0.9	0.99			
	ii. Primary	1.04	1.04	0.96	0.84	1.08	0.95			
	iii. JHS	1.02	1.02	1.01	0.91	0.99	1.08			
	iv. SHS	0.99	0.99	1.01	1.09	1.17	1.16			
15	<b>Completion rate</b>								Teachers struggling with lesson planning	Capacity building for teachers in lesson planning on the new curriculum
	i. Kindergarten	129.8	129.8	139.81	88.48	78	77.90			
	ii. Primary	129.4	129.4	109.88	129.7	92	92.20			
	iii. JHS	96.2	96.2	84.84	96.10	97	97.30			
	iv. SHS	36.6	36.6	158.17	36.90	25.3	N/A			
16	<b>Pass rate</b>									
	i. JHS	23.1	23.1	20	17	38	N/A			
	ii. SHS	51.6	51.6	N/A	N/A	57.2	N/A			
17	<b>Proportion of health facilities that are functional</b>							Weekly nutrition clinics held.	Delayed release of Funds	
	i. CHPS Compound	100%	100%	100%	100%	100%	100%			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	ii. Clinic	100%	100%	100%	100%	100%	100%	Immunization programmes held Health screening of staff and persons in communities Timely processing and submission of NHIS claims to NHIA Malaria and HIV/AIDS control programmes	Inadequate number of staff	Timely release of funds to undertake programmes  Posting of more staff
	iii. Health Center	100%	100%	100%	100%	100%	100%			
	iv. Polyclinic	100%	100%	100%	100%	100%	100%			
	v. Hospital	100%	100%	100%	100%	100%	100%			
12	<b>Prevalence of malnutrition (institutional)</b>									
	i. Wasting	0.0	0.0	0.4%	0.7%	0.0	N/A			
	ii. Underweight	0.0	0.0	2.1%	2.6%	0.0	2.0%			
	iii. Stunting	0.0	0.0	1.5%	0.9%	0.0	0.22%			
	iv. Overweight	0.0	0.0	N/A	N/A	0.0	N/A			
13	<b>Maternal mortality ratio (Institutional)</b>	0	0	56/100,000 Ib	27.2/100,000 Ib	0	1.0/100,000 live births			
14	<b>Malaria case fatality (Institutional)</b>									
	i. District total	0	0	0	2	0	0			
	ii. Under five years	0/100,000 pop	0/100,000 pop	0/100,000 pop	0/100,000 pop	0/100,000 pop	0			
	iii. Women between 15-49	0	0	0	2	0	0			
15	<b>Proportion of population who have tested positive for covid-19</b>	N/A	N/A	N/A	N/A	N/A	N/A			
16	<b>HIV Prevalence rate</b>	-	1.92%	1.64%	1.25%	1.0%	1.15%			
17	<b>Teenage Pregnancy rate</b>	16.1%	14.6%	12.6%	13.4%	11%	11.5%			
18	<b>Doctor to Patient ratio</b>	1: 8,763	1: 8,981	1: 9,206	1: 9,436	1:1600	1: 9,672			
19	<b>Nurse to Patient ratio</b>	1: 257	1: 263	1: 270	1: 277	1:270	1: 284			
20	<b>Midwife to Patient ratio</b>	1: 813	1: 833	1: 854	1: 876	1:860	1: 898			
21	<b>Proportion of population with valid NHIS card</b>							Registration of persons under the NHIS		
	i. Total	57.60%	57.60%	59.27%	60.92%	N/A	N/A			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	ii. Indigents	23.48%	23.48%	23.29%	24.60%	N/A	N/A			
	iii. Informal	4.89%	4.89%	31.41%	25.06%	N/A	N/A			
	iv. Aged	12.88%	12.88%	7.73%	5.33%	N/A	N/A			
	v. Under 18years	2.24%	2.24%	37.59%	32.29%	N/A	N/A			
	vi. Pregnant Women	2.34%	1.47%	1.44%	1.08%	N/A	N/A			
22	<b>Number of births and deaths registered</b>							Registration of births and deaths	Inadequate funding Unavailability of logistics such as motorbikes	Provision of funds and logistics such as motorbikes
	<b>Birth:</b>									
	i. Male	314	1145	1,151	1,012	1000	1,040			
	ii. Female	314	1365	1,121	1,010	1050	1,099			
	iii. Total	628	2,510	2,272	2,022	1,050	2,139			
	<b>Death:</b>									
	i. Male	7	316	231	185	98	193			
	ii. Female	40	245	225	198	94	221			
	iii. Total	47	661	456	383	192	414			
23	<b>Percent of population with sustainable access to safe drinking water sources</b>							Auditing and training of Water Boards in Collaboration with GWCL	Inadequate funds Lack of motorbikes and vehicles for monitoring	Provision of Vehicle Allocation of adequate funds
	i. District	65	65	85	92	95	93			
	ii. Urban	75	75	88	96	98	95			
	iii. Rural	55	55	82	88	91	90			
24	<b>Proportion of population with access to improved sanitation services</b>							Monitoring of Zoomlion activities Home and Market inspections Screening of food vendors	Delayed release of funds to undertake programmes Inadequate staff	Funds should be released on time Posting additional personnel
	i. District	38	38	43	52	50	52			
	ii. Urban	45	45	50	60	60	60			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	iii. Rural	31	31	36	44	40	44			
25	<b>Recorded cases of child abuse</b>							Child Right Promotion and Protection Justice Administration Community Care Gender mainstreaming	Poor staffing Inadequate funding Lack of Mobility for monitoring and follow-ups Inadequate supply of stationery and logistics	Provision of funds to the department  Provision of vehicle to facilitate monitoring and follow-ups.
	i. Child trafficking	6	6	0	2	0	0			
	ii. child labour	0	0	0	0	0	0			
	iii. sexual abuse	0	0	0	0	0	0			
	iv. emotional abuse	0	0	0	0	0	0			
	v. neglect	0	0	0	0	0	0			
	vi. early marriage	0	0	0	0	0	0			
	vii. female genital mutilation	0	0	0	0	0	0			
	viii. family-child separation	0	0	0	0	0	0			
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT DIMENSION</b>										
26	<b>Percentage of road network in good condition</b>							Opening access roads Reshaping of roads	Inadequate funds Lack of a vehicle for monitoring and supervision	Provision of Vehicle Allocation of enough funds
	i. Total	75	77	77.5	83	80.5	82.5			
	ii. Urban	70	72	80	81	78	80			
	iii. Feeder	80	82	75	85	85	85			
27	<b>Percentage of communities covered by electricity (%)</b>							Extension of electricity to newly developing areas and communities	Unavailability of funds	Provision of funds
	i. District	90	90	92	92.5	100	94			
	ii. Rural	75	75	86	89	100	92			
	iii. Urban	87	87	92	96	100	96			
<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>										
28	<b>Reported cases of crime</b>									

	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. Rape	N/A	0	5	3	0	2	Intensification of police patrols within the municipality to curb crime. The Police embarked on several sensitization programmes and other stakeholder engagements to educate the public	Lack of vehicles to respond to emergencies Inadequate personnel Lack of logistics	Provision of vehicles and logistics Provision of personnel
	ii. Armed robbery	N/A	7	6	8	0	2			
	iii. Defilement	N/A	0	6	4	0	4			
	iv. Murder	N/A	0	2	1	0	1			
	v. Drug trafficking	N/A	8	0	0	0	0			
	vi. Peddling	N/A	9	0	0	0	0			
	vii. Drug abuse	N/A	8	0	2	0	6			
	viii. Domestic violence	N/A	14	63	46	0	34			
29	Number of MUSEC Meetings held	4	12	12	12	12	12			
30	Number of Road safety Sensitization programmes held	4	4	4	4	4	4			
31	Number of Inter-sectoral Coordinating Meetings Held	2	2	2	2	2	2			
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT DIMENSION</b>										
32	<b>Number of communities affected by disaster</b>							Number of communities affected by disaster	Lack of a vehicle Lack of basic Logistics	Provision of a vehicle and adequate logistics
	i. Bushfire	4	0	5	3	0	0			
	ii. Floods	0	10	14	9	0	0			
	iii. Wind/Rainstorm	0	0	0	0	0	0			
33	Number of Spatial Planning Committee meetings held	4	4	6	12	12	12	Number spatial Planning committees held	Lack of a vehicle Lack of basic Logistics	Provision of a vehicle and adequate logistics

	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
34	Number stakeholder meetings held on spatial planning	7	7	10	16	19	17			
35	Number of public sensitization programs held on spatial planning	4	4	5	9	11	8			
<b>IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION</b>										
36	Percentage of annual action plan implemented	90	91	92.4	86.49	100	90.96			
37	Number of Town Hall Meetings Held	2	2	2	2	2	2			
38	Number of MPCU meetings held	4	4	4	4	4	4			
<b>MMDA Specific Indicators (Start with the ISS variables)</b>										
1	Number of trainings conducted on ISSOPs	-	-	1	-	1	1	Child Right Promotion and Protection Justice Administration Community Care	Poor staffing	Provision of funds  Provision of vehicle to facilitate monitoring and follow-ups
2	Proportion of case workers trained in child protection and family welfare	1	1	2	2	3	3		Inadequate funding	
3	Number of child violence cases benefitting from social welfare/social services	2	2	1	2	-	-		Lack of Mobility for monitoring and follow-ups	
4	Number of children reached by social work/social services	102	102	5,500	2945	100+	100+		Inadequate supply of stationery and logistics	
5	Number of people reached with child protection and SGBV information	1980	1980	900	1000+	1000+	1000+			
6	Number of LEAP household members on NHIS	1509	1509	1200	1886+	1680+	1680+			

	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	Number of households with adolescent girls benefiting from LEAP	571	571	300	415+	500	470			
8	Number of outreach visits to communities with LEAP households	6	6	1	2	10	6			
9	Number of referrals received from GHS	180	180	1	-	12	10			
10	Proportion of referrals receiving adequate follow-up	180	180	1	-	12	8			
11	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	-	-	1	-	1	1			
12	Number of regional intersectoral monitoring visits conducted	-	-	1	-	1	0			
13	Number of meetings organised to discuss integrated services	2	2	1	-	3	3			
14	Number of girls reached by prevention and care services	332	332	2000	2591	300	270			
15	Number of CP/SGBV cases referred to other services and followed up	3	3	3	8	6	2			
16	Number of NGOs, including RHCs, trained	2	2	3	1	1	-			
17	Number of children in RHCs profiled and reunified	2	2	2	2	2	-			
18	Proportion of sub-standard RHCs closed	-	-	1	-	0	-			
19	Number of children placed in foster care	-	-	1	-	5	-			

	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
20	Proportion of population with access to basic drinking water sources	65	65	85	92	93	92			
21	Proportion of population with access to improved sanitation services	38	38	43	53	54	52			
22	Number of Monthly clean up exercises held	12	12	12	12	12	10	Monthly community clean up exercises	Inadequate funds  Lack of commitment from community members	Funds should be made available
23	Number of Education oversight committee meetings held	4	4	4	4	4	4	Education oversight committee meeting	Inadequate funds	Funds should be made available
24	Number of Health Oversight Committee Meetings held	4	4	4	4	4	4	Health oversight committee meeting	Inadequate funds	Funds should be made available

**DACF Indicators**

1	Percentage coverage of portable water									
	<ul style="list-style-type: none"> <li>Percentage coverage of portable water under Community Water and Sanitation Agency</li> </ul>	51	52	52	53.5	55	56			
	<ul style="list-style-type: none"> <li>Ghana Water Company</li> </ul>	40	40	41	41	43	43			
2	Population data	78,862	80,834	82,854	84,926	87,049	87,049			
3	Total kilometres of Tarred Roads									
	<ul style="list-style-type: none"> <li>Urban</li> </ul>	32	32	32	32	32	32			

	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
	• Feeder	35	35	35	35	35	35			
4	Number of Public Health Facilities	28	28	28	28	28	28			
5	Number of Public Health Professionals	308	308	308	308	308	308			
6	Number of Kindergartens	41	41	45	45	45	45			
	Primary	41	41	45	45	45	45			
	Junior High	38	38	43	43	43	43			
7	Number of Classrooms									
	• KG	71	71	71	71	84	71			
	• Primary	280	280	281	281	314	281			
	• JHS	141	141	136	136	142	136			
	• SHS	248	248	248	212	240	212			
8	Enrolment									
	• KG	3598	3467	3145	2694	3794	2451			
	• Primary	10464	10305	9389	9157	11261	8664			
	• JHS	4586	4423	4310	4065	4871	4195			
	• SHS	9757	10122	11871	10078	11440	10248			
9	Number of Trained Teachers									
	KG									
	• Male	8	8	7	11	11	6			
	• Female	98	91	74	43	102	64			
	Primary									
	• Male	165	165	137	111	175	119			
	• Female	163	164	136	117	171	117			
	JHS									
	• Male	210	195	169	150	158	157			
	• Female	82	77	67	60	59	60			

	<b>Indicator (Categorised by Development Dimension)</b>	<b>Baseline 2021</b>	<b>Actual 2022</b>	<b>Actual 2023</b>	<b>Actual 2024</b>	<b>Target 2025</b>	<b>Actual 2025</b>	<b>Key programmes undertaken during the year</b>	<b>Challenges encountered in the year</b>	<b>Departmental policy recommendations</b>
	SHS									
	• Male	445	541	410	504	424	582			
	• Female	41	53	53	55	107	146			

### 2.3.1 Analysis and Implication of Core and District-Specific Indicators

An analysis of the performance indicators for the year under review shows that the municipality has made significant progress in several areas, including revenue mobilization, access to healthcare, animal production, and social protection.

However, challenges remain in certain sectors, with gaps observed in crop output, road infrastructure, teacher absenteeism, and access to sanitation. These areas will require focused interventions to ensure balanced development across all sectors of the municipality.

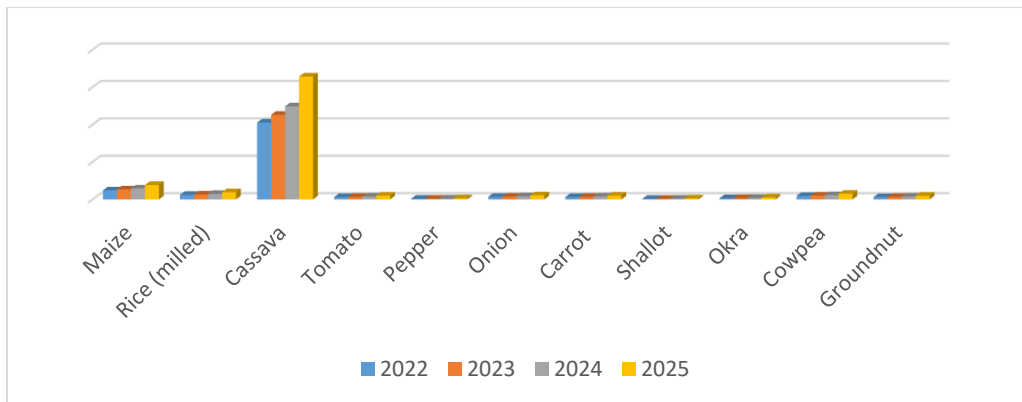
#### i. Economic Development

The Economic Development dimension focuses on enhancing various aspects of the municipality's economy. During the year under review, interventions targeted the growth of the private sector, rural and agricultural development, tourism, and the creative arts. Despite facing a few challenges, the municipality recorded notable progress in economic development indicators, contributing to sustainable growth and development.

Agriculture in Keta, which includes the production of crops and livestock, continues to play a key role in the municipality's economy. The main crops cultivated include rice, maize, cassava, tomatoes, pepper, carrots, shallots, okro, cowpea, and groundnuts.

However, agricultural production faces several challenges. Prolonged droughts, inadequate rainfall due to climate change, and the unavailability of ready markets for farm produce have negatively affected productivity. These constraints limit the potential of the agricultural sector, underscoring the need for targeted interventions to improve farming conditions, increase yields, and enhance access to markets.

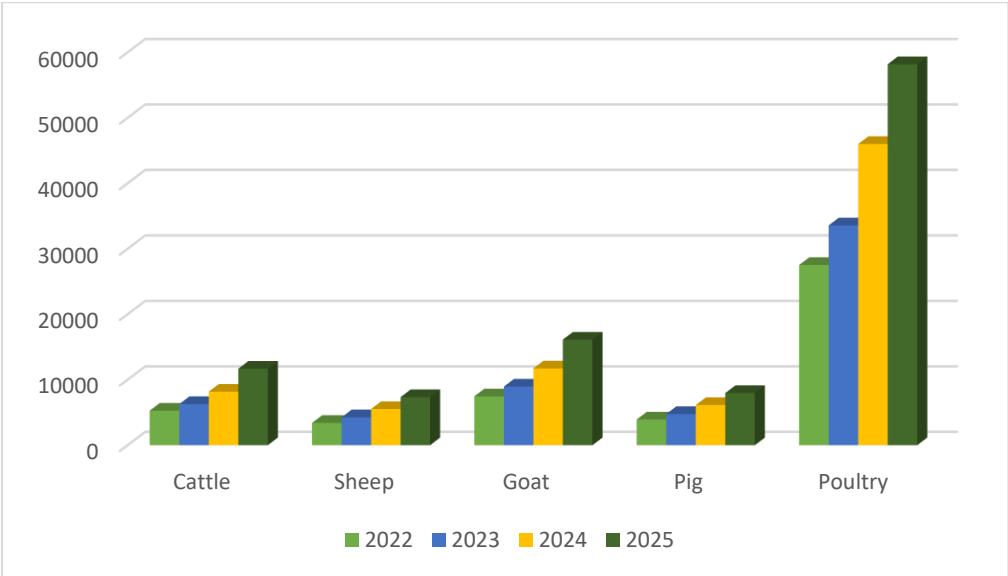
**Figure 10: Trend of the production output of some major crops over the years**



Livestock production in the municipality has shown steady growth over the period 2022 to 2025. Cattle numbers increased from 5,281 in 2022 to 11,681 in 2025, while sheep rose from 3,412 to 7,350 and goats from 7,460 to 16,124. Pig populations also grew from 3,932 to 7,964, and poultry increased significantly from 27,523 to 58,191.

Among the various livestock ventures, piggery and poultry have recorded the most notable growth, highlighting their potential as viable income-generating activities. The expansion of these enterprises presents opportunities for rural employment and economic empowerment. Looking ahead, the rollout of the Central Government’s Nkoko Nketenketen programme is expected to further support poultry production, contributing to increased productivity and broader economic growth in the municipality.

**Figure 11: Trend of the production output of some major crops over the years**

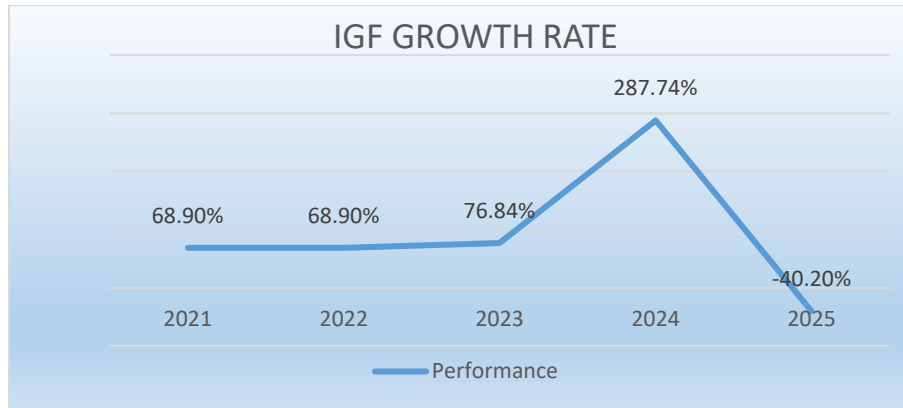


Additionally, the Business Resource Center, working with its stakeholders and partner institutions, implemented various programs to create an enabling environment for micro and small-scale enterprise (MSE) development. Among these initiatives was the Business-in-a-Box program, designed to increase the number of MSEs, generate employment, and improve income levels. The program focused on providing Business Growth and Development Services, particularly targeting rural and peri-urban communities within the municipality.

Finally, The IGF performance shows significant fluctuations, with strong growth in 2022-2023 followed by a sharp decline in 2025. The highest growth rate was achieved in 2024 at 287.74%, representing a period of substantial revenue expansion resulting from ground rent from the reclaimed lands. Overall, the negative growth rates of -5.6% (estimate) and -40.5% (actual

performance) indicate a decline in the Municipality’s internally generated revenue in 2025. This highlights the need to strengthen revenue mobilization mechanisms, improve compliance, and enhance monitoring systems to reverse the downward trend and ensure sustainable local revenue generation.

**Figure 12: IGF performance for the period 2021-2025**



Despite the decline in 2025, the general trend highlights the Assembly’s potential to improve IGF performance when effective measures are implemented. Sustaining consistent growth will require strengthened monitoring, improved systems, and continuous stakeholder engagement to stabilize and enhance revenue generation.

**ii. Social Development**

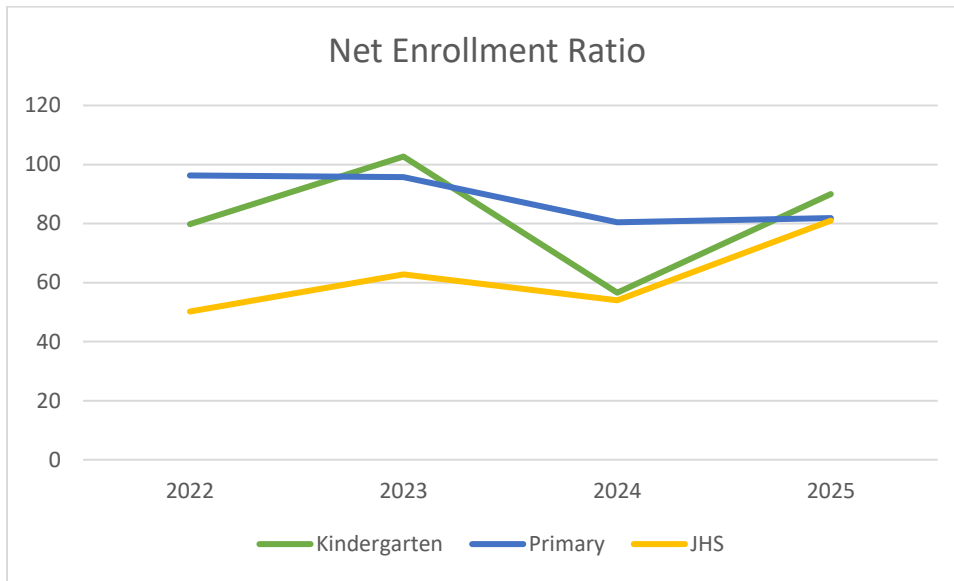
This dimension focuses on improving key aspects of social well-being within the municipality. It covers areas such as education, health services, food and nutrition, water and sanitation, sports and recreation, social welfare, employment, and gender equality, all aimed at enhancing the quality of life for residents.

**Education**

An assessment of key education indicators shows mixed performance across levels, with notable improvements in some areas and challenges in others.

Net enrolment trends indicate strong but fluctuating performance at the kindergarten level, which rose to 90% in 2025, exceeding its target. Primary enrolment, however, declined over the period and stood at 81.90% in 2025, falling short of its target, making it a key area of concern. In contrast, JHS enrolment improved significantly to 81% in 2025, surpassing its target.

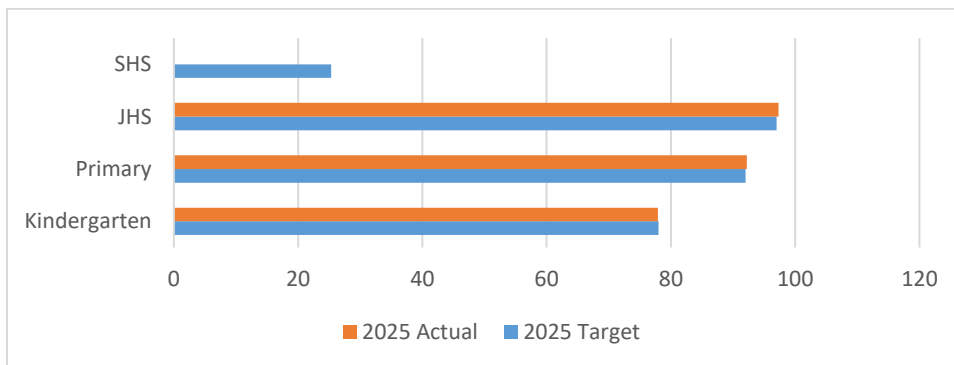
**Figure 13: Net Enrolment Ratio**



Gender parity improved across most levels. Kindergarten and JHS exceeded their targets, indicating balanced or higher female participation, while primary and SHS showed progress but fell slightly below their targets.

Completion rates were generally strong at the primary and JHS levels, exceeding targets, but declined at the kindergarten level, with no available data for SHS. Similarly, pass rate assessment remains limited due to incomplete data, though past trends suggest concerns at the JHS level.

**Figure 14: Completion rate**



Overall, while progress has been made in areas such as JHS enrolment and gender parity, attention is needed to address declining primary enrolment and improve data systems for effective monitoring and planning.

### Health Service Delivery

All health facilities in the municipality remained functional and delivered quality healthcare services during the year under review. This is reflected in improved access to healthcare, which increased from 86% in 2024 to 90% in 2025, in line with the objective of ensuring affordable, equitable, and accessible Universal Health Coverage.

As a result of this improvement, maternal mortality ratio decreased from 27.2/100,000 live births to 1.0/100,000 live births. The teenage pregnancies rate also declined from 13.4% in 2024 to 11.5% in 2025, largely due to intensified public sensitization efforts.

Furthermore, the HIV/AIDS prevalence rate reduced from 1.25% in 2024 to 1.15% in 2025. This achievement can be attributed to strengthened collaborations with relevant stakeholders, including organizations such as the Ghana HIV and AIDS Network (GHANET), contributing to the Assembly's goal of reducing HIV/AIDS, STIs, and other infections, particularly among vulnerable groups.

### **Water and Sanitation**

The municipality maintained a 93% level of access to sustainable sources of safe drinking water, consistent with the previous year. This achievement was largely due to the Assembly's collaborations and support to GWCL in regularly extending, maintaining and repairing water facilities and the Assembly's regular monitoring of water boards in the municipality.

Despite these efforts, the temporary shutdown of supply from the Ghana Water Company resulted in severe water shortages, which undermined some of the gains made in improving access to safe drinking water.

In terms of sanitation, 52% of the municipal population had access to improved sanitation services in 2025. This was supported by key initiatives such as the observance of National Sanitation Day and the implementation of the "Operation Clean Your Frontage" campaign at the community level.

### **Integrated Social Services**

In 2025, the Municipal Assembly focused on social service delivery as a core function. It took steps to address multiple dimensions of poverty and vulnerability, aiming to strengthen connections between health care, child protection, gender-based violence prevention, and social protection programs. These efforts helped ensure that residents could access coordinated support across essential social services.

In 2025, the Municipal Assembly, through the Department of Social Welfare and partner agencies, strengthened efforts to protect children and vulnerable groups. The Assembly addressed issues of child protection, family welfare, and gender-based violence in line with national priorities and SDG16 target 16.2.

During the year, one training course on Integrated Social Services Operational Procedures (ISSOPs) was conducted, maintaining 100% case workers trained in child and family welfare.

Topics covered included child rights, child marriage, teenage pregnancy, child trafficking, defilement, adolescent reproduction, and child development.

The Assembly recorded a decline in child violence cases, with 115 cases in 2025 compared to 21 in 2023. A total of 229 children benefited from social welfare services, while broader outreach reached 2,945 children through social work services. Over 1,000 people received information on child protection and gender-based violence, reflecting continued sensitization efforts.

Under the Livelihood Empowerment Against Poverty (LEAP) program, 1,680+ household members were enrolled in the National Health Insurance Scheme, and 470 households with adolescent girls benefited from LEAP support. Community outreach visits and referrals from the Ghana Health Service showed modest improvements, with coordination meetings held to strengthen integrated service delivery.

### **iii. Environment, Infrastructure and Human Settlement**

In 2025, the Municipal Assembly focused on improving infrastructure and energy access. Road maintenance activities, including reshaping, grading, and pothole repairs, increased the proportion of roads in good condition from 77.5% in 2023 to 82.5% in 2025. Despite this improvement, only 1.8% of roads are feeder roads, highlighting ongoing gaps that affect health service delivery, agriculture, and tourism. The Assembly plans to address these gaps through the District Road Improvement Program (DRIP) to strengthen resilience and protect the environment.

Electricity coverage remained at 94%, with all rural and urban communities connected to the national grid. This achievement supports national goals for efficient energy distribution and contributes to SDG7 target 7.1, improving overall wellbeing in the municipality.

### **iv. Governance, Corruption and Public Accountability**

In 2025, the Municipal Assembly recorded several reported crime cases within the municipality. These included 2 cases of rape, 2 cases of armed robbery, 4 cases of defilement, 1 case of murder, and 34 cases of domestic violence. There were no reported incidents of drug trafficking, peddling, or drug abuse during the year.

The crime profile highlights the persistence of gender-based and domestic violence, while other crimes such as drug-related offenses and robbery remained relatively low. The Assembly continues to collaborate with the Ghana Police Service and other law enforcement agencies to strengthen security and protect residents.

### **v. Emergency Planning and Preparedness**

In 2025, the Municipal Assembly focused on emergency planning to prepare for natural disasters and mining-related incidents. During the year, 5 communities experienced floods, highlighting the need for improved disaster preparedness.

The Assembly organized 3 climate change programs to mitigate the impacts of such events, support relief operations, and strengthen humanitarian welfare. Going forward, enforcement of the Land Use and Spatial Planning Act, 2016 (Act 925), and public education on land use and development controls will continue to reduce the risk of future disasters.

**vi. Implementation, Coordination, Monitoring and Evaluation**

In 2025, the Municipal Assembly prioritized inclusiveness and citizen participation in project planning, implementation, and monitoring, in line with section 2(1)(c) and (f) of the National Development Planning (System) Act, 1994 (Act 480). Civic engagement activities, including town halls and multi-stakeholder meetings, improved access to information for residents.

All budget items were aligned with the 2025 Annual Action Plan, ensuring funds addressed community needs. As a result, the Assembly successfully implemented 90.96% of planned interventions. Effective participatory monitoring and evaluation contributed to improved wellbeing and socio-economic growth across the municipality.

## 2.4 Update on Critical Development and Poverty Issues

Keta Municipal Assembly has its peculiar critical poverty and development issues in all the sectors of the district, including education, health, agriculture, and vulnerability, etc.

The central government and the Municipal Assembly have implemented a series of activities and programmes within the year aimed at improving the social and economic lives of residents in the district. This section took a look at some of the programmes implemented within the year, the amounts allocated, as well as the number of beneficiaries.

*Table 18: Update on Critical Development and Poverty Issues*

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals
Ghana School Feeding Programme	-	-	14,890	14,890
Capitation Grants	408,235.54	408,235.54	7,898	7,486
National Health Insurance Scheme	872,661	475,166	102,383	98,392
Livelihood Empowerment Against Poverty (LEAP) programme	-	1,569,840	605 households	605 households
National Youth Employment Program	-	-	100	45
Free SHS Programme	4,875,010.31	4,725,404.24	11,046.00	10,327
24-Hour Economy initiatives	6,871,500.00	2,282,889.62	42,625	-
Payment of monthly allowance to Assembly Members	374,400.00	166,400.00	32	31

### 2.4.1 Ghana School Feeding Programme (GSFP)

A total of thirty-eight (38) schools are enrolled on programme covering 14,890 pupils, comprising 7,786 boys and 7,104 girls benefitted from the programme during the year.

*Table 19: GSFP Beneficiary Schools and Enrolment*

No.	School	Boys	Girls	Total
1.	Abor R/C. Basic School	306	297	603
2.	Abolove Nolopi E.P. Primary School	90	72	162

No.	School	Boys	Girls	Total
3.	Abor E.P. Kg/Primary School	237	257	494
4.	Agorvinu R/C. Basic Sch.	146	122	268
5.	Keta Anlo State Basic School	249	226	475
6.	Anlo-Afiadeniyigba E.P. Basic School	176	184	360
7.	Anlo-Afiadeniyigba R.C. Basic School	267	282	549
8.	Anyako A.A. Fia D/A. Basic Sch	95	125	220
9.	Anyako E.P. Basic School	343	207	550
10.	Anyako M.A. Primary School	92	85	177
11.	Anyako R.C. Primary	47	57	104
12.	Asadame Zion Basic Sch	159	141	300
13.	Atiavi Agbodekor R.C. Basic School	213	202	415
14.	Atiavi-Agblego E.P. Basic School	203	166	369
15.	Atiavi-Agblego R.C. Basic School	204	215	419
16.	Atiavi-Atime M/A. Basic School	121	146	267
17.	Atsiame-Heluvi M/A. Basic	156	137	293
18.	Dzelukope E.P. Basic School	284	231	515
19.	Dzelukope Norlivime R/C. Basic Sch. N0. 1	249	222	471
20.	Dzelukope R.C. Basic School	342	335	677
21.	Dzelukope-Norlivime R/C. Basic Sch. N0.2	231	207	438
22.	Gbetunu M/A. Basic School	79	71	150
23.	Hatorgodo R/C. Basic Sch.	191	169	360
24.	Kedzi - A.M.E. Zion Basic School	284	263	547
25.	Kedzi-Havedzi A.M.E. Zion Basic Sch	127	125	252
26.	Kedzi-Horvi A.M.E. Zion Basic	127	125	252
27.	Keta A.M.E. Zion Basic Sch.	342	312	654
28.	Keta R.C. Mixed Basic School	221	161	382
29.	Ketasco Basic 1	195	164	359

No.	School	Boys	Girls	Total
30.	Ketasco Basic 2	219	211	430
31.	Lawoshime M.A. Basic School	228	197	425
32.	Sasieme M/A. Basic Sch.	236	171	407
33.	Tengekope M/A. Basic School	142	148	290
34.	Tsiame E.P. Basic School	115	95	210
35.	Tsiame M/A. R.C. Basic School	167	134	301
36.	Vodza R.C. Basic School	241	260	501
37.	Vui A.M.E. Zion Basic School	542	472	1014
38.	Weme M.A Basic School	120	110	230
	<b>TOTAL</b>	<b>7,786</b>	<b>7,104</b>	<b>14,890</b>

### 2.4.2 Livelihood Empowerment Against Poverty Programme (LEAP)

During the reporting period, beneficiaries successfully received the 88th through 93rd cycles of LEAP grants. The 605 beneficiary households are scattered in 45 communities.

**Figure 15: Pictures showing LEAP disbursement household monitoring.**



*Source: DSCWD-KeMA report, December 2025*

## 2.5 Human Resource and Logistical Requirements

The effective delivery of services within the Municipality largely depends on the availability of adequate human resources and logistics. Human resources remain the backbone of the Assembly’s operations, while the provision of essential logistics ensures that staff are able to perform their duties efficiently.

This section highlights the current staffing situation across key sectors, identifies gaps in personnel based on required standards, and outlines the logistical needs necessary to support service delivery. It also emphasizes the importance of investing in both human capital and equipment to enhance productivity, improve coordination, and ensure effective implementation of programmes and projects within the Municipality.

### 2.5.1 Update on Human Resource Capacity

The total staff strength of the Assembly stood at 108, which is 35% of the minimum number of staff required for the Municipality. This has remained relatively the same as in previous years.

Many of the units and departments have severe shortage of staff which has significantly impacted the Municipals’ ability to effectively deliver services to the public.

Details of the staff strength and their training needs are provided below.

*Table 20: Staff Strength of Keta Municipal Assembly*

Departments	Requirements		Actual	% Covered	Training Required
	Min	Max	2025		
Mun. Coordinating Coordinator	1	1	1	100	
Central Administration	111	156	78	70.27	<ol style="list-style-type: none"> <li>1. Organisational Planning and Leadership</li> <li>2. Proposal writing for project financing.</li> <li>3. Website Management</li> <li>4. Report writing</li> <li>5. Data Collection and Management</li> <li>6. Environmental Health Law &amp; Regulations</li> <li>7. Waste Management &amp; Sanitation Practices</li> <li>8. Food Safety &amp; Hygiene Inspection</li> </ol>
Finance	28	45	5	17.85	<ol style="list-style-type: none"> <li>1. GIFMIS system</li> <li>2. Financial Management &amp; Accounting</li> <li>3. Financial Software &amp; Digital Skills</li> <li>4. Taxation &amp; Revenue Administration</li> </ol>
Internal Audit	5	8	5	100	<ol style="list-style-type: none"> <li>1. Global Internal Audit Standards</li> </ol>

					2. Risk-Based Internal Auditing 3. Application of IPPF 4. Procurement Audit and Procurement Framework
Education, Youth and Sports	37	50	46	124.32	1. Report Writing Skills
Health	108	169	49	45.37	1. Data Analysis and Report Writing Skills 2. Report Writing
Social Welfare & Community Development	10	13	2	20	1. ISSOPs 2. Training in Social Protection and Management
Agric	52	78	6	11.53	1. Reporting and data collection tools and analysis 2. Post-harvest management and Climate Smart Agriculture
Trade, Industry & Tourism	12	22	3	25	1. Proposal regarding writing techniques. 2. Financial literacy and tax law
Transportation	9	11	0	0	1. Transport Management
Physical Planning	17	24	1	5.88	1. Geographic Information Systems (GIS) & Spatial Analysis 2. Urban and Regional Planning Techniques 3. Development Control & Land Use Management
Works Department	57	84	7	12.28	1. Microsoft Suite and auto card training 2. Project Management 3. Safety Precautions at the Project Site. 4. Technical reporting
Urban Roads	18	29	1	5.5	1. Report Writing Skills
<b>Total</b>	<b>465</b>	<b>690</b>	<b>204</b>	<b>43.87</b>	

**Source:** *Keta Municipal Assembly Staff Nominal Roll Dec, 2025 and LGS Staffing Norms Dec, 2014*

## 2.5.2 Staff Capacity Development

In 2025, the Municipal Assembly worked to strengthen staff capacities through targeted training programs, although the number of such programs remained limited. Four capacity development initiatives were conducted, including orientation for newly appointed and elected Hon. Assembly Members to familiarize them with the local government system, as well as workshops on records management, ICT, and report writing.

Again, performance failures stemming from inadequate training of staff as per their training needs has led to several negative implications, including decreased productivity, poor quality of work and a potential loss of competitive advantage, as employees lack the necessary skills to keep up with industry changes and perform at their best.

These programs aimed to enhance staff knowledge, skills, and effectiveness on the job. Moving forward, it is recommended that the Assembly prioritize capacity development to ensure more efficient and effective service delivery.

Name or type of the Capacity Development	Venue/ Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Males	Females
One (1) day Technical Training Workshop on Techniques used in the prosecution of defaulters of Environmental Health and Sanitation Regulations	Keta Municipal Education Directorate Conference Hall	Equip Officers with Techniques used in the prosecution of defaulters of Environmental Health and Sanitation Regulations	DACF Capacity Building Support	Environmental Health Officers	Ho School of Hygiene	30	17	13
One-day Sensitization and orientation workshop on the amended PFM Act and PFM Compliance	Keta Municipal Assembly Hall	To sensitize management and staff on the amended PFM Act and PFM compliance	DACF Capacity Building Support	Heads of Department/Unit and some selected senior officers	In-House (Keta Municipal Assembly)	28	4	32
Two-day Sensitization and Orientation Workshop on DPAT IX Indicators	Keta Municipal Conference Room	The need to improve performance of the respective roles of the two departments	DACF Capacity Building Support	Heads of Department/Unit and some selected senior officers	In-House (Keta Municipal Assembly)	24	14	38
One-Day Training and Sensitization on Client Service Activities	Keta Municipal Conference Room	To improve staff capacity for efficient and client-focused service delivery.	DACF (Capacity Building Support)	Selected Staff of Keta Municipal Assembly	In-House (Keta Municipal Assembly)	25	20	45
Scheme of Service Training Workshop for Officers due for promotion	V.R.C.C Residency Conference Room, Ho	To equip officers with the knowledge and skills required for promotion and career progression.	IGF Capacity Building Support	Selected Staff and Heads of Department/Unit	Volta Regional Coordinating Council	1	0	1
One-day Training on the Smart Workplace Platform	Keta Municipal Assembly Hall	To familiarize staff with the Smart Workplace Platform for improved efficiency and workflow.	DACF Capacity Building Support	Employees of the Keta Municipal Assembly	OHLGS, E-Solutions Consulting and V.R.C.C	50	25	75
One Day Training and Sensitization Workshop on Ghana Electronic Procurement Systems (GHANEPS)	Keta Municipal Conference Room	To train and sensitize staff on using GHANEPS for transparent and efficient public procurement.	DACF Capacity Building Support	Heads of Department/Unit and Newly Recruited Officers	In-House (Keta Municipal Assembly)	31	4	35

### 2.5.3 Logistics Analysis

The Keta Municipal Assembly has undertaken an analysis of its current logistics to determine their adequacy to support the effective functionality of the office. Computers and laptops, which are mostly used by almost all officers, are in high demand and woefully inadequate. This condition is taking a toll on the performance and efficiency of staff in the Assembly.

The analysis of logistics reveals the following:

*Table 21: Logistics Analysis*

<b>Items</b>	<b>Required</b>	<b>Actual</b>	<b>Remarks</b>
<b>Computers</b>	58	25	Inadequate
<b>Printers</b>	38	13	Inadequate
<b>Projectors</b>	5	1	Inadequate
<b>Office Space</b>	48	40	Fairly Adequate
<b>Vehicle</b>	11	9	Fairly Adequate

An assessment of the Assembly's assets shows gaps in logistics that affect service delivery. There is a need for additional printers to ensure all departments and units have adequate access to printing services to support their work.

The number of desktop computers has also reduced, as many units now require laptops for mobility, presentations, and participation in workshops. This shift highlights the need for increased investment in portable ICT equipment to improve efficiency.

In addition, there is a need for more vehicles to support departmental operations, particularly for field activities, monitoring, and community engagements, to ensure effective service delivery across the municipality.

## **2.6 Evaluations Conducted, Findings and Recommendations**

The type of evaluation conducted was an ex-post evaluation of some projects implemented in the district. The Purpose of this evaluation was to assess the impact of these interventions on the intended beneficiaries.

The method employed in undertaking the evaluation was the design of a checklist by the MPCU. Moreover, questionnaires were also designed to collate the views of programme beneficiaries, which is intended to measure their degree of satisfaction concerning the utilisation of the completed projects. The table below presents details of the evaluations conducted on the projects.

*Table 22: Update on evaluations conducted*

Name of the Evaluation	Policy/programme/project involved	Consultants or resource persons involved	Methodology used	Findings	Recommendations
1. Midterm	Renovation of the Keta Municipal Assembly Hall	Members of MPCU, the contractor	Field Visits  Consultative meetings with end beneficiaries, Traditional Authorities  Group Discussions	The Structure was fitted with facilities for persons living with disability  The project was 90% completed	The construction work was expected to be completed on schedule.
2. Mid-Term	Renovation of the MCE's Residence	Members of MPCU, the contractor	Field Visits  Consultative meetings with end beneficiaries, Traditional Authorities	The Structure was accessible to persons living with disability  The project was 95% completed	The construction work was expected to be completed on schedule.

Name of the Evaluation	Policy/programme/project involved	Consultants or resource persons involved	Methodology used	Findings	Recommendations
			Group Discussions		
3. Ex Post Evaluation	Construction of phase two (2) of 12-Unit Commercial Hostel with ancillary facilities	Members of MPCU, the contractor	Consultative meetings with end beneficiaries, Traditional Authorities  Group Discussions	The first phase of the project was completed.  There was a need to ensure the continuation of the project  The project was meeting the purpose for which it was initiated.	Users requested the installation of street lights on the roads opened to ensure security at night.

## **2.7 Participatory Monitoring and Evaluation (PM&E) Conducted**

As part of the Participatory Monitoring and Evaluation process, the Municipal Assembly adopted several Participatory Rural Appraisal (PRA) Tools and Techniques in conducting PM&E. These included the use of community mapping in identifying the coverage of its Sanitation coverage. The method was used with Household Heads to identify and map out houses in the Urban Areas without Household Toilets, and the affected households were taken through the needed processes of constructing household toilets. Another PRA tool used was the Transect Walk. This approach involved purposeful Walks through the targeted neighbourhoods to identify and map out sites where open defecation and indiscriminate dumping of household and other forms of waste were located at the various neighborhoods and houses without toilets were mapped. The other PM&E Tool used was Focus Group Discussions with identified key stakeholders. Strategies were developed to end open defecation and indiscriminate dumping to achieve total sanitation in each of the selected neighbourhoods.

*Table 23: Update on PM&E tools used*

Name of the PM&E Tool	Policy/program me/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
<ul style="list-style-type: none"> <li>Participatory Rural Appraisal</li> </ul>	General Sanitation at Anlo-Afiadenyigba	Environmental Health Unit	<b>Mapping;</b>  was used to demonstrate insanitary sites in the Community	Several sites were discovered in each of the communities, where human excreta, refuse, and other forms of filth were deposited.  Communities agreed on a roadmap to achieve total sanitation	There is a need to replicate this strategy in other communities in the Municipality to ensure total sanitation coverage
<ul style="list-style-type: none"> <li>Participatory Rural Appraisal</li> </ul>	Community Led Total Sanitation Program at Tsiamé	Environmental Health Unit	<b>Transect Walk:</b>  A thorough community was done which led to observation of	Targeted areas of insanitary conditions were identified such of indiscriminate dumping of refuse, open defecation. etc.	Sanitation guards were recommended for recommended for affected areas in order to ensure open defecation free Municipality.

Name of the PM&E Tool	Policy/program me/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
			some insanitary sites and also led to better understanding of the issues of concern on sanitation	Community members agreed to focus attention on the affected sites	
<ul style="list-style-type: none"> <li>Participatory Rural Appraisal</li> </ul>	Revenue Mobilization Strategies	MPCU	<p><b>Stakeholder Analysis</b></p> <p>This tool was used to gather stakeholders in the revenue sector. Discussions were held on the reasons</p>	<p>There is the need to cede some revenue heads to zonal councils for collection.</p> <p>There seems to be revenue leakages</p>	<p>The Assembly should put measures in place to block the loopholes.</p> <p>The Assembly should give additional training to revenue collectors.</p> <p>Intensification of revenue supervision and public sensitization.</p>

Name of the PM&E Tool	Policy/program me/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
			accounting for the inability to generate and innovate ways to generate targeted revenue		

## **CHAPTER THREE**

### **CONCLUSION AND WAY FORWARD**

#### **3.1 Key Issues Addressed and Those Yet To Be Addressed**

##### **3.1.1 Issues Addressed**

Among the key issues addressed are the following;

1. Active stakeholder participation in the preparation of the 2026 to 2029 MTDP is one of the key issues addressed. This was done to enhance the sustainability of programmes and projects. Town Hall meetings, communal fora and communal sensitizations were undertaken in some key towns in the Municipality to educate them on the need for community involvement in planning, implementation, monitoring and evaluation.
2. Assembly members and other opinion leaders were trained in revenue mobilization and collection skills.
3. Vigorous revenue mobilization drives were carried out in an effort to boost the revenue of the Assembly. Public education programmes on revenue mobilization were held on the radio and other public for a.
4. Business operating permit bills were also generated, and the distribution of the bills was underway.
5. The Assembly has commenced the collection of data on properties in the Municipality to update the existing data.

##### **3.1.2 Some of The Key Issues Which are Yet To Be Addressed**

Some of the key issues which are yet to be addressed include the following;

1. The loss of vibrancy of the Keta Market has been a concern for many who blamed the infrastructural deficit as one of the causes. The Assembly has planned to undertake massive infrastructure development of the market to give it a facelift.
2. The Assembly is also in the process of securing IT payment systems for the public for rates and fees. This initiative is expected to drastically reduce the cost of revenue collection and also improve efficiency.
3. Lack of office equipment and consumables in most offices. Equipment such as computers, printers, and laptops are lacking in most offices.

4. Inadequate logistics and funding for monitoring and evaluation activities in the Municipality.
5. Poor coordination between the Assembly and NGOs/CBOs.
6. Poor coordination between the Assembly and other departments, and failure of some of these Departments to produce their programme and activity implementation reports and data to enable the preparation of the Assembly's progress report.
7. Inadequate access to water services in urban and rural areas.
8. Perennial flooding affecting communities.
9. Youth unemployment among rural and urban youth.
10. Limited access to credit by SMEs.
11. Low level of irrigated agriculture.
12. Unfavourable socio-cultural environment for gender equality.
13. Low levels of private sector investment in aquaculture (small-medium scale producers)
14. Limited availability and accessibility of economic data.
15. Inadequate apprenticeship opportunities.
16. Potential rise in sea level resulting in wetland flooding.
17. Poor drainage system

### **3.2 Recommendations**

1. It is expected that the Municipal Assembly will improve upon its internally generated revenue to support the DACF from the central government for the implementation of programmes and activities.
2. Leverage the support of the private sector, development partners, donors and philanthropists in the implementation of the 2026 to 2029 MTDP.
3. Hold regular consultative meetings and review meetings with development stakeholders in the implementation of the 2026 to 2029 MTDP.
4. Solicit support for training, capacity building and technical assistance towards strengthening the MPCU, Stakeholders, etc.

### **3.2.1 The Way Forward**

Several key issues which needed to be addressed immediately at the district level include the following:

1. Capacity building of Sub-district structures in monitoring and evaluation.
2. Renovate those zonal councils that have offices and are in a bad state, and build offices for those who don't have
3. Provide logistics and equipment for various offices of the Assembly.
4. Resourcing the MPCU with adequate logistics such as laptops, a desktop, a photocopier and a printer, etc.
5. Implement the recommendations in the capacity building Plans.

### **3.3 Conclusion**

The achievement of the Municipal goal depends largely on the participation of key stakeholders in the implementation of the strategies outlined in the Annual Action Plans. This participation will not only provide the much-needed resources but will also enhance transparency and accountability in the implementation of projects and programmes in the Municipality. In addition, the accelerated transformation of the Municipality in terms of the structure of the economy, increased production, social needs and a more ecologically balanced natural environment, more financial efforts and drive, and more human development in capacity building would